

The inaugural meeting of the **OVERVIEW AND SCRUTINY PANEL (FINANCE AND PERFORMANCE)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, CAMBS, PE29 3TN** on **THURSDAY, 7TH JANUARY 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

### **APOLOGIES**

**1. ELECTION OF CHAIRMAN**

To elect a Chairman of the Panel.

**2. MINUTES** (Pages 5 - 10)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Economic Well-Being) meeting held on 8th December 2015.

**A Green  
388008**

**3. MEMBERS' INTERESTS**

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

**4. APPOINTMENT OF VICE-CHAIRMAN**

To appoint a Vice-Chairman of the Panel.

**5. NOTICE OF KEY EXECUTIVE DECISIONS** (Pages 11 - 16)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and comment as appropriate on any items contained therein.

**M Sage  
388007**

**6. UPDATE ON 2016/17 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY** (Pages 17 - 66)

The Panel is to receive an update on the 2016/17 Draft Budget and the Medium Term Financial Strategy.

**C Mason  
388157**

**7. OXMOOR ACTION PLAN FOR OPEN SPACE - TREATMENT OF SECTION 106 MONIES** (Pages 67 - 74)

To consider a report on the Oxmoor Action Plan For Open Space – Treatment Of Section 106 Monies.

**A Merrick  
388635**

**8. EXCLUSION OF PRESS AND PUBLIC**

To resolve:

that the press and public be excluded from the meeting because the business to be transacted contains information relating to any individual, information which is likely to reveal the identity of an individual, information relating to the financial or business affairs of any particular person (including the authority holding that information) and information relating to any consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees.

**9. FUTURE SERVICE PROVISION** (Pages 75 - 82)

To receive a report by the Corporate Team Manager.

**A Dobbyne  
388100**

**10. RE-ADMITTANCE OF PRESS AND PUBLIC**

To resolve:

that the press and public be re-admitted to the meeting.

**11. WORKPLAN STUDIES** (Pages 83 - 86)

To consider the work programmes of the Communities and Customers and Economy and Growth Overview and Scrutiny Panels.

**A Green  
388008**

**12. OVERVIEW AND SCRUTINY PROGRESS** (Pages 87 - 88)

To consider a report on the Panel's activities and scrutinise decisions taken since the last meeting as set out in the Decision Digest (circulated separately).

**A Green  
388008**

Dated this 24th day of December 2015



Head of Paid Service

**Notes**

**1. Disclosable Pecuniary Interests**

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it -*

*(a) relates to you, or*

*(b) is an interest of -*

*(i) your spouse or civil partner; or*

*(ii) a person with whom you are living as husband and wife; or*

*(iii) a person with whom you are living as if you were civil partners*

*and you are aware that the other person has the interest.*

(3) *Disclosable pecuniary interests includes -*

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

### **Non-Statutory Disclosable Interests**

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

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

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

*and that interest is not a disclosable pecuniary interest.*

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

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

**Please contact Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@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.*

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in Civic Suite 0.1b, Pathfinder House, St Mary's Street, Huntingdon, PE29 on Tuesday, 8th December 2015.

PRESENT: Councillor D Harty – Vice-Chairman in the Chair.

Councillors T D Alban, P L E Bucknell, Mrs A D Curtis, R S Farrer, L George, D Harty, B Hyland, J M Palmer and J E White.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors G J Bull, E R Butler and M F Shellens.

IN ATTENDANCE: Councillors J A Gray and D M Tysoe.

### **55. MINUTES**

The Minutes of the meeting of the Panel held on 5th November 2015 were approved as a correct record and signed by the Chairman.

### **56. MEMBER'S INTERESTS**

No declarations of interests were received.

### **57. NOTICE OF KEY EXECUTIVE DECISIONS**

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which had been prepared by the Executive Leader for the period 1st December 2015 to 31st March 2016. In response to a question by Councillor R S Farrer, Members were informed that responsibility for the Huntingdonshire Infrastructure Business Plan would be included in the review of the structure of the Development service.

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

*(Councillor J A Gray, Executive Councillor for Resources, was in attendance for this item).*

By means of a report by the Head of Resources (a copy of which is appended in the Minute Book) the Panel was updated on progress of the Zero Based Budgeting (ZBB) reviews, which had been undertaken in preparation for setting the 2016/17 Budget. Members were reminded of the reasons for introducing ZBB and the ZBB Tranche 1 achievements.

Members discussed the outcome of the ZBB work that had been completed in the current year. As last year an external specialist had

been retained to provide strategic benchmarking, forecasting and budgeting advice. A Star Chamber comprising the Executive Leader and the Executive Leader for Resources had been presented with service change options together with additional opportunities for savings. Any additional savings would form part of the overall Budget setting process for 2016/17.

With regard to the impact of ZBB and the Star Chamber processes resources, Members noted that between 2016/17 and 2019/20 forecast net saving to the Budget was 18.7%, with a total contribution to reserves of £6.7m. This represented a potential change of £13m compared with the current Medium Term Financial Strategy (MTFS) modelled total draw-down from General Reserves of £6.3m in the same period. While Members commended the achievements to-date, they also accepted that decisions during subsequent rounds of ZBB would be more challenging.

The Panel then reviewed the savings proposals contained in Appendix 1 to the report by the Head of Resources. Following a question by Councillor P L E Bucknell, the Panel was provided with the justification for predicted savings against specific budgets. Members acknowledged the improvement in the accuracy of the forecasting and profiling of savings.

In response to a question by Councillor T D Alban, the Panel was informed that planned co-location of Citizens Advice and the Department for Work and Pensions at Pathfinder House represented an appropriate match with Council services. This view was endorsed. Having been assured that the changes would make little difference to the Council's critical services, the Panel:

RESOLVED

that the Cabinet be recommended to include the savings proposals contained in Appendix 1 to the report now submitted in the forthcoming 2016/17 budget and MTFS.

*(At 7.20pm Councillor R S Farrer left the meeting).*

## **59. CUSTOMER SERVICE STRATEGY**

*(Councillor D M Tysoe, Executive Councillor for Customer Services, was in attendance for this item).*

The Panel gave consideration to a report by the Head of Customer Services to which was attached a revised Customer Service Strategy (copies of which are appended in the Minute Book). The previous Strategy had been updated to reflect other Council strategies and policies. It also took into account customer feedback and the views of Officers. The result was a more comprehensive document with wider application. In addition, the Strategy's links to the Corporate Plan had been strengthened and it now included examples of good practice.

Councillor T D Alban commented that a facility should be introduced to the Council's website that enabled residents to identify their local Councillor. Officers agreed to follow up this suggestion. In reply to a question by Councillor J M Palmer, confirmation was received that

Progress against the Strategy would be monitored through the corporate performance reporting process. An annual review also would take place.

RESOLVED

that the Cabinet be recommended to approve the revised Customer Service Strategy.

## **60. CORPORATE FRAUD AND PROSECUTION POLICY**

*(Councillor D M Tysoe, Executive Councillor for Customer Services, was in attendance for this item).*

With the aid of a report by the Head of Customer Services (a copy of which is appended in the Minute Book) the Panel gave consideration to the Fraud Workplan and a revised Prosecution Policy. The Workplan had been produced following the transfer of responsibility for Housing Benefit fraud to the Department for Work and Pensions. It incorporated analysis of the areas of work that presented the most risk to the Council and of emerging risks facing local authorities.

RESOLVED

that the Cabinet be recommended to:

- approve the Fraud Workplan;
- approve the revised Prosecution Policy, and
- authorise the Executive Councillor for Customer Services to monitor the delivery of the Workplan alongside annual reports to the Corporate Governance Panel.

## **61. PROCUREMENT POLICY**

*(Councillor J A Gray, Executive Councillor for Resources, was in attendance for this item).*

Consideration was given to a report by the Head of Resources (a copy of which is appended in the Minute Book) which sought approval for a Procurement Policy. The Panel has endorsed the contents of a Procurement Policy. The Policy outlined how procurement supported the Corporate Plan and the Council's objectives. It went into detail on how procurement risk would be managed, on helping local businesses compete for public spend and on the performance and governance of procurement.

Members were informed that the Policy supported the achievement of savings, cost avoidance and additional income. It was underpinned by the Code of Procurement and guidance for staff. In response to a question by Councillor Mrs A D Curtis, it was confirmed that, in addition to financial considerations, the Policy took into account other criteria such as security. Whereupon, it was

RESOLVED

that the Cabinet be recommended to approve the

**62. RESERVES REVIEW**

*(Councillor J A Gray, Executive Councillor for Resources, was in attendance for this item).*

The Panel received a report by the Head of Resources (a copy of which is appended in the Minute Book) on the outcome of a review of the way the Council managed its reserves. Councillor J A Gray reminded Members of the financial challenges facing the authority and that the Council was about to embark on an ambitious Commercial Investment Strategy. In that context, the review had established a need for a Strategy that clearly defined the operation of any reserves and for associated governance arrangements that would enable the Council to manage its reserves in a more commercial environment.

Members expressed support for proposed terms for the management of each type of reserve, and agreed to a change to the way the minimum level of reserves was defined. In the past it had been set at a fixed figure, whereas it was now recommended that the minimum level of reserves should equate to a percentage of any year's Net Expenditure.

The Panel concurred with the view expressed by the Executive Councillor for Resources that when managing the Council's reserves, Members should be led by professional Officers. The Panel, therefore:

**RESOLVED**

that the Cabinet be recommended to:

- approve the Reserves Strategy;
- endorse the minimum level of reserves at 15% of the Council's Net Expenditure, and
- endorse the arrangements pertaining to each reserve, specifically the ringfencing of capital receipts that are generated from either "general service activity" or from the "Commercial Investment Strategy".

**63. COMMERCIAL INVESTMENT STRATEGY BUSINESS PLAN**

*(Councillor J A Gray, Executive Councillor for Resources, was in attendance for this item).*

The Panel gave consideration to a report by the Head of Resources seeking approval of a Commercial Investment Strategy Business Plan. Copies of the report and Business Plan are appended in the Minute Book. Councillor J A Gray informed Members that it was not efficient for the Council to hold significant sums of money in low interest accounts. Furthermore, as increasing Council Tax would not secure the Council's financial position, it was proposed to undertake investments linked to the health of the economy. Specific recommendations would be brought forward in the next few months.



Prompted by a question from Councillor T D Alban, Members discussed the principle on which the Plan was based; that is, that local authorities should own commercial property. They accepted that in order to achieve the clear aim of providing a revenue stream for the Council, the approach should be to invest in commercial property rather than the residential housing market. This would enable the Council to benefit from trends in the national economy and to promote the local economy.

Members drew attention to the need to have the necessary Officer resources in place to monitor the local market, identify investment opportunities and manage the commercial estate. They then stressed the need for close monitoring of the performance of investments. Whereupon, it was:

#### RESOLVED

that the Cabinet be recommended to approve the:

- CIS Business Plan (Appendix 2);
- transfer of £6.8m from the Councils General Fund balance to the Capital Investment Earmarked Reserve;
- potential to borrow up to £35.0m from 2016/17 onwards to support the CIS. However, there will still be “head-room” to borrow a further £25.0m if commercial opportunities arise.
- MRP policy below and recommend the Council to approve it:

*“For each capital investment undertaken under the requirements of the Councils Commercial Strategy, Minimum Revenue Provision will be made that is equal to the principal repayment for any loan finance supporting the investment.”*

#### **64. WORKPLAN STUDIES**

The Panel received and noted a report (a copy of which is appended in the Minute Book) which contained details of studies being undertaken by the Overview and Scrutiny Panels for Social Well-Being and Environmental Well-Being.

#### **65. OVERVIEW AND SCRUTINY PROGRESS**

The Panel received and noted a report on progress of its activities since the last meeting. A copy of the report is appended in the Minute Book.

Chairman

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

**Prepared by** Councillor J D Ablewhite  
**Date of Publication:** 23 December 2015  
**For Period:** 1 January 2016 to 30 April 2016

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Executive Leader of the Council	3 Pettis Road St. Ives Huntingdon PE27 6SR  Tel: 01480 466941 E-mail: <a href="mailto:Jason.Ablewhite@huntingdonshire.gov.uk">Jason.Ablewhite@huntingdonshire.gov.uk</a>
Councillor R C Carter	- Executive Councillor for Operations & Environment	5 The Paddock Bluntisham Huntingdon PE28 3NR  Tel: 07986 325637 E-mail: <a href="mailto:Robin.Carter@huntingdonshire.gov.uk">Robin.Carter@huntingdonshire.gov.uk</a>
Councillor S Cawley	- Executive Councillor for Organisational Change & Development	6 Levers Water Huntingdon PE29 6TH  Tel: 01480 435188 E-mail: <a href="mailto:Stephen.Cawley@huntingdonshire.gov.uk">Stephen.Cawley@huntingdonshire.gov.uk</a>
Councillor D B Dew	- Executive Councillor for Strategic Planning & Housing	4 Weir Road Hemingford Grey Huntingdon PE28 9EH  Tel: 01480 469814 E-mail: <a href="mailto:Douglas.Dew@huntingdonshire.gov.uk">Douglas.Dew@huntingdonshire.gov.uk</a>

Councillor J A Gray - Executive Councillor for Resources	Vine Cottage 2 Station Row Catworth Huntingdon PE28 0PE  Tel: 01480 861941 E-mail: <a href="mailto:Jonathan.Gray@huntingdonshire.gov.uk">Jonathan.Gray@huntingdonshire.gov.uk</a>
Councillor R Harrison - Executive Councillor for Strategic Economic Development & Legal	55 Bushmead Road Eaton Socon St Neots PE19 8GC  Tel: 01480 406664 Email: <a href="mailto:Roger.Harrison@huntingdonshire.gov.uk">Roger.Harrison@huntingdonshire.gov.uk</a>
Councillor R Howe - Deputy Executive Leader of the Council with responsibility for Commercial Activities	The Old Barn High Street Upwood Huntingdon PE26 2QE  Tel: 01487 814393 E-mail: <a href="mailto:Robin.Howe@huntingdonshire.gov.uk">Robin.Howe@huntingdonshire.gov.uk</a>
Councillor D M Tysoe - Executive Councillor for Customer Services  12	Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA  Tel: 01480 388310 E-mail: <a href="mailto:Darren.Tysoe@huntingdonshire.gov.uk">Darren.Tysoe@huntingdonshire.gov.uk</a>

Notice is hereby given of:

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

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail [Democratic.Services@huntingdonshire.gov.uk](mailto:Democratic.Services@huntingdonshire.gov.uk). Agendas may be accessed electronically at [www.huntingdonshire.gov.uk](http://www.huntingdonshire.gov.uk).

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

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

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

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

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

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

<b>3</b> Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Voluntary Sector Grant Funding 2016/17 to 2019/2020 ***	Cabinet	21 Jan 2016		Chris Stopford, Head of Community Services Tel No. 01480 388280 email: Chris.Stopford@huntingdonshire.gov.uk		R Harrison	Communities and Customers
Future Service Provision ## ***	Cabinet	21 Jan 2016		Adrian Dobbyne, Corporate Team Manager Tel No. 01480 388100 email: Adrian.Dobbyne@huntingdonshire.gov.uk	Paragraphs 1 - 4	S Cawley	Finance and Performance
Oxmoor Action Plan for Open Space - Treatment of Section 106 Monies ***	Cabinet	21 Jan 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		D Dew	Finance and Performance

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Open Spaces Water Safety Policy ***	Cabinet	21 Jan 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth
Street Cleansing - Service Specification ***	Cabinet	21 Jan 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth
Earith, Sawtry and Stilton Needs Analysis of Open Spaces Play Facilities ***	Cabinet	21 Jan 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth
Approval of Final 2016/17 Revenue and Capital Budgets and Medium Term Financial Strategy 2017/18 to 2020/21	Cabinet	11 Feb 2016		Clive Mason, Head of Resources Tel No. 01480 388157 email: Clive.Mason@huntingdonshire.gov.uk		J Gray	Finance and Performance
Treasury Management Strategy 2016/17	Cabinet	11 Feb 2016		Clive Mason, Head of Resources Tel No. 01480 388157 email: Clive.Mason@huntingdonshire.gov.uk		J Gray	Finance and Performance
One Leisure Strategic Plan ***	Cabinet	17 Mar 2016		Ms Jayne Wisely, Head of Leisure and Health Tel No. 01480 388049 email:Jayne.Wisely@huntingdonshire.gov.uk		R Howe	Communities and Customers
Shared Services Governance ***	Cabinet	17 Mar 2016		Mrs Joanne Lancaster, Managing Director Tel No. 01480 388001 email: Joanne.Lancaster@huntingdonshire.gov.uk		S Cawley	Finance and Performance

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Sports Facilities Strategy for Huntingdonshire 2016 - 2021 ***	Cabinet	17 Mar 2016		Ms Jayne Wisely, Head of Leisure and Health Tel No. 01480 388049 email: Jayne.Wisely@huntingdonshire.gov.uk		R Howe	Communities and Customers

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	<b>Draft 2016/17 Revenue Budget and Medium Term Financial Strategy (2017/18 to 2020/21)</b>
<b>Meeting/Date:</b>	Overview and Scrutiny Panel (Finance and Performance), 7th January 2016  Cabinet, 21st January 2016
<b>Executive Portfolio:</b>	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:**

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 next four years.

The 2016/17 budget and MTFS has been set:

- following the policies that have been agreed by Cabinet,
- reflects the principles of “Plan-on-a-Page”, in that the Cabinet had an aspiration for the Council not to be reliant on government funding.
- incorporates the last two tranches of the Zero Based Budget (ZBB) programme that commenced in the Autumn of 2014.

### Zero Based Budgeting

All departments within the Council have now had a fundamental review of their service and the resources required to deliver those services. Tranche 1 of the ZBB programme was delivered in December 2014 and the outcomes were built into the 2015/16 budget. Tranches 2 and 3 have taken place during the current financial year, with the outcomes reported to this Committee and approved by Cabinet in September and December; and they have now been incorporated within the draft budget for 2016/17 and the MTFS 2016/17 to 2020/21. In addition, all ZBB Tranche 1 services have had a ZBB Light review to ensure that all budgets have been subject to a high level of scrutiny.

Tranches 2 and 3 of the ZBB programme have identified savings and efficiencies of £2.2m in 2016/17 (rising to £4.1m in 2019/20), as approved for inclusion in the draft budget at Cabinet in September and December 2015. The impact of all other budget adjustments adds back £0.9m (inflation, effect of capital and other changes). **Table 1** below summarises the ZBB Heavy savings per department.

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

It should be noted that:

- included in the Community Services tranche 2 proposals was a proposal to implement a bus departure levy in the District, raising an estimated £75,000. Following further discussions on this proposed it is being recommended that this proposal is removed from the ZBB savings. This change has been built into the draft budget.
- The implications of the Commercial Investment Strategy, as reported to Cabinet in December 2015 have been included in the draft budget (para 3.3).

### Net Service Expenditure

This report highlights the draft revenue budget for 2016/17 and the MTFS for the period 2016/17 to 2020/21. At this point in the budget setting process, the draft Net Service Expenditure budget for 2016/17 is £17.9m (the detailed draft 2016/17 Budget and MTFS is shown in **Appendix 1**).

Upon comparing the draft Net Service Expenditure budget to the 2015/16 Forecast Outturn and the Original Budget, there has been a net saving of £0.9m (4.6%) and £1.3m (7%) respectively, as shown in **Table 2** below:

Table 2	Saving on Net Service Expenditure: 2015/16 to 2016/17						
	2015/16		2016/17				
	Forecast Outturn	Original Budget	ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Base Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net Service Expenditure</b>	18,804	19,267	(2,237)	345	213	349	17,938
<b>Key:</b> ZBB: Zero Based Budgeting							

### Capital Programme

The detailed draft capital programme for the period 2016/17 to 2020/21 is included in **Section 3 of Appendix 1** and summarised in **Table 3** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the minimum revenue position (MRP) is **£61,000**. In addition there is an MRP increase in 2017/18 of £0.6m as a result of the funding of the 2016/17 capital programme. All capital proposals have been subject to internal officer scrutiny via the Finance Governance Board and have followed the capital project methodology introduced last year.

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

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

### Government Funding

The total government funding used within the Draft 2016/17 Budget is £7.1m, this decreases to Nil by 2020/21.

- New Homes Bonus

On the 17th December, the Secretary of State for Communities and Local Government announced the 2016/17 New Homes Bonus allocation of £5.0m; this is an decrease of £0.1m over what was included in the 2016/17 to 2019/20 MTFs. Over the period of the MTFs, this is modelled to decrease to Nil by 2020/21 in line with the Cabinet aspiration to remove reliance on central government funding.

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

On the 17th December, the Secretary of State for Communities and Local Government announced the 2016/17 Revenue Support Grant (RSG) of £2.1m, an increase of £0.2m, and the Non-Domestic Rates (NDR) baseline of £4.2m a net marginal increase of £30,000 over what was included in the 2016/17 to 2019/20 MTFS. Over the period of the MTFS, it is modelled that RSG will have gone and NDR increased to £4.4m by 2020/21. The Council Tax Freeze Grant has now been incorporated into RSG.

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

### Council Tax

The Council Tax base is 59,358 for 2016/17 and was approved as a key decision on the 1<sup>st</sup> December 2015 and is now required to be ratified by Cabinet.

The current MTFS contains the aspiration for the Council Tax to be frozen at its current level of £133.18 for the duration of the MTFS. **Table 4** shows the impact of applying this policy over the life of the new MTFS. After taking into account the ZBB savings and government funding changes, the Council will potentially have to make contributions from the General Fund Reserve of £3.8m over the period of the MTFS.

<b>Table 4</b>	<b>Achievement of Freeze of Council Tax for 2016/17 and the period of the 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>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Net Service Expenditure</b>	<b>17,938</b>	<b>17,639</b>	<b>17,340</b>	<b>17,008</b>	<b>17,058</b>
Contribution to/(from) Earmarked Reserves	(257)	0	0	0	0
Reserves required	2,251	303	(931)	(2,092)	(3,190)
<b>Net Budget</b>	<b>19,931</b>	<b>17,942</b>	<b>16,409</b>	<b>14,916</b>	<b>13,868</b>
Government Funding	(7,075)	(4,645)	(2,925)	(1,241)	0
Retained Business Rates	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Other Grants and Funding	(761)	(1,018)	(1,018)	(1,018)	(1,018)
<b>Council Tax Requirement</b>	<b>7,905</b>	<b>8,048</b>	<b>8,193</b>	<b>8,340</b>	<b>8,490</b>
Council Tax Base	59,358	60,426	61,514	62,621	63,749
<b>Council Tax Level</b>	<b>£133.18</b>	<b>£133.18</b>	<b>£133.18</b>	<b>£133.18</b>	<b>£133.18</b>

### Reserves

**Table 5** shows the impact on the General Fund (GF) reserve of the application of this policy, which reduces the GF reserve to a negative position of (£0.6m) at the end of 2020/21. The recommended minimum level of GF reserves is 15% of the net revenue expenditure, which would be £2.6m in 2020/21, a shortfall of £3.2m that the Council would have to find additional savings or increase council Tax to make up.

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

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

The position on reserves is an unsustainable one and therefore action will need to be taken over the course of the MTFs to rectify this and ensure that the reserves, by the end of the MTFs are at the minimal level required.

#### Four-year settlement

As part of the Government's consultation on the 2016/17 provisional settlement, they have announced their intention to offer to Council a four-year financial settlement, subject to some technical annual adjustments. The reason this offer has been made is to support the transition to self-sufficient local government by 2019/20. At this time members are asked to note this offer, subject to further analysis and reporting, hopefully by the time of the Final Budget report in February.

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

It is recommended that Overview and Scrutiny:

1. provides comments to Cabinet in respect of the:
  - i. overall budget 2016/17 and MTFs 2017/18 to 2020/21
  - ii. the detailed service budget pages (as shown in Section 2 of Appendix 1).
  - iii. draft capital programme 2016/17 to 2020/21
  - iv. of freezing Council Tax for 2016/17 over the period covered by the Medium Term Financial Strategy (2017/18 to 2020/21).
  - v. proposal to remove the savings proposal to charge a bus departure levy within the District.
2. informs Cabinet of its preferred option for dealing with the potential deficit

reserves position as mentioned in paragraph 4.9.

3. notes the Council Tax base for 2016/17 as 59,358.
4. notes the offer by Government to all Councils of a four-year financial settlement and provides comments to Cabinet.

## 1. WHAT IS THIS REPORT ABOUT?

1.1 To update members on:

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

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

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

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

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

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

## 3. Savings and Growth

### Zero Based Budgeting

3.1 Table A within **Appendix 1** details the savings that have been accrued from both the ZBB heavy and light reviews across the Councils services, the net savings achieved are summarised in **Table 6** below:

<b>Table 6 - ZBB Tranche 2 &amp; 3 Savings</b>					
<b>Service</b>	<b>2016/17 £'000</b>	<b>2017/18 £'001</b>	<b>2018/19 £'002</b>	<b>2019/20 £'003</b>	<b>2020/21 £'004</b>
Directors and Corporate	(221)	(323)	(373)	(373)	(373)
Resources	(85)	(147)	(210)	(272)	(272)
Customer Services	(543)	(778)	(918)	(1,075)	(1,075)
Operations	(860)	(1,121)	(1,347)	(1,657)	(1,657)
Development	(314)	(314)	(315)	(315)	(315)
Community	(112)	(169)	(172)	(173)	(173)
Leisure & Health	(102)	(123)	(123)	(123)	(123)
<b>TOTAL</b>	<b>(2,237)</b>	<b>(2,975)</b>	<b>(3,458)</b>	<b>(3,988)</b>	<b>(3,988)</b>

- 3.2 Included in the Community Services tranche 2 proposals was a proposal to implement a bus departure levy in the District, raising an estimated £75,000. Following further discussion, it is being recommended that this proposal is removed from the ZBB savings. This change has been built into the draft budget.
- 3.3 In addition, the implications of the Commercial Investment Strategy, as reported to Cabinet in December 2015 have been included in the draft budget.

#### Growth

- 3.4 There has not been any growth within the budget except for items where it is unavoidable e.g. additional pension costs, statutory technical adjustments and some limited budget corrections. There has not been any general service inflation but Pay Inflation of 1% has been included.
- 3.5 The significant exception to this is in relation to the recycling service. In June 2014 the Council, as part of its involvement in the Cambridgeshire and Peterborough Waste Partnership (RECAP) entered into a joint contract for the processing and sale of recyclable materials. One of the main aims of the contract was to support the Council to deliver its waste minimisation targets. A joint decision by each council in RECAP was taken and endorsed to amend the commercial basis of the contract i.e. taking on increased commercial risk than under the previous contract. This involved the partners electing to take a greater share of the income from the sale of recyclables to reduce other costs paid under the previous contract; this was based on assumptions that the market for recyclables would at least remain constant if not grow. The reality has been the worldwide collapse of the market for recyclables resulting in a reduced income to this Council and all the other partners in RECAP. This income in part meets the costs of the contract and these costs have remained constant because the tonnage of materials for recycling has remained constant. The net effect is additional costs for the Council from a projected



monthly cost of £2,500 per month to an estimated cost of £25,000 per month if the recyclables market does not recovery to its previous position.

- 3.6 The unavoidable growth or other statutory technical adjustments that have been included within Corporate Finance are shown in **Table 7** below. In addition, for MRP there is additional significant growth in future years as a result of the need to borrow £6.8m (excluding loan to Luminous) to fund the 2016/17 capital programme. In 2017/18 this adds an additional £0.6m to the budget.

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

### Capital Programme

- 3.7 The detailed draft capital programme for the period 2016/17 to 2020/21 is included in **Section 3 of Appendix 1** and summarised in **Table 7** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the minimum revenue position (MRP) is **£61,000**. In addition there is an MRP increase in 2017/18 of £0.6m as a result of the funding of the 2016/17 capital programme.

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

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

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

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

Council Tax Freeze

4.1 The 2016/17 budget and MTF5 are based on a Council Tax freeze over the period.

Government Grant

4.2 New Homes Bonus

On the 17th December, the Secretary of State for Communities and Local Government announced the 2016/17 New Homes Bonus allocation of £5.0m; this is an increase of £0.4m over what was included in the 2016/17 to 2019/20 MTF5. The Government is expected to be carrying out a consultation on the future of the NHB and therefore there is considerable doubt as to the continuance of NHB and therefore, over the period of the MTF5, this is modelled to decrease to Nil by 2020/21 in line with the Cabinet aspiration to remove reliance on central government funding..

4.3 Council Tax Freeze Grant

There is no new Council Tax Freeze grant and the remaining years of the freeze grant is now rolled into RSG.

4.4 Revenue Support Grant, Non-Domestic Rates

On the 17th December, the Secretary of State for Communities and Local Government announced the 2016/17 Revenue Support Grant (RSG) of £2.1m, an increase of £1.1m, and the Non-Domestic Rates (NDR) baseline of £4.2m a net marginal increase of £30,000 over what was included in the 2016/17 to 2019/20 MTF5. Over the period of the MTF5, it is modelled that RSG will have gone and NDR increased to £4.4m by 2020/21

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

4.5 Following Government announcements that it intends Local Government to be fully self-financed, from Council Tax and NDR, by 2020, the MTF5 models all Government grant being removed by 2020/21 and the council's sole sources of finance being Council Tax and NDR.

<b>Table 8</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
NDR	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
RSG	(2,110)	(921)	(442)	0	0
NHB	(4,965)	(3,724)	(2,483)	(1,241)	0
	<b>(11,265)</b>	<b>(8,877)</b>	<b>(7,199)</b>	<b>(5,558)</b>	<b>(4,360)</b>
----- <b>Loss of Grant</b> -----					
Year-on-Year Reduction	<b>(21.2%)</b> £2,388		<b>(22.8%)</b> £1,641		
		<b>(18.9%)</b> £1,678		<b>(21.6%)</b> £1,198	
Cumulative Loss in Grant	<b>(21.2%)</b> £2,388				
	<b>(36.1%)</b> £4,066				
	<b>(50.7%)</b> £5,707				
	<b>(61.3%)</b> £6,905				

#### Collection Fund Surplus/Deficit

- 4.6 The Collection Fund is the statutory account that accounts for 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.
- 4.7 The estimated year end position of the Collection Fund is shown in **Table 9** below along with the share that is apportioned to the Council. However, due to the safety net mechanisms in place for NDR funding, the Council will only have to fund £0.3m of the deficit share shown below.

<b>Table 9</b>	<b>(Surplus)/Deficit (£'000)</b>	<b>HDC Share (£'000)</b>
Council Tax	(401)	(55)
Business Rates	8,237	3,876
<b>TOTAL</b>	<b>7,836</b>	<b>3,821</b>
Safety Net Grant		(3,564)
<b>Net Impact on Funding</b>		<b>257</b>

#### Impact on Reserves

- 4.8 **Table 10** below shows the estimated impact on the General Fund over the life of the MTFs. With the cuts in Government funding it is anticipated that contributions from the reserve of £3.8m over the life of the MTFs will be required. This will have the effect of putting the reserve into a negative balance of (£0.4m) by 2020/21.

Table 10	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
<b>General Fund Brought forward</b>	9,287	3,022	5,273	5,576	4,645	2,553
Contribution (to) Reserve	535	2,251	303			
Contribution from Reserve	(6,800)			(931)	(2,092)	(3,190)
<b>Carried forward</b>	<b>3,022</b>	<b>5,273</b>	<b>5,576</b>	<b>4,645</b>	<b>2,553</b>	<b>(637)</b>
<i>Minimum Level of Reserves</i>	2,687	2,693	2,648	2,604	2,554	2,561

- 4.9 The £6.8m contribution from reserve in 2015/16 reflects the transfer to the CIS Earmarked Reserve approved by Cabinet in December 2015.
- 4.10 This is an unsustainable position and as a result the Council has three options to consider in order to ensure it is budgeting in a sustainable manner both in terms of on-going revenue and funding and its reserves.
- i. Maintain the current level of reserves and CIS investments and continue the programme of ZBB reviews in order to find the necessary savings to bring the GF reserve back to prudent recommended levels.
  - ii. The decision to transfer £6.8m from the GF reserve to the CIS earmarked reserve is reversed. As a result the approved CIS business case will need to be reviewed.
  - iii. Take a less aggressive view on the reduction of Government funded NHB and therefore anticipate higher levels of government grant in future years or growth in business rates.

#### Council Tax Base

- 4.11 The Council Tax base is 59,358 for 2016/17 and was approved as a key decision on the 1<sup>st</sup> December 2015 and is now required to be ratified by Cabinet. The details of the 2016/17 Council Tax base are shown at **Appendix 2**. For future years the Council Tax base has been increased by 1.8% per year (see **Table 11**) which reflects:
- the increase that has occurred over the past few years,
  - allowing for future new build planning projections included within the current Planning Trajectory produced by the Planning Service, and
  - advice from the Local Taxation Team.

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

4.12 Incorporating the:

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

the Draft 2015/16 Budget and Medium Term Financial Strategy is shown in **Table 11** below:

Table 11	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
<b>Services provided:</b>							
Directors and Corporate	2,348	2,377	2,300	2,212	2,178	2,185	2,197
Resources	-392	-445	-308	-566	-871	-918	-971
Customer Services	4,425	4,488	2,355	2,167	2,062	1,939	1,970
Operations	4,727	4,593	3,968	3,753	3,608	3,383	3,428
Development	1,427	1,691	1,370	1,224	1,221	1,242	1,265
Community	1,987	2,130	1,936	1,922	1,940	1,954	1,979
Leisure & Health	-53	58	-280	-516	-720	-935	-1,115
Shared Service	0	0	1,796	1,832	1,869	1,906	1,944
Corporate Finance	4,336	3,988	4,799	5,611	6,053	6,252	6,360
<b>Net Expenditure</b>	<b>18,804</b>	<b>18,881</b>	<b>17,938</b>	<b>17,639</b>	<b>17,340</b>	<b>17,008</b>	<b>17,058</b>
Contribution to/(from) Earmarked Reserves	875	797	2,251	303	(931)	(2,092)	(3,190)
<b>Budget Requirement</b>	<b>19,678</b>	<b>19,678</b>	<b>19,931</b>	<b>17,942</b>	<b>16,409</b>	<b>14,916</b>	<b>13,868</b>
Non-Domestic Rates	(4,160)	(4,160)	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Revenue Support Grant (RSG)	(3,183)	(3,183)	(2,110)	(921)	(442)	0	0
New Homes Bonus (***)	(4,403)	(4,403)	(4,965)	(3,724)	(2,483)	(1,241)	0
S31 Grant	0		(1,018)	(1,018)	(1,018)	(1,018)	(1,018)
Council Tax Freeze Grant (**)	(82)	(82)	0	0	0	0	0
Collection Fund Deficit	(82)	(82)	257	0	0	0	0
<b>Council Tax Requirement</b>	<b>7,768</b>	<b>7,768</b>	<b>7,905</b>	<b>8,048</b>	<b>8,193</b>	<b>8,340</b>	<b>8,490</b>
- <b>Base (*)</b>	<b>58,329</b>	<b>58,329</b>	<b>59,358</b>	<b>60,426</b>	<b>61,514</b>	<b>62,621</b>	<b>63,749</b>
- <b>Per Band D</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>
<b>Assumptions</b>	<p>* Increase in Council Tax Base Assumed there is an annual increase in the base of 1.8%.</p> <p>** Council Tax Freeze Grant Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).</p> <p>*** New Homes Bonus Assumes a 25% reduction per year on the 2016/17 base.</p>						

## Four-year Settlement

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

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

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

4.14 At this time no decision is being sought as the details of the provisional settlement are being analysed. It is hoped that further advice can be offered when the final budget report is presented to this Panel and Cabinet in February.

*Please note, at the time of drafting this report it is not known if New Homes Bonus will continue past 2019/20; although we know it will be subject to significant reform from 2017/18 onwards.*

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

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

## **6. OPTIONS CONSIDERED/ANALYSIS**

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

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

7.1 To be completed following Overview & Scrutiny and when the report goes to Cabinet.

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

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

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

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

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

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

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

10.2 This will assist the Council in:

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

## **11. CONSULTATION**

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

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

## **12. LEGAL IMPLICATIONS**

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

## **13. RESOURCE IMPLICATIONS**

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

## **14. OTHER IMPLICATIONS**

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



## **15 REASONS FOR THE RECOMMENDED DECISIONS**

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

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

## **16. LIST OF APPENDICES INCLUDED**

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

**Appendix 2:** Council Tax Base 2016/17 – methodology and the net tax base by Parish.


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

## **BACKGROUND PAPERS**


Working papers in Resources; Accountancy Services

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**2016/17 Budget**  
**&**  
**Medium Term Financial**  
**Strategy**

**2017/18**

**to**

**2020/21**

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## 1.0 STRATEGIC BUDGET SUMMARY

### 1.1 Savings and Growth - GO

- **Zero Based Budgeting**

1.1.1 The 2015/16 budget and the Medium Term Financial Strategy have been constructed following a Zero Based Budgeting (ZBB) approach. For the 2016/17 budget, the following services have been subject to a “ZBB Heavy” approach, in that the budgets have been fundamentally rebuilt from the bottom to the top:

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

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

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

- **ZBB Light Reviews**

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

- **Capital**

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

- **Growth**

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

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

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

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

- Summary Impact of all budget changes**

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

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

Forecast Outturn      **18,804**       $\xrightarrow{\quad (866) \quad}$       **17,938**      **(5%)**

Updated Budget      **19,267**       $\xrightarrow{\quad (1,329) \quad}$       **17,938**      **(7%)**

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

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

## 1.2 Revenue spending and sources of income

### Income

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

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

### Government Grant

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

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

### Council Tax

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

### Collection Fund Surplus/Deficit

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



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

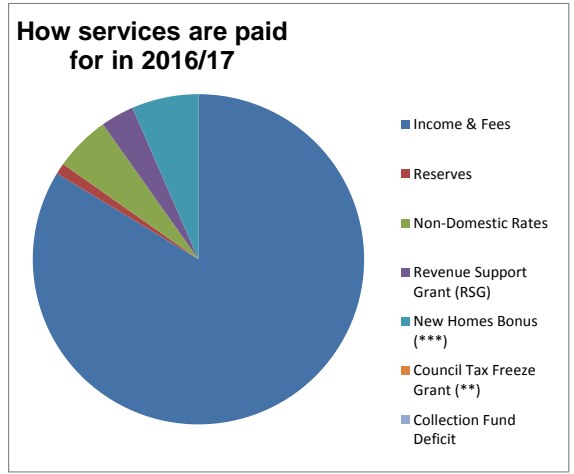
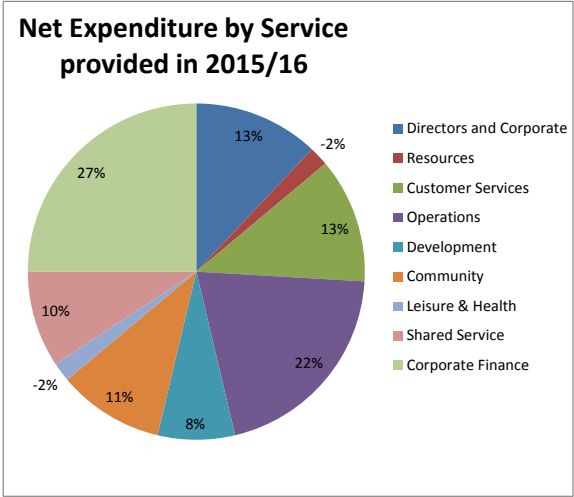
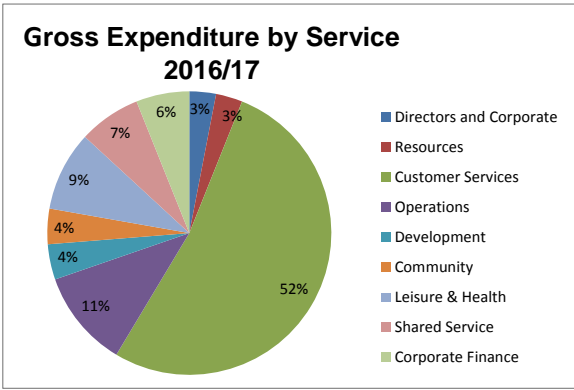
- 1.2.6 The estimated year end position of the Collection Fund is shown in **Table D** below along with the share that is apportioned to the Council. However, due to the safety net mechanisms in place for NDR funding, the Council will only have to fund £0.3m of the deficit share shown below.

<b>Table 9</b>	<b>(Surplus)/Deficit (£'000)</b>	<b>HDC Share (£'000)</b>
Council Tax	(401)	(55)
Business Rates	8,237	3,876
<b>TOTAL</b>	<b>7,836</b>	<b>3,821</b>
Safety Net Grant		(3,564)
<b>Net Impact on Funding</b>		<b>257</b>

### 1.3 Summary Budget

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

Table E	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
<b>Services provided:</b>							
Directors and Corporate	2,948	2,654	2,565	2,487	2,453	2,460	2,472
Resources	1,613	1,569	2,612	3,661	4,124	4,139	4,149
Customer Services	42,378	42,412	40,241	40,127	40,037	39,919	39,950
Operations	9,205	8,682	8,797	8,703	8,599	8,594	8,639
Development	3,186	3,645	2,910	2,758	2,754	2,776	2,798
Community	2,898	3,021	2,802	2,782	2,799	2,819	2,839
Leisure & Health	7,012	7,146	6,938	6,881	6,898	6,912	6,966
Shared Service	0	0	5,034	5,134	5,237	5,342	5,449
Corporate Finance	4,572	5,000	4,980	5,791	6,233	6,437	6,545
<b>Gross Expenditure</b>	<b>73,811</b>	<b>74,129</b>	<b>76,880</b>	<b>78,324</b>	<b>79,135</b>	<b>79,398</b>	<b>79,807</b>
<b>Funding to provide services</b>							
Income & Fees	(55,007)	(54,476)	(58,942)	(60,684)	(61,795)	(62,389)	(62,748)
<b>Net Expenditure</b>	<b>18,804</b>	<b>19,653</b>	<b>17,938</b>	<b>17,639</b>	<b>17,340</b>	<b>17,008</b>	<b>17,058</b>
Contribution to/(from) Earmarked Reserves			(257)	0	0	0	0
<b>Budget Requirement</b>	<b>19,678</b>	<b>20,450</b>	<b>19,931</b>	<b>17,942</b>	<b>16,409</b>	<b>14,916</b>	<b>13,868</b>
Non-Domestic Rates	(4,160)	(4,160)	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Revenue Support Grant (RSG)	(3,183)	(3,183)	(2,110)	(921)	(442)	0	0
New Homes Bonus (***)	(4,403)	(4,403)	(4,965)	(3,724)	(2,483)	(1,241)	0
Council Tax Freeze Grant (**)	(82)	(82)	0	0	0	0	0
Collection Fund Deficit	(82)	(82)	257	0	0	0	0
<b>Council Tax Requirement</b>	<b>7,768</b>	<b>7,768</b>	<b>7,905</b>	<b>8,048</b>	<b>8,193</b>	<b>8,340</b>	<b>8,490</b>
- Base (*)	<b>58,329</b>	<b>58,329</b>	<b>59,358</b>	<b>60,426</b>	<b>61,514</b>	<b>62,621</b>	<b>63,749</b>
- Per Band D	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>
<b>Assumptions</b>							
* Increase in Council Tax Base	Assumed there is an annual increase in the base of 1.8%.						
** Council Tax Freeze Grant	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						
*** New Homes Bonus	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						

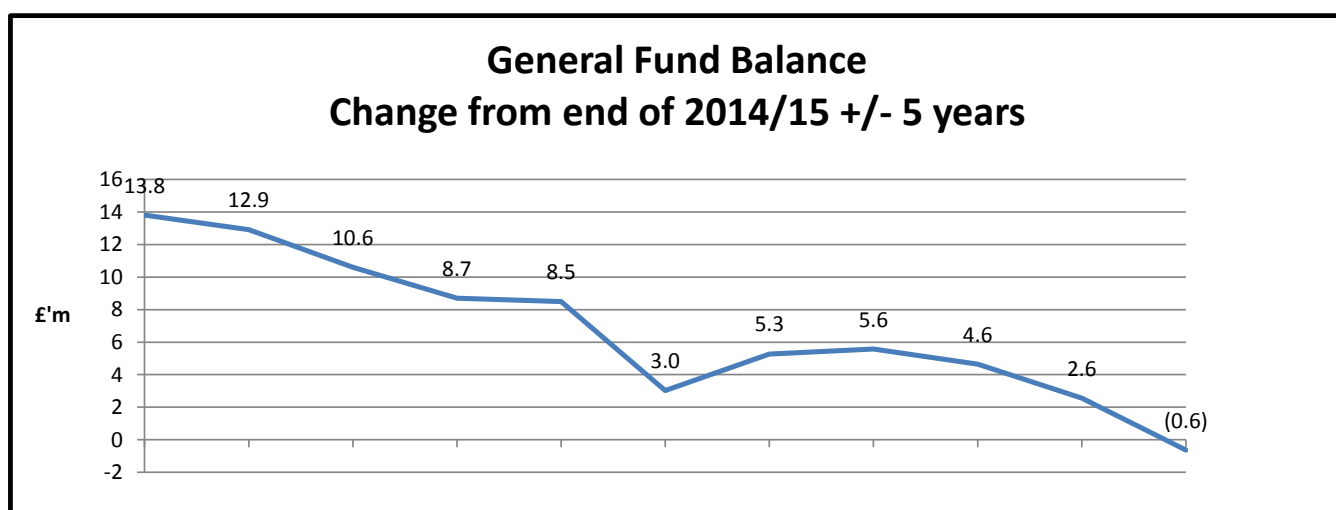


## 1.4 Revenue Reserves

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

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

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



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

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







**Head of ICT Shared Services**

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
0	=	Employees		0	0	213,625		3,036	216,661	220,994	225,414	229,923	234,522
0		Pension & NI		0	0	2,486,543		42,866	2,529,409	2,579,997	2,631,597	2,684,229	2,737,913
0		Salary		0	0	32,380		648	33,028	33,689	34,363	35,050	35,751
0		Training		0	0	850		17	867	884	902	920	938
0		Other staff costs		0	0	500		10	510	520	530	541	552
0		Uniform & laundry		0	0	1,500		30	1,530	1,561	1,592	1,624	1,656
0		Recruitment		0	0								
0		<b>Employees Total</b>		<b>0</b>	<b>0</b>	<b>2,735,398</b>		<b>46,607</b>	<b>2,782,005</b>	<b>2,837,645</b>	<b>2,894,398</b>	<b>2,952,287</b>	<b>3,011,332</b>
0	=	Buildings			0	20,000		400	20,400	20,808	21,224	21,648	22,081
0		Repairs & Maintenance		0	0	20,000		400	20,400	20,808	21,224	21,648	22,081
0		<b>Buildings Total</b>		<b>0</b>	<b>0</b>	<b>20,000</b>		<b>400</b>	<b>20,400</b>	<b>20,808</b>	<b>21,224</b>	<b>21,648</b>	<b>22,081</b>
0	=	Transport			0	7,060		141	7,201	7,345	7,492	7,642	7,795
0		Mileage Allowance		0	0	1,530		31	1,561	1,592	1,624	1,656	1,689
0		Public Transport		0	0	3,600		72	3,672	3,745	3,820	3,896	3,974
0		Pool Car		0	0								
0		<b>Transport Total</b>		<b>0</b>	<b>0</b>	<b>12,190</b>		<b>244</b>	<b>12,434</b>	<b>12,682</b>	<b>12,936</b>	<b>13,194</b>	<b>13,458</b>
0	=	Supplies & Services			0	560,391		11,008	561,399	572,627	584,080	595,761	607,677
0		Communication and computing		0	0	2,330,678		46,613	2,377,291	2,424,839	2,473,337	2,522,803	2,573,258
0		Equipment, furniture & materials		0	0	23,240		465	23,705	24,179	24,663	25,158	25,660
0		Office expenses		0	0	(755,217)		10,742	(744,475)	(759,366)	(774,555)	(790,047)	(805,846)
0		Services		0	0	1,000		20	1,020	1,040	1,061	1,082	1,104
0		Expenses		0	0								
0		<b>Supplies &amp; Services Total</b>		<b>0</b>	<b>0</b>	<b>2,150,092</b>		<b>68,848</b>	<b>2,218,940</b>	<b>2,263,319</b>	<b>2,308,586</b>	<b>2,354,757</b>	<b>2,401,853</b>
0	=	Income & Fees			0	(1,175,999)		(120)	(1,176,119)	(1,199,641)	(1,223,634)	(1,248,106)	(1,273,069)
0		Fees & charges		0	0	(2,061,326)		0	(2,061,326)	(2,102,552)	(2,144,603)	(2,187,495)	(2,231,245)
0		Other grants and contributions		0	0								
0		<b>Income &amp; Fees Total</b>		<b>0</b>	<b>0</b>	<b>(3,237,325)</b>		<b>(120)</b>	<b>(3,237,445)</b>	<b>(3,302,193)</b>	<b>(3,368,237)</b>	<b>(3,435,601)</b>	<b>(3,504,314)</b>
0		<b>Grand Total</b>		<b>0</b>	<b>0</b>	<b>1,680,355</b>		<b>115,979</b>	<b>1,796,334</b>	<b>1,832,261</b>	<b>1,868,907</b>	<b>1,906,285</b>	<b>1,944,410</b>
0		Gross Service Expenditure		0	0	4,917,680	0	116,099	5,033,779	5,134,454	5,237,144	5,341,886	5,448,724
0		Gross Service Income		0	0	(3,237,325)	0	(120)	(3,237,445)	(3,302,193)	(3,368,237)	(3,435,601)	(3,504,314)
0		<b>Net Service Expenditure</b>		<b>0</b>	<b>0</b>	<b>1,680,355</b>	<b>0</b>	<b>115,979</b>	<b>1,796,334</b>	<b>1,832,261</b>	<b>1,868,907</b>	<b>1,906,285</b>	<b>1,944,410</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 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy					
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21		
0	=	Employees													
9,754		Hired Staff	11,547	0	0	0	0	0	0	0	0	0	0	0	0
		Other staff costs	11,219	0	0	0	0	0	0	0	0	0	0	0	0
468,548		Pension & NI	424,314	531,856	(19,630)	(50,860)		5,317	466,683	471,663	476,380	481,145	485,957		
1,851,551		Salary	1,698,970	2,108,589	(76,765)	(381,887)		21,086	1,671,023	1,689,147	1,706,040	1,723,101	1,740,331		
28,962		Training	16,356	19,000	0	(19,000)		0	0	0	0	0	0	0	0
116		Uniform & laundry	301	500	0	(150)		0	350	350	350	350	350		
2,358,930		Employees Total	2,162,708	2,659,945	(96,395)	(451,897)		26,403	2,138,056	2,161,160	2,182,770	2,204,596	2,226,638		
1,344	=	Buildings													
		Rents	566	150	0	(150)		0	0	0	0	0	0	0	0
(34,335)		Repairs & Maintenance	8,120	8,120	0	0		0	8,120	8,120	8,120	8,120	8,120		
21,995		Energy Costs	17,982	20,000	0	0		0	20,000	20,000	20,000	20,000	20,000		
22,062		Water Services	22,714	19,400	0	3,600		0	23,000	23,000	23,000	23,000	23,000		
11,066		Buildings Total	49,382	47,670	0	3,450		0	51,120	51,120	51,120	51,120	51,120		
30,572	=	Transport													
		Mileage Allowance	21,846	36,600	0	(19,300)		0	17,300	17,300	17,300	17,300	17,300		
9,982		Pool Car	10,283	13,100	0	(3,000)		0	10,100	10,100	10,100	10,100	10,100		
6,070		Public Transport	3,639	6,100	0	(50)		0	6,050	6,050	6,050	6,050	6,050		
46,624		Transport Total	35,768	55,800	0	(22,350)		0	33,450	33,450	33,450	33,450	33,450		
4,538	=	Supplies & Services													
		Catering	743	1,500	0	0		0	1,500	1,500	1,500	1,500	1,500		
19,707		Communication and computing	13,075	14,696	(7,000)	(3,396)		0	4,300	4,300	4,300	4,300	4,300		
63,124		Equipment, furniture & materials	53,218	55,800	0	(52,680)		0	3,120	3,120	3,120	3,120	3,120		
63,183		Office expenses	32,931	35,332	(5,000)	(9,977)		0	20,355	20,355	20,355	20,355	20,355		
23,164		Rents	23,134	23,255	0	0		0	23,255	23,255	23,255	23,255	23,255		
396,596		Services	597,215	535,176	(175,605)	79,531		0	439,102	264,102	239,102	239,102	239,102		
570,312		Supplies & Services Total	720,317	665,759	(187,605)	13,478		0	491,632	316,632	291,632	291,632	291,632		
6,276	=	Benefit & Transfer Payments													
		Irrecoverable V A T	5,800	5,800	0	0		0	5,800	5,800	5,800	5,800	5,800		
390,606		Contributions paid	187,227	185,136	(17,000)	(600)		0	167,536	167,536	167,536	167,536	167,536		
73,050		Grants	25,000	25,000	(3,000)	0		0	22,000	22,000	22,000	22,000	22,000		
469,932		Benefit & Transfer Payments Total	218,027	215,936	(20,000)	(600)		0	195,336	195,336	195,336	195,336	195,336		
(3,128,727)	=	Income & Fees													
		Fees & charges	(1,644,076)	(1,836,986)	(10,000)	425,227		0	(1,421,759)	(1,415,759)	(1,415,759)	(1,415,759)	(1,415,759)		
(10,341)		Sales	(10,135)	(11,900)	0	2,000		0	(9,900)	(9,900)	(9,900)	(9,900)	(9,900)		
(98,253)		Rent	(100,000)	(100,000)	0	(3,000)		0	(103,000)	(103,000)	(103,000)	(103,000)	(103,000)		
(30,000)		Government grants	(5,000)	(5,000)	0	0		0	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)		
(3,267,320)		Income & Fees Total	(1,759,211)	(1,953,886)	(10,000)	424,227		0	(1,539,659)	(1,533,659)	(1,533,659)	(1,533,659)	(1,533,659)		
189,544		Grand Total	1,426,990	1,691,224	(314,000)	(33,692)		26,403	1,369,935	1,224,039	1,220,649	1,242,475	1,264,517		
3,456,864		Gross Service Expenditure	3,186,201	3,645,110	(304,000)	(457,919)		0	2,640,300	2,757,698	2,754,308	2,776,134	2,798,176		
(3,267,320)		Gross Service Income	(1,759,211)	(1,953,886)	(10,000)	424,227		0	(1,539,659)	(1,533,659)	(1,533,659)	(1,533,659)	(1,533,659)		
189,544		Net Service Expenditure	1,426,990	1,691,224	(314,000)	(33,692)		0	26,403	1,369,935	1,224,039	1,242,475	1,264,517		

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

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

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

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



<b>Head of Resources</b>														
<b>Actuals 2014/15</b>	<b>Subjective Analysis : Controllable Only *</b>			<b>Forecast 2015/16</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>					<b>Medium Term Financial Strategy</b>			
						<b>ZBB Heavy</b>	<b>ZBB Light/Other</b>	<b>Capital</b>	<b>Inflation</b>	<b>Budget</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
68,892	= <b>Employees</b>	Hired Staff	79,782	21,000	0	(1,700)		0	19,300	19,300	19,300	19,300	19,300	
3,484		Other staff costs	671	1,150	0	(800)		0	350	350	350	350	350	
216,045		Pension & NI	205,790	227,038	0	(17,863)		2,270	211,645	203,109	198,406	200,389	202,394	
860,471		Salary	822,799	905,178	0	(146,557)		8,952	767,573	736,127	718,623	725,709	732,867	
10,623		Training	15,349	18,282	0	(18,282)		0	0	0	0	0	0	
<b>1,159,515</b>	<b>Employees Total</b>		<b>1,124,391</b>	<b>1,172,648</b>	<b>0</b>	<b>(185,002)</b>		<b>11,222</b>	<b>998,868</b>	<b>958,886</b>	<b>936,679</b>	<b>945,748</b>	<b>954,911</b>	
1,056	= <b>Buildings</b>	Premises Cleaning	1,230	1,230	0	0		0	1,230	1,230	1,230	1,230	1,230	
128,124		Rents	120,000	120,000	0	0		0	120,000	120,000	120,000	120,000	120,000	
196,740		Repairs & Maintenance	40,893	42,478	(8,000)	0	(12,000)		0	22,478	22,478	22,478	22,478	
19,732		Premises Insurance	20,718	0	0	0	0		0	0	0	0	0	
39,122		Rates	34,376	15,300	0	0	0	306	15,606	15,918	16,236	16,561	16,892	
5,980		Energy Costs	4,873	5,000	0	0	0	0	5,000	5,000	5,000	5,000	5,000	
338		Water Services	200	200	0	0	0	0	200	200	200	200	200	
<b>391,095</b>	<b>Buildings Total</b>		<b>222,289</b>	<b>184,208</b>	<b>(8,000)</b>	<b>0</b>	<b>(12,000)</b>	<b>306</b>	<b>164,514</b>	<b>164,826</b>	<b>165,144</b>	<b>165,469</b>	<b>165,800</b>	
2,878	= <b>Transport</b>	Mileage Allowance	1,297	1,750	0	(750)		0	1,000	1,000	1,000	1,000	1,000	
1,118		Pool Car	1,424	900	0	(100)		0	800	800	800	800	800	
3,461		Public Transport	2,904	2,600	0	(1,200)		0	1,400	1,400	1,400	1,400	1,400	
<b>7,457</b>	<b>Transport Total</b>		<b>5,625</b>	<b>5,250</b>	<b>0</b>	<b>(2,050)</b>		<b>0</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>	
9,849	= <b>Supplies &amp; Services</b>	Communication and computing	5,534	4,380	0	(1,680)		0	2,700	2,700	2,700	2,700	2,700	
66,365		Equipment, furniture & materials	55,339	58,960	0	(58,960)	74,567	0	74,567	20,233	18,233	21,233	21,233	
31,779		Insurance - service related	34,116	31,514	0	0	0	0	31,514	31,514	31,514	31,514	31,514	
45,926		Office expenses	49,323	41,170	0	(15,600)	144,000	0	169,570	247,570	314,570	315,570	316,570	
140,028		Services	91,498	45,964	0	209,974	887,000	0	1,142,938	2,207,938	2,627,938	2,628,938	2,628,938	
<b>293,946</b>	<b>Supplies &amp; Services Total</b>		<b>235,810</b>	<b>181,988</b>	<b>0</b>	<b>133,734</b>	<b>1,105,567</b>	<b>0</b>	<b>1,421,289</b>	<b>2,509,955</b>	<b>2,994,955</b>	<b>2,999,955</b>	<b>3,000,955</b>	
3,539	= <b>Benefit &amp; Transfer Payments</b>	Services	4,000	4,000	0	0	0	0	4,000	4,000	4,000	4,000	4,000	
28,974		Irrecoverable V A T	20,500	20,500	0	0	0	0	20,500	20,500	20,500	20,500	20,500	
<b>32,513</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>24,500</b>	<b>24,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,500</b>	<b>24,500</b>	<b>24,500</b>	<b>24,500</b>	<b>24,500</b>	
(128,871)	= <b>Income &amp; Fees</b>	Fees & charges	(149,453)	(134,746)	(10,000)	45,000	0	(99,746)	(99,746)	(99,746)	(99,746)	(99,746)	(99,746)	
(1,868)		Sales	(4,520)	0	0	0	0	0	0	0	0	0	0	
(1,813,544)		Rent	(1,851,011)	(1,878,450)	(67,000)	0	(875,000)	0	(2,820,450)	(4,127,450)	(4,895,450)	(4,957,450)	(5,020,450)	
<b>(1,944,283)</b>	<b>Income &amp; Fees Total</b>		<b>(2,004,984)</b>	<b>(2,013,196)</b>	<b>(77,000)</b>	<b>45,000</b>	<b>(875,000)</b>	<b>0</b>	<b>(2,920,196)</b>	<b>(4,227,196)</b>	<b>(4,995,196)</b>	<b>(5,057,196)</b>	<b>(5,120,196)</b>	
<b>(59,758)</b>	<b>Grand Total</b>		<b>(392,368)</b>	<b>(444,602)</b>	<b>(85,000)</b>	<b>(8,318)</b>	<b>218,567</b>	<b>11,528</b>	<b>(307,825)</b>	<b>(565,829)</b>	<b>(870,718)</b>	<b>(918,324)</b>	<b>(970,830)</b>	
1,884,525	Gross Service Expenditure		1,612,616	1,568,594	(8,000)	(53,318)	1,093,567	11,528	2,612,371	3,661,367	4,124,478	4,138,872	4,149,366	
(1,944,283)	Gross Service Income		(2,004,984)	(2,013,196)	(77,000)	45,000	(875,000)	0	(2,920,196)	(4,227,196)	(4,995,196)	(5,057,196)	(5,120,196)	
<b>(59,758)</b>	<b>Net Service Expenditure</b>		<b>(392,368)</b>	<b>(444,602)</b>	<b>(85,000)</b>	<b>(8,318)</b>	<b>218,567</b>	<b>11,528</b>	<b>(307,825)</b>	<b>(565,829)</b>	<b>(870,718)</b>	<b>(918,324)</b>	<b>(970,830)</b>	

<b>Actuals 2014/15</b>	<b>Objective Analysis : Controllable Only *</b>			<b>Forecast 2015/16</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>					<b>Medium Term Financial Strategy</b>			
						<b>ZBB Heavy</b>	<b>ZBB Light/Other</b>	<b>Capital</b>	<b>Inflation</b>	<b>Budget</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
177,906	Audit & Risk Management	Commercial Estates	211,138	223,542	0	559		1,607	225,708	227,355	229,094	230,849	232,623	
(1,362,807)			(1,584,605)	(1,618,488)	(85,000)	1,389	144,000	1,342	(1,556,757)	(1,720,380)	(1,999,985)	(2,060,572)	(2,122,142)	
670,319		Finance	634,838	639,512	0	(60,801)	74,567	5,656	658,933	559,904	531,425	541,180	546,983	
76,509		Head of Service	88,267	86,782	0	478		762	88,022	88,802	89,607	90,420	91,241	
292,910		Legal	178,100	142,153	0	68,151		1,534	211,838	213,416	213,431	213,446	213,462	
85,405		Procurement	79,894	81,898	0	(18,094)		627	64,431	65,074	65,710	66,353	67,003	
<b>(59,758)</b>		<b>Grand Total</b>		<b>(392,368)</b>	<b>(444,602)</b>	<b>(85,000)</b>	<b>(8,318)</b>	<b>218,567</b>	<b>11,528</b>	<b>(307,825)</b>	<b>(565,829)</b>	<b>(870,718)</b>	<b>(918,324)</b>	<b>(970,830)</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 and Corporate Management**

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

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17				Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
556,050	Corporate Team		1,123,243	1,139,452	(206,583)	159,640	0	5,197	1,097,706	1,001,244	965,250	958,796	962,377
948,643	Democratic & Elections		765,077	774,341	(3,000)	(40,585)	0	3,176	733,932	737,188	744,388	743,618	746,882
315,193	Directors		459,596	463,225	0	1,092	0	4,538	468,855	473,486	478,112	482,783	487,501
<b>1,819,886</b>	<b>Grand Total</b>		<b>2,347,916</b>	<b>2,377,019</b>	<b>(209,583)</b>	<b>120,146</b>	<b>0</b>	<b>12,911</b>	<b>2,300,493</b>	<b>2,211,918</b>	<b>2,177,750</b>	<b>2,185,197</b>	<b>2,196,760</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 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
142,554	= Employees	Employee Insurance	161,506	177,516	0	(9,752)	0	167,764	167,764	167,764	184,540	184,540	
794,669		Pension & NI	1,136,000	1,135,000	0	375,000	0	1,510,000	1,574,000	1,649,000	1,724,000	1,799,000	
455,403		Severance payments	206,241	207,000	0	0	0	207,000	207,000	206,000	206,000	205,000	
<b>1,392,626</b>	<b>Employees Total</b>		<b>1,503,747</b>	<b>1,519,516</b>	<b>0</b>	<b>365,248</b>	<b>0</b>	<b>1,884,764</b>	<b>1,948,764</b>	<b>2,022,764</b>	<b>2,114,540</b>	<b>2,188,540</b>	
0	= Buildings	Insurance - service related			0	5,000	0	5,000	5,000	5,000	5,500	5,500	
62,276		Premises Insurance	55,633	59,244	0	(3,997)	0	55,247	55,247	55,247	60,772	60,772	
<b>62,276</b>	<b>Buildings Total</b>		<b>55,633</b>	<b>59,244</b>	<b>0</b>	<b>1,003</b>	<b>0</b>	<b>60,247</b>	<b>60,247</b>	<b>60,247</b>	<b>66,272</b>	<b>66,272</b>	
81,337	= Transport	Vehicle Insurance	81,360	84,535	0	(917)	0	83,618	83,618	83,618	91,980	91,980	
<b>81,337</b>	<b>Transport Total</b>		<b>81,360</b>	<b>84,535</b>	<b>0</b>	<b>(917)</b>	<b>0</b>	<b>83,618</b>	<b>83,618</b>	<b>83,618</b>	<b>91,980</b>	<b>91,980</b>	
550	= Supplies & Services	Communication and computing	580	610	0	(610)	0	0	0	0	0	0	
19,553		Equipment, furniture & materials	21,478	20,258	0	(19,821)	0	437	437	437	481	481	
62,385		Insurance - service related	77,218	67,772	0	6,175	0	73,947	73,947	73,947	81,284	81,284	
1,961,542		Services	2,440,771	2,466,625	0	(54,525)	0	2,412,100	3,158,773	3,523,216	3,613,399	3,643,488	
<b>2,044,031</b>	<b>Supplies &amp; Services Total</b>		<b>2,540,047</b>	<b>2,555,265</b>	<b>0</b>	<b>(68,781)</b>	<b>0</b>	<b>2,486,484</b>	<b>3,233,157</b>	<b>3,597,600</b>	<b>3,695,163</b>	<b>3,725,253</b>	
198,209	= Benefit & Transfer Payments	Contributions paid	0	0	0	73,855	0	73,855	73,855	73,855	73,855	73,855	
2,375		Irrecoverable V A T	1,625	1,625	0	75	0	1,700	1,700	1,700	1,700	1,700	
389,740		Levies	389,355	394,291	0	(4,936)	0	389,355	389,355	393,249	393,249	397,181	
<b>590,323</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>390,980</b>	<b>395,916</b>	<b>0</b>	<b>68,994</b>	<b>0</b>	<b>464,910</b>	<b>464,910</b>	<b>468,804</b>	<b>468,804</b>	<b>472,736</b>	
7,909	= Income & Fees	Bad debt provision	60,000	60,000	0	(25,000)	0	35,000	35,000	35,000	35,000	35,000	
2,387		Fees & charges	0	0	0	(10,000)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
(1,549,467)		Government grants	(63,175)	(68,000)	0	68,000	0	0	0	0	0	0	
(84,917)		Interest	(232,882)	(232,014)	0	26,299	0	(205,715)	(204,715)	(204,715)	(209,715)	(209,715)	
<b>(1,624,087)</b>	<b>Income &amp; Fees Total</b>		<b>(236,057)</b>	<b>(240,014)</b>	<b>0</b>	<b>59,299</b>	<b>0</b>	<b>(180,715)</b>	<b>(179,715)</b>	<b>(179,715)</b>	<b>(184,715)</b>	<b>(184,715)</b>	
<b>2,546,507</b>	<b>Grand Total</b>		<b>4,335,710</b>	<b>4,374,462</b>	<b>0</b>	<b>424,846</b>	<b>0</b>	<b>4,799,308</b>	<b>5,610,982</b>	<b>6,053,318</b>	<b>6,252,044</b>	<b>6,360,066</b>	
4,170,594	Gross Service Expenditure		4,571,768	4,614,476	0	365,547	0	4,980,023	5,790,697	6,233,033	6,436,759	6,544,781	
(1,624,087)	Gross Service Income		(236,057)	(240,014)	0	59,299	0	(180,715)	(179,715)	(179,715)	(184,715)	(184,715)	
<b>2,546,507</b>	<b>Net Service Expenditure</b>		<b>4,335,710</b>	<b>4,374,462</b>	<b>0</b>	<b>424,846</b>	<b>0</b>	<b>4,799,308</b>	<b>5,610,982</b>	<b>6,053,318</b>	<b>6,252,044</b>	<b>6,360,066</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.

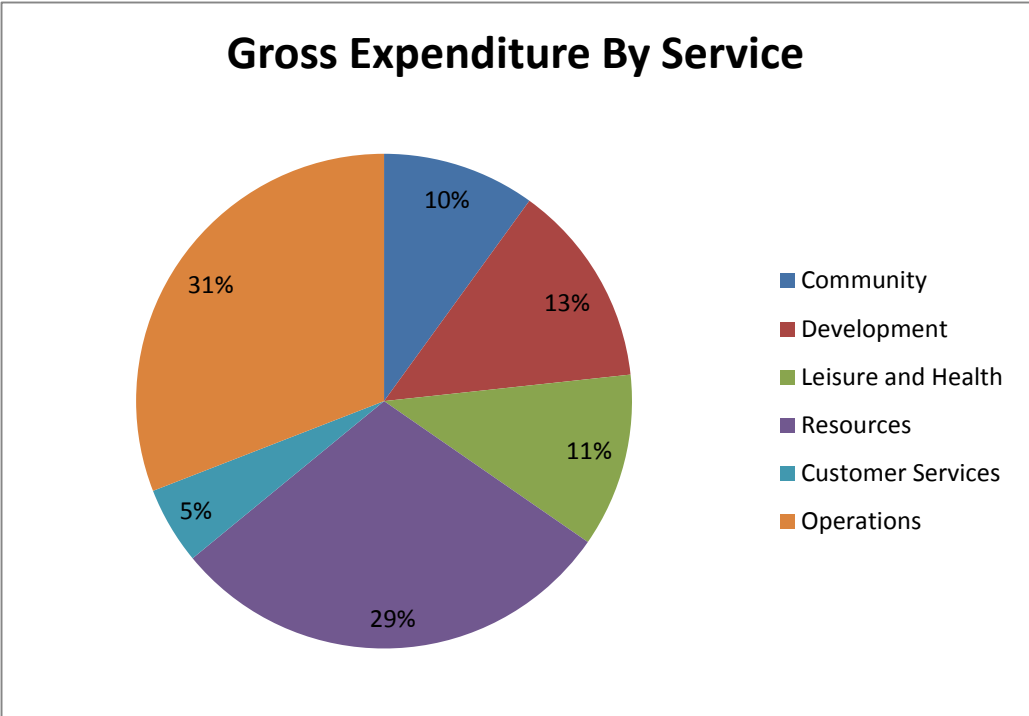
## 3.0 CAPITAL

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

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

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





## 4.0 TREASURY MANAGEMENT

4.1 The following gives a high level commentary on the Treasury Management activity that the Council is expecting to undertake during 2016/17.

- Short Term Borrowing**

During any year the Council will undertake short term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year, it is estimated that the net cost of short-term borrowing will be £15,000; this is based on an estimated daily cash flow balance of £8.0m. The cost of borrowing is based on an estimated interest rate of 0.75%.

- Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2015/16, it is forecast that the total balances in respect of long-term borrowing will be £14.0m. The estimated cost of long term borrowing in 2016-17 is £0.649m.

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

## 5.0 Capital Financing Requirement (CFR)

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

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

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

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



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

### Methodology

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

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

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

### Net tax base by Parish

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

Abbotsley	249
Abbots Ripton	133
Alconbury	546
Alconbury Weston	284
Alwalton	119
Barham & Woolley	29
Bluntisham	737
Brampton	1725
Brington & Molesworth	166
Broughton	88
Buckden (incorporating Diddington)	1152
Buckworth	52
Bury	617

Bythorn & Keyston	141
Catworth	154
Chesterton	58
Colne	352
Conington	66
Covington	44
Denton & Caldecote	27
Earith	576
Easton	76
Ellington	233
Elton	285
Farcet	524
Fenstanton	1146
Folksworth & Washingley	348
Glatton	129
Godmanchester	2403
Grafham	235
Great & Little Gidding	122
Great Gransden	451
Great Paxton	367
Great Staughton	324
Haddon	25
Hail Weston	243
Hamerton & Steeple Gidding	48
Hemingford Abbots	339
Hemingford Grey	1274
Hilton	451
Holme	230
Holywell-cum-Needingworth	969
Houghton & Wyton	785
Huntingdon	7255
Kimbolton & Stonely	588
Kings Ripton	80
Leighton Bromswold	81
Little Paxton	1523
Morborne	10
Offord Cluny & Offord D'Arcy	501
Old Hurst	97
Old Weston	93
Perry	260
Pidley-cum-Fenton	157
Ramsey	2758
St Ives	5789
St Neots	10760
Sawtry	1788
Sibson-cum-Stibbington	216
Somersham	1354
Southoe & Midloe	152
Spaldwick	245

Stilton	773
Stow Longa	67
The Stukeleys	414
Tilbrook	119
Toseland	37
Upton & Coppingford	81
Upwood & The Raveleys	416
Warboys	1327
Waresley-cum-Tetworth	145
Water Newton	41
Winwick	41
Wistow	218
Woodhurst	153
Woodwalton	78
Wyton-on-the-Hill	412
Yaxley	2859
Yelling	<u>148</u>
	<b><u>59358</u></b>

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

**Hyperlink to consultation and other provisional settlement documents:**

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



**Extract from:****The provisional Local Government Finance Settlement  
2016-17 and an offer to councils for future years****Four-year settlements: an offer to all councils**

- 5.1 The Government will offer any council that wishes to take it up a four-year funding settlement to 2019-20. As part of the move to a more self-sufficient local government, these multi-year settlements can provide the funding certainty and stability to enable more proactive planning of service delivery and support strategic collaboration with local partners. Councils should also use their multi-year settlements to strengthen financial management and efficiency, including by maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents.
- 5.2 The Government is making a clear commitment to provide central funding allocations for each year of the Spending Review period, should councils choose to accept the offer and if they have published an efficiency plan. Indicative allocations are published alongside this year's provisional settlement and will be confirmed in the final settlement. In determining allocations for future years, the Government has assumed that it will continue to use the methodology outlined in this consultation.
- 5.3 In practice, the final determination of the local government finance settlement for any given year cannot be made until calculations are completed taking account of the business rates multiplier, which is based on the Retail Price Index in September each year. The Government will also need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement<sup>10</sup>, the Government expects these to be the amounts presented to Parliament each year.
- 5.4 The Government proposes in chapter 2 of this consultation to allocate funding on the basis of the core resources available to local authorities, taking into account councils' business rates and council tax, as well as their Revenue Support Grant. It follows that some councils with less Revenue Support Grant in later years will need to contribute funding from the other elements of their settlement core funding in order to meet the overall reductions to local government funding set in the Spending Review. Where this is the case, the Government proposes to adjust the relevant councils' tariff or top up under the business rates retention scheme. This approach has therefore been used in calculating the core spending power projections for the Parliament published alongside the 2016-17 provisional local government finance

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

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

**Hyperlink to consultation and other provisional settlement documents:**

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

**Confidential - Yes**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

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

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

**Executive Portfolio:** Councillor Robin Carter – Operations & the Environment

**Report by:** Interim Head of Service (Operations)

**Ward(s) affected:** All Wards in Huntingdon

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### Executive Summary:

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

**Recommendation(s):**

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

## 1. PURPOSE

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

## 2. BACKGROUND

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

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

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

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

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

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

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

### 3. OPTIONS CONSIDERED

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

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

**Notes:**

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

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

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

- 4.1 On 10 November 2015 the Overview and Scrutiny Panel scrutinised the Needs Analysis of Open Space and Play in Huntingdon and the proposed way forward is consistent with the recommendations from the needs analysis regarding existing and future provision of open space in the town.

#### **5. KEY IMPACTS/RISKS**

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

#### **6. TIMETABLE FOR IMPLEMENTATION**

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

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

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

#### **8. CONSULTATION**

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

#### **9. LEGAL IMPLICATIONS**

- 9.1 The report confirms the following inconsistencies in the operating practices of the Council that could create legal liabilities and/or be considered to be operating practices that do not comply with the Constitution:

- a) The Supplementary Planning Agreement when drafted was not consistent with the Cabinet report approved in January 2003 that set out the planning guidance for the development of open space in Oxmoor.
- b) The capital scheme implemented to create Coneygear Park has committed expenditure above the level agreed and there are no further reports to approve the additional expenditure. Please see Section 11 below which sets out action taken to prevent a recurrence of such issues.

#### **10. RESOURCE IMPLICATIONS**

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

#### **11. OTHER IMPLICATIONS**



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

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

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

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

- 13.1 None.

## **BACKGROUND PAPERS**

None.

## **CONTACT OFFICER**

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

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# Agenda Item 9

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

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**CURRENT ACTIVITIES OF THE SOCIAL AND ENVIRONMENTAL WELL-BEING PANELS**

STUDY	OBJECTIVES	PANEL	STATUS
Delivery of Advisory Services Across the District	To monitor the performance of the voluntary/community organisations awarded grant aid by the Council in 2013 – 2015. To discuss funding arrangements for the final year of the Voluntary sector agreements.	Communities and Customers	The Panel received presentations at its October 2015 meeting from the six organisations currently in receipt of three year funding awards (Strategic Grants) which are due to end in March 2016. Further reports from the Head of Community are due in advance of an application process for future grant funding being launched in early 2016.
Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire	To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act.	Communities and Customers	The Panel received a report on the effect of the Government's Welfare Reform programme and how it impacts on households in Huntingdonshire in December 2014. It was agreed that further updates will only to be provided as circumstances require.
Affordable Housing	To make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust.	Communities and Customers	<p>A report on the Working Group's findings and recommendations was submitted at the Panel's November 2015 meeting. The Panel agreed to submit the recommendations to Cabinet's meeting in November 2015 for their consideration.</p> <p>A report of Cabinet's response to the recommendations is to be submitted to the Panel's January 2016 meeting.</p>
The Health Economy	To establish priorities for future work on the local health economy.	Communities and Customers	<p>Scoping paper considered. Further reports requested on:</p> <ul style="list-style-type: none"> <li>• the current state of Neighbourhood Planning within the area and how it was likely to develop and how it might promote community resilience;</li> <li>• community engagement, including examples of good practice;</li> <li>• the impact of Welfare Reforms, including fuel poverty and how it was defined;</li> </ul>

STUDY	OBJECTIVES	PANEL	STATUS
			<ul style="list-style-type: none"> <li>• reviewing the Council's Equalities Impact Assessment arrangements, and</li> <li>• the impact of growth on GP surgeries, school places and hospital capacity.</li> </ul>
Registered Social Providers	To review the work of Registered Social Providers and the challenges faced by them.	Communities and Customers	The Panel appointed Councillors R Fuller, P Kadewere, M C Oliver and Mrs D Reynolds onto the Working Group. A scoping report will be considered by the Working Group in January 2016.
Review of the Impact of Cambridgeshire County Council's Draft Budget Proposals	To review the Cambridgeshire County Council's Budget proposals and assess their impact upon Huntingdonshire and it's residents.	Communities and Customers	<p>The Panel appointed Councillors D Brown, S Criswell, M Francis, T Hayward and P Kadewere onto the Working Group.</p> <p>The Overview and Scrutiny (Economic Well-Being) appointed Councillors T Alban, G Bull, B Hyland and M Shellens onto the Working Group.</p> <p>The Overview and Scrutiny (Environmental Well-Being) appointed Councillors Mrs S J Conboy, D A Giles, T D Sanderson and R J West onto the Working Group.</p> <p>A Working Group scrutinising the Children's, Families and Adult's Services aspects of the County Council's Budget Proposals will take place on 14th January 2016.</p> <p>A second Working Group scrutinising the Economy, Transport and Environmental Services aspects of the County Council's Budget Proposals will take place on 19th January 2016.</p>
Flood Prevention within the District	To investigate flood prevention arrangements in the District and the impact of flooding on associated local policy developments.	Economy and Growth	Following a presentation on flood risk management from representatives of the Environment Agency, a scoping report was considered by the Panel in April 2014 and a Working Group appointed. The Chief Executive and Clerk to the Middle Level Commissioners delivered a presentation to the Panel's June 2014 meeting to outline their role with

STUDY	OBJECTIVES	PANEL	STATUS
			flood alleviation in the District and the working group met in March 2015 to consider the draft Cambridgeshire Flooding and Water SPD.
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges).	Economy and Growth	<p>The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.</p> <p>A draft new operational policy for garden waste contamination was considered at the Panel's September meeting in advance of a future report to Cabinet.</p> <p>A draft new operational policy for dry recyclates contamination was considered at the Panel's November meeting in advance of a future report to Cabinet.</p> <p>Review work for a lane end collection policy was considered at the Panel's November meeting in advance of policy development.</p>
Litter Policies and Practices (to include graffiti removal)	To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes.	Economy and Growth	The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.

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Panel Date	Decision	Action	Response	Date for Future Action
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	<p><b><u>Scrutiny of Partnerships</u></b></p> <p>The Panel has received two presentations on the Local Enterprise Partnership. A presentation on the Local Enterprise Zone was given to the Panel's meeting in November 2011</p>		<p>The Chairman and the Chief Executive of the Local Enterprise Partnership have been invited to give a presentation on their business plan.</p> <p><b>UPDATE:</b> The presentation to the Panel is now re-scheduled for March 2016.</p>	<p><b>03/03/16</b></p>
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<p><b>12/06/14</b></p> <p><b>10/07/14</b></p> <p><b>06/11/14</b></p>	<p><b><u>Project Management Select Committee</u></b></p> <p>Reiterated a request for the post project appraisals for the development of the Huntingdon multi-storey car park and One Leisure, St. Ives.</p> <p>With a view to undertaking a review of the Project Management Arrangements within the Authority, the Panel has been updated on the progress which has been made by the Council's Project Management arrangements within the Authority.</p> <p>The Panel received a project closure report for the Huntingdon Multi-Storey Car Park and One Leisure St Ives developments and agreed to establish a Project Management Select Committee in February 2015 to give further consideration to the issue of project management within the Authority.</p>			
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Panel Date	Decision	Action	Response	Date for Future Action
17/02/15	Select Committee held, with 2 Members co-opted from each of the Social and Environmental Well-being Panels.			
09/04/15	A report on the findings of the Select Committee was submitted to the Panel. The Panel endorsed the report and agreed to make several recommendations to Cabinet.		The Panel's recommendations to Cabinet were agreed. Two further reviews are scheduled:	
08/11/15	Six month review report on progress with project delivery considered by Panel.		<b>12 month review (Select Committee)</b>	<b>03/03/16</b>

#### ACTION LOG

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

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Date of Request	Description	Response
04/09/14	Huntingdon West Masterplan to be circulated. Panel Members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental Well-Being) when this is discussed.	Not currently on Notice of Key Executive Decisions.
04/09/14	Councillor M F Shellens requested a copy of the Huntingdonshire Infrastructure Business Plan in due course. Panel members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental Well-Being) when this is discussed.	<b>The Huntingdonshire Infrastructure Business Plan was submitted to the December 2015 meeting of the Environmental Well-Being Panel. Update reports are expected at the June and December meetings of the Economy and Growth Panel (formally Environmental Well-Being) each year.</b>