

A 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, 4 FEBRUARY 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the meeting held on 7th January 2016.

**A Green
388008**

2. MEMBERS' INTERESTS

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 11 - 14)

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**

4. REVENUE AND CAPITAL BUDGETS 2016/17 AND MEDIUM TERM FINANCIAL STRATEGY (Pages 15 - 90)

To Panel is to consider the Final 2016/17 Revenue and Capital Budgets and the Medium Term Financial Strategy 2017/18 To 2020/21.

**C Mason
388157**

5. TREASURY MANAGEMENT STRATEGY 2016/17

To consider the Treasury Management Strategy 2016-17.

**C Mason
388157**

(REPORT TO FOLLOW)

6. INTEGRATED PERFORMANCE MANAGEMENT 2015/16 QUARTER 3 (Pages 91 - 138)

The Integrated Performance Management 2015/16 Quarter 3 report is to be presented to the Panel.

**A Dobbyne
388100**

**C Mason
388157**

7. WORKPLAN STUDIES (Pages 139 - 140)

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

**A Green
388008**

8. OVERVIEW AND SCRUTINY PROGRESS (Pages 141 - 142)

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 27 day of January 2016



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

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

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

(a) relates to you, or

(b) is an interest of -

(i) your spouse or civil partner; or

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

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

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

(3) *Disclosable pecuniary interests includes -*

(a) any employment or profession carried out for profit or gain;

(b) any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);

(c) any current contracts with the Council;

(d) any beneficial interest in land/property within the Council's area;

(e) any licence for a month or longer to occupy land in the Council's area;

(f) any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or

(g) a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.

Non-Statutory Disclosable Interests

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

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

(a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect

the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or

(b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or

(c) it relates to or is likely to affect any body –

(i) exercising functions of a public nature; or

(ii) directed to charitable purposes; or

(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

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

Please contact 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 (under Councils and Democracy).

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

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (FINANCE AND PERFORMANCE) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, Cambs, PE29 3TN on Thursday, 7th January 2016.

PRESENT: Councillor G J Bull – Chairman.

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

IN ATTENDANCE: Councillors R Carter, J Gray, S Greenall and R Howe.

1. ELECTION OF CHAIRMAN

RESOLVED

that Councillor G J Bull be elected Chairman of the Panel for the remainder of the Municipal Year.

Councillor G J Bull in the Chair.

(At 7.00pm, after the commencement of the meeting, Councillor B Hyland entered the room).

2. MINUTES

The Minutes of the meeting of the Overview and Scrutiny Panel (Economic Well-Being) held on 8th December 2015 were approved as a correct record and signed by the Chairman.

3. MEMBERS' INTERESTS

No declarations of interests were received.

4. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED

that Councillor D Harty be appointed Vice-Chairman of the Panel for the remainder of the Municipal Year.

5. 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 has been prepared by the Executive Leader for the period 1st January 2016 to 30th April 2016.

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

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 the Draft Budget for 2016/17 and the Medium Term Financial Strategy (MTFS). Members were informed that savings of £2.2m had been found through the Zero Based Budgeting (ZBB) process and this was expected to rise to nearly £4m by 2021.

The Panel had been advised that there has not been any growth within the budget except for items where it was unavoidable such as additional pension costs, statutory technical adjustments and some limited budget corrections.

Members noted that the budget for 2016/17 and MTFS was based on a Council Tax freeze over the period of the MTFS. As the Government has indicated that they would like Local Authorities to be self-financing the Council is expected to see a reduction in the number of grants received.

A cause for concern was highlighted in respect to the anticipated deficit of £637k the General Fund would have by the end of 2021. This would be as a result of a reduction in Government funding and contributions from the reserve towards the budget over the life of the MTFS. As such Members were told that budget savings of £3m would have to be sought by 2021.

The Panel has been acquainted with three options the Council has 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. The options are:

- 1) Maintain the current level of reserves and Commercial Investment Strategy (CIS) investments and continue the programme of ZBB reviews in order to find the necessary savings to bring the General Fund reserve back to prudent recommended levels.
- 2) The decision to transfer £6.8m from the General Fund reserve to the CIS earmarked reserve is reversed. As a result the approved CIS business case will need to be reviewed.
- 3) Take a less aggressive view on the reduction of Government funded New Homes Bonus and therefore anticipate higher levels of government grant in future years or growth in business rates.

Following a question regarding business rates the Panel was informed that the current situation is that Local Authorities will keep 100% of business rate growth however this would become 100% of all business rates at a future date. Although the Government had not stipulated how business rates would be distributed between the Local Authorities.

In response to a concern over the effect a reduced budget would have upon services the Executive Councillor for Resources informed

the Panel that the focus was to provide services as well as an improved customer experience. The Executive Councillor emphasised that it is important that Members were involved with the budget process and were fully informed of the proposals.

Members discussed the possible introduction of the Bus Departure Levy. The levy was suggested as part of the ZBB process however it was decided by the Head of Service and Executive Member responsible that it would not be implemented. The proposal was that at the Council owned Huntingdon and St Ives bus stations the bus companies would be charged 50p for each bus that departs from those locations. It was estimated that the levy would raise an estimated £75k per annum.

The Panel noted that resources would have to be invested in the bus stations so that bus departures could be effectively monitored. This could mean that as a result of the levy the bus companies may reduce the service they provide. However Members were keen that the option of the bus departure levy should be explored.

Following a question by Councillor P L E Bucknell in regards to the Council Tax freeze, the Panel was informed that the MTFS was based on a Council Tax freeze for the life of the plan however the Government would be removing the incentive for freezing Council Tax.

In light of this information the Panel indicated that it is an admirable aspiration to freeze Council Tax although if Council Tax needs to rise as a result of changing circumstances then Members would be amenable to this. Members noted that a 1% increase in Council Tax would raise an additional £80k.

The Panel,

RESOLVED

- i) that the Cabinet should make it clear that freezing Council Tax is an aspiration and not a commitment.
- ii) the option of a bus departure levy should be explored.
- iii) that the Cabinet adopts Option 1 for dealing with the potential deficit in reserves.
- iv) to note the Council Tax base calculations for 2016/17.
- v) to note the four-year financial settlement however withhold any comments until Members have seen the details.

(At 7.05pm, during the discussion of this item, Councillor J A Gray entered the room).

(At 8.28pm, during the discussion of this item, Councillor S Greenall left the room).

7. EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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), 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 and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

8. OXMOOR ACTION PLAN FOR OPEN SPACE - TREATMENT OF SECTION 106 MONIES

Consideration was given to a report by the Interim Head of Operations (a copy of which is appended in the Minute Book) regarding the Oxmoor Action Plan for Open Space and the Treatment of Section 106 Monies. On the understanding that report on the progress of the Action Plan and Treatment of Section 106 Monies were submitted to Overview and Scrutiny, it was

RESOLVED

- a) that the Cabinet approve in principle the proposed way forward as detailed within the report.
- b) that the Panel receive a report showing all the remaining Section 106 monies and when they expire.

9. FUTURE SERVICE PROVISION

With the aid of a report by the Corporate Team Manager (a copy of which is appended in the Annex to the Minute Book) the Panel considered the Future Service Provision. The Panel was supportive of the report and after a short discussion, it was

RESOLVED

that the Cabinet be recommended to approve the recommendations contained in the report now submitted.

10. RE-ADMITTANCE OF PRESS AND PUBLIC

RESOLVED

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

11. 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 Communities and Customers and Economy and Growth.

(At 8.52pm, during the discussion on this item, Councillor R Carter left the meeting and did not return).

12. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Panel reviewed the progress of its activities since the last meeting. In addition Members had the opportunity to discuss issues arising from the Decision Digest (circulated separately).

The scrutiny of the Huntingdon West Masterplan and the Huntingdonshire Infrastructure Business Plan had been passed over to the Overview and Scrutiny Panel (Economy and Growth) and as such the Panel agreed to delete the Action Log off the Work Programme.

(At 8.53pm, during the discussion of this item, Councillors J A Gray and R B Howe left the meeting and did not return).

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: 13 January 2016
For Period: 1 February 2016 to 31 May 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: Jason.Ablewhite@huntingdonshire.gov.uk
Councillor R C Carter	- Executive Councillor for Operations & Environment	5 The Paddock Bluntisham Huntingdon PE28 3NR Tel: 07986 325637 E-mail: Robin.Carter@huntingdonshire.gov.uk
Councillor S Cawley	- Executive Councillor for Organisational Change & Development	6 Levers Water Huntingdon PE29 6TH Tel: 01480 435188 E-mail: Stephen.Cawley@huntingdonshire.gov.uk
Councillor D B Dew	- Executive Councillor for Strategic Planning & Housing	4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk

Councillor J A Gray - Executive Councillor for Resources	Vine Cottage 2 Station Row Catworth Huntingdon PE28 0PE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Harrison - Executive Councillor for Strategic Economic Development & Legal	55 Bushmead Road Eaton Socon St Neots PE19 8GC Tel: 01480 406664 Email: Roger.Harrison@huntingdonshire.gov.uk
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: Robin.Howe@huntingdonshire.gov.uk
Councillor D M Tysoe - Executive Councillor for Customer Services	Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk

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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. Agendas may be accessed electronically at 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 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.

3 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
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

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
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
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
Housing Strategy 2016 - 2020 ***	Cabinet	21 Apr 2016	<p>Housing Strategy 2012-15 http://www.huntingdonshire.gov.uk/media/1342/housing-strategy-2012-2015.pdf</p> <p>Housing and Planning Bill 2015-16 http://services.parliament.uk/bills/2015-16/housingandplanning.html</p>	Jo Emmerton, Housing Strategy Manager Tel No. 01480 388203 email: Jo.Emmerton@huntingdonshire.gov.uk		D Dew	Communities and Customers

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Final 2016/17 Revenue Budget and Medium Term Financial Strategy (2017/18 to 2020/21)
Meeting/Date:	Cabinet 11 February 2016 Overview & Scrutiny Panel (Finance and Performance) 4 February 2016
Executive Portfolio:	Resources: Councillor J A Gray
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:

The Council is required to set an annual budget for the forthcoming year, in order to set the Council Tax for the area, and approve its Medium Term Financial Strategy (MTFS) covering the following four years. This report sets out the final budget for 2016/17, detail of the draft service budgets and the MTFS for the period 2017/18 to 2020/21 for Cabinet approval.

The draft budget and MTFS was approved by Cabinet in January 2016 and this report outlines any changes that have occurred since then, as well as discussing any significant risks associated with the budget, asking Cabinet to approve fees and charges for 2016/17 and confirm the freezing of Council Tax.

Since the draft budget and MTFS were approved there have been two significant changes:

- Following a review of One Leisure draft income budgets these have been re-profiled and reduced over the period of the MTFS in order to better reflect the demands on the service. The impact of this across the MTFS is a reduction in income of £0.9m. The revenue projections, the cost base and capital investment levels beyond 2016/17 are estimates at this stage pending the publication of the 2016-2021 Strategic Plan in February 2016.
- Following a detailed analysis of the draft Local Government Settlement, increased Revenue Support Grant (RSG) has been used in the MTFS of an additional £0.4m over the MTFS period.
- The January Cabinet, the Voluntary Sector Grant budget has been reduced by £0.2m by 2019/20.

The net impact of both these changes is that by 2020/21 additional contributions from General Reserves of £0.4m are required.

When the Council set its MTFS for 2016/17 to 2019/20 it adopted a strategy referred to as the 'plan on a page' to reflect the various approaches being taken to find the required savings. A new plan on a page is detailed that shows revised savings, over the period of the new MTFS (2017/18 to 2020/21) of £3.6m (21%).

Recommendations:

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

1. overall budget 2016/17 and MTFS 2017/18 to 2020/21 (**Appendix 1**; this includes Revenue at Section 2 and the Capital Programme at Section 3).
2. fees and charges for 2016/17 (**Appendix 1**, Section 7 and Annex A).
3. freezing of the Council Tax for 2016/17 at £133.18.
4. new "Plan-on-a-Page" financial savings targets.

1. WHAT IS THIS REPORT ABOUT?

1.1 To provide Cabinet with an update on the 2016/17 Budget and Medium Term Financial Strategy 2017/18 to 2020/21. The draft budget was approved by Cabinet in January and this report sets out:

- any changes that have occurred subsequently.
- impacts on reserves.
- level of Council Tax.
- consideration of the Resolution that will be presented to Full Council on the 24 February 2016.
- risks associated with the budget and relevant sensitivity analysis.

2. BACKGROUND

2.1 At the January 2016 Cabinet meeting, Cabinet approved a:

- Budget Requirement of £19.9m for 2016/17 and an MTFs that has a profiled reduction to £13.9m by 2020/21.
- Capital Programme of £10.5m for 2016/17, that reduces to £2.8m by 2020/21.

2.2 The Budget and MTFs were based on the following assumptions:

- Inclusion of the Zero Based Budgeting (ZBB) savings from Tranche 2 and 3.
- No growth except of items which are unavoidable (e.g. statutory changes in respect of pension and technical adjustments).
- No inflation except for Pay and Business Rates or where there are known programme changes in income from fees and charges.
- Revenue implications of the capital programme.
- 2016/17 Government provisional settlement amounts in respect of Revenue Support Grant (RSG) and New Homes Bonus (NHB).
- RSG being phased out by 2019/20 and NHB being phased out by 2020/21.
- Non-Domestic Rates based on current estimates of collection, reflecting a semi-pessimistic view on future growth.
- The application of General Fund Reserves to meet any modelled gap between spending and income.
- Council Tax Base growth of 1.8% per annum.
- Freezing of Council Tax until 2020/21.

3. CHANGES TO THE BUDGET 2016/17 AND MEDIUM TERM FINANCIAL STRATEGY 2017/18 TO 2020/21

3.1 Since the January Cabinet there have been three significant changes to the budget, these were in respect of:

- a reduction in anticipated One Leisure income over the life of the MTFs.
- changes to future Government funding assumptions following more detailed analysis of the provisional financial settlement issued by the Department for Communities and Local Government in December 2015.
- Reductions in Voluntary Sector grants in each of the four years 2016/17 to 2019/20, following decisions made by Cabinet at the January Cabinet.

The net impact of these changes, on the contributions to/from the General Reserves, over the MTFS is shown in **Table 1** below.

Table 1	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Draft Budget - Contributions to/(from) general Reserves	2,251	303	(931)	(2,092)	(3,190)
Final Budget - Contributions to/(from) general Reserves	2,276	656	(830)	(2,358)	(3,604)
Change	(25)	(353)	(101)	266	414

One Leisure Income

- 3.2 The Leisure Income that was included in the Draft MTFS included annual inflation increases of 3%; upon reflection this was considered too optimistic. The income lines have now been adjusted to reflect known price increases and a phasing of income to reflect planned developments within the One Leisure estate and service developments. The revenue projections, the cost base and capital investment levels beyond 2016/17 are estimates at this stage pending the publication of the 2016-2021 Strategic Plan in February 2016. **Table 2** below shows the change between the draft and final budgets.

Table 2	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
One Leisure					
Draft Budget - Net Income	(581)	(800)	(1,007)	(1,226)	(1,409)
Final Budget - Net Income	(581)	(846)	(874)	(908)	(900)
Change	0	(46)	133	318	509

Government Funding

- 3.3 On the 17th December 2015 the Secretary of State for Communities and Local Government issued the provisional Local Government Settlement for 2016/17. In addition, the Secretary of State also made an offer to local government, subject to an approved efficiency plan, of a 4-year settlement. This was the actual grant for 2016/17 and provisional indications of grant for the 3-year period 2017/18 to 2019/20. The grants that were included in the 4-year settlement were in respect of Business Rates Base Line and Revenue Support Grant.
- 3.4 It should be noted that for the latter 3-year period, the provisional indications are based on estimates of both future government spending limits and the prevailing economic environment at the time. Consequently, the amounts indicated are not final but it is fair to conclude that they should not be too far from what is finally provided. With regard to:

i. Non-Domestic Rates Base Line

The Local Government Finance Settlement in respect of the Non-Domestic Rates (NDR) Base Line, indicated an increase of 2.1% in 2017/18 rising to 3.5% by 2019/20. This growth is considered overly

optimistic because, as a consequence of appeals, since NDR was localised in 2013/14 the Council has been in a safety-net position at the financial year-end. However the draft MTFS reported to Cabinet in January showed 1% growth each year on the basis that business rates are still proving to be volatile and therefore a more prudent view of NDR income is appropriate. Consequently, for the Final 2016/17 Budget and MTFS, it is recommended that NDR income remains as reported in the Draft budget.

ii. Revenue Support Grant

Table 3 below shows the 4-year settlement numbers in respect of RSG. The 4-year settlement confirms the decisions made by the Council when it set the 2015/16 Budget and MTFS in that RSG will be removed as core funding by 2019/20. However, the profile of decline in RSG, as indicated in the 4-year settlement is less than the Council had modelled in the Draft 2016/17 Budget and MTFS. It is, therefore, recommended that the amounts shown in the 4 year settlement are included in the Final 2016/17 Budget and MTFS.

Members should note a “technical issue” in respect of RSG in that, as a consequence of the government’s decision to end RSG as a “needs based” funding mechanism, the distribution formula has resulted in “negative RSG” for some Councils. For this Council, this redistribution anomaly does not occur until 2019/20 (the last year of RSG) but for others the anomaly starts in 2017/18. On the face of it this looks like the Council will be required to “pay” the government and for presentation purposes it is shown like this; in reality this funding will be recovered by the government adjusting tariffs and baselines through the NDR system.

Table 3	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Draft Budget - Revenue Support Grant	(2,110)	(921)	(442)	0	0
Final Budget - Revenue Support Grant	(2,110)	(1,180)	(604)	42	0
Change	0	(259)	(162)	42	0

Voluntary Sector Grants

- 3.5 The January Cabinet received a report on Voluntary Sector Grant (VSG) funding for the period 2016/17 to 2019/20. The MTFS incorporates the agreed savings and these are summarised in **Table 4** below. These savings include the ceasing of all funding for the Huntingdon Shop Mobility scheme from 2016/17 onwards and in addition a phased reduction of 38% in the VSG budget by 2019/20.

Table 4	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Community Services					
Draft Budget - Net Expenditure	1,936	1,922	1,940	1,954	1,979
Final Budget - Net Expenditure	1,911	1,874	1,868	1,859	1,884
Change	(25)	(48)	(72)	(95)	(95)

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

4.1 Reflecting the assumptions and changes noted in Section 2 and 3 respectively, the Final 2016/17 Budget and Medium Term Financial Strategy is shown in **Table 5**.

Table 5	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Services provided:							
Directors and Corporate Resources	2,348	2,377	2,300	2,212	2,178	2,185	2,197
Customer Services	(392)	(445)	(308)	(566)	(871)	(918)	(971)
Operations	4,425	4,488	2,355	2,167	2,062	1,939	1,970
Development	4,727	4,593	3,968	3,753	3,608	3,383	3,428
Community	1,427	1,691	1,370	1,224	1,221	1,242	1,265
Leisure & Health	1,987	2,130	1,911	1,874	1,868	1,859	1,884
Shared Service	(53)	58	(280)	(562)	(587)	(617)	(606)
Corporate Finance	0	0	1,796	1,832	1,869	1,906	1,944
Net Expenditure	4,336	3,988	4,799	5,611	6,053	6,252	6,360
Contribution to/(from) Earmarked Reserves			(257)	0	0	0	0
General Reserves	875	797	2,276	656	(830)	(2,358)	(3,604)
Budget Requirement	19,678	19,678	19,931	18,201	16,571	14,874	13,868
Non-Domestic Rates	(4,160)	(4,160)	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Revenue Support Grant (RSG)	(3,183)	(3,183)	(2,110)	(1,180)	(604)	42	0
New Homes Bonus (***)	(4,403)	(4,403)	(4,965)	(3,724)	(2,483)	(1,241)	0
S31 Grant	0		(1,018)	(1,018)	(1,018)	(1,018)	(1,018)
Council Tax Freeze Grant (**)	(82)	(82)	0	0	0	0	0
Collection Fund Deficit	(82)	(82)	257	0	0	0	0
Council Tax Requirement	7,768	7,768	7,905	8,048	8,193	8,340	8,490
- Base (*)	58,329	58,329	59,358	60,426	61,514	62,621	63,749
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
Assumptions							
* 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	Assumes a 25% reduction per year on the 2016/17 base.						

Impact on Reserves

- 4.2 Surpluses (or deficits) in funding are adjusted via contributions to/from reserves; in the Council's Funding Statement (**Table 5**) this is shown against the line entitled "General Reserves". For the 2016/17 budget there is a budgeted surplus of £2.3m; however by 2018/19 there is a funding gap £0.8m and this increases to a gap of £3.6m by 2020/21.
- 4.3 As shown in **Table 6** below, the funding gap for 2018/19 and 2019/20 can be met from the estimated General Fund Reserve. However, by 2020/21 the Council is forecasting a negative balance on the General Fund which obviously clearly shows that the current budget is unsustainable over the medium-term.

Table 6	Forecast 2015/16 £'000	Budget 2016/17 £'000	Medium Term Financial Strategy			
			2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
General Fund						
Brought forward	9,287	3,022	5,298	5,954	5,124	2,767
Contribution (to) Reserve	535	2,276	656			
Contribution from Reserve	(6,800)			(830)	(2,358)	(3,604)
Carried forward	3,022	5,298	5,954	5,124	2,767	(837)
<i>Minimum Level of Reserves</i>	2,687	2,687	2,632	2,610	2,585	2,621

- 4.4 Considering both the Council's Funding Statement (**Table 5**) and the Forecast Reserve Statement (**Table 6**) it is acceptable for the Council to set a Council Tax for 2016/17 based on the current budget; however, over the medium-term the budget position will need to be addressed.
- 4.5 In practice, the Council has a number of options to address the funding gap. This will inevitably be a mix of the service transformational themes shown in the Plan on a Page (see paragraph 5) i.e. cutting services, generating income or doing services differently, using reserves or indeed raising Council Tax.
- 4.6 At the January Cabinet meeting it was agreed that the Council will continue:
- its investment in the Commercial Investment Strategy, including the £6.8m transfer from the General Fund Reserve. The reason being that this will provide financial benefits to the Council that will over the medium to long term support service delivery and assist in meeting the forecast funding gap.
 - the use of the Zero Based Budgeting principles and commits to continue to develop the actions and programmes as set out in the 'Plan on a Page' to find further savings and efficiencies in order to maintain a prudent level of reserves throughout the MTFS.

5.0 PLAN ON A PAGE 2016/17 TO 2019/20

- 5.1 Section 4 has shown that the Council continues to face significant challenges over the medium term in its obligations to provide cost-effective services to its electorate.

5.2 When the Council set its budget for 2015/16 and the associated MTFs, it adopted a strategy, known as 'Plan on a Page'. The aim of this strategy was to move the Council to a position of being financially independent by the end of 2019/20; **Appendix 2** shows the 2015/16 "Plan-on-a-Page" and the strategic pillars that were being followed in order to achieve the Council's financial aims.

5.3 The planned savings based on the 2015/16 budget were £3.8m for 2016/17, rising to £8.2m by 2019/20. As shown in **Table 7** below, the Council has made good progress against the 2015/16 "Plan-on-a-Page" savings target by reducing the 2019/20 budget gap by £4.7m (22%); however this does leave £3.5m still unfunded.

Table 7	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Plan-on-a-Page Savings Targets - 2015/16	(3,800)	(5,900)	(7,500)	(8,200)
% of MTFs - 2015/16	19%	29%	35%	38%
ZBB T2 and T3 savings	(2,297)	(3,048)	(3,531)	(4,061)
Shared Services	(234)	(240)	(247)	(253)
Income Generation	41	(186)	(432)	(432)
(Under)/Over Achievement of savings target	(1,310)	(2,426)	(3,290)	(3,454)
% of Savings Target Achieved	66%	59%	56%	58%

5.4 However, as a consequence of the:

- continuation of government austerity, as demonstrated by the recent financial settlement, and
- continued Council aspirations of freezing Council Tax and the removal of NHB as core funding for Council services,

a new "Plan-on-a-Page" is required that illustrates new service savings targets reflecting the new 2016/17 Budget and MTFs. The new "Plan-on-a-Page" budget targets are shown in **Table 8** below.

Table 8	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
Plan on a Page - Approved MTFs 2017/18 - 2020/21				
Approved MTFs Net Expenditure	17,545	17,401	17,232	17,471
Plan on a Page - savings required from MTFs	(901)	(1,802)	(2,703)	(3,604)
Plan on a Page - % savings required from MTFs	-5.2%	-10.6%	-16.0%	-21.0%
Budget Requirement (adjusted for savings required)	16,644	15,599	14,529	13,868

6. FEES AND CHARGES

6.1 Fees and Charges are a key income stream for all of local government and for 2016/17 for this Council it will represent 27% of total income (including government grants). In the main, it is only "discretionary" services that can be subject to a Council levied fee or charge and for some services there are some statutory controls on the amount that can be charged.

6.2 It is important that these fees and charges are reviewed each year to ensure that they are at the correct level to both maximise income generation and achieve the policy objectives required. The charges are shown in section 7

within **Appendix 1** and these charges are the basis upon which service income lines for the 2016/17 budget are based.

7. ROBUSTNESS OF THE 2016/17 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY

7.1 The Council's Responsible Financial Officer (S.151) has to make a statutory statement in respect of the budget and reserves. As shown at paragraph 4.8, currently the:

- 2016/17 estimated reserves provision is satisfactory, but
- by the end of the MTFs period reserves will drop to a negative balance of (£1.2m), £3.8m below the minimum level of reserves.

7.2 Section 8 of **Appendix 1** provides considerable discussion in respect of Risks that both the Council and the wider local government community face at this time of continued public sector austerity. In addition, sensitivity analysis is applied against these risks and their impact on General Fund reserves is assessed. In summary, the key findings are:

- 2016/17 through to 2018/19, reserves remain positive and above the minimum level.
- 2019/20, reserves remain positive but fall well below the minimum level.
- 2020/21, reserves are negative and are significantly below the minimum level.

7.3 The Council has over the past 24 months followed some significant approaches to service transformation that has reduced the Council's net budget by £4.4m. However, the reducing General Fund Balance over the medium-term, in fact going negative by 2020/21, does pose a significant risk to the financial sustainability of the Council; the freezing of Council Tax and the removal of NHB are significant contributors to this scenario.

7.4 The Council does have in place a number of strategies that should help the Council to transform further, some of these being tried-and-tested approaches and others being more innovative solutions to service transformation. The Council has to continue the process of change and be prepared to undertake more radical approaches to service delivery to achieve the savings required that will balance the budget and set the Council free from government funding.

8. WHY IS THIS REPORT NECESSARY/BACKGROUND

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

9. OPTIONS CONSIDERED/ANALYSIS

9.1 In preparing the budget the Council has prepared a range of options and these options are analysed within the main section of the report.

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

10.1 There are a number of key savings initiatives that must be delivered in a timely fashion to secure the required savings. The delivery of the 2016/17 budget, when approved will be managed via the Council's budget monitoring processes throughout the year.

11. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 11.1 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.

12. LINK TO THE CORPORATE PLAN

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

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

- 12.2 This will assist the Council in:

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

13. CONSULTATION

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

- 13.2 In respect of the 2016/17 budget a full budget consultation with the public has taken place. The results of this consultation are shown in **Appendix 3**.

- 13.3 The Council is currently consulting with the Business Community and the results of this consultation will be available for the February Cabinet meeting.

14. LEGAL IMPLICATIONS

- 14.1 As per the Sections 31A and 42A of the Local Government Finance Act 1992, the Council is required to set a balanced budget. This is achieved for 2016/17 so the setting of the Council Tax at the level mentioned within the report is appropriate.

- 14.2 However, by 2020/21 the MTFS is forecasting a negative general fund which means that there will be an unbalanced budget because there will be insufficient funds within reserves to meet the difference between Net Expenditure and Funding. If such a scenario was faced by the Council, the Local Government Finance Act 1988 would require the Council's Responsible Financial Officer to issue a S.114 report.

15. RESOURCE IMPLICATIONS

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

16. OTHER IMPLICATIONS

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

17 REASONS FOR THE RECOMMENDED DECISIONS

17.1 To enable Cabinet to approve and understand:

- the changes to the draft budget and MTFS as approved by Cabinet in January 2016.
- The risks and impacts of these, on the 2016/17 budget and MTFS.

18. LIST OF APPENDICES INCLUDED

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

Appendix 2: Plan on a Page


Appendix 3: Budget consultation results

BACKGROUND PAPERS


Working papers in Resources; Accountancy Services

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2016/17 Budget
&
Medium Term Financial
Strategy

2017/18
to
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1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings and Growth - GO

- **Zero Based Budgeting**

1.1.1 The 2016/17 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

1.1.2 The total savings agreed via the ZBB Heavy reviews for each department are summarised in **Table A** below.

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

- **ZBB Light Reviews**

1.1.3 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**

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

- **Growth**

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

1.1.6 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 recover to its previous position.

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

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

- Summary Impact of all budget changes**

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

Table C	2015/16		2016/17					Variance:	
	Forecast Outturn	Original Budget	ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Base Budget	2016/17 Budget to	
								Forecast Outturn	Updated Budget
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's		£ 000's	%	%
Directors and Corporate	2,348	2,377	(210)	120	0	13	2,300	(2%)	(3%)
Resources	(392)	(445)	(85)	(8)	219	12	(308)	(22%)	(31%)
Customer Services	4,425	4,488	(543)	(1,643)	5	49	2,355	(47%)	(48%)
Operations	4,727	4,593	(860)	167	8	61	3,968	(16%)	(14%)
Development	1,427	1,691	(314)	(34)	0	26	1,370	(4%)	(19%)
Community	1,987	2,130	(123)	(109)	(7)	19	1,911	(4%)	(10%)
Leisure & Health	(53)	58	(102)	(278)	(11)	53	(280)	430%	(583%)
Corporate Finance	4,336	4,374	0	425	0	0	4,799	11%	10%
Shared Service	0	0	0	1,680	0	116	1,796	0%	0%
Net Expenditure	18,804	19,267	(2,237)	320	213	349	17,913		

Forecast Outturn **18,804** —————> **(891)** <————— **17,913** **(5%)**

Updated Budget **19,267** —————> **(1,354)** <————— **17,913** **(7%)**

- 1.1.9 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 has been removed from the ZBB savings. This change has been built into the final budget.
- 1.1.10 In addition, the implications of the Commercial Investment Strategy, as reported to Cabinet in December 2015 have been included in the final budget.

1.2 Revenue spending and sources of income

Income

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

Government Grant

- 1.2.3 The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g. Housing Benefit; but some of the funding is in support of general activity. With regard to:
- New Homes Bonus (NHB), on the 17th December the government made an announcement in respect of New Homes Bonus and that the 2016/17 settlement would be £5.0m. At this time the Council continues to rely on NHB as part of the base budget.
 - Council Tax Freeze Grant (CTFG) is being rolled into the RSG from 2016/17 and is, therefore, no longer identifiable. However, the Government is no longer providing funding for any council tax freezes from 2016/17 onward.
 - On the 17th December the government announced the Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) baseline 2016/17 provisional settlement for the Council. The relative allocations for RSG and NDR are £2.1m and £4.2m respectively.

Council Tax

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

Collection Fund Surplus/Deficit

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

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

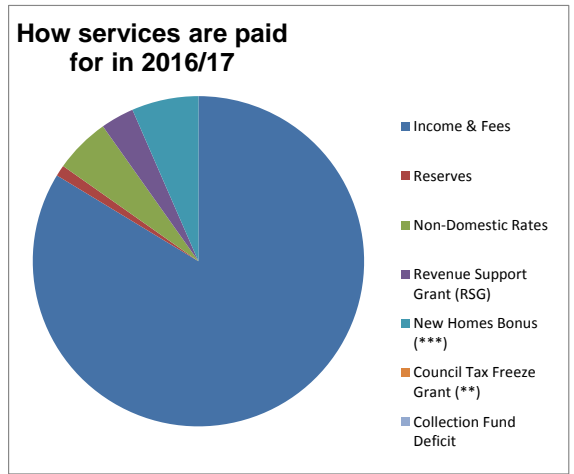
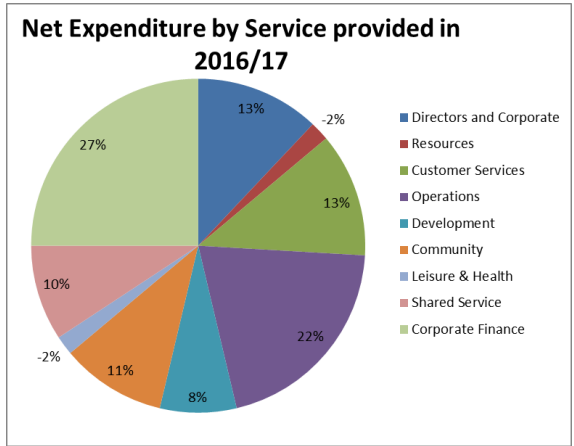
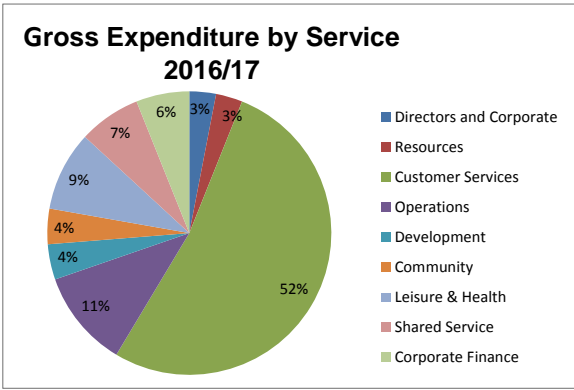
- 1.2.6 The estimated year end position of the Collection Fund is shown in **Table D** below along with the share that is apportioned to the Council. However, due to the safety net mechanisms in place for NDR funding, the Council will only have to fund £0.3m of the deficit share shown below.

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

1.3 Summary Budget

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

Table E	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Services provided:							
Directors and Corporate Resources	2,948	2,654	2,565	2,487	2,453	2,460	2,472
Customer Services	1,613	1,569	2,612	3,661	4,124	4,139	4,149
Operations	42,378	42,412	40,241	40,127	40,037	39,919	39,950
Development	9,205	8,682	8,797	8,703	8,599	8,594	8,639
Community	3,186	3,645	2,910	2,758	2,754	2,776	2,798
Leisure & Health	2,898	3,021	2,777	2,734	2,727	2,724	2,744
Shared Service	7,012	7,146	6,938	6,929	6,947	6,960	7,014
Corporate Finance	0	0	5,034	5,134	5,237	5,342	5,449
Gross Expenditure	4,572	4,228	4,980	5,791	6,233	6,437	6,545
Gross Expenditure	73,811	73,357	76,855	78,324	79,112	79,351	79,760
Funding to provide services							
Income & Fees	(55,007)	(54,476)	(58,942)	(60,779)	(61,711)	(62,119)	(62,289)
Net Expenditure	18,804	18,881	17,913	17,545	17,401	17,232	17,471
Contribution to/(from) Earmarked			(257)	0	0	0	0
General Reserves	875	797	2,276	656	(830)	(2,358)	(3,604)
Budget Requirement	19,678	19,678	19,931	18,201	16,571	14,874	13,868
Non-Domestic Rates	(4,160)	(4,160)	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Revenue Support Grant (RSG)	(3,183)	(3,183)	(2,110)	(1,180)	(604)	42	0
New Homes Bonus (***)	(4,403)	(4,403)	(4,965)	(3,724)	(2,483)	(1,241)	0
S31 Grant	0	0	(1,018)	(1,018)	(1,018)	(1,018)	(1,018)
Council Tax Freeze Grant (**)	(82)	(82)	0	0	0	0	0
Collection Fund Deficit	(82)	(82)	257	0	0	0	0
Council Tax Requirement	7,768	7,768	7,905	8,048	8,193	8,340	8,490
- Base (*)	58,329	58,329	59,358	60,426	61,514	62,621	63,749
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
Assumptions							
* Increase in Council Tax Base	Assumed there is an annual increase in the base of 1.8%.						
** Council Tax Freeze Grant	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						
*** New Homes Bonus	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						

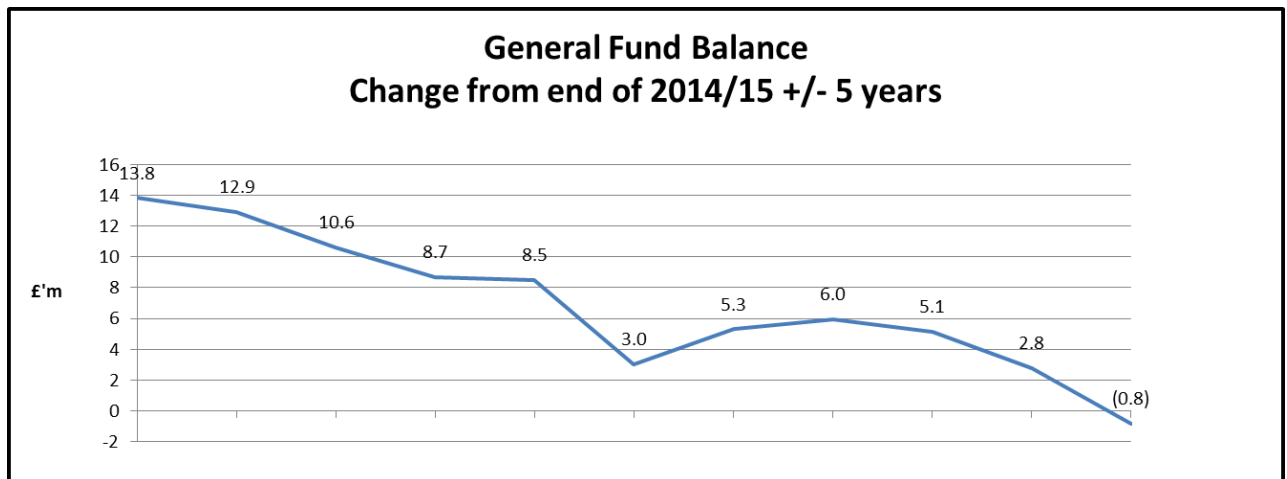


1.4 Revenue Reserves

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

Table F	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
General Fund Brought forward	9,287	3,022	5,298	5,954	5,124	2,767
Contribution to Reserve	535	2,276	656			
Contribution from Reserve	(6,800)			(830)	(2,358)	(3,604)
Carried forward	3,022	5,298	5,954	5,124	2,767	(837)
<i>Minimum Level of</i>	<i>2,687</i>	<i>2,687</i>	<i>2,632</i>	<i>2,610</i>	<i>2,585</i>	<i>2,621</i>

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 will 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 General Fund reserve back to prudent recommended levels.

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council														
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
866,160	= Employees	Hired Staff	694,018	433,798	(2,100)	(5,700)			0	425,998	424,388	422,288	420,188	420,188
353,329		Other staff costs	306,973	306,395	(40,982)	(37,479)		17	227,951	226,778	225,146	223,514	223,532	
4,447,019		Pension & Nil	4,703,812	5,095,132	(267,268)	511,860		42,639	5,382,363	5,441,951	5,513,408	5,591,707	5,707,593	
0		Recruitment			0	1,500		30	1,530	1,561	1,592	1,624	1,656	
16,599,600		Salary	16,306,744	17,195,343	(943,859)	879,711		214,044	17,345,239	17,361,938	17,294,330	17,342,468	17,541,979	
213,325		Training	195,411	210,302	(50,583)	17,320		648	178,287	178,948	179,622	180,309	181,010	
30,986		Uniform & laundry	28,474	36,097	(200)	1,209		10	37,116	37,076	36,967	36,998	37,009	
455,403		Severance payments	206,241	207,000	0	0		0	207,000	206,000	206,000	206,000	205,000	
144,101		Employee insurance	162,673	179,516	0	(9,752)		0	169,764	169,764	169,764	186,540	186,540	
23,109,936	Employees Total		22,604,347	23,663,582	(1,304,992)	1,359,270		257,388	23,975,248	24,049,404	24,049,137	24,189,349	24,504,508	
286,118	= Buildings	Rents	248,597	183,244	(7,000)	7,850	4,000	0	188,094	167,404	148,556	148,556	148,556	
873,794		Repairs & Maintenance	781,282	779,315	(18,000)	9,642	(27,000)	400	744,357	737,765	737,609	738,033	738,466	
773,688		Energy Costs	760,751	761,879	0	24,623	(17,500)	0	769,002	718,502	681,302	641,302	641,302	
111,122		Water Services	105,323	144,511	0	4,180	0	0	148,691	148,691	148,491	148,491	148,491	
210,835		Premises Cleaning	207,866	221,767	0	(3,470)	0	0	218,297	218,297	217,289	217,289	217,289	
1,113,680		Rates	1,127,414	1,109,623	(1,000)	(10,631)	22,050	0	1,120,043	1,121,546	1,127,144	1,137,899	1,148,868	
81,452		Premises Insurance	79,291	64,284	0	(3,997)	0	0	60,287	60,287	60,287	65,812	65,812	
0		Insurance - service related			0	5,000	0	0	5,000	5,000	5,000	5,000	5,000	
17,423		Ground Maintenance Costs	21,285	20,400	0	10,145	0	0	30,545	30,545	30,545	30,545	30,545	
8,210		Fixtures & Fittings	2,771	3,026	0	(1,370)	0	0	1,656	1,656	1,656	1,656	1,656	
3,476,323	Buildings Total		3,334,581	3,288,050	(26,000)	41,972	(40,500)	22,450	3,285,972	3,209,693	3,157,879	3,135,083	3,146,485	
17,047	= Transport	Contract Hire & operating leases	29,546	29,657	0	0	0	0	29,657	29,657	29,657	29,657	29,657	
107,022		Mileage Allowance	103,136	128,190	(2,000)	(21,135)		141	105,196	101,240	101,337	101,487	101,640	
35,659		Pool Car	42,106	44,310	0	(9,350)		72	35,032	34,905	34,980	35,056	35,134	
30,167		Public Transport	25,617	29,210	(1,000)	(4,750)		31	23,491	22,622	22,654	22,686	22,719	
84,453		Vehicle Insurance	86,864	85,735	0	(917)	0	0	84,818	84,818	84,818	93,180	93,180	
1,012,295		Operating Costs	1,049,606	1,123,603	(7,000)	170		0	1,116,773	1,043,583	1,037,083	1,030,583	1,030,583	
1,286,644	Transport Total		1,308,347	1,440,705	(10,000)	(35,982)		244	1,394,967	1,316,825	1,310,529	1,312,649	1,312,913	
83,289	= Supplies & Services	Catering	30,549	31,250	(2,000)	(3,220)		0	26,300	26,030	26,030	26,030	26,030	
705,488		Communication and computing	684,457	650,792	(53,500)	333,258		11,008	941,558	921,726	928,453	940,134	952,050	
1,981,595		Equipment, furniture & materials	1,888,343	1,870,419	(16,100)	1,636,235	77,647	46,613	3,614,814	3,610,388	3,654,986	3,705,596	3,756,051	
649,800		Office expenses	593,676	566,596	(24,100)	(12,055)	144,000	465	674,905	745,029	812,444	813,939	815,441	
94,315		Rents	118,960	103,149	0	2,000		0	105,149	105,149	105,149	105,149	105,149	
3,711,005		Services	4,508,152	3,875,608	(202,605)	(198,999)	907,000	10,742	4,391,747	5,918,359	6,665,533	6,737,223	6,751,514	
495		Uniform & laundry	675	800	0	(100)	0	0	700	700	700	700	700	
0		Expenses			0	1,000		20	1,020	1,040	1,061	1,082	1,104	
104,345		Insurance - service related	123,217	113,801	0	6,175		0	119,976	119,976	119,976	127,313	127,313	
376,481		Members Allowances	379,825	379,550	0	7,225		0	386,775	386,775	386,775	386,775	386,775	
7,706,813	Supplies & Services Total		8,327,852	7,591,965	(298,305)	1,771,519	1,128,647	68,848	10,262,674	11,835,172	12,701,107	12,843,941	12,922,127	
33,689	= Benefit & Transfer Payments	Services	6,277	7,700	0	0		0	7,700	7,700	7,700	7,700	7,700	
130,769		Irrecoverable V A T	116,125	116,125	0	75		0	116,200	116,200	116,200	116,200	116,200	
1,568,314		Contributions paid	1,282,383	742,730	(137,000)	503,255		0	1,108,985	1,108,985	1,108,985	1,108,985	1,108,985	
354,640		Grants	368,206	362,356	(3,000)	(50,356)		0	309,000	286,000	262,000	239,000	239,000	
35,904,283		Benefits	36,020,000	36,110,000	(105,000)	(25,000)		0	35,980,000	35,980,000	35,980,000	35,980,000	35,980,000	
389,740		Levies	389,355	394,291	0	(4,936)		0	389,355	389,355	393,249	393,249	397,181	
38,381,435	Benefit & Transfer Payments Total		38,182,347	37,733,202	(245,000)	423,038		0	37,911,240	37,888,240	37,868,134	37,845,134	37,849,066	
25,000	= Renewals Fund Contribution	R&R	25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000	
25,000	Renewals Fund Contribution Total		25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000	
(16,156,654)	= Income & Fees	Fees & charges	(14,877,515)	(14,524,550)	(266,286)	(1,332,688)	(120)	(16,123,644)	(16,621,627)	(16,742,950)	(16,941,946)	(17,004,388)	(17,004,388)	
(974,682)		Sales	(970,017)	(1,019,529)	(30,000)	(129,750)		0	(1,179,279)	(1,189,279)	(1,189,279)	(1,189,279)	(1,189,279)	
(2,014,384)		Rent	(2,076,112)	(2,075,224)	(80,000)	(3,200)	(875,000)	0	(3,033,424)	(4,361,424)	(5,129,424)	(5,291,424)	(5,354,424)	
(233,696)		Other grants and contributions	(213,494)	(164,497)	(1,000)	(2,131,017)		0	(2,296,514)	(2,288,360)	(2,330,411)	(2,373,303)	(2,417,053)	
(77,763)		Communitated sums	(151,331)	(151,331)	0	0		0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	
(38,737,256)		Government grants	(36,683,868)	(36,466,436)	45,000	355,974		0	(36,065,462)	(36,065,462)	(36,065,462)	(36,065,462)	(36,065,462)	
174,613		Bad debt provision	198,050	158,050	(20,000)	(25,000)		0	113,050	103,050	103,050	103,050	103,050	
(84,917)		Interest	(232,882)	(232,014)	0	26,299		0	(205,715)	(204,715)	(204,715)	(209,715)	(209,715)	
(58,104,738)	Income & Fees Total		(55,007,170)	(54,475,531)	(352,286)	(3,239,382)	(875,000)	(120)	(58,942,319)	(60,779,148)	(61,710,522)	(62,119,410)	(62,288,602)	
15,881,413	Grand Total		18,803,831	19,266,973	(2,236,583)	320,435	213,147	348,810	17,912,783	17,545,187	17,401,264	17,231,745	17,471,496	
73,986,150	Gross Service Expenditure		73,811,001	73,742,504	(1,884,297)	3,559,817	1,088,147	348,930	76,855,102	78,324,335	79,111,786	79,351,155	79,760,098	
(58,104,738)	Gross Service Income		(55,007,170)	(54,475,531)	(352,286)	(3,239,382)	(875,000)	(120)	(58,942,319)	(60,779,148)	(61,710,522)	(62,119,410)	(62,288,602)	
15,881,413	Net Service Expenditure		18,803,831	19,266,973	(2,236,583)	320,435	213,147	348,810	17,912,783	17,545,187	17,401,264	17,231,745	17,471,496	

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

2.2 Service Budgets by Head of Service

Head of Community													
Actuals 2014/15	Subjective Analysis : Controllable Only *	Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
				ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
22,218	= Employees	Hired Staff	15,050	7,000	0	0	0	7,000	7,000	7,000	7,000	7,000	
24,670		Other staff costs	4,439	10,648	0	(10,208)	0	440	440	440	440	440	
351,978		Pension & NI	354,295	379,239	(19,000)	25,274	3,791	389,364	392,669	396,298	400,261	404,264	
1,461,934		Salary	1,393,493	1,503,905	(69,000)	27,355	15,039	1,477,299	1,488,353	1,501,530	1,516,538	1,531,697	
14,943		Training	30,655	31,826	0	(28,776)	0	3,050	3,050	3,050	3,050	3,050	
189		Uniform & laundry	1,268	2,100	0	(200)	0	1,900	1,900	1,900	1,900	1,900	
1,875,932	Employees Total		1,799,201	1,934,778	(88,000)	13,445	18,830	1,879,053	1,893,412	1,910,218	1,929,189	1,948,351	
23,359	= Buildings	Rents	4,801	550	0	0	0	550	550	550	550	550	
174,410		Repairs & Maintenance	101,049	110,200	(10,000)	(20,000)	0	80,200	75,200	75,200	75,200	75,200	
12,878		Energy Costs	11,377	13,200	0	0	0	13,200	13,200	13,200	13,200	13,200	
164		Water Services	3,880	580	0	80	0	660	660	660	660	660	
15,986		Premises Cleaning	23,707	22,626	0	0	0	22,626	22,626	22,626	22,626	22,626	
26,278		Rates	26,376	26,316	0	0	526	26,842	27,368	27,915	28,473	29,043	
253,076	Buildings Total		171,190	173,472	(10,000)	(19,920)	526	144,078	139,604	140,151	140,709	141,279	
20,054	= Transport	Mileage Allowance	26,335	30,100	0	(2,250)	0	27,850	25,250	25,250	25,250	25,250	
4,613		Pool Car	9,006	10,950	0	(3,750)	0	7,200	7,000	7,000	7,000	7,000	
5,602		Public Transport	6,249	8,550	0	(4,300)	0	4,250	3,850	3,850	3,850	3,850	
31,537		Operating Costs	30,954	32,711	0	0	0	32,711	32,711	32,711	32,711	32,711	
61,805	Transport Total		72,544	82,311	0	(10,300)	0	72,011	68,811	68,811	68,811	68,811	
1,065	= Supplies & Services	Catering	451	600	0	280	0	880	880	880	880	880	
121,066		Communication and computing	128,145	127,449	(25,000)	(3,914)	0	98,535	73,175	73,175	73,175	73,175	
244,419		Equipment, furniture & materials	170,271	152,689	0	(10,534)	(6,600)	135,555	135,455	135,455	135,455	135,455	
12,795		Office expenses	28,485	29,944	0	(11,724)	0	18,220	17,520	17,520	17,520	17,520	
50,478		Services	110,423	107,781	0	(40,526)	0	67,255	67,065	67,065	67,065	67,065	
391		Uniform & laundry	475	600	0	(100)	0	500	500	500	500	500	
430,214	Supplies & Services Total		438,249	419,063	(25,000)	(66,518)	(6,600)	320,945	294,595	294,595	294,595	294,595	
5,503	= Benefit & Transfer Payments	Irrecoverable V A T	4,600	4,600	0	0	0	4,600	4,600	4,600	4,600	4,600	
209,383		Contributions paid	70,956	71,010	0	0	0	71,010	71,010	71,010	71,010	71,010	
281,066		Grants	341,206	335,356	0	(50,356)	0	285,000	262,000	238,000	215,000	215,000	
495,952	Benefit & Transfer Payments Total		416,762	410,966	0	(50,356)	0	360,610	337,610	313,610	290,610	290,610	
(986,444)	= Income & Fees	Fees & charges	(871,326)	(850,267)	0	90,450	0	(759,817)	(754,217)	(754,217)	(759,817)	(754,217)	
(5,450)		Rent	(5,450)	(5,450)	0	(200)	0	(5,650)	(5,650)	(5,650)	(5,650)	(5,650)	
(31,857)		Other grants and contributions	(34,485)	(34,485)	0	(65,252)	0	(99,737)	(99,737)	(99,737)	(99,737)	(99,737)	
(1,023,751)	Income & Fees Total		(911,261)	(890,202)	0	24,998	0	(865,204)	(859,604)	(859,604)	(865,204)	(859,604)	
2,093,228	Grand Total		1,986,686	2,130,388	(123,000)	(108,651)	(6,600)	19,356	1,911,493	1,874,428	1,867,781	1,858,710	1,884,042
3,116,979	Gross Service Expenditure		2,897,947	3,020,590	(123,000)	(133,649)	(6,600)	19,356	2,776,697	2,734,032	2,727,385	2,723,914	2,743,646
(1,023,751)	Gross Service Income		(911,261)	(890,202)	0	24,998	0	(865,204)	(859,604)	(859,604)	(865,204)	(859,604)	
2,093,228	Net Service Expenditure		1,986,686	2,130,388	(123,000)	(108,651)	(6,600)	19,356	1,911,493	1,874,428	1,867,781	1,858,710	1,884,042

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

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

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

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

Head of ICT Shared Services

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

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

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

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

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

Head of Leisure & Health													
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
19,773	Employees	Hired Staff	11,280	14,000	0	(4,000)		0	10,000	10,000	10,000	10,000	10,000
27,358		Other staff costs	18,587	20,417	(500)	(936)		0	18,981	18,781	18,781	18,781	18,781
625,373		Pension & NI	545,285	642,872	(17,500)	26,118		6,434	657,925	662,566	669,095	675,684	682,344
3,861,081		Salary	3,762,959	3,729,304	(59,500)	(50,704)		37,271	3,656,371	3,683,799	3,720,261	3,757,088	3,794,295
56,762		Training	51,000	58,536	(2,000)	(33,366)		0	22,800	22,800	22,800	22,800	22,800
8,882		Uniform & laundry	10,099	10,355	(200)	1,684		0	11,839	11,789	11,789	11,789	11,789
4,599,229	Employees Total		4,399,210	4,475,484	(79,700)	(61,574)		43,705	4,377,916	4,409,735	4,452,726	4,496,142	4,540,009
111,058	Buildings	Premises Cleaning	102,171	113,555	0	(3,470)		0	110,085	110,085	110,085	110,085	110,085
11,852		Rents	15,740	15,740	(3,000)	0	4,000	0	16,740	7,800	7,800	7,800	7,800
198,778		Repairs & Maintenance	265,722	265,247	0	9,642	(15,000)	0	259,889	257,889	257,889	257,889	257,889
467,781		Rates	476,837	477,410	0	(12,631)		9,548	474,327	483,875	493,553	503,425	513,493
537,568		Energy Costs	530,517	546,550	0	8,539		0	555,089	522,089	486,089	446,089	446,089
65,195		Water Services	59,256	96,461	0	500		0	96,961	96,961	96,961	96,961	96,961
12,260		Ground Maintenance Costs	8,800	2,200	0	10,145		0	12,345	12,345	12,345	12,345	12,345
8,210		Fixtures & Fittings	2,771	3,026	0	(1,370)		0	1,656	1,656	1,656	1,656	1,656
1,412,702	Buildings Total		1,461,815	1,520,189	(3,000)	11,355	(11,000)	9,548	1,527,092	1,492,700	1,466,378	1,436,250	1,446,318
(1,424)	Transport	Contract Hire & operating lease	301	300	0	0		0	300	300	300	300	300
15,929		Mileage Allowance	10,615	11,580	(2,000)	2,255		0	11,835	10,335	10,335	10,335	10,335
0		Pool Car	117	200	0	(200)		0	0	0	0	0	0
2,671		Public Transport	2,194	2,500	(1,000)	0		0	1,500	1,000	1,000	1,000	1,000
5,823		Operating Costs	9,026	8,783	(500)	170		0	8,453	8,164	8,164	8,164	8,164
22,999	Transport Total		22,254	23,363	(3,500)	2,225		0	22,088	19,799	19,799	19,799	19,799
19,655	Supplies & Services	Catering	19,099	21,450	0	(2,500)		0	18,950	18,950	18,950	18,950	18,950
66,349		Communication and computing	82,015	67,007	(500)	(6,254)		0	60,253	60,053	61,053	61,053	61,053
735,841		Equipment, furniture & materials	633,840	653,776	(200)	(84,527)		0	569,049	572,649	572,649	572,649	572,649
135,523		Office expenses	145,872	136,112	(2,100)	(5,849)		0	128,162	125,512	125,512	125,512	125,512
148,896		Services	141,494	141,996	(5,000)	(8,214)		0	128,782	123,802	123,802	123,802	123,802
104		Uniform & laundry	200	200	0	0		0	200	200	200	200	200
1,106,368	Supplies & Services Total		1,022,521	1,020,541	(7,800)	(107,344)		0	905,396	901,166	902,166	902,166	902,166
82,991	Benefit & Transfer Payments	Irrecoverable V A T	81,000	81,000	0	0		0	81,000	81,000	81,000	81,000	81,000
82,991	Benefit & Transfer Payments Total		81,000	81,000	0	0		0	81,000	81,000	81,000	81,000	81,000
25,000	Renewals Fund Contribution	R&R	25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000
25,000	Renewals Fund Contribution Total		25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000
(6,001,660)	Income & Fees	Fees & charges	(6,127,444)	(6,134,235)	(7,000)	(161,367)		0	(6,302,602)	(6,624,663)	(6,666,993)	(6,710,917)	(6,753,996)
(825,987)		Sales	(816,315)	(876,929)	0	43,489		0	(833,440)	(833,440)	(833,440)	(833,440)	(833,440)
(6,250)		Rent	(5,000)	(5,000)	0	0		0	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(51,843)		Other grants and contributions	(115,841)	(71,380)	(1,000)	(5,151)		0	(77,531)	(28,151)	(28,151)	(28,151)	(28,151)
(6,885,740)	Income & Fees Total		(7,064,599)	(7,087,544)	(8,000)	(123,029)		0	(7,218,573)	(7,491,254)	(7,533,584)	(7,577,508)	(7,620,587)
363,550	Grand Total		(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(561,855)	(586,516)	(617,152)	(606,296)
7,249,290	Gross Service Expenditure		7,011,799	7,145,576	(94,000)	(155,338)	(11,000)	53,253	6,938,491	6,929,399	6,947,068	6,960,356	7,014,291
(6,885,740)	Gross Service Income		(7,064,599)	(7,087,544)	(8,000)	(123,029)	0	0	(7,218,573)	(7,491,254)	(7,533,584)	(7,577,508)	(7,620,587)
363,550	Net Service Expenditure		(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(561,855)	(586,516)	(617,152)	(606,296)

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
44,027	Head of Service		75,801	78,028	0	(968)		762	77,822	78,602	79,383	80,171	80,967
258,785	Sports and Active Lifestyles		225,073	323,397	(102,000)	(2,360)		3,842	222,879	205,811	208,407	211,030	213,676
60,738	One Leisure		(353,674)	(343,392)	0	(275,039)	(11,000)	48,649	(580,782)	(846,267)	(874,305)	(908,352)	(900,938)
363,550	Grand Total		(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(561,855)	(586,516)	(617,152)	(606,296)

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

Head of Operations

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

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
92,137	Head of Service	Car Parks	182,967	92,007	(14,348)	(225)	0	868	78,302	79,189	79,971	80,761	81,558
(1,202,950)		Environmental & Energy Mgt	(1,110,079)	(1,298,295)	(186,277)	15,166	0	6,723	(1,462,683)	(1,528,722)	(1,536,858)	(1,634,976)	(1,633,074)
157,722		Facilities Management	179,959	182,362	(87,430)	20,902	20,000	1,807	137,641	119,357	120,239	121,131	122,032
998,505		Fleet Management	945,582	969,642	51,942	18,787	(17,500)	9,223	1,032,094	996,690	950,685	854,219	857,789
219,394		Green Spaces	235,396	245,862	42,788	(36,715)	0	1,500	253,435	254,976	257,056	259,157	261,278
1,031,685		Markets	1,128,091	1,209,648	(169,409)	14,407	0	13,419	1,068,065	1,041,840	1,004,963	967,839	980,466
(110,053)		Operations Management	(98,872)	(89,395)	24,049	(1,040)	0	688	(65,699)	(65,416)	(64,894)	(64,366)	(63,833)
847,975		Street Cleansing	388,805	430,407	(275,839)	(129,397)	0	3,720	28,891	32,713	32,751	32,789	32,828
815,464		Waste Management	835,802	882,213	(63,329)	4,950	0	6,099	829,933	816,176	752,538	748,464	754,450
1,856,586			2,039,226	1,968,161	(182,147)	260,182	5,000	16,738	2,067,935	2,005,751	2,012,004	2,018,420	2,035,001
4,706,463		Grand Total	4,726,876	4,592,612	(860,000)	167,017	7,500	60,785	3,967,914	3,752,554	3,608,455	3,383,438	3,428,495

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

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

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
177,906		Audit & Risk Management		211,138	223,542	0	559	1,607	225,708	227,355	229,094	230,849	232,623	
(1,362,807)		Commercial Estates		(1,584,605)	(1,618,488)	(85,000)	1,389	144,000	1,342	(1,556,757)	(1,720,380)	(1,999,985)	(2,060,572)	(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	
(59,758)		Grand Total		(392,368)	(444,602)	(85,000)	(8,318)	218,567	11,528	(307,825)	(565,829)	(870,718)	(918,324)	(970,830)

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

Directors and Corporate Management

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

2,784,068	Gross Service Expenditure	2,947,863	2,654,020	(209,583)	108,145	0	12,911	2,585,493	2,486,918	2,452,750	2,460,197	2,471,760
(964,183)	Gross Service Income	(599,947)	(277,001)	0	12,001	0	0	(265,000)	(275,000)	(275,000)	(275,000)	(275,000)
1,819,886	Net Service Expenditure	2,347,916	2,377,019	(209,583)	120,146	0	12,911	2,300,493	2,211,918	2,177,750	2,185,197	2,196,760

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

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

Head of Resources (Corporate Budgets)

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

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

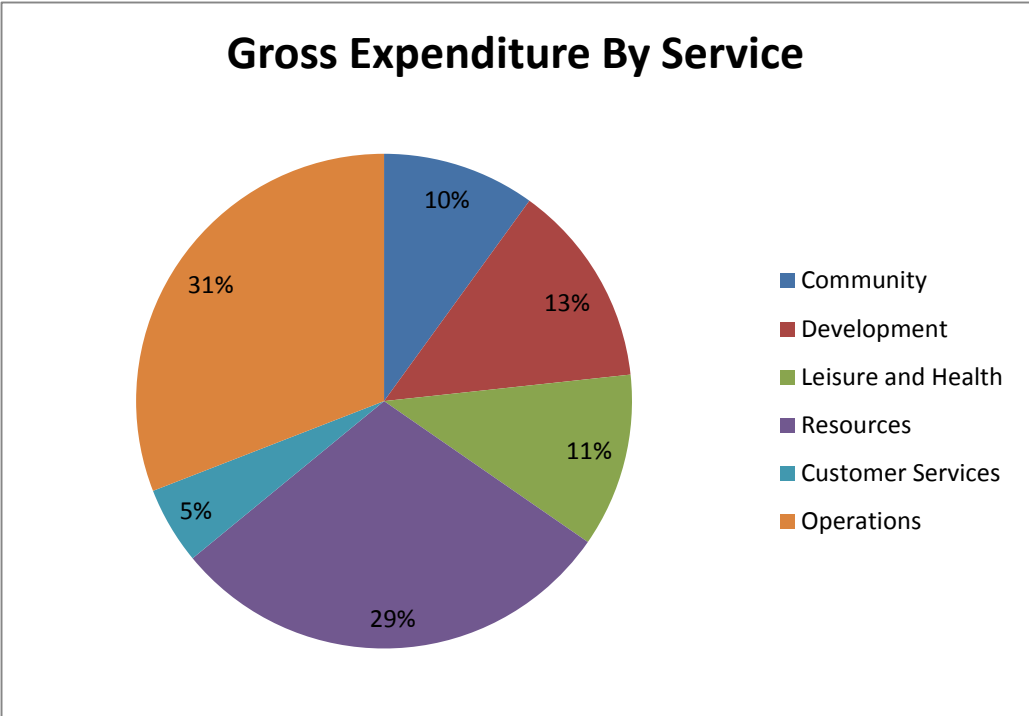
3.0 CAPITAL

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

Borrowing:

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



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 Council's 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	Budget	Medium Term Financial Strategy					
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
			£000s	£000s	£000s	£000s	£000s	£000s
Opening Capital Financing Requirement	35,474	38,997	66,053	79,285	75,780	73,002		
Closing Capital Financing Requirement	38,997	66,053	79,285	75,780	73,002	69,682		
Increase in Underlying Need to Borrow	3,523	27,056	13,232	(3,505)	(2,778)	(3,320)		

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

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

6.0 Formal 2016/17 Council Tax Resolutions

6.1 The formal 2016/17 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Cabinet on the 21st January 2015 (and subsequent publication as a key decision).
The tax base (T) which is the amount anticipated from a District Council Tax of £1 is **£59,358**
- b) That the following amounts calculated by the Council for 2016/17 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations :-
- (i) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act **£82,350,988**
Gross revenue expenditure including benefits, Town/Parish Precepts
- (ii) the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act **£68,974,819**
Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.
- (iii) the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act **£13,376,169**
This is the "Council Tax Requirement" including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes.
- (iv) the Council Tax requirement for 2016/17 divided by the tax base (T) in accordance with Section 31B (1) of the Act **£225.35**
District plus average Town/Parish Council Tax (item iii divided by District taxbase)
- (v) the aggregate of all "Special Items" referred to in Section 34(1) of the Act. **£5,470,886**
The total value of Parish/Town precepts included in i and iii above.
- (vi) the Basic Amount of Council Tax for 2015/16 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act. **£133.18**
The District Council's Band D Tax for 2016/17

- (vii) the basic amounts of Council Tax for 2016/17 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
 - (viii) the amounts to be taken into account for 2016/17 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.
 - (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2016/17 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
 - (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2016/17 is not excessive. ***The basic amount at b(vi) above is not excessive as defined by the Government.***

6.2 Tax Base 2016/17

Abbotsley	249	Kings Ripton	80
Abbots Ripton	133	Leighton Bromswold	81
Alconbury	546	Little Paxton	1,523
Alconbury Weston	284	Morborne	10
Alwalton	119	Offord Cluny & Offord	501
Barham & Woolley	29	D'Arcy	
Bluntisham	737	Old Hurst	97
Brampton	1,725	Old Weston	93
Brington & Molesworth	166	Perry	260
Broughton	88	Pidley-cum-Fenton	157
Buckden	1,152	Ramsey	2,758
(incorporating Diddington)		St Ives	5,789
Buckworth	52	St Neots	10,760
Bury	617	Sawtry	1,788
Bythorn & Keyston	141	Sibson-cum-Stibbington	216
Catworth	154	Somersham	1,354
Chesterton	58	Southoe & Midloe	152
Colne	352	Spaldwick	245
Conington	66	Stilton	773
Covington	44	Stow Longa	67
Denton & Caldecote	27	The Stukeleys	414
Earith	576	Tilbrook	119
Easton	76	Toseland	37
Ellington	233	Upton & Coppingford	81
Elton	285	Upwood & The Raveleys	416
Farcet	524	Warboys	1,327
Fenstanton	1,146	Waresley-cum-Tetworth	145
Folksworth & Washingley	348	Water Newton	41
Glatton	129	Winwick	41
Godmanchester	2,403	Wistow	218
Grafham	235	Woodhurst	153
Great & Little Gidding	122	Woodwalton	78
Great Gransden	451	Wyton-on-the-Hill	412
Great Paxton	367	Yaxley	2,859
Great Staughton	324	Yelling	148
Haddon	25		
Hail Weston	243	Total	59,358
Hamerton & Steeple Gidding	48		
Hemingford Abbots	339		
Hemingford Grey	1,274		
Hilton	451		
Holme	230		
Holywell-cum-Needingworth	969		
Houghton & Wyton	785		
Huntingdon	7,255		
Kimbolton & Stonely	588		

6.3 2016/17 Council Tax by Property Band for each Precepting Authority and the Billing Authority

This table will be completed after the Council's Full Council meeting scheduled for the 25th February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.

6.4 Total 2016/17 Council Tax by Property Band for each Precepting Authority and the Billing Authority

This table will be completed after the Council's Full Council meeting scheduled for the 25th February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.

7. Fees and Charges

- 7.1 The Fees and Charges that will be applicable from April 2016 to March 2017 have been included in **Annex A**.

8.0 Robustness of the 2016/17 Budget and Medium Term Financial Strategy

- 8.1 The Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2016/17 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium Term Financial Strategy (MTFS).

8.2 Robustness and Budget Setting

- 8.2.1 At the time of writing, the most recent Financial Performance Management Report (December 2015) was forecasting an underspend of £2.2m; £1.6m in respect of savings accrued from general service expenditure and £0.6m from additional Section 31 grant. As in previous years, this positive financial position reflects the Council's success in performing well against its budget. It clearly demonstrates that managers have been, and continue to be, prudent in the delivery of their services and that the Council has "cost" firmly under control.
- 8.2.2 However, with the setting of the 2016/17 budget, this does mean that the Council has reviewed all of its services as part of its programmed Zero Based Budgeting (ZBB) review process. This has been a bottom-up review of all services; it has set new service standards for many services and reset budgets to meet those standards. The ZBB reviews were conducted in the light of the latest benchmarking information that was available; Heads of Service, supported by their Portfolio Holder were scrutinised in a Star Chamber process that was led by the Executive Leader, Deputy Leader/Executive Councillor for Commercial Activities and the Executive Portfolio Holder of Resources. Since the Autumn of 2014 when the first tranche of ZBB reviews was undertaken, in excess of £5.0m (gross) has been removed from the budget.
- 8.2.3 Now that all services have been subject to a ZBB review, the ZBB Programme itself is being reviewed to ensure that any future programme is fit for purpose and addresses the new requirements of the Council.
- 8.2.4 Outside of ZBB, the Council has also been following other avenues of service transformation; all of which are encapsulated within the "Plan-on-a-Page" strategy, namely:
- the introduction of a new Customer Service Strategy (approved by December 2015, Cabinet),
 - undertaking Lean reviews of services (to date, 5 completed and 23 continuing),
 - the commencement of Shared Services (namely Building Control, Legal and ICT commencing in October 2015),

- new approaches to Income Generation; the most significant being the introduction of a Commercial Investment Strategy (approved September 2015) and the associated Business Plan (December 2015), and the
- continuation of the Facing the Future programme.

8.3 Challenges facing the Council

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

Public Sector Austerity – Cuts in grant funding

8.3.2 The public sector has as a whole faced the most significant austerity programme in a generation and as a consequence of the government's ring-fencing of some government departments/services (i.e. NHS, Overseas Aid etc.); this has meant that local government has met a significant share of the austerity programme. As previously discussed, the Council has taken proactive action to effectively manage the financial consequences of austerity and its impact.

8.3.3 Following the 2016/17 provisional settlement announced in December 2015, **Table H** clearly shows that the grant funding streams for the Councils MTFS for 2016/17 and for the period up to 2019/20 has moved when compared to the preceding year. For:

- 2016/17 the total grant included in last year's MTFS was £11.7m; following the provisional settlement this has now reduced to £11.3m; a drop of £0.4m (3.6%).
- 2019/20 the total grant in last year's MTFS was £11.1m, this has now reduced to £5.5m; this reflects the governments reductions in both Non-Domestic Rates and RSG but also the fact that the Council aspires to remove NHB from its core funding and this will be the last year of NHB being included.
- 2020/21 the Council will effectively be self-financing, in that the Council will generate income via Council Tax, Fees & Charges and Non-Domestic Rates (NDR). With regard to the latter, this will be the only core funding that Government will have strict control over; in that the government will manage distribution by adjusting NDR baselines, tariffs and levies.

Table H Comparison of Grant Assumptions: 2015/16 Budget & MTFS to 2016/17 Budget and Medium Term Financial Strategy						
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
2015/16 Budget & MTP						
NDR	4,160	4,661	4,868	5,084	5,308	
RSG	3,183	1,900	921	442	0	
NHB	4,403	5,126	5,342	5,537	5,814	
Total	11,746	11,687	11,131	11,063	11,122	0
2016/17 Budget & MTFS						
NDR	4,160	4,190	4,232	4,274	4,317	4,360
RSG	3,183	2,110	1,180	604	(42)	0
NHB	4,403	4,965	3,724	2,483	1,241	0
Total	11,746	11,265	9,136	7,361	5,516	4,360
Variance between Grant Assumptions						
NDR	0	(471)	(636)	(810)	(991)	
RSG	0	210	259	162	(42)	
NHB	0	(161)	(1,618)	(3,055)	(4,573)	
Total	0	(422)	(1,995)	(3,702)	(5,606)	
	%	%	%	%	%	
NDR	0.0	-10.1	-13.1	-15.9	-18.7	
RSG	0.0	11.1	28.1	36.7	-100.0	
NHB	0.0	-3.1	-30.3	-55.2	-78.7	
Total	0.0	-3.6	-17.9	-33.5	-50.4	

Programme of Service Review

8.3.4 It is probably fair to say that all Councils are undertaking some form of service review and seeking to ensure that services are provided with affordability and value for money at their core. As mentioned earlier, the Council has completed a process of ZBB review across all Council services as well as employing a number of other approaches to service transformation as part of the “Plan-on-a-Page” strategy.

8.4 Governance

8.4.1 Noted within the 2014/15 Annual Governance Statement both the Executive Leader and the Managing Director consider that they are:

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

- develop robust and effective reporting arrangements for shared services.
- improve project management practices including officer compliance with the project management toolkit.”

8.4.2 In May 2015, the Council's Internal Audit and Risk Manager reported to the Corporate Governance Panel that the assurance given for the year to 31 March 2015 was:

“the Council's internal control environment and systems of internal control...adequate assurance over key business processes and adequate assurance over financial systems”. This is an improvement on the previous years “limited” assurance.

8.4.3 The past year has been a process of embedding and reviewing the newly introduced initiatives to improve governance. Some of these include governance boards establishing their terms of reference and providing challenge, the golden thread linking the corporate plan to individual service plans through to individual performance reviews and the budget monitoring reports being updated with continuing engagement from service users.

8.5 Risks

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

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

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

8.5.3 Taking each of the above in turn:

- **Underachievement of savings**

The savings included within the budget total £2.5m. These savings cover a broad range of services and are heavily dependent on implementation as planned, which itself can be subject to market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is that a 30% underachievement equates to £0.747m.

- **Higher Inflation**

With regard to:

- **Pay**
The budget for 2016/17 includes an “across the board” pay increase of 1%. Taking into account employer oncosts (national insurance and pension), this equates to a total cost of £23.975m; a further 1% for sensitivity equates to £0.240m.
- **General Inflation**
No general inflation has been included in the 2016/17 budget except where there are contractual price increases; although for the Council this is minimal as most services are “contracted in”.

There is at present economic commentary in respect of price stagnation and even deflation. Although these are recognised as issues they would generally have a positive impact on service costs. Considering that the Council is freezing Council Tax over the medium term, the Council is therefore absorbing the impacts of all price adjustments. If price stagnation or deflation becomes a more serious issue, this will be addressed at the next budget round. For sensitivity, no inflation has been included.

- **Investment Interest**
The budget for 2016/17 has assumed a “composite” investment interest rate of 2.1% this equates to income of £0.200m; the budget also includes a borrowing rate of 3.2% which equates to a borrowing cost of £0.376m. For sensitivity purposes no additional investment interest has been modelled, however, for borrowing a rate rise of 1% would equate to £0.494m, an increase of £0.118m.

- **Reduced income: Fees and Charges**

Total fees and charges are £16.1m, therefore for sensitivity analysis a 1% loss of income from fees and charges would amount to £0.161m. The largest income streams that are susceptible to variation include:

- Car Parks, £2.6m
- Leisure Centres, £6.3m
- Property, £2.8m
- Planning and Building Control Fees, £1.4m

- **Reduced income: New Homes Bonus**

As part of the Local Government finance settlement the Government issued a consultation on changes to the New Homes Bonus. The consultation showed a commitment by this government to NHB for the remainder of this Parliament but it will be at a reduced level of funding. The consultation discusses a number of ways that NHB will be reduced; from reducing the number of years it is payable (currently 6) to putting in place enhanced criteria which need to be met before NHB is paid out. The financial outcome of this is unknown at this time but it is likely that this will lead to reduced NHB from 2017/18 onwards.

However, over the MTFS period 2017/18 to 2020/21 the Council has modelled out NHB as core funding as it moves to ensure it is not reliant on Government grants; this in itself will bring some inherent risk. As by 2020/21 NHB will be removed i.e. the risk is accommodated through the lower general fund balance and the phasing, no further sensitivity is necessary.

- **Government Grant: Non Domestic Rates**

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

When the 2016/17 provisional settlement was received, it was established that the Council had over-estimated its 2016/17 Non-Domestic Rates (NDR) by £30,000. Considering this, the Council is now taking a more prudent view of its future projections for NDR in that it is budgeting for 2016/17 at the Government baseline level of receipts and only increasing the baseline by 1% each year over the MTFS period. Such growth should be met entirely from an increase in the rates multiplier rather than reliance on growth within the NDR taxbase.

It should also be noted that when NDR was “localised”, Councils immediately felt the direct impact of any NDR appeal made against the valuation set by the Valuation Office Agency. These appeals sometimes take years to finalise and are often backdated for a number of years, which drastically adds to the volatility of the NDR budget setting process. Further, other NDR variations can result from a property being burnt down or demolished.

However, by setting the NDR income at the government’s baseline, the direct revenue impact is limited by the existence of a safety net which limits our loss to around £0.257m per annum; this is included as a block amount within the sensitivity analysis.

- **Failure of a Borrower**

The maximum permitted with one counterparty is £8.0m, but this is only possible where £3.0m of the sum is held in a liquidity account (a liquidity account allows recovery of investments on the same working day which therefore substantially reduces exposure to risk). Consequently the main “borrowing” risk rests around the £5.0m which is either lent on a short or long term basis.

In most cases the £5.0m limit is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a “failure of borrower” will be the loss of revenue cash flow and the potential costs involved of “making good” the lost investment. There are however, good governance arrangements around the Council’s Treasury activity and therefore the likelihood of loss is minimal, this has not been included in the sensitivity analysis.

- **Emergency**
Certain types of eventuality are mitigated in other ways. Many significant risks are insured against, so losses are limited to the excesses payable. The Government's Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. severe flooding). The Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however such costs have been met from within current resources. With the reduction in budgets it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Code of Financial Management permits the Managing Director or the Responsible Financial Officer to incur "emergency spend" of up to £0.350m, with retrospective reporting to Cabinet. The £0.350m is included as a block amount within the sensitivity analysis.
- **Increased demands on services**
The services most susceptible to increased demand that would have a significant revenue impact are homelessness and Council Tax Support.

With regard to homelessness, the budget for 2016/17 is £0.342m and for Council Tax Support is £6.884m; if there was a 10% increase in demand for each this would require an additional £0.720m.

Sensitivity for 2016/17 Budget

8.5.4 Considering the risks noted above and the stated budget assumptions, the accumulated total cash risk is £3.0m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply "sensitivity" to each risk and then model the impact over the likelihood of occurrence. **Table I** shows this detailed analysis and in summary the additional pressure within 2016/17, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of: £1.379m
- Middle-View, additional pressure of: £0.963m
- Optimistic View, additional pressure of: £0.638m

Table I		Sensitivity of Risks to 2016/17 Budget & Funding Options									
Risk		Costs Included in 2016/17 budget £'000	New rate	Sensitivity Impact		Likelihood of Occurrence					
				+/-	Cost £'000	Pessimistic Factor	£'000	Middle-Way Factor	£'000	Optimistic Factor	£'000
Underachievement of Savings		2,490	Savings not achieved	30%	747	0.7	523	0.2	149	0.1	75
Inflation	Pay	23,975	Pay increase from 1% to 2%	1%	240	0.6	144	0.3	72	0.1	24
	Temporary Borrowing	15	Difference between Borrowing increased from 4% to 5%	50%	8	0.2	2	0.5	4	0.3	2
Reduced Income	Fees & Charges	(16,124)	Reduction in income.	1%	161	0.3	48	0.4	64	0.3	48
	New Homes Bonus	(4,965)	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	497	0.3	149	0.4	199	0.3	149
Government Grant	Non-Domestic Rates	257	Loss of Modelled NDR, limited by Safety Net	100%	257	0.6	154	0.3	77	0.1	26
Emergency		350	Immediate use of funds in the event of a local emergency	100%	350	0.2	70	0.5	175	0.3	105
Increased Demand of Services	Homelessness Council Tax Support	342	Increase in demand	10%	34	0.4	14	0.5	17	0.1	3
		6,884	Increase in demand	10%	688	0.4	275	0.3	206	0.3	206
Total Sensitivity					2,982	1,379		963		638	
Estimated Reserves at 31 March 2016 as per Proposed Budget						5,298		5,298		5,298	
Estimated Reserves at 31 March 2016 following Sensitivity						3,919		4,335		4,660	
Conclusion of Sensitivity											
- Do Reserves remain positive						Yes		Yes		Yes	
- Do Reserves remain above Minimum Level of Reserves (15% of Net Expenditure)						Yes		Yes		Yes	
- Reduction in Reserves						26.0%		18.2%		12.0%	

8.6 Revenue Reserves

Reserves for 2016/17 and the MTFs Period (2017/18 to 2020/21)

8.6.1 There is no statutory minimum level of reserves; however Cabinet in December 2015 confirmed there should be a minimum level of reserves set at 15% of the Net Revenue Budget of the Council. As shown in **Table J** below, for the period 2016/17 through to 2018/19 of the MTFs, and when adjusted for the aforementioned "sensitivity analysis", the minimum level of reserves for each year is not breached. However, for 2019/20 and 2020/21, regardless of the likelihood of occurrence, the minimum level of reserves is breached and for 2020/21 specifically the modelled General Fund Balance is in a significant negative position (-£1.8m for Optimistic/ -£2.5m for Pessimistic).

Table J	Impact of 2016/17 Sensitivity of Risks on the MTFs General Fund Reserves Profile														
	2016/17 £'000			2017/18 £'000			2018/19 £'000			2019/20 £'000			2020/21 £'000		
General Fund Reserves (as per 2015/16 Proposed Budget)	5,298			5,954			5,124			2,767			(837)		
Minimum Level of Reserves (*)	2,687			2,632			2,610			2,585			2,621		
	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic
Reduction in Reserves	1,379	963	638	1,379	963	638	1,379	963	638	1,379	963	638	1,379	963	638
Estimated Reserves	3,919	4,335	4,660	4,575	4,991	5,316	3,745	4,161	4,486	1,388	1,804	2,129	(2,216)	(1,800)	(1,475)
- Do Reserves remain above Minimum Level of Reserves	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No
* = The minimum level of reserves is 15% of Net "budgeted" Expenditure															

8.6.2 The sensitivity analysis has shown that whilst the Council aims to become financially self-sufficient, and therefore, remove its reliance on government funding, it still has some way to go over the medium term to achieve this aim in a financially stable and sustainable way.

8.6.3 Based on the “Plan-on-a-Page” strategy, as shown in **Table K** below, £3.7m in savings would be required to achieve financial sustainability by 2020/21 (a reduction in next expenditure of 21%),.

Table K	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Plan-on-a-Page Savings Targets - 2015/16	(3,800)	(5,900)	(7,500)	(8,200)
% of MTFS - 2015/16	19%	29%	35%	38%
ZBB T2 and T3 savings	(2,297)	(3,048)	(3,531)	(4,061)
Shared Services	(234)	(240)	(247)	(253)
Income Generation	41	(186)	(432)	(432)
(Under)/Over Achievement of savings target	(1,310)	(2,426)	(3,290)	(3,454)
% of Savings Target Achieved	66%	59%	56%	58%

8.6.4 On balance, it is prudent that the council continues to aspire to be financially independent of government funding by the end of the medium term period (2020/21). To achieve this, the Council must continue to:

- drive down costs by following a further programme of service transformation. This could be achieved by following a ZBB Phase 2 and/or following further “Plan-on-a-Page” approaches to service transformation.
- increase income wherever possible; this could be achieved by:
 - developing new “charged-for” services or service streams,
 - further commercialisation of current services,
 - increased use of capital investment to generate revenue income streams; such as the Commercial Investment Strategy and investing in local infrastructure and development.

8.6.5 A new “Plan-on-a-Page” is shown in **Table L** below based on balancing the budget and bringing the reserves into a sustainable position over the life of the MTFS.

Table 8	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
Plan on a Page - Approved MTFS 2017/18 - 2020/21				
Approved MTFS Net Expenditure	17,545	17,401	17,232	17,471
Plan on a Page - savings required from MTFS	(901)	(1,802)	(2,703)	(3,604)
Plan on a Page - % savings required from MTFS	-5.2%	-10.6%	-16.0%	-21.0%
Budget Requirement (adjusted for savings required)	16,644	15,599	14,529	13,868

8.7 Conclusion

- **2016/17 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2016/17, I consider that the:

- combination of a new, robust approach to budget setting,
- the direction of travel in relation to governance,
- the further service and budget efficiency work to be undertaken during 2016/17, and
- that reserves are expected to increase by March 2016 and through to 2017,

the budget proposed for 2016/17 should not give Members any significant concerns over the Council’s financial position.

- **Medium Term Financial Strategy (2017/18 to 2020/21)**

With regard to the period covered by the MTFs, the anticipated removal of RSG as core funding by 2019/20 has been modelled for over a year and confirmed by the 2016/17 4-year settlement. However, the continuation of the policy to freeze Council Tax and coupling that with the aspiration of removing NHB, although appropriate, does create significant budget pressures in the last two years of the MTFs – and this is only exacerbated when the aforementioned risks and sensitivity analysis is taken into account

However, as highlighted earlier in this statement, there are actions that are being followed to mitigate this scenario but new actions will be required to further enhance the required mitigations. It therefore remains critical that:

- all Council services remain under tight budgetary control,
- ZBB Phase 2 is undertaken to identify further service savings,
- Affordability and Value for Money are at the core of the Councils decision making processes,
- savings are identified at the earliest opportunity,
- capital investment is commenced as soon as possible, and
- Central Government funding is continually reviewed.

Clive Mason CPFA

Responsible Financial Officer (Section 151)

ANNEX A – FEES AND CHARGES

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16
							£	£	£	
Development										
Planning (Awaiting notification from DCLG re planning fees, Building Control and Pre-planning fees are still being reviewed)										
	All outline applications	Not more than 2.5 hectares	Per 0.1 hectares	S		N	385.00	0.00	385.00	
		More than 2.5 hectares	Per 0.1 hectares plus for each hectare over 2.5 per 0.1 hectares	S		N	9,527.00	0.00	9,527.00	
	Householder Applications	More than 2.5 hectares		S		N	115.00	0.00	115.00	
	Full application	Single dwelling		S		N	172.00	0.00	172.00	
		Two or more dwellings		S		N	339.00	0.00	339.00	
		Not more than 50 new dwellings	Per dwelling	S		N	385.00	0.00	385.00	
		More than 50 new dwellings		S		N	19,049.00	0.00	19,049.00	
			Per additional dwelling	S		N	115.00	0.00	115.00	
	Full application	Not dwellings, agricultural, glasshouse, plant nor machinery								
		Erection of buildings	No increase in floor space or no more than 40sq m	S		N	195.00	0.00	195.00	
		Erection of buildings	More than 40sq m but no more than 75 sq m	S		N	385.00	0.00	385.00	
		Erection of buildings	More than 75 sq m but no more than 3750 sq m	S		N	19,049.00	0.00	19,049.00	
		Erection of buildings	plus for each additional 75sq m in excess of 3750 sq m to a maximum of £250,000	S		N	115.00	0.00	115.00	
	Full application	On land used for agriculture or agricultural purposes								
		Erection of buildings	Not more than 465 sq m	S		N	80.00	0.00	80.00	
			More than 465 sq m but not more than 540 sq m	S		N	385.00	0.00	385.00	
			More than 540 sq m but not more than 4215 sq m - first 540 sq m	S		N	385.00	0.00	385.00	
			plus for each further 75 sq m (or part thereof in excess of 540 sq m	S		N	385.00	0.00	385.00	
			More than 4215 sq m	S		N	19,049.00	0.00	19,049.00	
			plus for each 75 sq m (or part thereof) in excess of 4215 sq m up to a maximum of £250,000	S		N	115.00	0.00	115.00	
	Full application	Erection of glass houses on land used for the purpose of agriculture								
			Not more than 465 sq m	S		N	80.00	0.00	80.00	
			More than 465 sq m but not more than 540 sq m	S		N	2,150.00	0.00	2,150.00	
		Erection/alteration/replacement of plant and machinery	Not more than 5 hectares for each 0.1 hectare or part thereof	S		N	385.00	0.00	385.00	
			More than 5 hectares plus for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £250,000	S		N	19,049.00	0.00	19,049.00	
	Applications other than Building Works	Car parks, service roads or other access	For existing uses	S		N	195.00	0.00	195.00	
		Waste	Not more than 15 hectares for each 0.1 hectare (or part thereof)	S		N	195.00	0.00	195.00	
			More than 15 hectares plus for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of £65,000	S		N	29,112.00	0.00	29,112.00	
				S		N	115.00	0.00	115.00	
		Operations connected with explanatory drilling for oil or natural gas	Not more than 7.5 hectares for each 0.1 hectare (or part thereof)	S		N	423.00	0.00	423.00	
			More than 7.5 hectares plus for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £250,000	S		N	31,725.00	0.00	31,725.00	
		Operations (other than exploratory drilling) for the winning and working of oil or natural gas	Not more than 15 hectares for each 0.1 hectare (or part thereof)	S		N	214.00	0.00	214.00	
			More than 15 hectares plus for each 0.1 (or part thereof) in excess of 15 hectares up to a maximum of £65,000	S		N	32,100.00	0.00	32,100.00	
				S		N	126.00	0.00	126.00	
		Other operations (winning and working of minerals) excluding oil and natural gas	Not more than 15 hectares for each 0.1 (or part thereof)	S		N	195.00	0.00	195.00	
			More than 15 hectares plus for each additional 0.1 in excess of 15 hectares up to a maximum of £65,000	S		N	29,112.00	0.00	29,112.00	
			Any site area for each 0.1 hectare (or part thereof) up to a maximum of £1,690	S		N	115.00	0.00	115.00	
	Lawful Development Certificate	Other operations (not coming within any of the above categories)		S		N	195.00	0.00	195.00	
		LDC - existing use - in breach of a planning condition	Same as Full	S						
		LDC - existing use LDC - lawful but not to comply with a particular condition		S		N	195.00	0.00	195.00	
		LDC - proposed use	Half the normal planning fee	S				0.00	0.00	

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16
Prior Approval		Agricultural and Forestry buildings and operations or demolition of buildings		S		N	80.00	0.00	80.00	
		Telecommunications code systems operators		S		N	385.00	0.00	385.00	
		Proposed change of use to state funded or registered nursery		S		N	80.00	0.00	80.00	
		Proposed change of use of agricultural building to a state funded school or registered nursery		S		N	80.00	0.00	80.00	
		Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels, or assembly or leisure		S		N	80.00	0.00	80.00	
		Proposed change of a building from Office (Use Class B1) use to a use falling within Use Class C3 (Dwelling house)		S		N	80.00	0.00	80.00	
		Proposed change of use from an agricultural building to a Dwelling house (Use Class C3) where there are no associated building operations		S		N	80.00	0.00	80.00	
		Proposed change of use of agricultural building to a Dwelling house (Use Class C3) and associated building operations		S		N	172.00	0.00	172.00	
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) where there are no associated building operations		S		N	80.00	0.00	80.00	
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) and associated building operations		S		N	172.00	0.00	172.00	
		Application for approval of reserved matters following outline approval	Full fee due or if full fee already paid then	S		N	385.00	0.00	385.00	
		Application for removal or variation of condition following grant of planning permission		S		N	195.00	0.00	195.00	
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder otherwise per request	S		N	25.00	0.00	25.00	
		S		S		N	97.00	0.00	97.00	
		Change of use of a building to use as one or more separate dwelling houses, or other cases		More than 50 dwellings	Not more than 50 dwellings for each	S		N	385.00	0.00
	S					N	19,049.00	0.00	19,049.00	
plus for each in excess of 50 up to a maximum of £250,000	S					N	115.00	0.00	115.00	
Other changes of use of a building or land		S		N	385.00	0.00	385.00			
Advertising		Relating to the business on the premises		S		N	110.00	0.00	110.00	
		Advanced signs which are not on or visible from the site, directing the public to a business		S		N	110.00	0.00	110.00	
		Other advertisements		S		N	385.00	0.00	385.00	
Application for a new planning permission to replace an extant planning permission		Application in respect of major developments		S		N	575.00	0.00	575.00	
		Applications in respect of householder developments		S		N	57.00	0.00	57.00	
		Application in respect of other developments		S		N	195.00	0.00	195.00	
Application for a non-material amendment following a grant of planning permission		Application in respect of householder development		S		N	28.00	0.00	28.00	
		Application in respect of other developments		S		N	195.00	0.00	195.00	

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16	
Building Control											
Domestic extensions and annexes	Extension or annex with a floor area up to 10m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	235.00	47.00	282.00			
	Extension or annex with a floor area over 10m2 but under 40m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	235.00	47.00	282.00			
	Extension or annex with a floor area over 40m2 but under 100m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	235.00	47.00	282.00			
	Domestic loft and garage conversions	Garage, car port or covered way extension with floor area up to 60m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00		
			Inspection charge	S	Apr-10	S	235.00	47.00	282.00		
		Loft conversion with a floor area up to 40m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00		
			Inspection charge	S	Apr-10	S	235.00	47.00	282.00		
Loft conversion with a floor area over 40m2 but less than 60m2		Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	235.00	47.00	282.00			
Conversion of garage to living accommodation		Plan charge	S	Apr-10	S	85.00	17.00	102.00			
		Inspection charge	S	Apr-10	S	160.00	32.00	192.00			
Domestic alterations		Estimated cost of work less than £5000	Plan charge	S	Apr-10	S	180.00	36.00	216.00		
			Inspection charge	S	Apr-10	S	0.00	0.00	0.00		
	Estimated cost of work over £5000 but less than £10000	Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	140.00	28.00	168.00			
	Estimated cost of work over £10000 but less than £20000	Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	230.00	46.00	276.00			
	Estimated cost of work over £20000 but less than £50000	Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	280.00	56.00	336.00			
	Estimated cost of work over £50000 but less than £100000	Plan charge	S	Apr-10	S	140.00	28.00	168.00			
		Inspection charge	S	Apr-10	S	330.00	66.00	396.00			
New dwellings and conversion to dwellings	1 dwelling	Plan charge	S	Apr-10	S	175.00	35.00	210.00			
	1 dwelling	Inspection charge	S	Apr-10	S	375.00	75.00	450.00			
	2 dwellings	Plan charge	S	Apr-10	S	245.00	49.00	294.00			
	2 dwellings	Inspection charge	S	Apr-10	S	555.00	111.00	666.00			
	3 dwellings	Plan charge	S	Apr-10	S	315.00	63.00	378.00			
	3 dwellings	Inspection charge	S	Apr-10	S	735.00	147.00	882.00			
	4 dwellings	Plan charge	S	Apr-10	S	385.00	77.00	462.00			
	4 dwellings	Inspection charge	S	Apr-10	S	875.00	175.00	1,050.00			
	5 dwellings	Plan charge	S	Apr-10	S	455.00	91.00	546.00			
	5 dwellings	Inspection charge	S	Apr-10	S	1,015.00	203.00	1,218.00			
	6 dwellings	Plan charge	S	Apr-10	S	525.00	105.00	630.00			
	6 dwellings	Inspection charge	S	Apr-10	S	1,155.00	231.00	1,386.00			
	7 dwellings	Plan charge	S	Apr-10	S	545.00	109.00	654.00			
	7 dwellings	Inspection charge	S	Apr-10	S	1,345.00	269.00	1,614.00			
8 dwellings	Plan charge	S	Apr-10	S	565.00	113.00	678.00				
8 dwellings	Inspection charge	S	Apr-10	S	1,535.00	307.00	1,842.00				
9 dwellings	Plan charge	S	Apr-10	S	585.00	117.00	702.00				
9 dwellings	Inspection charge	S	Apr-10	S	1,725.00	345.00	2,070.00				
10 dwellings	Plan charge	S	Apr-10	S	605.00	121.00	726.00				
10 dwellings	Inspection charge	S	Apr-10	S	1,895.00	379.00	2,274.00				
The charge for dwellings are based on buildings with a maximum of 3 storeys (including basements) and a maximum floor area of 300m2. The charge for any dwelling outside these limits and for developments with more than 10 dwellings will need to be individually determined.											
Domestic Extensions and annexes	Extension or annex with floor area up to 10m2	Building notice	S	Apr-10	S	410.00	82.00	492.00			
		Regularisation	S	Apr-13	N	527.00	0.00	527.00			
	Extensions or annexes with a floor area over 10m2 but under 40m2	Building notice	S	Apr-10	S	465.00	93.00	558.00			
		Regularisation	S	Apr-13	N	635.00	0.00	635.00			
	Extensions or annexes with a floor area over 40m2 but under 100m2	Building notice	S	Apr-10	S	590.00	118.00	708.00			
		Regularisation	S	Apr-13	N	770.00	0.00	770.00			
	Garage, car port or covered way extension with floor area up to 60m2	Building notice	S	Apr-10	S	375.00	75.00	450.00			
		Regularisation	S	Apr-13	N	473.00	0.00	473.00			

**Huntingdonshire District Council
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Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16		
Domestic loft and garage conversions	Domestic loft and garage conversions	Loft conversion with a floor area up to 40m2	Building notice	S	Apr-10	S	410.00	82.00	492.00			
		Loft conversion with a floor area up to 40m2	Regularisation	S	Apr-13	N	527.00	0.00	527.00			
		Loft conversion with a floor area over 40m2 but less than 60m2	Building notice	S	Apr-10	S	468.00	93.60	561.60			
		Loft conversion with a floor area over 40m2 but less than 60m2	Regularisation	S	Apr-13	N	635.00	0.00	635.00			
		Conversion of garage to living accommodation	Building notice	S	Apr-10	S	245.00	49.00	294.00			
		Conversion of garage to living accommodation	Regularisation	S	Apr-13	N	345.00	0.00	345.00			
	Domestic alterations	Domestic alterations	Estimated cost of work less than £5000	Building notice	S	Apr-10	S	180.00	36.00	216.00		
			Estimated cost of work less than £5000	Regularisation	S	Apr-13	N	243.00	0.00	243.00		
			Estimated cost of work over £5000 but less than £10000	Building notice	S	Apr-10	S	310.00	62.00	372.00		
			Estimated cost of work over £5000 but less than £10000	Regularisation	S	Apr-13	N	392.00	0.00	392.00		
			Estimated cost of work over £10000 but less than £20000	Building notice	S	Apr-10	S	410.00	82.00	492.00		
			Estimated cost of work over £10000 but less than £20000	Regularisation	S	Apr-13	N	513.00	0.00	513.00		
			Estimated cost of work over £20000 but less than £50000	Building notice	S	Apr-10	S	460.00	92.00	552.00		
			Estimated cost of work over £20000 but less than £50000	Regularisation	S	Apr-13	N	594.00	0.00	594.00		
			Estimated cost of work over £50000 but less than £100000	Building notice	S	Apr-10	S	515.00	103.00	618.00		
			Estimated cost of work over £50000 but less than £100000	Regularisation	S	Apr-13	N	709.00	0.00	709.00		
			Renovation of thermal element	Building notice	S	Apr-10	S	140.00	28.00	168.00		
			Renovation of thermal element	Regularisation	S	Apr-13	N	182.00	0.00	182.00		
New dwellings and conversion to dwellings	New dwellings and conversion to dwellings	Replacement of windows, roof light and external glazed doorways	Building notice	S	Apr-10	S	100.00	20.00	120.00			
		Replacement of windows, roof light and external glazed doorways	Regularisation	S	Apr-13	N	130.00	0.00	130.00			
		Installation of renewable energy systems	Building notice	S	Apr-10	S	140.00	28.00	168.00			
		Installation of renewable energy systems	Regularisation	S	Apr-13	N	182.00	0.00	182.00			
		Drainage works up to the value of £5000	Building notice	S	Apr-10	S	100.00	20.00	120.00			
		Drainage works up to the value of £5000	Regularisation	S	Apr-13	N	130.00	0.00	130.00			
		Electrical work up to the value of £10000	Building notice	S	Apr-10	S	240.00	48.00	288.00			
		Electrical work up to the value of £10000	Regularisation	S	Apr-13	N	312.00	0.00	312.00			
		Other residential (institutional etc)	Other residential (institutional etc)	1 dwelling	Building notice	S	Apr-10	S	600.00	120.00	720.00	
				1 dwelling	Regularisation	S	Apr-13	N	756.00	0.00	756.00	
2 dwellings	Building notice			S	Apr-10	S	880.00	176.00	1,056.00			
2 dwellings	Regularisation			S	Apr-13	N	1,094.00	0.00	1,094.00			
3 dwellings	Building notice			S	Apr-10	S	1,155.00	231.00	1,386.00			
3 dwellings	Regularisation			S	Apr-13	N	1,431.00	0.00	1,431.00			
4 dwellings	Building notice			S	Apr-10	S	1,385.00	277.00	1,662.00			
4 dwellings	Regularisation			S	Apr-13	N	1,728.00	0.00	1,728.00			
5 dwellings	Building notice			S	Apr-10	S	1,615.00	323.00	1,938.00			
5 dwellings	Regularisation			S	Apr-13	N	1,998.00	0.00	1,998.00			
Assembly and recreational use	Assembly and recreational use	6 dwellings	Building notice	S	Apr-10	S	1,850.00	370.00	2,220.00			
		6 dwellings	Regularisation	S	Apr-13	N	2,282.00	0.00	2,282.00			
		7 dwellings	Building notice	S	Apr-10	S	2,080.00	416.00	2,496.00			
		7 dwellings	Regularisation	S	Apr-13	N	2,619.00	0.00	2,619.00			
		8 dwellings	Building notice	S	Apr-10	S	2,310.00	462.00	2,772.00			
		8 dwellings	Regularisation	S	Apr-13	N	2,849.00	0.00	2,849.00			
		9 dwellings	Building notice	S	Apr-10	S	2,590.00	518.00	3,108.00			
		9 dwellings	Regularisation	S	Apr-13	N	3,050.00	0.00	3,050.00			
		10 dwellings	Building notice	S	Apr-10	S	2,750.00	550.00	3,300.00			
		10 dwellings	Regularisation	S	Apr-13	N	0.00	0.00	0.00			
Industrial and storage use	Industrial and storage use	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00			
		Floor area under 40m2	Inspection charge	S	Apr-10	S	325.00	65.00	390.00			
		Floor area under 40m2	Regularisation	S	Apr-13	N	675.00	0.00	675.00			
		Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00			
		Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	440.00	88.00	528.00			
		Floor area between 40m2 and 100m2	Regularisation	S	Apr-13	N	830.00	0.00	830.00			
All other classes	All other classes	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00			
		Floor area under 40m2	Inspection charge	S	Apr-10	S	285.00	57.00	342.00			
		Floor area under 40m2	Regularisation	S	Apr-13	N	621.00	0.00	621.00			
		Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00			
		Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	400.00	80.00	480.00			
		Floor area between 40m2 and 100m2	Regularisation	S	Apr-13	N	776.00	0.00	776.00			

**Huntingdonshire District Council
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Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16
Non-domestic alterations		Replacement windows, roof light and glazed doors (Max 20)	Plan charge	S	Apr-10	S	100.00	20.00	120.00	
		Replacement windows, roof light and glazed doors (Max 20)	Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
		Replacement windows, roof light and glazed doors (Max 20)	Regularisation	S	Apr-10	N	135.00	0.00	135.00	
		Replacement windows, roof light and glazed doors 20 to 50	Plan charge	S	Apr-10	S	200.00	40.00	240.00	
		Replacement windows, roof light and glazed doors 20 to 50	Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
		Replacement windows, roof light and glazed doors 20 to 50	Regularisation	S	Apr-10	N	270.00	0.00	270.00	
		Renovation of a thermal element with an estimated cost up to £50	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
		Renovation of a thermal element with an estimated cost up to £50	Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
		Renovation of a thermal element with an estimated cost up to £50	Regularisation	S	Apr-10	N	182.00	0.00	182.00	
		Estimated cost of works up to £50000	Plan charge	S	Apr-10	S	200.00	40.00	240.00	
		Estimated cost of works up to £50000	Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
		Estimated cost of works up to £50000	Regularisation	S	Apr-10	N	270.00	0.00	270.00	
		Estimated cost of work over £5000 but less than £10000	Plan charge	S	Apr-10	S	150.00	30.00	180.00	
		Estimated cost of work over £5000 but less than £10000	Inspection charge	S	Apr-10	S	160.00	32.00	192.00	
		Estimated cost of work over £5000 but less than £10000	Regularisation	S	Apr-10	N	419.00	0.00	419.00	
		Estimated cost of work over £10000 but less than £20000	Plan charge	S	Apr-10	S	150.00	30.00	180.00	
		Estimated cost of work over £10000 but less than £20000	Inspection charge	S	Apr-10	S	250.00	50.00	300.00	
		Estimated cost of work over £10000 but less than £20000	Regularisation	S	Apr-10	N	540.00	0.00	540.00	
		Estimated cost of work over £20000 but less than £50000	Plan charge	S	Apr-10	S	175.00	35.00	210.00	
		Estimated cost of work over £20000 but less than £50000	Inspection charge	S	Apr-10	S	350.00	70.00	420.00	
		Estimated cost of work over £20000 but less than £50000	Regularisation	S	Apr-10	N	709.00	0.00	709.00	
		Estimated cost of work over £50000 but less than £100000	Plan charge	S	Apr-10	S	175.00	35.00	210.00	
		Estimated cost of work over £50000 but less than £100000	Inspection charge	S	Apr-10	S	450.00	90.00	540.00	
		Estimated cost of work over £50000 but less than £100000	Regularisation	S	Apr-10	N	844.00	0.00	844.00	

**Huntingdonshire District Council
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Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16
Operations (Awaiting changes for 2016/17)									
Refuse Collection									
	Household Bulky Waste		1-3 items	D		N	23.00	0.00	23.00
	Household Bulky Waste		4-6 items	D		N	32.00	0.00	32.00
	Household Bulky Waste		7-10 items	D		N	48.00	0.00	48.00
	Trade Waste		1100 L bin per bin	D		N	15.30	0.00	15.30
	Commercial Bulky Waste		Per hour	D		N	100.00	0.00	100.00
	Second Green Bin		Per annum	D		N	40.00	0.00	40.00
	Supply of bins		1100 L bins	D		S	649.52	129.90	779.42
Markets									
	Huntingdon Farmers' market	Casual Traders - per pitch				E	23.00	0.00	23.00
		Permanent traders - per pitch				E	16.20	0.00	16.20
	St Ives Weekly Markets	Casual traders - per 10ft pitch	St Ives market			E	23.50	0.00	23.50
		Permanent traders - per 10ft pitch	St Ives market			E	16.20	0.00	16.20
		Casual Trader per 10ft pitch October - December	St Ives market			E	24.00	0.00	24.00
	Huntingdon Weekly Market	casual trader - per 10ft	Huntingdon market			E	23.50	0.00	23.50
		Regular traders - per 10ft pitch				E	16.20	0.00	16.20
	St Ives Bank Holiday Markets	Market Hill regular trader per 10 ft				E	24.00	0.00	24.00
		Market Hill non - regular trader per 10 ft				E	41.00	0.00	41.00
		Bus station regular trader per 10ft				E	23.50	0.00	23.50
		Bus station non- regular trader per 10ft				E	40.00	0.00	40.00
		Car Park regular trader per 10ft				E	23.00	0.00	23.00
		Car Park non-regular trader per 10ft				E	39.00	0.00	39.00
	Bank Holiday Markets	10ft pitch booked two weeks in advance				E	40.00	0.00	40.00
		10ft pitch - otherwise				E	50.00	0.00	50.00
	Electricity supply	per dav				S	2.92	0.58	3.50
	Bin charges	per dav	240 L			N	3.50	0.00	3.50
		per dav	1100 L			N	14.00	0.00	14.00
Fair									
	Fair Huntingdon	Riverside car park	per dav	D		Z	233.40	0.00	233.40
Car parking									
	Car Parking charges	Huntingdon - Riverside - Short stay	Up to 1hr	D		S	0.33	0.07	0.40
			Up to 2hr	D		S	0.50	0.10	0.60
		Huntingdon -Riverside - Long stay	Up to 1 hr	D		S	0.33	0.07	0.40
			Up to 2 hr	D		S	0.50	0.10	0.60
			Up to 3 hr	D		S	0.75	0.15	0.90
			Up to 4 hr	D		S	1.00	0.20	1.20
			4hr to 10 hr	D		S	1.67	0.33	2.00
			10hr to 23 hr	D		S	2.50	0.50	3.00
		Godmanchester - Bridge Place - Long stay	Up to 1 hr	D		S	0.33	0.07	0.40
			Up to 2 hr	D		S	0.50	0.10	0.60
			Up to 3 hr	D		S	0.75	0.15	0.90
			Up to 4 hr	D		S	1.00	0.20	1.20
			4hr to 10 hr	D		S	1.67	0.33	2.00
			10hr to 23 hr	D		S	2.50	0.50	3.00
		St Neots - Riverside - Long stay	Up to 2 hr	D		S	0.33	0.07	0.40
			Up to 3 hr	D		S	0.50	0.10	0.60
			Up to 4 hr	D		S	0.75	0.15	0.90
			4hr to 23 hr	D		S	1.67	0.33	2.00
		Huntingdon - Hinchingsbrooke Country Park	Up to 2 hr	D		S	0.83	0.17	1.00
			2 hr to a maximum of 6 hr	D		S	1.67	0.33	2.00
		Huntingdon - Sainsbury	Up to 1 hr	D		S	0.67	0.13	0.80
			Up to 2 hr	D		S	1.00	0.20	1.20
			Up to 3 hr	D		S	1.83	0.37	2.20
		Huntingdon - Princes Street	Up to 1 hr	D		S	0.67	0.13	0.80
			Up to 2 hr	D		S	1.00	0.20	1.20
			Up to 3 hr	D		S	1.83	0.37	2.20
			Up to 4 hr	D		S	2.67	0.53	3.20
		Huntingdon - Trinity Place	Up to 1 hr	D		S	0.67	0.13	0.80
			Up to 2 hr	D		S	1.00	0.20	1.20
			Up to 3 hr	D		S	1.83	0.37	2.20
			Up to 4 hr	D		S	2.67	0.53	3.20

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

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16
Countryside									
	Room Hire	Kestrel room	per hour	D		E	28.50	0.00	28.50
		Wren room	per hour	D		E	24.00	0.00	24.00
		Both Rooms	per hour	D		E	50.00	0.00	50.00
	Rangers price list	Bell boat sessions	per hour	D		N	40.00	0.00	40.00
		Forest school sessions	per 1.5hr session	D		N	50.00	0.00	50.00
		Evening activities	per hour	D		N	30.00	0.00	30.00
		Guided walk for groups	per hour (Plus travel expenses)	D		N	30.00	0.00	30.00
	Hinchingbrooke	School visits	per child	D		N	4.50	0.00	4.50
		Special needs placements	per day	D		N	35.00	0.00	35.00
	Paxton Pits	Mooring (Between 8m -20m)	per meter			S	10.50	2.10	12.60
Facilities									
	Civic Suite hire	Monday - Friday	Combined room (8am-6pm) per day			S	250.00	50.00	300.00
			per hour			S	35.00	7.00	42.00
			Half room(8am-6pm) per day			S	140.00	28.00	168.00
			per hour			S	20.00	4.00	24.00
			Combined room after 6pm per hour			S	80.00	16.00	96.00
			Half room after 6pm per hour			S	35.00	7.00	42.00
		Weekends	Combined room (8am-6pm) per day			S	400.00	80.00	480.00
			per hour			S	50.00	10.00	60.00
			Half room (8am - 6pm) per day			S	250.00	50.00	300.00
			per hour			S	30.00	6.00	36.00
			Combined room after 6pm per hour			S	100.00	20.00	120.00
			Half room after 6pm per hour			S	60.00	12.00	72.00

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16	
Community										
Animal boarding establishments										
	Annual	First application		D		N	245.00	0.00	245.00	5%
	Annual	Renewal of licence Where an animal boarding establishment fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the		D		N	145.00	0.00	145.00	5%
Caravan site licences										
	No charge			S		N	0.00	0.00	0.00	
	Protected Caravan Site	Annual charge		D		N	327.00	0.00	327.00	0%
	Deposit of site rules	Charge for depositing site rules	Initial and then when amended	D		N	405.00	0.00	405.00	0%
Cooling Towers and Evaporative Condensers										
		Registrations	No charge	S		-	517.00	0.00	517.00	0%
Environmental Permits										
		Environmental permits are issued to certain industrial processes under the Environmental Planning (England and Wales)					561.00	0.00	561.00	0%
							193.00	0.00	193.00	0%
	One-off application fee	Part A2	Application	S		N	242.00	0.00	242.00	0%
			Additional fee for operating without a permit	S		N	279.00	0.00	279.00	0%
			Surrender/ partial surrender	S		N	327.00	0.00	327.00	0%
			Transfer	S		N	376.00	0.00	376.00	0%
			Substantial variation	S		N	100.00	0.00	100.00	0%
		Part B	Application	S		N	200.00	0.00	200.00	0%
			Additional fee for operating without a permit	S		N	50.00	0.00	50.00	0%
			Surrender/ partial surrender	S		N				
			Transfer	S		N				
			Substantial variation	S		N				
	Reduced fee (except vehicle refinishers)		Application	S		N				
			Additional fee for operating without a permit	S		N	3,218.00	0.00	3,218.00	0%
			Surrender/ partial surrender	S		N	1,137.00	0.00	1,137.00	0%
			Transfer	S		N	668.00	0.00	668.00	0%
			Substantial variation	S		N	225.00	0.00	225.00	0%
	Vehicle refinishers		Application	S		N	1,309.00	0.00	1,309.00	0%
			Additional fee for operating without a permit	S		N	1,579.00	0.00	1,579.00	0%
			Surrender/ partial surrender	S		N	1,137.00	0.00	1,137.00	0%
			Transfer	S		N	0.00	0.00	0.00	#DIV/0!
			Substantial variation	S		N	162.00	0.00	162.00	0%
	Petrol vapour recovery stages 1&2 combined		Application	S		N	1,005.00	0.00	1,005.00	0%
			Additional fee for operating without a permit	S		N	148.00	0.00	148.00	0%
			Surrender/ partial surrender	S		N	68.00	0.00	68.00	0%
			Transfer	S		N	0.00	0.00	0.00	#DIV/0!
			Substantial variation	S		N	0.00	0.00	0.00	#DIV/0!
	Mobile crushing and screening plant		Application	S		N	98.00	0.00	98.00	0%
			Additional fee for operating without a permit	S		N	346.00	0.00	346.00	0%
			Surrender/ partial surrender	S		N	66.00	0.00	66.00	0%
			Transfer	S		N	0.00	0.00	0.00	#DIV/0!
			Substantial variation	S		N	0.00	0.00	0.00	#DIV/0!
	Mobile crushing and screening plant 3rd to 7th applications		Application	S		N	98.00	0.00	98.00	0%
			Additional fee for operating without a permit	S		N	246.00	0.00	246.00	0%
			Surrender/ partial surrender	S		N	68.00	0.00	68.00	0%
			Transfer	S		N	0.00	0.00	0.00	#DIV/0!
			Substantial variation	S		N	0.00	0.00	0.00	#DIV/0!
	Mobile crushing and screening plant 8th and subsequent applications		Application	S		N	98.00	0.00	98.00	0%
			Additional fee for operating without a permit	S		N	1,579.00	0.00	1,579.00	0%
			Surrender/ partial surrender	S		N	1,137.00	0.00	1,137.00	0%
			Transfer	S		N	0.00	0.00	0.00	#DIV/0!
			Substantial variation	S		N	0.00	0.00	0.00	#DIV/0!
			Application there is an extra charge in addition to the above charges	S		N	1,005.00	0.00	1,005.00	0%

not expected until late March 2016

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16	
Annual subsistence fees	Part A2	Low Risk		S		N	943.00	0.00	943.00	0%	
		Medium Risk		S		N	1,137.00	0.00	1,137.00	0%	
		High Risk		S		N	0.00	0.00	0.00	#DIV/0!	
	Part B	Low Risk		S		N	0.00	0.00	0.00	#DIV/0!	
		plus		S		N	1,005.00	0.00	1,005.00	0%	
		Medium Risk		S		N	477.00	0.00	477.00	0%	
		plus		S		N	1,137.00	0.00	1,137.00	0%	
		High Risk		S		N	0.00	0.00	0.00	#DIV/0!	
		plus		S		N	0.00	0.00	0.00	#DIV/0!	
	Reduced fee (except vehicle refinishers)	Low Risk		S		N	1,005.00	0.00	1,005.00	0%	
		Medium Risk		S		N	297.00	0.00	297.00	0%	
		High Risk		S		N	1,384.00	0.00	1,384.00	0%	
	Vehicle refinishers	Low Risk		S		N	1,541.00	0.00	1,541.00	0%	
		Medium Risk		S		N	2,233.00	0.00	2,233.00	0%	
	Petrol vapour recovery stages 1&2 combined	High Risk		S		N	739.00	0.00	739.00	0%	
		Low Risk		S		N	99.00	0.00	99.00	0%	
		Medium Risk		S		N	1,111.00	0.00	1,111.00	0%	
	Mobile crushing and screening plant	High Risk		S		N	149.00	0.00	149.00	0%	
		Low Risk		S		N	1,672.00	0.00	1,672.00	0%	
		Medium Risk		S		N	198.00	0.00	198.00	0%	
	Mobile crushing and screening plant 3rd to 7th applications	High Risk		S		N	76.00	0.00	76.00	0%	
		Low Risk		S		N	151.00	0.00	151.00	0%	
		Medium Risk		S		N	227.00	0.00	227.00	0%	
	Mobile crushing and screening plant 8th and subsequent applications	High Risk		S		N	218.00	0.00	218.00	0%	
		Low Risk		S		N	249.00	0.00	249.00	0%	
		Medium Risk		S		N	524.00	0.00	524.00	0%	
	Late payment	High Risk		S		N	108.00	0.00	108.00	0%	
		Low Risk		S		N	218.00	0.00	218.00	0%	
	Food Premises Approvals Houses in Multiple Occupation	Cost of approval	No charge		S		N	326.00	0.00	326.00	0%
		Initial licence			D		N	618.00	0.00	618.00	0%
		Renewal of licence			D		N	989.00	0.00	989.00	0%
		Revocation of licence			D		N	1,484.00	0.00	1,484.00	0%
		Revocation of licence suspension to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the			D		N	368.00	0.00	368.00	0%
	Accommodation certificate	Issue			D		S	590.00	0.00	590.00	0%
	Environmental Information Enquiry	Contaminated land - site specific			D		N	884.00	0.00	884.00	0%
		Simple request			D		N	189.00	0.00	189.00	0%
	Health Certificate Food examination certificate				D		N	302.00	0.00	302.00	0%
Small & simple				D		S	453.00	0.00	453.00	0%	
Food hygiene courses	Larger & more complex per hour (min £58.70)			D		S	50.00	0.00	50.00	0%	
	Level 2			D		E	0.00	0.00	0.00	#DIV/0!	
	Level 3			D		E	350.00	0.00	350.00	0%	
	CD			D		S	175.00	0.00	175.00	0%	
Scrap dealers licence	Site licence	Every 3 years		D		N	100.00	0.00	100.00	0%	
	Mobile collector	Every 3 years		D		N	97.00	0.00	97.00	2%	
	Collectors licence with existing licence with another LA			D		N	111.67	22.33	134.00	0%	
	Variation of licence (person)			D		N	154.50	0.00	154.50	0%	
	Variation of licence (site)			D		N	44.25	0.00	44.25	0%	
Animal Welfare	Pet shop licence	First application		D		N	76.00	0.00	76.00	0%	
		Renewal of licence		D		N	48.92	9.78	58.70	0%	
		Renewal of licence to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. Veterinary's fees)		D		N	60.08	12.02	72.10	0%	
	Riding establishment licence	The cost of the licence is composed of three elements; an administrative charge, the cost of the Council's inspector's time and the cost of the Veterinary Surgeon.			D		N	60.00	0.00	60.00	0%
		Administration fee			D		N	299.00	0.00	299.00	0%
		Council inspector's time	Fewer than 5 horses		D		N	47.08	9.42	56.50	0%
		5 to 10 horses			D		N	415.00	0.00	415.00	0%
		11 to 20 horses			D		N	285.00	0.00	285.00	0%
		21 to 40 horses			D		N	250.00	0.00	250.00	0%
		40 to 50 horses			D		N	105.00	0.00	105.00	0%
The cost of the Veterinary Surgeon and the cost of the specialist has been carried out and the applicant will be required to meet these costs			D		N	16.00	0.00	16.00	0%		
Dog breeding (Statutory)	Vet fee + Officer time + Admin time			D		N	233.00	0.00	233.00	0%	
Stray dogs	additional kennelling per night			D		N	138.00	0.00	138.00	0%	
	The cost of the licence is composed of three elements; an administrative charge, the cost of the Council's inspector's time and the cost of the Veterinary Surgeon and specialist advisors. The cost of the Veterinary Surgeon and specialist			D		N	97.00	0.00	97.00	0%	
Dangerous wild animal	Administration fee to be paid with the application.			D		N	44.25	0.00	44.25	0%	
				D		N	48.50	0.00	48.50	0%	

Fees not yet published by Defra.

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16
Pest control										
	Wasps nests	Treatment charge	First nest			S	60.50	0.00	60.50	0%
			Subsequent nests treated at the same visit			S	73.00	0.00	73.00	0%
	Rats and mice Lies, ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First call and maximum of two re-visits to replenish bait			S	85.00	0.00	85.00	0%
		Treatment charge	First visit			S	97.00	0.00	97.00	0%
			Second visit			S	97.00	0.00	97.00	0%
			Call out charge or missed appointment			S				
			Invoicing charge			S	44.25	0.00	44.25	0%
	Rat Boxes		Per treatment			S	97.00	0.00	97.00	0%
	Mouse Boxes		Per treatment			S	25.00	0.00	25.00	0%
	Difenacoum		Per Kilo			S	25.00	5.00	30.00	0%
	Rat bait per tray		Per treatment			S	15.00	3.00	18.00	0%
	Rat bait per box		Per treatment			S	25.00	5.00	30.00	0%
	Rat bait per pipe		Per treatment			S	40.00	8.00	48.00	#DIV/0!
	Brodifacoum		Per Kilo			S				
	Mouse bait per tray		Per treatment			S	44.25	0.00	44.25	0%
	Mouse bait per box		Per treatment			S	97.00	0.00	97.00	0%
	Brodifacoum wax blocks 20gm					S				
	Hourly rate					S	50.00	10.00	60.00	7%
	Invoicing charge					S	12.00	2.40	14.40	13%
Street naming										
	Street naming and numbering	Existing property - name change				N	50.00	10.00	60.00	7%
		Name added to a numbered property				N	25.00	5.00	30.00	7%
		New developments - naming and numbering scheme	1 plot			N	33.00	6.60	39.60	4%
			2 to 5 plots			N	12.50	2.50	15.00	0%
			6 to 10 plots			N	4.08	0.82	4.90	0%
			11 to 25 plots			N	0.22	0.04	0.26	0%
			26 to 50 plots			N	1.73	0.35	2.08	0%
			51 to 100 plots			N	0.17	0.03	0.20	0%
			101 plus plots			N	0.35	0.07	0.41	0%
			plus per additional property			N	0.35	0.07	0.41	0%
		New developments - amendments to street names and numbering after developer redesign				N	4.37	0.87	5.24	0%
			plus per property			N	0.44	0.09	0.52	0%
		Renaming of existing streets				N	0.44	0.09	0.53	0%
			plus per affected property			N	0.13	0.03	0.16	0%
		Supplying of extra addressing plans				N	41.67	8.33	50.00	1%

Fees and charges remodelled from 2015/16

After 2015, else booklet, else

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT	Total Charge	% Change from 2015/16
Licensing	Gambling Act 2005 licences	Gambling Act Club Machine Permit		S		N	10.42	2.08	12.50	0%
	Gambling Act 2005 licences	Gambling Act Gaming Matching two or less		S		N	50.00	0.00	50.00	0%
	Gambling Act 2005 licences	Gambling Act Gaming Machine Permit		S		N	30.00	0.00	30.00	0%
	Gambling Act 2005 licences	Gambling Act Adult Gaming Centre - new		S		N	50.00	0.00	50.00	0%
	Gambling Act 2005 licences	Gambling Act Adult Gaming Centre - renewal		S		N	100.00	0.00	100.00	0%
	Gambling Act 2005 licences	Gambling Act unlicensed FEC		S		N	150.00	0.00	150.00	0%
	Gambling Act 2005 licences	Gambling Act Other Gambling Premises- new		S		N	200.00	0.00	200.00	0%
	Gambling Act 2005 licences	Gambling Act Other Gambling Premises- renewal		S		N	250.00	0.00	250.00	0%
	Gambling Act 2005 licences	Lotteries(Small society)- new		S		N	400.00	0.00	400.00	0%
	Gambling Act 2005 licences	Lotteries(Small society)-renewal		S		N	500.00	0.00	500.00	0%
	Licensing Act 2003 licences	Club Premises - Change of relevant registered address of club		S		N	10.00	0.00	10.00	0%
	Licensing Act 2003 licences	Club Premises - Notification of change of name or alteration of club rules		S		N	200.00	0.00	200.00	0%
	Licensing Act 2003 licences	Club Premises - Theft, loss etc. of club certificate		S		N	10.00	0.00	10.00	0%
	Licensing Act 2003 licences	General - Application for a provisional statement where premises being built		S		N	250.00	0.00	250.00	0%
	Licensing Act 2003 licences	General - Duty to notify change of name or address		S		N	10.00	0.00	10.00	0%
	Licensing Act 2003 licences	General - Interim authority notice following death etc. of licence holder		S		N	30.00	0.00	30.00	0%
	Licensing Act 2003 licences	General - Minor Variation		S		N				
	Licensing Act 2003 licences	General - Notification of change of name or address		S		N	200.00	0.00	200.00	0%
	Licensing Act 2003 licences	General - Removal of DPS Community Premises		S		N	50.00	0.00	50.00	0%
	Licensing Act 2003 licences	General - Right of freeholder etc. to be notified of licensing matters		S		N	200.00	0.00	200.00	0%
	Miscellaneous Licences	Acupuncture or Tattooing Two or more of Electrolysis, Ear Piercing, Acupuncture or Tattooing on a single premises		S		N	2,000.00	0.00	2,000.00	0%
	Miscellaneous Licences	Acupuncture or Tattooing Two or more of Electrolysis, Ear Piercing, Acupuncture or Tattooing on a single premises		S		N	1,000.00	0.00	1,000.00	0%
	Licensing Act 2003 licences	Personal Licences - Initial Application		S		N	30.00	0.00	30.00	-90%
	Licensing Act 2003 licences	Personal Licences - Renewal		S		N	3,000.00	0.00	3,000.00	0%
	Licensing Act 2003 licences	Personal Licences - Theft, Loss etc. Premises Licence - Application for Transfer		S		N	600.00	0.00	600.00	0%
	Licensing Act 2003 licences	Personal Licences - Application for Transfer		S		N	40.00	0.00	40.00	0%
	Licensing Act 2003 licences	Premises Licence - Application to vary licence to specify individual as designated premises supervisor (DPS)		S		N	20.00	0.00	20.00	0%
	Licensing Act 2003 licences	Premises Licence - Loss of Premises Summary		S		N	10.50	0.00	10.50	0%
	Licensing Act 2003 licences	Premises Licence - Theft, loss etc.		S		N	10.50	0.00	10.50	0%
	Licensing Act 2003 licences	Temporary Event Notices - Application		S		N	10.50	0.00	10.50	0%
	Licensing Act 2003 licences	Temporary Event Notices - Theft, loss etc.		S		N	315.00	0.00	315.00	0%
	Sex Establishment licences	Sex Establishment (initial issue)		S		N	10.50	0.00	10.50	0%
	Sex Establishment licences	Sex Establishment (renewal)		S		N	23.00	0.00	23.00	0%
	Taxi & Private Hire Licences	DBS				N	89.00	0.00	89.00	0%
	Taxi & Private Hire Licences	Digital Advertising		D		N	10.50	0.00	10.50	0%
	Taxi & Private Hire Licences	Private Hire Operator -New /Renewal		D		N	23.00	0.00	23.00	0%
	Taxi & Private Hire Licences	Hackney Carriage - Initial test for Wheelchair Accessibility		D		N	21.00	0.00	21.00	0%
	Taxi & Private Hire Licences	Hackney Carriage - Renewal for Wheelchair Accessibility		D		N	119.00	0.00	119.00	0%
	Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - Driver Renewal		D		N	155.00	0.00	155.00	0%
	Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - New Driver		D		N	37.00	0.00	37.00	0%
	Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - replacement Drivers badge/Licence		D		N	0.00	0.00	0.00	#DIV/0!
	Taxi & Private Hire Licences	Hackney Carriage New/Renewal Vehicle		D		N	10.50	0.00	10.50	0%
	Taxi & Private Hire Licences	Private Hire - New/Renewal Vehicle		D		N	23.00	0.00	23.00	0%
	Taxi & Private Hire Licences	Meter Test		D		N	23.00	0.00	23.00	0%
	Taxi & Private Hire Licences	Re-test (includes £6 admin fee)		D		N	10.50	0.00	10.50	0%
	Taxi & Private Hire Licences	Replacement Plate		D		N	10.50	0.00	10.50	0%
	Taxi & Private Hire Licences	Miscellaneous admin fee		D		N	21.00	0.00	21.00	0%
	Licensing Act 2003 licences	Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new		S		N	10.50	0.00	10.50	0%
	Licensing Act 2003 licences	Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new		S		N	2,824.00	0.00	2,824.00	0%
	Licensing Act 2003 licences	Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- new		S		N	2,824.00	0.00	2,824.00	0%
	Licensing Act 2003 licences	Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new		S		N	44.00	0.00	44.00	0%
	Licensing Act 2003 licences	Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new		S		N	10.00	0.00	10.00	0%

Street naming becomes a 3CSS Shared Service function from 1st Oct
suggest that this whole section is removed from HDC fees and charges
publish as unchanged

Statutory fees, we have not been notified by HM Government
of any proposed changes to fees and charges

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charges

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16	
Licensing Act 2003 licences		Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new		S		N	118.00	0.00	118.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time) - new		S		N	278.00	0.00	278.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new		S		N	263.00	0.00	263.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new		S		N	46.00	0.00	46.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new		S		N	81.00	0.00	81.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (90,000 and over attendance at any one time) - new		S		N	7.00	0.00	7.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal		S		N	263.00	0.00	263.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time) - renewal		S		N	246.00	0.00	246.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal		S		N	15.00	0.00	15.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal		S		N	45.50	0.00	45.50	0%
Licensing Act 2003 licences		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal		S		N	15.00	0.00	15.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal		S		N	7.00	0.00	7.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal		S		N	2,000.00	0.00	2,000.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal		S		N	4,000.00	0.00	4,000.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal		S		N	8,000.00	0.00	8,000.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal		S		N	16,000.00	0.00	16,000.00	0%
Licensing Act 2003 licences		Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal		S		N	24,000.00	0.00	24,000.00	0%
Licensing Act 2003 licences		Premise - A (£0 - £4300) (initial issue)		S		N	1,000.00	0.00	1,000.00	0%
Licensing Act 2003 licences		Premise - A (£0 - £4300) (renewal)		S		N	32,000.00	0.00	32,000.00	0%
Licensing Act 2003 licences		Premise - B (£4301 - £33,000) (initial issue)		S		N	40,000.00	0.00	40,000.00	0%
Licensing Act 2003 licences		Premise - B (£4301 - £33,000) (renewal)		S		N	48,000.00	0.00	48,000.00	0%
Licensing Act 2003 licences		Premise - C (£33,001 - £87,000) (initial issue)		S		N	56,000.00	0.00	56,000.00	0%
Licensing Act 2003 licences		Premise - C (£33,001 - £87,000) (renewal)		S		N	64,000.00	0.00	64,000.00	0%
Licensing Act 2003 licences		Premise - D (£87,000 - £125,000) (initial issue)		S		N	500.00	0.00	500.00	0%
Licensing Act 2003 licences		Premise - D (£87,000 - £125,000) (renewal)		S		N	1,000.00	0.00	1,000.00	0%
Licensing Act 2003 licences		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)		S		N	2,000.00	0.00	2,000.00	0%
Licensing Act 2003 licences		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (renewal)		S		N	4,000.00	0.00	4,000.00	0%
Licensing Act 2003 licences		Premise - E (£125,000 and above) (initial issue)		S		N	8,000.00	0.00	8,000.00	0%
Licensing Act 2003 licences		Premise - E (£125,000 and above) (renewal)		S		N	12,000.00	0.00	12,000.00	0%
Licensing Act 2003 licences		Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)		S		N	16,000.00	0.00	16,000.00	0%
Licensing Act 2003 licences		Premise - E (£125,000 and above) and primary business is Alcohol sales (renewal)		S		N	20,000.00	0.00	20,000.00	0%
Street Trading		Street Trading Consents - 1 Day		D		N	24,000.00	0.00	24,000.00	0%
Street Trading		Street Trading Consents - 1 Month		D		N	28,000.00	0.00	28,000.00	0%
Street Trading		Street Trading Consents - 6 Months		D		N	32,000.00	0.00	32,000.00	0%
Street Trading		Street Trading Consents - Annual		D		N	100.00	0.00	100.00	0%
Street Trading		Street Tradina Consents - Seasonal		D		N	70.00	0.00	70.00	0%
Street Trading		Street Tradina Licences		D		N	190.00	0.00	190.00	0%

Statutory fees, we have not been notified by HM Government of any proposed changes to fees and charges.

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16	
Corporate										
Land Charges (awaiting notification of fees from CCC before HDC fees can be set)										
	Land Charges	Basic search fee		S		N	76.00	0.00	76.00	
		Basic commercial search fee		S		N	110.50	0.00	110.50	
		LLC1	Several parcels of land	D		N	15.00	0.00	15.00	
			plus each additional parcel of land	D		N	3.30	0.00	3.30	
		Residential CON 29R	One parcel of land	D		Y	95.50	19.10	114.60	
			Several parcels of land - each additional parcel	D		Y	21.60	4.32	25.92	
		Commercial CON 29R	One parcel of land	D		Y	61.00	12.20	73.20	
			Several parcels of land - each additional parcel	D		Y	32.30	6.46	38.76	
		CON 29O				Y	6.00	1.20	7.20	
			Question 5	D		Y	19.00	3.80	22.80	
			Question 9	D		Y	8.00	1.60	9.60	
			Question 17	D		Y	14.00	2.80	16.80	
			Question 22	D		Y	14.00	2.80	16.80	
		Solicitors own enquiry	Each	D		Y	11.00	2.20	13.20	
		Copies of Section 106 Town & Country Planning Act 1990 documents or similar	Per document	D		N	10.00	0.00	10.00	
Electoral Registration										
	Statutory fees	Open register - data	Admin	S		N	20.00	0.00	20.00	
			plus per thousand entries(or part)	S		N	1.50	0.00	1.50	
		Open register - paper	Admin	S		N	10.00	0.00	10.00	
			plus per thousand entries(or part)	S		N	5.00	0.00	5.00	
		These rates of charge equally apply to the sale of monthly alterations to the electoral register.							0.00	0.00
		Overseas electors - data	Admin	S		N	20.00	0.00	20.00	
			plus per thousand entries(or part)	S		N	1.50	0.00	1.50	
		Overseas electors - paper	Admin	S		N	10.00	0.00	10.00	
			plus per thousand entries(or part)	S		N	5.00	0.00	5.00	

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16
Leisure & Health									
Swimming									
PAY AS YOU GO									
		ONE CARD	FULL PRICE						
	Swim Session (under 3's)	£1.40	£2.60						
	Swim Session (3 to 15 years)	£2.90	£4.10						
	Swim Session (16+ years)	£3.90	£5.10						
	Family Swim Pass (2 adults and 2 children)	£12.50	£15.00						
	Aquafit and Aquanatal Classes	£5.20	£6.50						
AQUA MEMBERSHIPS									
	Monthly DD (all ages)	£23.99 per month	n/a						
	30 Day Swim Pass (no longer sold)	£28.50 for 30 days	n/a						
	Annual Swim Pass (all ages)	£249.00 per year	n/a						
Swimming Lessons									
BABY/JUNIOR LESSONS									
		DIRECT DEBIT	CASH BLOCK						
	30 minute lessons	£22.00 per month	£82.50 per 15 weeks						
	45 minute lessons	£33.00 per month	£123.75 per 15 weeks						
	60 minute lessons	£44.00 per month	£165.00 per 15 weeks						
ADULT LESSONS									
		PAY AS YOU GO	6 WEEK BLOCK						
	30 minute lessons	n/a	£4.50 per lesson						
	45 minute lessons	£7.50 per lesson	£6.75 per lesson						
	60 minute lessons	£10.00 per lesson	£9.00 per lesson						
PRIVATE LESSONS									
		ONE CARD	FULL PRICE						
	1:1 30 minute lesson	£17.00 per lesson	n/a						
	2:1 30 minute lesson	£26.00 per lesson	n/a						
Fitness Classes									
		ONE CARD	FULL PRICE						
	Fitness Class Pass (10 fitness classes)	£46.00	n/a						
	All Fitness Classes (except below)	£5.20	£6.50						
	30 Minute Fitness Classes	£3.50	£4.70						
	Right Start Classes	£3.50	n/a						
Old Memberships (before 1st April 2015)									
ADVANTAGE MEMBERSHIP									
		Monthly	Annual						
	Single membership	£40.00 per month	£425.00 per year						
	Joint membership	£66.00 per month	£665.00 per year						
ADVANTAGE (BUSINESS) MEMBERSHIP									
		Monthly	Annual						
	Single membership	£36.00 per month	£355.00 per year						
	Joint membership	£61.00 per month	£565.00 per year						
SILVER / CLASSIC MEMBERSHIP									
		Monthly	Annual						
	Single membership	£32.00 per month	£335.00 per year						
	Joint membership	£52.00 per month	£525.00 per year						
GYM ONLY MEMBERSHIP									
		Monthly	Annual						
	Single membership	£35.00 per month	£385.00 per year						
	Joint membership	£60.00 per month	£605.00 per year						
STUDENT MEMBERSHIP									
		Monthly	Annual						
	Single membership	£20.00 per month	n/a						

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16
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New Memberships (from 1st April 2015)

**Monday to
Friday
(after 4.30pm)**

	Monthly	Annual	
PREMIER			£7.00
Single membership	£38.99 per month	£399.00 per year	£7.00
Joint membership	£69.99 per month	£749.00 per year	n/a

	Monthly	Annual
PREMIER (BUSINESS) MEMBERSHIP		
Single membership	£35.09 per month	£359.10 per year

	Monthly	Annual
SOLO		
Single membership	£33.99 per month	£349.00 per year
Single membership (Huntingdon, St Ives & St Neots)		
Single membership	£28.99 per month	£299.00 per year
Single membership (Ramsey & Sawtry)		

	Monthly	Annual
SOLO (BUSINESS) MEMBERSHIP		
Single membership	£30.59 per month	£314.10 per year
Single membership (Huntingdon, St Ives & St Neots)		
Single membership	£26.09 per month	£269.10 per year
Single membership (Ramsey & Sawtry)		

	Monthly	Annual
STUDENT MEMBERSHIP		
Single membership	£22.99 per month	n/a
Single membership (Huntingdon, St Ives & St Neots)		
Single membership	£17.99 per month	n/a
Single membership (Ramsey & Sawtry)		

Impressions Casual Use

	ONE CARD	FULL PRICE
CASUAL USE		
Adult (Huntingdon, St Ives & St Neots)	£7.20	n/a
Adult (Ramsey & Sawtry)	£5.20	n/a
Student (Huntingdon, St Ives & St Neots)	£3.70	n/a
Student (Ramsey & Sawtry)	£3.20	n/a

Heat Experience Suites

CASUAL USE	
Casual Use	£7.50 per visit

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

Sports Halls

	ONE CARD	FULL PRICE
HUNTINGDON		
Whole Sports Hall (3 courts)	£42.00	n/a

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

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

	ONE CARD	FULL PRICE
ST IVES INDOOR		
Whole Sports Hall (6 courts)	£65.00	n/a
Half Sports Hall (3 courts)	£42.00	n/a
Cricket Nets	POA	n/a

	ONE CARD	FULL PRICE
ST NEOTS		
Whole Sports Hall (5 courts)	£55.00	n/a

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16
Racquet Sports									
BADMINTON									
			ONE CARD				FULL PRICE		
	Badminton Court (anytime)		£9.50				£11.00		
	Badminton Court (school holidays offer)		£3.00				n/a		
	Badminton Pass (block of five badminton courts)		£47.50				n/a		
SQUASH / RACKETBALL									
	Squash Court (anytime)		£6.70				£8.70		
	Squash Court (school holidays offer)		£3.00				n/a		
	Squash Pass (block of five squash courts)		£33.50				n/a		
TABLE TENNIS									
	Table Tennis (anytime)		£6.20				£7.50		
	Table Tennis (school holiday offer)		£3.00				n/a		
TENNIS									
	Tennis Court (anytime)		£5.00				£6.50		
	Tennis Court (annual tennis pass)		£35.00				n/a		
	Tennis Court (school holidays offer)		£3.00				n/a		
Basement Lanes (Tenpin Bowling)									
	One game of bowling		£4.50				n/a		
	Two games of bowling		£7.50				n/a		
	Three games of bowling		£10.00				n/a		
	One game of bowling for 4 people of any age		£12.00 per game				n/a		
Leo's Funzone (Play & Party Centres)									
HUNTINGDON									
	Under 1's		FREE				£2.00		
	Monday to Friday (term time only)		£2.50				£3.70		
	Weekends and School Holidays		£4.20				£5.40		
ST NEOTS									
	Under 1's		FREE				£2.00		
	Monday to Friday (term time only)		£2.50				£3.70		
	Weekends and School Holidays		£3.80				£5.00		
Creche									
	30 minutes		£3.00				n/a		
	Creche Pass (20 x 30 minutes)		£25.00				n/a		
Roller Skating									
	Roller Skating		£4.00				£5.20		

**Huntingdonshire District Council
Fees and Charges as at April 2016**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge	VAT Total Charge	% Change from 2015/16
Outdoor Synthetic Pitches									
HUNTINGDON									
		ONE CARD					FULL PRICE		
	3G 5-a-side Pitch (anytime)		£28.00				n/a		
	3G 5-a-side Pitch (school holidays offer)		£6.00				n/a		
RAMSEY									
		ONE CARD					FULL PRICE		
	Small Astro Pitch (anytime)		£34.00				n/a		
	Small Astro Pitch (school holidays offer)		£6.00				n/a		
SAWTRY									
		ONE CARD					FULL PRICE		
	Small Astro Pitch (anytime)		£45.00				n/a		
	Small Astro Pitch (school holidays offer)		£6.00				n/a		
ST IVES INDOOR									
		ONE CARD					FULL PRICE		
	3G Full Pitch (anytime)		£90.00				n/a		
	3G Third Pitch (weekday)		£34.00				n/a		
	3G Third Pitch (weekend)		£26.00				n/a		
	Large Astro Pitch (anytime)		£60.00				n/a		
	Half Large Astro Pitch (anytime)		£45.00				n/a		
	Half Large Astro Pitch (school holidays offer)		£6.00				n/a		
ST NEETS									
		ONE CARD					FULL PRICE		
	Large Astro Pitch (anytime)		£60.00				n/a		
	Third Large Astro Pitch (anytime)		£28.00				n/a		
	Small Astro Pitch (anytime)		£34.00				n/a		
	Small Astro Pitch (school holidays offer)		£6.00				n/a		
Grass Pitches									
		ONE CARD					FULL PRICE		
	Football Pitch - Mini Soccer		POA				n/a		
	Football Pitch - Colts		POA				n/a		
	Football Pitch - Seniors		POA				n/a		
	Rounders		£30.00				n/a		
Netball Courts									
HUNTINGDON									
		ONE CARD					FULL PRICE		
	Netball Court		£23.00				n/a		
ST IVES OUTDOOR									
		ONE CARD					FULL PRICE		
	Netball Court		£23.00				n/a		
ST NEETS									
		ONE CARD					FULL PRICE		
	Netball Court		£16.00				n/a		

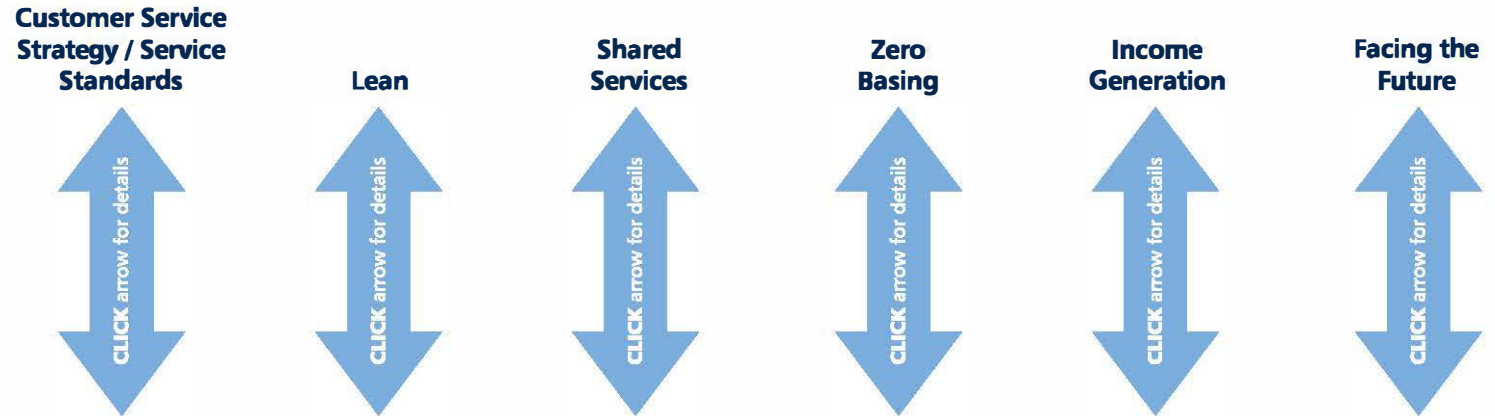
VISION

To improve the quality of life for the people of Huntingdonshire and work towards sustainable economic growth whilst providing value for money services

STRATEGIC PRIORITIES



CURRENT SERVICES



FINANCIAL

Financial ambitions

To reduce the Council's reliance on Central Government Funding and in so doing create a sustainable financial platform

	2015/16	2016/17	2017/18	2018/19	2019/20
Approved MTFS	£18.881m	£19.870m	£20.671m	£21.259m	£21.721m
% cut from MTFS	0% (-£0m)	19.2% (-£3.8m)	28.6% (-£5.9m)	35.1% (-£7.5m)	37.6% (-£8.2m)
Modified budget	£18.881m	£16.059m	£14.750m	£13.805m	£13.553m

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Budget Consultation 2015 – Headline Results

The survey asked how strongly people agreed or disagreed with eight overarching principles which could be used to help guide us in our budget and spending plans. 383 people took part via an online survey form which had been promoted through the Council's e-newsletter sent to around 17,500 email addresses, a press release and promotion on the homepage of the Council's website.

The levels of agreement and disagreement with each statement are shown in the table below. At least 4 out of 5 respondents answering were in agreement with each of the statements.

Statement:	% agree/ agree strongly	% disagree/ disagree strongly
We will continue to provide a free of charge garden waste service (single green bin) to all.	96	4
We will support staff development to ensure that we retain a committed, highly skilled workforce to help us deliver effective services and respond to change in the public sector.	94	6
We will improve the long-term financial success of our One Leisure sites through improved marketing and customer service and by continuing to examine all operating costs in detail.	93	7
We will continue to seek efficiency savings from all services where these can be delivered without significant impact on service delivery.	92	8
We will work with partners to identify further opportunities to share services where this can reduce costs and increase resilience and performance levels.	90	10
We are committed to retaining all five of our One Leisure sports and leisure facilities, securing their future through a joined-up approach to funding sites across the district.	87	13
We will invest in commercial land/property to generate inflation-resilient income to sustain services in years to come.	85	15
We will continue to freeze Council Tax until at least 2020, provided that funding received from Central Government remains within our 'worst case' forecasts.	80	20

Full results for each statement

Statement 1: We will continue to freeze Council Tax until at least 2020, provided that funding received from Central Government remains within our 'worst case' forecasts.

Agree strongly	158	41%
Agree	148	39%
Disagree	43	11%
Disagree strongly	32	8%
Total	381	

Statement 2: We are committed to retaining all five of our One Leisure sports and leisure facilities, securing their future through a joined-up approach to funding sites across the district.

Agree strongly	197	52%
Agree	136	36%
Disagree	33	9%
Disagree strongly	16	4%
Total	382	

Statement 3: **We will improve the long-term financial success of our One Leisure sites through improved marketing and customer service and by continuing to examine all operating costs in detail.**

Agree strongly	154	41%
Agree	198	52%
Disagree	19	5%
Disagree strongly	9	2%
Total	380	

Statement 4: **We will continue to seek efficiency savings from all services where these can be delivered without significant impact on service delivery.**

Agree strongly	175	46%
Agree	174	46%
Disagree	18	5%
Disagree strongly	13	3%
Total	380	

Statement 5: **We will continue to provide a free of charge garden waste service (single green bin) to all.**

Agree strongly	260	69%
Agree	101	27%
Disagree	11	3%
Disagree strongly	5	1%
Total	377	

Statement 6: **We will invest in commercial land/property to generate inflation-resilient income to sustain services in years to come.**

Agree strongly	91	25%
Agree	219	60%
Disagree	36	10%
Disagree strongly	18	5%
Total	364	

Statement 7: **We will support staff development to ensure that we retain a committed, highly skilled workforce to help us deliver effective services and respond to change in the public sector.**

Agree strongly	157	42%
Agree	193	52%
Disagree	21	6%
Disagree strongly	2	1%
Total	373	

Statement 8: **We will work with partners to identify further opportunities to share services where this can reduce costs and increase resilience and performance levels.**

Agree strongly	142	38%
Agree	199	53%
Disagree	27	7%
Disagree strongly	10	3%
Total	378	

Next steps:

Analysis of respondents' comments about each statement will highlight the main reasons why they were for and against them. Additional comments about the Council's budget will also be examined.

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2015/16 Quarter 3

Meeting/Date: Overview and Scrutiny (Finance and Performance) Panel,
4 February 2016
Cabinet, 11 February 2016

Executive Portfolio: Executive Leader and all other relevant Portfolio Holders

Report by: Corporate Team Manager and Head of Resources

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2015/16 for the period 1 October 2015 to 31 December 2015. The report also incorporates progress reporting for current projects being undertaken at the Council and details of financial performance on revenue and capital spend as at the end of December.

Recommendations:

Cabinet are recommended to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.

Cabinet are recommended to consider and comment on the Council's financial performance to the end of December, as detailed in the Financial Performance Monitoring Suite at Appendix D.

Cabinet are recommended to retrospectively approve the establishment of the Budget Surplus Earmarked Reserve.

1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2015/16 and updates on current projects.

2. BACKGROUND

- 2.1 The Council's [Corporate Plan](#) was adopted as a two-year plan in 2014, with an update approved in April 2015 setting out what the Council aims to achieve in addition to its core statutory services during 2015/16. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2015/16.
- 2.2 As recommended by the Project Management Select Committee, project updates are now included in this performance report at Appendix C. There are currently 29 open, pending approval or pending closure projects logged on the HDC SharePoint site across various programmes. This report covers all of the Council's current and pending projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of September. Performance is summarised in section 4 below and details are listed in the Financial Performance Monitoring Suite at Appendix D.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Finance and Performance) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service, after discussion with the appropriate Portfolio Holder.

4. FINANCIAL PERFORMANCE

- 4.1 Attached at Appendix D is the December Financial Performance Monitoring Suite. Highlights from this report are described below.

Revenue Forecast Outturn and Variations in Revenue Spend

- 4.2 In February 2015, Council approved a:
- Net revenue expenditure budget of £18.8m
 - Contribution to reserves of £0.8m, and
 - Budget Requirement of £19.7m

- 4.3 As part of the 2014/15 accounts closure process, and approved by Cabinet in June 2015, carry-forward requests of £0.3m were brought into the 2015/16 budget. This adjusted the contribution to reserves to £0.5m and the net budget to £19.1m.
- 4.4 The revenue forecast for 2015/16 as at the end of December 2015 is for gross expenditure to be £74.8m, this is £0.8m more than the updated budget. The forecast for gross income is ahead of the updated budget by £1.8m at £56.7m. The main increases in both expenditure and income are related and arise from increase in volumes in housing benefit and the inclusion of the new shared services arrangements.
- 4.5 This gives the Council a forecast net revenue position of £18.1m, £1.0m ahead of the updated budget. The analysis included on pages 3 and 4 of Appendix D includes more information by service. In addition to the service saving, there is a further £0.7m as a consequence of additional Section 31 new-burdens grant (e.g. funding to support reduced business rates for small business).

Capital Forecast Outturn and Variations in Capital Spend

- 4.6 As previously reported to Members, the updated capital programme for 2015/16 is £9.4m.
- 4.7 At December 2015 the capital programme is forecasting a spend of £5.1m, a reduction of £4.3 against the updated budget. Schemes deferred to the 2016/17 programme are the main reason and are detailed on pages 5 and 6 of Appendix D.

Reserves

- 4.8 As noted in paragraph 4.5, there is a net underspend from services of £1.0m that is in addition to the budgeted contribution to reserves of £0.5m. With the additional S31 new burdens grant of £0.7m, there is a total contribution to reserves of £2.2m.
- 4.9 The reserves balances have been updated to reflect the agreed policy where the General Fund balance is to be 15% of net expenditure. There is also the movement of £6.8m to the Capital Investment Reserve as approved at Cabinet in December 2015.
- 4.10 A budget surplus earmarked reserve was agreed with the Executive Portfolio Holder for Resources on the 11th December 2015. As required in the reserves strategy, retrospective approval is required from Cabinet. The purpose of this reserve is to earmark on an ongoing basis any established surplus on the general fund that exceeds the 15% minimum threshold.
- 4.11 The proposed apportionment of the £2.2m forecast saving to Reserves and the adjustments noted above are as follows:

General Fund

- 4.12 The 2014/15 Annual Financial Report shows a General Fund Balance of £9.2m. With the new 15% of net expenditure parameters, the revised forecast General Fund balance is £2.7m.

Earmarked Reserve: Capital Investment Earmarked Reserve

- 4.13 The 2014/15 Annual Financial Report shows a balance of £4.7m for this Earmarked Reserve. As noted in 4.9 above £6.8m additional to the previously reported £1.0m has been transferred from the General Fund to establish a fund of £12.5m as per the Commercial Investment Strategy that was agreed at the December Cabinet.
- 4.14 The remaining forecast surplus of £1.0m has been distributed to the NDR reliefs fund (£0.3m) and the new Budget Surplus (£0.7m).
- 4.15 Details of these movements is detailed on page 2 of Appendix D.

5. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 5.1 Comments from the Overview and Scrutiny (Finance and Performance) Panel meeting on 4 February 2016 will be included as an appendix with the report to Cabinet.

6. RECOMMENDATION

- 6.1 Cabinet are recommended to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan 2015/16 and current projects, as summarised in Appendix A and detailed in Appendices B and C.
- 6.2 Cabinet are recommended to consider and comment on the Council's financial performance to the end of December.
- 6.3 Cabinet are recommended to retrospectively approve the establishment of a Budget surplus earmarked reserve.

CONTACT OFFICER

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny)

☎ (01480) 388065

Projects (Appendix C)

Laura Lock, Programme and Project Manager

☎ (01480) 388086

Financial Performance (Appendix D)

Rebecca Maxwell, Finance Manager

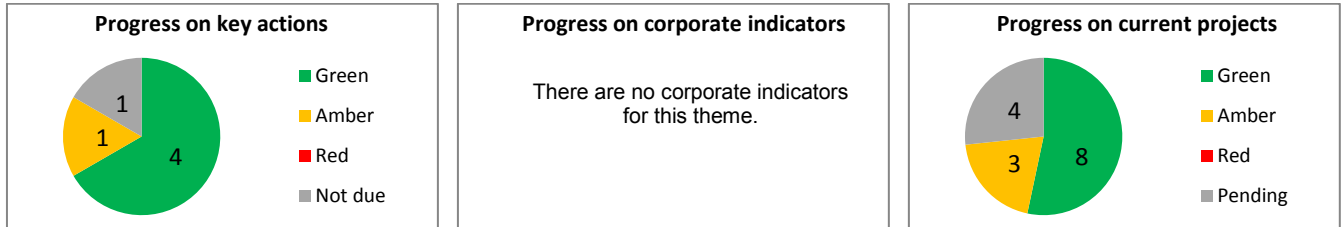
☎ (01480) 388117

Appendix A

Performance Summary Quarter 3, 2016/17

A strong local economy

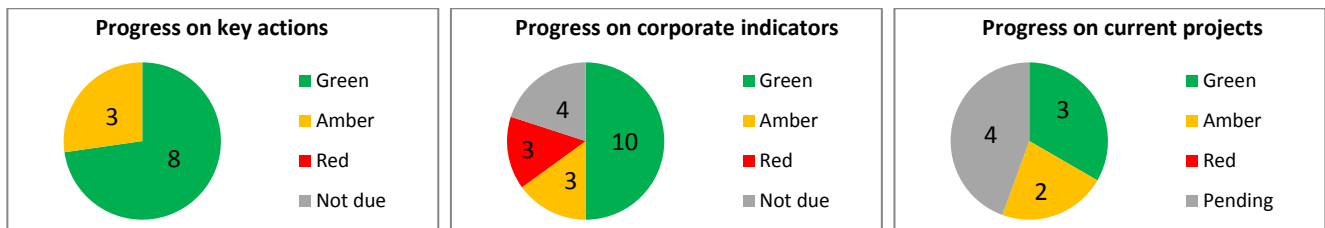
Making Huntingdonshire a better place to live, work and invest



Highlights include approval of a new Community Infrastructure Levy governance structure.

Ensuring we are a customer focused and service led council

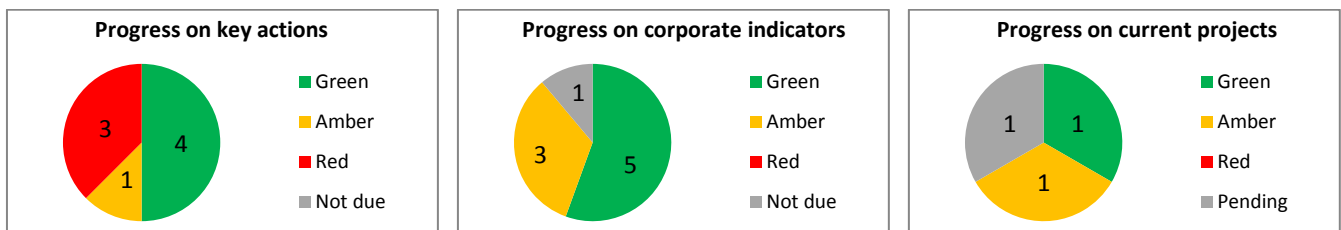
Delivering value for money services



Highlights include the positive feedback received following the launch of the new website in October.

Enabling sustainable growth

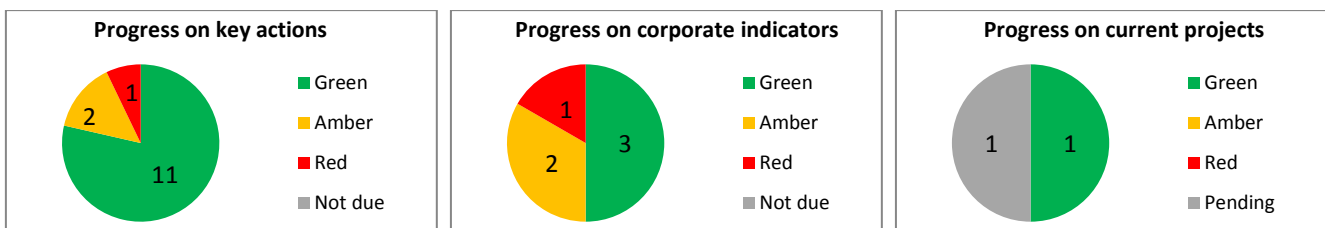
Delivering new and appropriate housing with minimum impact on our environment



Highlights include a planning application being approved for a housing development on Council land in Earith.

Working with our communities

Making sure they thrive and get involved with local decision making



Highlights include increased overall attendances for One Leisure Active Lifestyles activities.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period October to December 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	4		1		0		0		1

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

Summary of progress for Corporate Indicators

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

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Deliver a programme of themed business information clinics and events, and measure their impact.	Ongoing	Cllr Harrison	Andy Moffat	<p><u>Economic Development</u> Q3-TWI workshop well received with 3 of the 4 companies signing up immediately for the support programme: value of specialist support offered c.£10k per company. Q2-Attendance for the Make it Here event at Alconbury was lower than expected with 10 'no shows' on the day. Next event scheduled is a presentation/clinic on technical support available from The Welding Institute targeting the composite manufacturing cluster. Planning also started for next major event – launch of Invest Huntingdonshire web site.</p>
n/a	Report on the effectiveness of the fast track pre-application advice available to potential growing businesses	Quarterly	Cllr Dew	Andy Moffat	<p><u>Development Management</u> Q3-No enquiries received. Q2- One enquiry was received which took longer to deal with than the target. Procedures are being reviewed and the subsequent application is being fast-tracked.</p>

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Develop Community Infrastructure Levy (CIL) governance structure	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q3-New governance structure approved by Cabinet at its December 2015 meeting. Q2-This project is underway and the aim is to report a proposed CIL governance structure within the December 2015 committee cycle.
A	Influence the Local Enterprise Partnership (LEP) to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth	Ongoing	Cllr Dew and Cllr Harrison	Andy Moffat	<u>Economic Development</u> Q3-Meeting scheduled for 2016 for on-going dialogue with LEP. Lack of transparency over decisions to proceed/not to proceed with some projects. Q2- Further meeting of the Senior Sponsors Group at which again it was reiterated that the LEP needs to respond to LA inputs and provide a draft vision. Some consensus reached on future role of this group to inform/influence LEP and work programme to be developed.

97

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Commit resources to 'EDGE smarter skills for enterprise', a public/private sector partnership to improve the business/ education-training skills match, ensuring that the agreed business plan targets are met	Ongoing, official launch November	Cllr Harrison	Andy Moffat	<u>Economic Development</u> Q3-Two major events held: formal launch of EDGE at Westminster hosted by MP Jonathan Djanogly and Careers fair and business information event at Wood Green. Careers fair - 120 attendees at breakfast event fully booked, 88 stands/ exhibits by providers and employers, 700 year 10+ students in attendance from all 7 secondary schools in the District. Evaluation data from surveys not yet available. Q2-Successful apprenticeship event which generated 47 registrations with EDGE.
G	Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies.	May 2015	Cllr Harrison	Andy Moffat	<u>Economic Development</u> Q3-Further work on the full business case for iMET which has been approved by the LEP board and is now with the Skills Funding Agency for decision on final approval due in February 2016.

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<i>Q2- Developed strategy now being implemented. Economic Development Team working with Huntingdonshire Regional College on the curriculum development for iMET (formerly known as the Technical Vocational Centre to be located on the Enterprise Zone)</i>

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

Period October to December 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
8		3		0			0		0

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

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
10		3		3			0		4

60

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

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Continue zero base budgeting (ZBB) for 2016/17 including a 'service challenge' process	December 2015	Cllr Gray	Clive Mason	<u>Accountancy</u> Q3-Tranche 3 of the ZBB process was completed in November 2015 with the Cabinet Star Chambers held on the 23 rd and 24 th November. The results of both Tranche 2 and 3 were reported to Cabinet in December 2015 and are now feeding into the 2016/17 budget and MTFs process. Q2- Tranche 2 of the ZBB process has been completed with savings currently identified for the years 2016/17 to 2019/20. Tranche 3 of the process is underway and will be completed in November when officer and member challenge will take place.
G	Deliver 'Facing the Future' (FtF)	Ongoing	Cllr Gray for programme / Various for themes and activities	Adrian Dobbyne	<u>Corporate Team</u> Q3-As Q2. Q2-Facing the Future activities have now been all fully assessed and broken down into new categorisations as either business as usual, projects or pending. This means that the main reporting on activities is through normal service reporting and the newly established project reporting through Overview and Scrutiny

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<i>Panels and Cabinet.</i>
G	Develop full business cases for previously identified energy reduction projects across the Council's estates	31 March 2016	Cllr Gray	Head of Operations	<u>Environment Team</u> Q3-Full business case presented to CMT and approved in November 2015. Investment grade audits currently underway, due for completion by the end of Q4. Q2-Work to determine which of the Council's main sites require the development of full Investment Grade Proposals completed in Q2, full business case to be presented in Q3
G	Carry out a staff satisfaction survey	Aug 2015	Cllr Ablewhite	Jo Lancaster	<u>Corporate Team</u> Q3-Following further consultation via services and a Council-wide focus group to explore the results at the appropriate level (possible due to the greater detail provided by respondents last year), an action plan will be considered by Employment Panel in February. Q2-The survey was carried out in July/August and we had an increased participation rate of 55% based on 331 respondents. This year the survey has seen a significant increase in participants indicating the Service area they work in, which will enable the results to be analysed at a more detailed level. Results are being reported in all Services and to Employment Panel/Cabinet in September/October. An Action Plan will be drawn up following a series of focus groups across the organisation.
G	Build and launch a new council website that focuses on customer need	October 2015	Cllr Tysoe	John Taylor	<u>IMD</u> Q3- Site was launched in October, with a good reaction from Customers. "Love the new website, so fast and slick and full of useful information" – Example customer comment. 320k page views to date. 75% speed increase, Cloud hosted, 1357 fewer pages to maintain, reading age reduced by 6 years. Mobile Friendly layout, saves approx. £7k/year over old system. Q2- The site will be launched in Oct. Extensive development of the site, together with a testing programme involving staff and the public means the site is on track. Over 550 members of the public used the test site, with a very positive reaction.
G	Maximise the income generating potential of One Leisure sites to fully cover the cost of the operation	March 2016	Cllr Howe	Jayne Wisely	<u>One Leisure</u> Q3-Income is £128K up on the previous year to date, which represents a slightly quieter Q3 than anticipated. However expenditure remains well in control and the end of year target of

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<p><i>a net surplus of around £340K is still anticipated.</i></p> <p><i>Q2- Income continues to remain above last years levels, and now sits £143K up on the previous year to date. With a good 6 months now monitored a more realistic 3%increase on last year should see the final year outturn slightly up on budget target.</i></p> <p><i>Expenditure is well under control and is predicting a saving in excess of £100K. This is mainly due to the various staffing structural changes.</i></p> <p><i>The net position for the 2nd quarter of the year shows a SURPLUS for the first time in One Leisure history.</i></p>
G	Develop a full business case for a Building Control Shared Service	July 2015	Cllr Dew	Andy Moffat	<p><u>Building Control</u></p> <p>Q3-As Q2.</p> <p>Q2-The Shared Building Control Service went live on the 1st October 2015</p>
A	Publish Online Schedule of Proposed Procurements to promote future contract opportunities	September 2015	Cllr Gray	Clive Mason	<p><u>Procurement</u></p> <p>Q3-Schedule published and will be populated as opportunities arise.</p> <p>Q2-This requirement has been incorporated into the new website design and once live will be populated as opportunities arise</p>
A	Provide two training events to local businesses in Public Procurement	January 2016	Cllr Gray	Clive Mason	<p><u>Procurement</u></p> <p>Q3-Seconded event co-ordinated with economic development as part of an event at Alconbury Weald on 12th February 2016.</p> <p>Q2-Advertised through Economic Development's business contacts and coordinated with preceding economic development events, the first event is booked for 7th October 2015. The second event will piggyback on a major economic development event planned for January 2016.</p>

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

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
A	Implement a consultation exercise with residents to inform 2016/2017 budget	September 2015	Cllr Gray	Adrian Dobbyne	<p><u>Corporate Team</u></p> <p>Q3-As Q2. Amber status is due to survey completion in October</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
	planning				<p><i>rather than September, however results were available in time to inform budgetary preparation.</i></p> <p><i>Q2-An on-line consultation was launched in September, running into October using eight statements on spending plans (sliding rating of agree strongly to disagree strongly) and allowing for free text commentary. This has been publicised in the residents newsletter and is very visible from the home page on our website.</i></p>
G	Revisit and relaunch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services	Mar 2016	Cllr Tysoe	John Taylor	<p><u>Customer Services</u></p> <p><i>Q3-The Strategy went through O&S and Cabinet and was approved in Dec2015. The strategy is now being communicated throughout the Council and all HoS are considering what actions to record in their Service Plans for 2016/17. All HoS must have a Customer Service component in their plans.</i></p> <p><i>Q2- It is intended the Strategy will come to Members in November. Final work is underway on the document, which will be a concise and useful document for both Staff and Members.</i></p>

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of days to process new benefits claims Aim to minimise	25 days	27.1 days	26 days	23 days	G	26 days	c. 23 days	G
Number of days to process changes of circumstance Aim to minimise	5 days	8.01 days	7 days	4.5 days	G	7 days	c. 5 days	G
Number of days to process new council tax support claims Aim to minimise	25 days	26.73 days	26 days	22 days	G	26 days	c. 23 days	G
Number of days to process council tax support change events Aim to minimise	6 days	7.51 days	7 days	5 days	G	7 days	c. 5 days	G
Comments: (Customer Services) Performance remains ahead of target. This is mainly as a result of channel migration and LEAN reviews. Although the caseload and amount of incoming post has reduced, the number of transactions carried out has increased due to the increased complexity of claims.								
% of Council Tax collected Aim to maximise	98.4%	85.5%	85.5%	85.68%	G	98.5%	98.5%	G
Comments: (Customer Services) Performance remains good and in particular "in year" (2015/16) is 87% compared to 86.7% in 2014/15.								
% of Business Rates collected Aim to maximise	98.8%	84.4%	85%	84.71%	A	99.0%	98.8%	A
Comments: (Customer Services) Performance is holding up with monthly enforcement and liability order hearings, but continues to be affected mainly by avoidance tactics on empty properties, and with some large insolvency debts. However, "in year" collection is pleasing at 85.6% (85.4% in 2014/15).								

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
The percentage of Benefit claims with overpayments where recovery action is taking place Aim to maximise	New indicator for 2015/16	n/a	n/a	84%	n/a	To be set (see comments)	n/a	n/a
Comments: (Customer Services) This is a new indicator for 2015/16 and shows the work taking place to recover benefit overpayments from customers no longer in receipt of Housing Benefit. Data will be collected during the year to establish targets for 2015/16 and 2016/17. Performance will never reach 100% as there is a statutory right of appeal against an overpayment decision which the statistics must take into account. All of this recovery work has now been consolidated under the Benefits Team and processes are in place to maximise recovery.								
Telephone satisfaction rates Aim to maximise	98%	n/a	n/a	n/a	n/a	95%	97%	G
Customer service centre satisfaction rates Aim to maximise	98%	n/a	n/a	n/a	n/a	95%	97%	G
Comments: (Customer Services) We will send and process the annual survey in Q4. We recently started filling in homelessness applications for customers at the Call Centre and CSCs and are looking at ways to survey these customers as well. We continue to record and publish to advisors positive comments we receive from customers.								
Staff sickness - working days lost per Full-Time Employee (FTE) Aim to minimise	11.5 days	9.1 days	7.5 days	8.8 days	R	10 days	11.3 days	A
Comments: (LGSS HR service/Corporate Team) The high sickness absence rate reflects a further increase in long-term sickness absence during the last quarter. The forecast of 11.3 days for the year would give a lower outturn than for 2014/15 but assumes sickness absence in Quarter 4 will be at a similar level to that recorded in the same quarter in recent years. More information on sickness absence during the quarter will be included in the Workforce Report for February's Employment Panel.								
Subsidy per visit to council owned leisure facilities Aim to minimise	-£0.03	-£0.21	£0.02	£0.14	G	£0.15	£0.15	G
Comments: (Leisure and Health) A good Q3 has been down to consistent income levels with expenditure still being well managed, although up slightly on target due to unforeseen maintenance issues. All now dependant on the usually very productive Q4 and New Year fitness promotions.								
% of rent achievable on estates portfolio Aim to maximise	97%	97%	100%	97%	A	100%	99%	A

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Comments: (Resources) Total rental income potential is increasing with progress on rent reviews / higher rents achieved on lease renewals and new lettings, reflecting general improved economic conditions and strategies implemented. Higher than expected rent arrears has tempered total rent achieved to date but this is being addressed in the 4 th quarter to meet the 100% annual target.								
% of space let on estates portfolio Aim to maximise	97%	95%	95%	97%	G	95%	98%	G
Comments: (Resources) Letting of space has progressed well, with high demand for industrial units improving rent levels achieved at Levellers Lane and Alms Close Estates. The nightclub in Huntingdon continues to be challenging to let and the remaining space is one office and one industrial unit at Caxton Road St Ives, the office is under instruction for a new lease to complete.								
% of rent arrears on estates portfolio Aim to minimise	1.3%	1.2%	<1%	1.5%	R	<1%	1%	A
Comments: (Resources) Rent arrears have increased in the 3 rd quarter, mainly due to three large bad debtors. The rent arrears recovery process has been revised with support from the Incomes Team. Bad debtors are to be focused on in the 4 th quarter to recover rents and improve the position. The predicted outturn status has not been marked as behind schedule as several of the main debts have been discussed with the tenants and are considered recoverable in the 4 th quarter.								
Total amount of energy used in Council buildings Aim to minimise	12,258,115 (kWh)	8,450,882 (kWh)	8,281,864 (kWh) (2%↓)	8,329,324 (kWh)	A	11,974,473 (kWh) (2%↓)	11,974,473 (kWh)	G
Comments: (Operations) Energy use has decreased by 1.44% compared to Q3 of the previous year although we are still awaiting December figures for three of our One Leisure sites – Huntingdon Wet Side, Ramsey and Sawtry.								
Total fuel used from the Council's fleet of vehicles Aim to minimise	552,686 (Litres)	426,462 (Litres)	422,197 (Litres) (1% ↓)	408,257 (Litres)	G	547,159 (Litres) (1% ↓)	540,051.71 (Litres)	G
Comments: (Operations) Performance exceeds target at end of quarter 3 by 3%, a major contributor to this decrease will be fewer vehicles being used due to winter working i.e a reduction in the number of refuse rounds & less grounds maintenance activity.								
% of residents satisfied with the overall waste collection service Aim to maximise	n/a	n/a	n/a	n/a	G	TBC	n/a	n/a
Comments: Satisfaction survey undertaken in the third quarter annually. Survey distributed in December 2015 for collation in the final Quarter.								

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Cost per household of waste collection Aim to minimise	£44.49	n/a	n/a	n/a	n/a	TBC	n/a	n/a
Comments: (Operations) Figure reported annually.								
% of green bin debt outstanding after three months Aim to minimise	15.46%	n/a	<5%	7%	R	<5%	<5%	G
Comments: (Operations) The overall debt raised was £142,040 with £9,924 outstanding up to the end of December 2015.								
% of invoices from suppliers paid within thirty days Aim to maximise	98.5%	98.3%	98%	98.8%	G	98%	98.8%	G
Comments: (Resources) Performance exceeds target by 0.8%. With the move to a new financial system, the expectation is that this indicator will move to 100%.								

STRATEGIC THEME - ENABLE SUSTAINABLE GROWTH

Period October to December 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
4		1		3		0		0	

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

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
5		3		0		0		1	

WE WANT TO: Improve the supply of new and affordable housing to meet future needs

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Invest in initiatives that will deliver affordable housing	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Q3-The first loan payment has been made from HDC to Luminus. Q2-The Due Dilligence has been completed and the loan agreement between HDC and Luminus for the delivery of extra care at St Ives has now been signed.
A	Implement action plan to adopt the Local Plan 2036	Revised Local Development Scheme, setting out timescales for the Plan, to be prepared over Summer 2015	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q3-At its November 2015 meeting, Cabinet endorsed the proposed way forward to ensure that the Council is able to meet the Government requirement to have written a Local Plan by early 2017 and, as a priority, scopes the infrastructure requirements for Wyton Airfield. Q2-An update report is being prepared for the November 2015 Overview and Scrutiny (Environmental Well-Being) Committee and Cabinet meetings.

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Facilitate delivery of new housing on the large strategic sites at: Alconbury, St Neots, Wyton and Bearscroft (Godmanchester)	Ongoing	Cllr Dew	Andy Moffat	<u>Development Management, Planning Policy, Economic Development and Housing Strategy</u> <i>Q3-Alconbury – Reserved matters consent granted for Phase 1.</i> <i>St Neots – Further information received from applicants in late December on viability being considered.</i> <i>Wyton – Discussions continuing on highway matters. Discussions begun on public rights of way, education, and formal open space provision.</i> <i>Bearscroft – Reserved matters consent for first tranche approved. Development on highways and grounds works begun.</i> <i>Q2-Alconbury – Infrastructure works for new school and Phase 1 of housing underway. Reserved matters application for first tranche of housing being negotiated.</i> <i>St Neots – Viability and S.106 discussions continuing</i> <i>Wyton – Highways work still being scoped.</i> <i>Bearscroft – The reserved matters application for the first tranche of housing is being negotiated.</i>
G	Monitor 5 year housing land supply position on an annual basis and carry out light touch reviews on a quarterly basis	Quarterly	Cllr Dew	Andy Moffat	<u>Development Management and Planning Policy</u> <i>Q3-Annual Monitoring Report published in December 2015 demonstrating that the District Council continues to have a 5 year supply of deliverable housing land.</i> <i>Q2- A further report will be prepared for Corporate Management Team in October/November 2015.</i>
G	Review Council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> <i>Q3-Planning application approved for development at Hermitage Road, Earith at DMP in December.</i> <i>Q2-Earith – planning application amended and being considered.</i>

WE WANT TO: Develop sustainable growth opportunities in and around our market towns

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
R	Develop a market town centre improvement strategy and action plan for St Neots	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> <i>Q3-Prioritisation of other Planning Policy work has meant that work has not begun. The purpose of a strategy and plan will be reviewed in light of the referendum result on the St Neots Neighbourhood Plan taking place in February 2016.</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<i>Q2-Work will begin in Q3 but this project may not now be achievable by March 2016. To be successful it needs full engagement with St Neots Town Council and other key partners and there is a capacity issue within Planning Service (Policy) team that is likely to constrain project delivery within 2015/16.</i>

WE WANT TO: Enhance our built and green environment

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
R	Update the 'Buildings at Risk' register	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> <i>Q3-All listed buildings in 3 Parishes surveyed. Other urgent matters, particularly enforcement matters, have meant further survey work has not been done.</i> <i>Q2-This project is on track for completion within 2015/16.</i>
R	Complete the updated Design Guide, setting out the Council's requirements of new development	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> <i>Q3-Prioritisation of other Planning Policy work has meant that consultation on the document is now anticipated to begin in Q4 to be followed by consideration of consultation responses after the closing date.</i> <i>Q2- This project is on track for completion within 2015/16.</i>

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of affordable homes delivered gross Aim to maximise	161	94	40	41	G	61	45	A
Comment: (Development) Annual target was 61 set at the beginning of the year. Scheme slippage has resulted in the forecast outturn being revised down to 45 for the year, of which 41 have been achieved by the end of Q3.								
Net additional homes delivered Aim to maximise	515	n/a	n/a	n/a	n/a	840	541	A
Comment: (Development) The Annual 2015/16 Target of 840 was the total number of dwellings to be provided over the entire Local Plan period divided by the number of years. The Trajectory data in the Annual Monitoring Report December 2015 projects that 541 dwellings will be completed in 2015/16 rising to 940 and 1214 in 2016/17 and 2017/18 respectively. The final figure of 515 for 2014/15 and the projected figure of 541 for 2015/16 are in line with the 507 and 547 respectively projected in the Annual Monitoring Report 2014.								
Number of unintentional priority homeless acceptances (Cumulative fig for the year) Aim to minimise	210	167	165	168	A	220	220	G
Number of unintentional priority homeless acceptances per 1,000 households (Cumulative fig for the year) Aim to minimise	2.9	2.3	2.3	2.3	A	3.0	3.0	G
Comment: (Customer Services) The number of households accepted as homelessness by the Council is continuing at similar rates to 2014/15. The single largest cause of homelessness continues to be the loss of private sector tenancies through no fault of the tenant, and this is in line with national trends. Social rented housing is then seen as the only option for many of these households who are unable to afford to access another privately rented tenancy.								
Number of households living in temporary accommodation (including B&B) - snapshot	102	95	110	92	G	110	110	G

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Aim to minimise								
Comment: (Customer Services) The number of households placed in temporary accommodation by the Council continues at relatively high levels although up to the end of Q3 projected estimates based on homeless presentations have not been exceeded.								
Number of families in B&B - snapshot	9	14	10	8	G	10	10	G
Aim to minimise								
Comment: (Customer Services) The use of B&B as a form of emergency temporary accommodation has been minimised and kept within projected estimates.								
Processing of planning applications on target - major (within 13 weeks)	49%	56%	60%	35% (71%)	G	60%	70%	G
Aim to maximise								
Processing of planning applications on target - minor (within 8 weeks)	43%	49%	65%	42% (68%)	G	65% for Q2-Q4	65% for Q2-Q4	G
Aim to maximise								
Processing of planning applications on target – other (within 8 weeks)	65%	68%	80%	67% (81%)	G	80% for Q2-Q4	80% for Q2-Q4	G
Aim to maximise								
Comment: (Development) Local Planning Authorities now have to report to DCLG based on the percentage of each type of application determined within 13 weeks for major applications and 8 weeks for other types of applications <u>or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement</u> , rather than the previous indicator of percentage determined within 13 weeks (major) or 8 weeks (minor and other) only. The Q3 performance figures in brackets are the ones now reported to DCLG, with the preceding figures showing the percentage determined within 13 weeks (majors) or 8 weeks (minor and other).								
Tonnage of residual waste collected	29,803.09 (tonnes)	22,091.20 (tonnes)	21,870.29 (tonnes) (1%↓)	17,499.22* (tonnes)	A	29,303 (tonnes) (1%↓)	29,303 (tonnes)	A
Aim to minimise								
Comment: (Operations) *Q3 figure is the cumulative up to the end of October 2015 as figures for November and December haven't as yet been provided by the County Council. Based on Quarter 3 in 2014/15 there is currently a 2% increase in the amount of residual waste being collected. During December 2015, all residents received a waste information pack providing up to date information about what materials go in which bin. We hope that December's figures will reflect the impact of the information that was sent out.								

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STRATEGIC THEME - WORKING WITH OUR COMMUNITIES

Period October to December 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
11		2		1		0		0	

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

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
3		2		1		0		0	

WE WANT TO: Create safer, stronger and more resilient communities

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
A	Continue to manage and enhance the joint CCTV service with Cambridge City Council	March 2016	Cllr Howe	Chris Stopford	<p><u>CCTV</u> Q3-A new temporary customer has been secured for a short term contract which it is hoped will expand into a longer relationship. Work on commercialisation of the CCTV Service continues with a number of meetings scheduled in the next quarter to enable key decisions to be made to establish the way ahead.</p> <p>Q2-Work continues to identify opportunities for generating further efficiency savings, and new customers to the service. The CCTV budget will be considered in Tranche 3 of the Council's Zero based Budget Star Chambers.</p>
G	Increase the use of fixed penalty notices (FPN) for littering	March 2016	Cllr Carter	Chris Stopford	<p><u>Street Scene</u> Q3-26 FPNs issued to the end of Q3 2015/16 (19 issued in total in 2014/15). Q2-18 FPNs were issued up until the end of Q2 15/16.</p>
G	Manage the Community Chest to encourage and promote projects to build	September 2015	Cllr Harrison	Chris Stopford	<p><u>Community</u> Q3- 98.4% (£59,060) of 2015-16 awards made, have been paid</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
	and support community development				<i>to date.</i> <i>Q2-An 'Award Ceremony' was held with the Chairman and Leader of the Council on 30th September 2015. £46,615 of the allocated £60,000 (78%) has been claimed by award recipients</i>
A	Deliver diversionary activities for young people	March 2016	Cllr Howe	Jayne Wisely	Sports and Active Lifestyles Team <i>Q3-Street Sports upturned through the last quarter especially at Godmanchester. October half term affected by inclement weather but steady attendances. New street sport programme launched in January 2016. Whilst overall target remains challenging the gap has reduced.</i> <i>Q2- Diversionary activities remain challenging. Street Sports are 6% down on last year and 53% down on target. Whilst the gap has closed it is still of some magnitude. Two locations are holding their own (Godmanchester and Yaxley) but St Neots and Sawtry are failing. The loss of CCC Youth Service support following restructure in these localities has not helped. The decision has been taken to temporarily suspend these two locations from mid Oct while alternatives are considered for the spring with a new staffing model. Additional targeted activities were delivered during the summer in Coneygeare Park, Huntingdon North but greater numbers of outdoor activities were cancelled than usual over the summer.</i>
R	Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities	September 2015	Cllr Ablewhite	Adrian Dobbyne	Corporate Team <i>Q3-Further analysis took place during Q3 and an initial report has been drafted. Next steps are still to be agreed so this action will continue into Q4.</i> <i>Q2-This work has been started but will roll into Q3 when a report will be produced on the range and scope of our partnerships.</i>

WE WANT TO: Improve health and well-being

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Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Increase physical activity levels through the provision of activities in One Leisure sites and in community settings	March 2016	Cllr Howe	Jayne Wisely	<p><u>One Leisure and Sports & Active Lifestyles teams</u> <i>Q3-Previous trends in Q2 continue with admissions still ahead of the previous year in general. Fitness Studio competition in Huntingdon and St Neots is however a concern as membership sales start to drop below targets.</i> <i>Q2- One Leisure admissions continue to track ahead of the previous year by around 2%. This is slightly down on the growth target of 3% which can be explained by continuing decline in Hospitality and Soft Play at Huntingdon and St Neots and general swimming admissions across all sites.Sites trends remain the same as Q1.</i></p> <p><u>Sport & Active Lifestyles</u> <i>Q3-Attendances up 4% on the previous year overall and heading for another record high. Physical activity programmes including Strength and Balance classes and Cardiac Rehabilitation, PEDALS adapted bikes and Adult Sports Tasters and Courses strongest individual performers.</i> <i>Q2-Attendances are still up, 5% on last year. Physical activity programmes and DASH continue to perform strongly. Youth Sport programmes remain challenging. Inclement weather has affected the summer programme with more outdoor sessions cancelled or affected than usual.</i></p>
G	Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces	Ongoing	Cllr Dew	Andy Moffat	<p><u>Development Management</u> <i>Q3-As Q2.</i> <i>Q2- Open space was negotiated where relevant in line with the Local Plan policy.</i></p>
G	Prevent homelessness where possible by helping households either remain in their current home or find alternative housing, with the assistance of the Council's Rent Deposit Scheme where appropriate	Ongoing	Cllr Tysoe	John Taylor	<p><u>Housing Needs</u> <i>Q3-Prevented 96 households from becoming homeless in Q3.</i> <i>Q2-Prevented 87 households from becoming homeless in Q2 through a variety of interventions.</i></p>
G	Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service	Ongoing	Cllr Tysoe	John Taylor	<p><u>Housing Needs</u> <i>Q3-18 single homeless people referred to this service in Q3 resulting in 5 placements in accommodation.</i> <i>Q2-20 single homeless people referred to the service in Q2 resulting in 4 placements in accommodation.</i></p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Provide a responsive Disabled Facility Grants programme	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Q3-51 DFGs completed in Q3 bringing the cumulative total to 119. Q2-37 DFGs completed in Q2 bringing the cumulative total to 72.
G	Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Q3-Langley Court, St Ives – construction underway. Ramsey – scheme being appraised by another partner and it is only viable with considerable grant funding (£2.5-3m). Further bid rounds from HCA / DoH will be investigated. Q2-St Ives – construction underway. Ramsey – trying to secure another delivery partner since the housing association concerned has withdrawn from the project following the Government's reforms to the national rent regime.
G	Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme	30 September 2015	Cllr Carter	Head of Operations	<u>Environment Team</u> Q3-Target of 200 home energy assessments already exceeded. Scheme no longer available to new householders. (226 assessments undertaken as of end of Q2). Q2- 226 Home Energy assessments undertaken in Huntingdonshire to the end of Q2

WE WANT TO: Empower local communities

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish plans	December 2015 (for report on 'community planning' offer)	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q3-The Process Following Receipt of an Examiner's Report into a Neighbourhood Plan was agreed at the November 2015 Cabinet meeting. The Neighbourhood and Community Planning Guide was approved at the December 2015 Cabinet meeting. Neighbourhood Planning Activity in Q3: <ul style="list-style-type: none"> • Cabinet resolved that the St Neots Neighbourhood Plan should progress to referendum. • Houghton and Wyton Neighbourhood Plan Examiner's Report received. Q2- Report setting out the Council's 'community planning' offer

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<p>to the prepared for December cycle of meetings. Neighbourhood Planning Activity in Q2:</p> <ul style="list-style-type: none"> • The Bury Neighbourhood Area was approved on Bury Parish Council's application for the designation of a Neighbourhood Area relating to the whole of the parish was approved on 7 October 2015. The proposed Neighbourhood Area was subject to public consultation for four weeks from Friday 21 August to Friday 18 September 2015. • Abbots Ripton & Wennington Parish Plan was launched on Sunday 6th September. • Houghton and Wyton Parish Council have prepared and submitted a Neighbourhood Plan. Consulted on the submitted plan took place between 19 June and 31 July 2015. The examination commenced on 14 September 2015.
G	Review control and management of Council assets	TBC	Cllr Gray	Clive Mason	<p><u>Estates</u> Q3-</p> <ol style="list-style-type: none"> 1) The Uniform database is Operational. Priority data has been uploaded and focus moved to secondary data quality checking. 2) The 5 year Repair and Maintenance programme has been implemented. Capital bids submitted. Focus is on service charge implementation. <p>Q2 -</p> <ol style="list-style-type: none"> 3) The Uniform database has been deemed 'fit for purpose' for the current service needs (subject to review after conclusions of the CIS project). The data upload from the estates database to Uniform is 80% complete and to conclude before the 31st October. The system can then be deemed in operation (as Estates already use Uniform for other purposes) 4) The 5 year Repair & Maintenance programme is to be completed before the 31st October, capital bids have been submitted for 2014 – 2017 for a rolling roof replacement programme on the industrial estates. Roof replacements will reduce the non-recoverable (by service charge) R & M expenditure by up to 60%, greatly simplifying the 5 year programme.

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of missed bins per 100,000 households Aim to minimise	36	31.6	35	33.58	G	35	35	G
Comments: (Operations) Figure slightly higher than last quarter but on track to achieve full year performance target.								
Percentage of household waste recycled or composted Aim to maximise	56.66%	59.62%	57.66%	56.61%	A	57.66%	57.5%	A
Comments: (Operations) The percentage shown for Q3 is the cumulative figure for April to Oct 2015. No figures currently are available for November or December 2015. Householders received a waste information pack in December providing up to date information on what materials are collected. It is anticipated that this will assist in improving public participation and knowledge of materials and have an impact on our percentage recycled or composted which we hope will be reflected in the figures for Q4.								
% of food establishments in the district that are 'broadly compliant with food hygiene law' Aim to maximise	96.11%	95.93%	95%	96.75%	G	95%	97%	G
Comments: (Community) The Performance Indicator is based on the results of the routine inspection of food businesses in Huntingdonshire. The Food Standards Agency Annual Report on UK Local Authority Food Law Enforcement 2014/15, states that on the 31 st March 2015 the national average for broadly compliant was 93%.								

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of Disabled Facilities Grants (DFGs) completed Aim to maximise	207	137	150	119	A	200	200	G
Comments: (Development) 51 DFGs completed in Q3 bringing the cumulative total to 119. Predicted outturn status is green because there has always previously been a peak in Q4.								
Disabled Facilities Grants – Average time (in weeks) between date of referral to practical completion for minor jobs up to £10k Aim to minimise	25.75 weeks	26.7 weeks	26 weeks	30.8 weeks	R	26 weeks	30 weeks	R
Comments: (Development) The Cambs Home Improvement Agency (HIA) Shared Service which oversees the front line delivery of the DFG programme is managed by Cambridge City Council. HDC has been informed that the performance has slipped as a result of a vacancy in the surveying team, coupled with the adoption of new working practices to ensure compliance with new CDM regulations. There has also been an increase in Occupational Therapy referrals during this period adding to the demand on the team. Performance is being monitored through the HIA shared service Management Board.								
Percentage of all reported dangerous structures inspected within 24 hours Aim to maximise	100%	100%	100%	100%	G	100%	100%	G
Comments: (Development) 5 dangerous structures dealt with in Q3. 1 was referred to Highways, 2 didn't need any action and two needed clear up work but in both instances this was paid for by owners. 1 footpath had to be closed by police for 24 hours while a tree was removed.								

Appendix C – Project Performance

Red = Progress is behind schedule or lack of governance information	Amber = Progress is within acceptable variance	Green = Progress is on track	Pending Closure = In close-down stage	On Hold = Project is currently on hold	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	01/04/16	Project Manager Attended November PMGB meeting to explain issues there have been with this project. 08/01/16 - IDOX have dates for the consultancy/training of 1st & 2nd March. The system is operational and being worked on but will only fully go live once these days have been completed to help Officers fully understand the use and functionality of the system. Project has Amber Status due to slippage from Target End Date.	Amber	Within last month
“End of Lane” waste collection policy Analyse the implications of introducing an “End of Lane” waste collection policy	Facing the Future	Gordon, Beth (Operations)	30/08/15	31/03/16	Project Manager Attended November PMGB meeting to explain issues there have been with this project. Report going to Communities and Customers Overview and Scrutiny Panel on 2 nd February. Project has Amber Status due to slippage from Target End Date and political interest.	Amber	Within last month

Red = Progress is behind schedule or lack of governance information	Amber = Progress is within acceptable variance	Green = Progress is on track	Pending Closure = In close-down stage	On Hold = Project is currently on hold	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.	Facing the Future	Clarke, Jon (Leisure)	30/09/15	04/04/16	Awaiting Legal Section to complete Usage Agreement between HDC & Ernulf Academy. Unable to move forward with Sport England Checklist until completed and signed by both parties. As a result, the deadline for completion is likely to be delayed. Project has Amber Status due to PM identifying a delay.	Amber	Within last month
OL Membership Software Procurement To procure a contract to deliver and support a membership management system which covers EPOS, Bookings, Subscriptions, Access Control (this list is not exhaustive	Leisure & Health	Corley, Pete (Leisure Ser.)	30/09/15	31/03/16	Lots of documentation. Three issues logged including one concerning whether there will be sufficient IT Support. 07/01/16 HoS notified that due to level of spend that approval is required from the Monitoring Officer. Confirmation received from Procurement Manager of CoP compliance actions required. Project has Amber Status whilst waiting for clarity on the impact of the issues logged.	Amber	Within last month
Commercial Investment Strategy Review and Implementation Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/15	31/03/16	PM Updates have been updated very recently. More risks have been added as they have been identified.	Amber	Within last month
Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	The Project Manager (PM) retired at the end of December 2015 so has been replaced. Following consultation	Amber	Within last month

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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
the transformation of raw data into meaningful and useful information for business analysis purposes.					with the Procurement Manager, further licences are to be procured. In addition the Project Board has decided to investigate the provision of licences for existing software and daily rates for support to meet the overall project aims. A direct award to the existing contractor will be undertaken. Amber due to expected delays on current end date.		
Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.	Capital	Bentley, Brian (Facilities)	31/03/16	31/03/16	24th November final approval of the business case by the portfolio holder 2nd December FM instructed to employ an experienced consultant to prepare a specification against which tenders can be sought. Urgency of project highlighted in tight timescale to deliver PM classified as Amber.	Amber	Within last month
Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Lots of documentation, Project Libraries have been updated recently.	Green	Within last month

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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Call Centre & CSC Provision Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams	Facing the Future	Greet, Michelle (Customer Service)	31/03/16	31/05/16	Formal consultation document is almost completed and will be reviewed by LGSS on 6th January and then CMT. If signed off by LGSS and CMT the formal consultation with the team will start on the 14th January. Finish date has slipped to May instead of March as originally expected.	Green	Within last month
Council Tax Automated Forms Introduce automated forms into business systems.	Facing the Future	Davies, Ian (Recovery)	31/03/16	31/03/16	Lots of documentation throughout the Project site. Communications and Parameters updated very recently. Expressions of Interest have been received, and the Invitation To Tender document has been distributed to the interested suppliers as at 05/01/16.	Green	Within last month
Resource Booking To explore options and procure a new room booking system for internal and third party use	Cross-Cutting	Jarnell, Kathryn (Corporate Office)	30/09/16	30/09/16	The Business Case has been approved and Kathryn Jarnell will be managing this project going forward with Chris Jablonski. It is being considered in conjunction with shared service partners. External contacts providing demonstrations mid-late January.	Green	Within last month
Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings.	Capital	Blackwell, Julia (Environment)	31/03/16	31/03/16	Updated very recently. Lots of documentation. Looks on track	Green	Within last month
Pedals Scheme Add new bikes to PEDALS pool of adapted bikes	Capital	Grey, Martin (Lifestyles)	31/03/16	31/03/16	On track to finish on time. Two bikes have been delivered this week with another due to be delivered next week.	Green	1 – 2 months ago

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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Octagon To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.	Capital	Tilah, Bill (Estates)	31/03/16	31/03/16	2nd December - contract awarded to Breheny Ltd to complete works by the end of the financial year / as per quote attached to documents section. PM updated very recently.	Green	Within last month
Re:Fit Energy efficiency project regarding major works across One Leisure sites.	Capital	Blackwell, Julia (Environment)	03/04/17	03/04/17	Re:Fit now approved. PID and Project plan on SharePoint site.	Green	Within last month
IT Shared Service To bring together HDC, SCDC and Cambs City IT departments and implement a new structure.	Shared Service	Alterton, Emma (IMD)	01/10/15	01/04/16	The scope of this project has been extended to include the implementation of a new structure. On track for implementation by 01/04/16, although not all posts may be filled. Office 365 site is used to manage the project.	Green	1 – 2 months ago
One Leisure Replacement Equipment Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use	Capital	Gray, Brian (Leisure)	01/03/16	01/03/16	Project now approved and open.	Green	Within last month
Replacement Financial Management System To implement a new financial management system with our shared service partners and to update all the associated processes linked to this transformation	Capital	Rebecca Maxwell (Finance)	-	-	The project has yet to be formally set up with a project board etc. This will be completed in January. Tenders have been received and demonstrations have been set up for the 3 remaining contenders. Site visits are also being arranged and once they have been completed the final scoring will be done and the tender awarded.	Green	Within last month

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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building.	Leisure & Health	Gray, Brian (Leisure)	31/12/15	30/06/16	<p>The Project is in the middle of 5 year strategic plans so have not updated the project pages as yet.</p> <p>Delegated power to enter into an agreement to operate the new AW fitness centre from O&S and from the last Cabinet meeting.</p> <p>The project is approved providing there is no financial exposure to HDC.</p> <p>U&C are responsible for building, equipping and handing us a finished fitness centre ready for us to operate.</p> <p>This is agreed with U&C and the negotiations are about how we split the profits from the joint venture, and the specific legal terms of the agreement.</p> <p>The project is remaining green because Project Manager says the slippage is manageable.</p>	Green	Within last month
Legal Shared Service To bring together HDC, SCDC and Cambs City Legal departments	Shared Service	Cambridge City Council	01/10/15	01/10/15	CDR expected to February PMGB.	Pending Closure	1 – 2 months ago
Building Control Shared Service To bring together HDC, SCDC and Cambs City Building Control departments	Shared Service	Cambridge City Council	01/10/15	01/10/15	CDR expected to February PMGB.	Pending Closure	1 – 2 months ago

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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Huntingdon West Regeneration of Huntingdon Town Centre	Community	Allen, Chris (Projects)	31/08/15	01/07/16	There are ongoing discussions with the land owners on CPO payments which HDC with Deloitte are working on. Payments through CIL will continue till 2020. Lots of documents now on SharePoint site.	Pending Closure	Within last month
Loves Farm Community Building Delivery of new Loves Farm Community building in conjunction with CCC for a pre-school building.	Community	Allen, Chris (Projects)	31/07/15	18/09/15	Project documents now updated on SharePoint site. Project Documents not updated as this is a County Council Project – the SharePoint site is for monitoring purposes due to HDC funding. CDR going to PMGB 18/01/16.	Pending Closure	Within last month
Benefits Online Changes To provide an intelligent online form with back office integration for customers to report changes in their Housing Benefit & Council Tax Support	Customer Service	Huggins, Barnes (Rev. Serv.)	30/09/15	30/11/15	The online change form went live to the public on 9th December 2015. The form has been working well and no major issues identified so far. However, due to the lateness of the software being delivered, the form is still pending full integration to the back office whilst further extensive testing is carried out. CDR will be submitted to PMGB before project is officially closed.	Pending Closure	Within last month
Website Redevelopment To completely re-build a new HDC website in Umbraco	Customer Service	Sexton, Kathryn (Customer Services)	16/10/15	16/10/15	CDR received and accepted by PMGB. Project is now closed	Closed	1 – 2 months ago
Mobile Working To increase flexibility and assist in mobilising the workforce	Facing the Future	Keech, Edward (IMD)	01/12/15	01/12/15	CDR received and accepted by PMGB. Project is now closed	Closed	1 – 2 months ago

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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
In CAB Systems	Operations	Gordon, Beth (Operations)	-	-	Project on hold. PM has submitted the Capital bid for 2016/17. This is pending approval.	On Hold	1 – 2 months ago
Debt Recovery Improve the debt recovery process to be efficient and cost effective to maximise financial recovery	Cross-Cutting	Clough, Lucie (Corporate Office)	-	-		Pending Approval	N/A
One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.	Capital	France, Paul (One Leisure)	-	-		Pending Approval	N/A
iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ	Development	Bedlow, Susan (Development)	01/07/17	01/07/17	Significant work load currently being contributed particularly around curriculum development and business engagement/validation.	Pending Approval	N/A
Building Foundations for growth grant underspend project To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund	Development	Bedlow, Susan (Development)	-	-	TWI bid for EU Funding submitted	Pending Approval	N/A

Financial Performance Monitoring Suite December 2015

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Prepared By:

Rebecca Maxwell, Finance Manager

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

Revenue Forecast Net spend - £18.1m, ahead of the updated budget by £1.0m
Additional Non Domestic Rates (NDR) grant from Section 31 (new
burdens) of £0.7m

Capital Forecast capital spend is £5.1m, from an updated budget of £9.4m, a
reduction of £4.3m.

Reserves **Total forecast contribution to reserves £2.2m is as follows:**

- General fund: £0.2m - this figure maintains the reserves at 15% of net revenue expenditure following the transfer of £6.8m to the Capital Investment Reserve.
- Capital Investment Earmarked Reserve: £1.0m – this (as well as the £6.8m) brings the reserve up to the agreed level of £12.5m
- S.31 Reserve: £0.3m.
- Budget Surplus Reserve £0.7m – this transfer requires Cabinet approval and is the excess of the 15% minimum threshold set for the General Fund reserve.

2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2014/15		2015/16		Forecast Variation Compared to :-			
	Outturn	Budget		Forecast	Original Budget		Updated Budget	
		£'000	Original £'000		Updated £'000	£'000	%	£'000
Revenue by Service:								
Community	2,487	2,130	2,136	1,911	(219)	-10.3	(225)	-10.5
Customer Services	4,160	4,488	4,719	4,161	(327)	-7.3	(558)	-11.8
Development	1,268	1,691	1,700	1,249	(442)	-26.1	(451)	-26.5
Leisure & Health	320	58	60	(56)	(114)	-197	(116)	-193
Operations	4,546	4,593	4,593	4,390	(203)	-4.4	(203)	-4.4
Resources	2,997	3,930	3,929	4,153	223	5.7	224	5.7
Directors and Corporate	2,845	2,377	2,392	2,304	(73)	-3.1	(88)	-3.7
Technical Adjustments	(452)	(386)	(386)	0	386	-100	386	-100
Net Revenue Expenditure	18,171	18,881	19,143	18,112	(769)	-4.1	(1,031)	-5.4
Service Contribution to Reserves	1,693	797	535	1,566	769	96.5	1,031	192.7
Budget Requirement (Services)	19,864	19,678	19,678	19,678				
Financing:-								
NDR & Council Tax surplus	(6,222)	(4,242)	(4,242)	(4,902)	(660)	15.6	(660)	15.6
Government Grant (Non-specific)	(8,022)	(7,668)	(7,668)	(7,668)	0	0	0	0
Funding Contribution to Reserves	2,018	0	0	660				
Council Tax for Huntingdonshire DC	(7,638)	(7,768)	(7,768)	(7,768)				

General Fund Reserve	2014/15		2015/16		Forecast Variation Compared to :-			
	Outturn	Budget		Forecast	Original Budget		Updated Budget	
		£'000	Original £'000		Updated £'000	£'000	%	£'000
Balance as at 1st April	8,684	8,537	8,537	9,287	750	8.8	750	8.8
Service Contribution to Reserves	603	797	535	1,566	769	96.5	1,031	192.7
Funding Contribution to Reserves	0	0	0	660	660		660	
Transfer to NDR Reliefs Reserve	0	0	0	(300)	(300)		(300)	
Transfer to Budget Surplus Reserve	0	0	0	(733)	(733)		(733)	
Transfer to Capital Investment Reserve	0	0	0	(7,763)	(7,763)		(7,763)	
Outturn forecast as at 31 March	9,287	9,334	9,072	2,717	(6,617)	-70.9	(6,355)	-70.1

Earmarked Reserves	2014/15		2015/16		Forecast	Commentary
	Outturn	Addition	Deduction	£'000		
S106 agreements	1,141			1,141		
Commutated S106 payments	1,762			1,762		
Repairs and Renewals Funds	1,300			1,300		
Delayed Projects	262			262		
Collection Fund	2,768			2,768		
Capital Investment	4,737	7,763		12,500		Contribution from General Fund to meet Year 1 CIS funding.
Budget Surplus	0	733		733		General Fund in excess of 15% minimum threshold.
NDR Reliefs	0	300		300		S31 New Burdens grant - Forecast repayment to DCLG.
Special Reserve	2,500			2,500		
Other Reserves	1,227			1,227		
Total Earmarked Reserves	15,697	8,796	0	24,493		

Definitions

Original Budget
Updated Budget
Provisional Outturn

As approved by Council, February 2015
The Original Budget including approved carry forwards from 2014/15
Provisional Outturn reported to Cabinet in June 2015.

3. Service Commentary

Service Forecasts as at 31st December 2015				
Service	2015/16 Updated Budget	2015/16 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
Head of Community				
Head of Service	104,452	93,358	(11,094)	
Community Team	693,536	674,684	(18,852)	
Commercial Team	359,557	295,740	(63,817)	Grade H vacant post.
Environmental Protection Team	476,354	414,269	(62,085)	Grade H vacant post.
Environmental Health Admin Team	166,156	140,988	(25,168)	Part year vacant post and lower software costs.
Projects & Assets Team	317,063	276,908	(40,155)	Grade E vacant post.
CCTV	(77,973)	(73,962)	4,011	
CCTV Shared Service	245,158	249,706	4,548	
Licencing	(148,665)	(161,235)	(12,570)	
	2,135,638	1,910,456	(225,182)	
Head of Customer Services				
Head of Service	88,639	93,955	5,316	
Local Tax Collection	225,601	192,168	(33,433)	2 FTE posts to be deleted as a consequence of e-forms project in 2016/17- procurement underway.
Housing Benefits	819,659	519,674	(299,985)	£55K of posts to be deleted from 16/17, new e-forms are live. Other ZBB savings to be delivered. Subsidy element complex to forecast, HDC benefits from income exceeding payments.
Council Tax Support/Benefits	(122,950)	(160,843)	(37,893)	Council Tax Benefit overpayment clawback.
Housing Needs	823,288	783,169	(40,119)	Reduction in homelessness incentive payments. 1.7 FTE posts vacant, in 2016/17 0.7 FTE will be deleted from the establishment.
Customer Services	1,105,638	957,310	(148,328)	The majority of this underspend is vacant posts, knowing the staffing budget will be reduced by c7FTE in 16/17 as agreed through the ZBB process. Approx £30k of this underspend will be used to finance the cost of the call centre moving to PFH.
Information Management	1,312,129	1,310,466	(1,663)	
Document Centre	466,883	464,556	(2,327)	
	4,718,887	4,160,455	(558,432)	
Head of Development				
Head of Service	77,928	76,122	(1,806)	
Building Control	12,892	(45,363)	(58,255)	Vacant post April to September. Building control is now operating as a shared service.
Economic Development	217,417	217,029	(388)	
Planning Policy	1,144,739	1,026,730	(118,009)	Vacant posts pending service restructure £171,000. £90,000 additional Local Plan expenditure being covered by Development Management budgets.
Transportation Strategy	65,020	65,020	0	
Public Transport	19,200	19,200	0	
Development Management	(135,644)	(311,709)	(176,065)	Vacant posts pending service restructure £90,000. £90,000 project budgets being combined with Local Plan (Planning Policy) work.
Housing Strategy	298,921	202,281	(96,640)	Loan arrangement fee of £41,000 received. £25,000 overbudgeted on salaries. One-off salary savings £15,000 and lower number of removal grants £15,000.
	1,700,473	1,249,310	(451,163)	

Service Forecasts as at 31st December 2015

Service	2015/16 Updated Budget	2015/16 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
Head of Leisure & Health			0	
Head of Service	78,028	74,865	(3,163)	
Sport & Active Lifestyles	325,397	216,760	(108,637)	Budget £90,000 higher than it should be, in addition small saving expected.
One Leisure	(343,392)	(347,323)	(3,931)	
	60,033	(55,698)	(115,731)	
Head of Operations				
Head of Service	92,007	177,924	85,917	Senior Management restructure
Street Cleaning	882,213	760,911	(121,302)	Staff vacancies, fuel savings and savings on chemicals
Green Spaces	1,209,648	1,073,796	(135,852)	In year staff vacancy and lower building and equipment/vehicle operating costs.
Facilities Management	969,642	938,348	(31,294)	Reduced maintenance expenditure.
Environmental & Energy Management	168,962	153,233	(15,729)	
Operations Management	430,407	413,101	(17,306)	
Fleet Management	245,862	223,504	(22,358)	Lower maintenance and fuel costs
Markets	(89,395)	(72,072)	17,323	
Car Parks	(1,298,295)	(1,298,420)	(125)	
Public Conveniences	13,400	15,958	2,558	
Waste Management	1,968,161	2,003,740	35,579	Recycling processing contract price increases add £132,000 to expenditure. Staff vacancies and fuel and other vehicle cost savings partially offset the contract increase.
	4,592,612	4,390,023	(202,589)	
Head of Resources				
Head of Service	86,782	135,070	48,288	£40,000 is covered by a special reserve
Corporate Finance	3,980,317	4,123,256	142,939	Redundancy costs
Legal	142,153	196,098	53,945	£54,000 overspend due to use of external resources required to compensate for lack of permanent staff. This should decrease once the shared service restructure is completed and fully staffed.
Audit & Risk Management	617,687	595,020	(22,667)	IT audit not commissioned due to decision on shared service
Procurement	81,898	76,899	(4,999)	
Finance	639,512	627,374	(12,138)	
Commercial Estates	(1,618,488)	(1,600,703)	17,785	
	3,929,861	4,153,014	223,153	
Corporate Team Manager				
Democratic & Elections	774,341	776,394	2,053	
Corporate Team	1,154,452	1,064,708	(89,744)	In year vacant posts
Directors	463,225	463,043	(182)	
	2,392,018	2,304,145	(87,873)	
Technical Adjustments	(386,000)	0	386,000	No salary recharges to capital schemes
HDC Totals	19,143,522	18,111,705	(1,031,817)	

4. Capital Programme

The summary below shows the changes to the original budget and the current forecast for the year.

<u>Budget Summary</u>	<u>£'000</u>
Original Approved Budget	11,065
Approved reductions by FGB	(1,428)
Approved carry forwards from 2014/15	(274)
Updated Capital Programme	9,363
<u>Forecast Summary</u>	
Updated Capital Programme	9,363
Underspend	(108)
Cancelled schemes	(144)
Deferred schemes	(5,827)
New schemes	72
Less s106 grant	53
Contributions & Grants	1,644
Forecast Total	5,053

Underspend

The underspend includes £60,000 on the One Leisure Redevelopment retention payment, Replacement Fitness Equipment £38,000, Play Equipment £5,000, and VAT £5,000.

Cancelled Schemes

Cancelled projects totalling £144,000 have been confirmed for the 2015/16 programme. This includes CCTV Camera Replacements £47,000, Microsoft Enterprise Licence £75,000, and server replacements £20,000. From the 2016/17 capital bids, it is proposed by the FGB that the Capita Upgrade bid (£17,000) is brought forward to the 2015/16 programme.

Deferred Schemes

This includes part of the loan to Luminus, which will now be advanced in 2016/17 £2,250,000. The other most significant items also includes, One Leisure Huntingdon Expansion £795,000, Huntingdon West Development £636,000, Alconbury Weald Remediation £1,985,000 and One Leisure General Improvements £79,500.

New Schemes

The Octagon Improvements at St Ives (£50,000), approved by Cabinet in October 2015, and the Cash Receipting System Replacement £17,000, and HomeLink Software £5,000.

s106 grants

The s106 contribution for the 3G Football Developments at One Leisure St Ives is no longer expected as the related development did not happen (£53,000).

Contributions & Grants

Increased grants and asset sales includes, extra DFG grant (£149,000), above budgeted receipts from the sale of the Green House (£60,000), St Marys Street Land (£122,000), increased developer contributions to bins (£10,000). Also the grant received to fund the Alconbury Remediation Scheme (£1,985,000) has been rephased to 2016/17.

Capital Programme 2015/16 - Commentary on Actuals to December 2015

Head of Community

The camera replacement forecast expenditure has been reduced to £40,000, it is a reactive budget, and so will only be spent if the cameras breakdown or need replacing. Expenditure on Loves Farm Community Centre construction, is almost complete and will be funded from S106 receipts. Huntingdon West Development (£0.573m), expenditure is underway based on the development agreement schedule, and CIL payments are also being made.

Head of Leisure and Health

The St Neots synthetic pitch replacement (£118,000) has been agreed by Cabinet, and is expected to be completed in February/March. The expansion at One Leisure Huntingdon (£795,000) is progressing, the full business case and project plan is in production and will be submitted to FGB for approval in January, the expenditure has been deferred to 2016/17. The Replacement Fitness Equipment (£162,000) business case has now been approved by the Finance Governance Board and the procurement process is on-going. The retention for development works at One Leisure St Ives (£60,000) is expected now not to be needed, and in addition the expected S106 receipt towards the 3G pitch development is not now expected as the development has not gone ahead. The Pedals cycling scheme has received approval from the FGB and work is progressing on the procurement.

Head of Resources

The sale of land at St Marys Street (£420,000), was received in July 2015, other land sales (small scale) have totalled £36,000 to date. The first stage of the Housing Association loan was released in November (£750,000), with the remainder of the 2015/16 payments across the period Jan-March, £2.25m of the loan has been deferred to 2016/17. The replacement roof at Phoenix Court (£200,000) has been approved by FGB, the works are expected to commence in December with the majority of the work January to March. A new scheme to make repairs to the Octagon St Ives has been approved by Cabinet and has been added to the programme.

Head of Customer Services

The ICT Virtualisation budget (£75,000) and the server virtualisation and network budget (£20,000) will not be spent this year. £13,000 has been spent on a replacement router, the budget for this was deferred from 2014/15.

Head of Operations

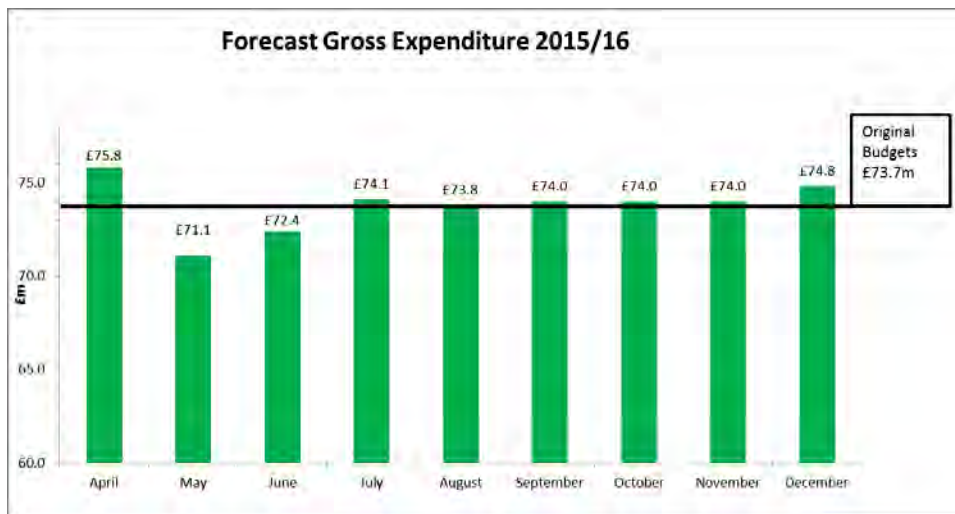
The sale of the Green House at St Ives (£295,000) has now been completed. Vehicle Fleet Replacement, subject to a satisfactory business case to FGB expenditure is expected to be mainly profiled in February and March. The Salix Building Efficiency budget will be used to replace the air handling unit at One Leisure Huntingdon. The Environment Strategy budget (£30,000) is planned to be spent on Loves Farm Community Centre for installing energy saving measures. The contribution (£500,000) towards the multi-storey car park was received in early December.

Head of Development

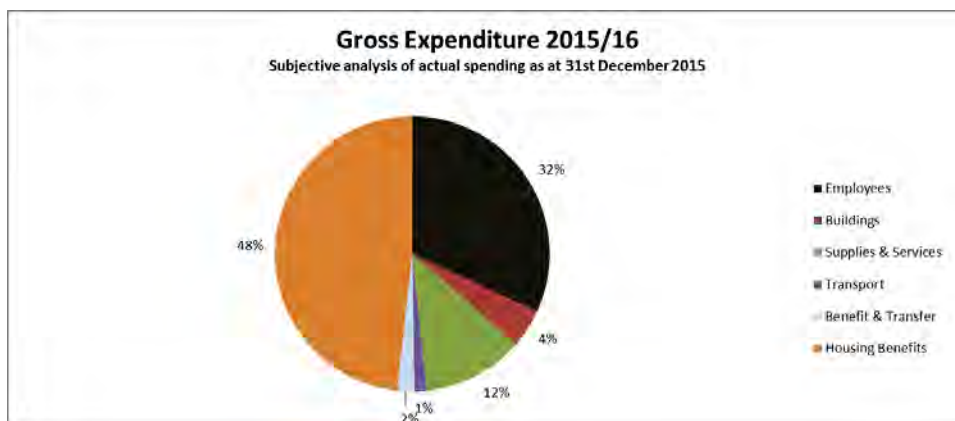
Expenditure on Disabled Facilities Grants (£996,000) has commenced, with grant from government (£549,000) in excess of that budgeted by £149,000. A CIL payment of £700,000 from the CIL fund, has been paid to Cambridgeshire County Council relating to the Hunts West Link Road project.

5. Financial Dashboard

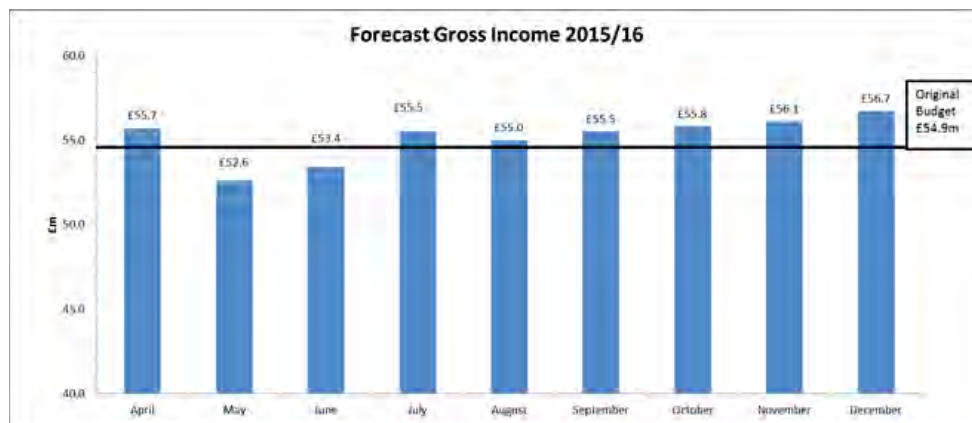
Revenue Expenditure



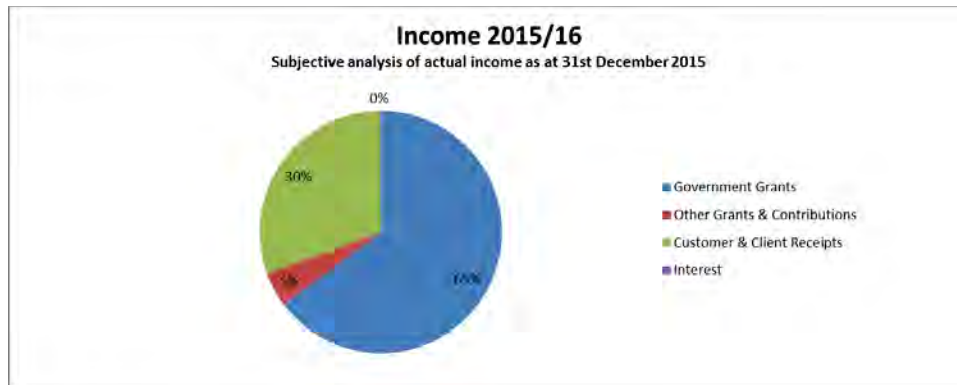
The 2015/16 original gross revenue expenditure budget of £73.7m is combined with the approved carry forwards from 2014/15 to give an updated budget of £74.0m. As shown below the main area of expenditure is Housing Benefits and employees.



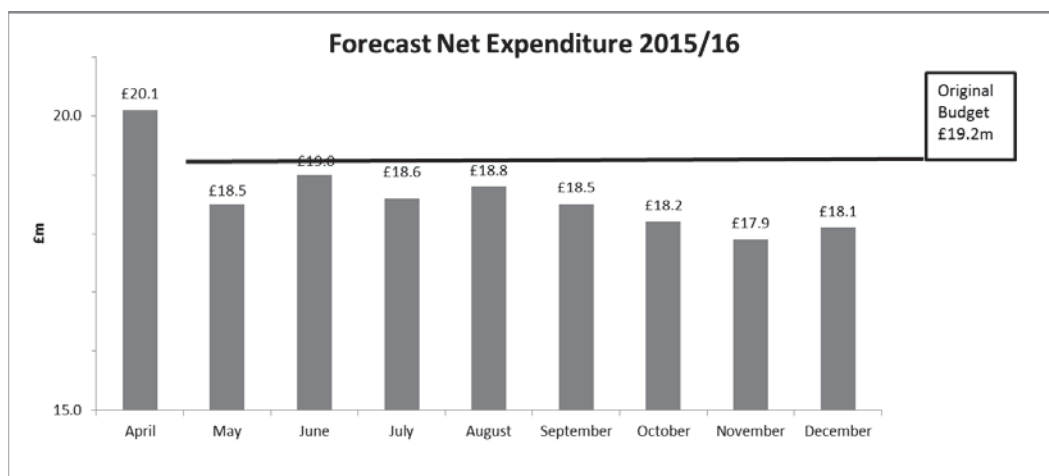
Revenue Income



The gross revenue income budget as approved in February 2015 has not been affected by the approved carry forward budgets from 2014/15.

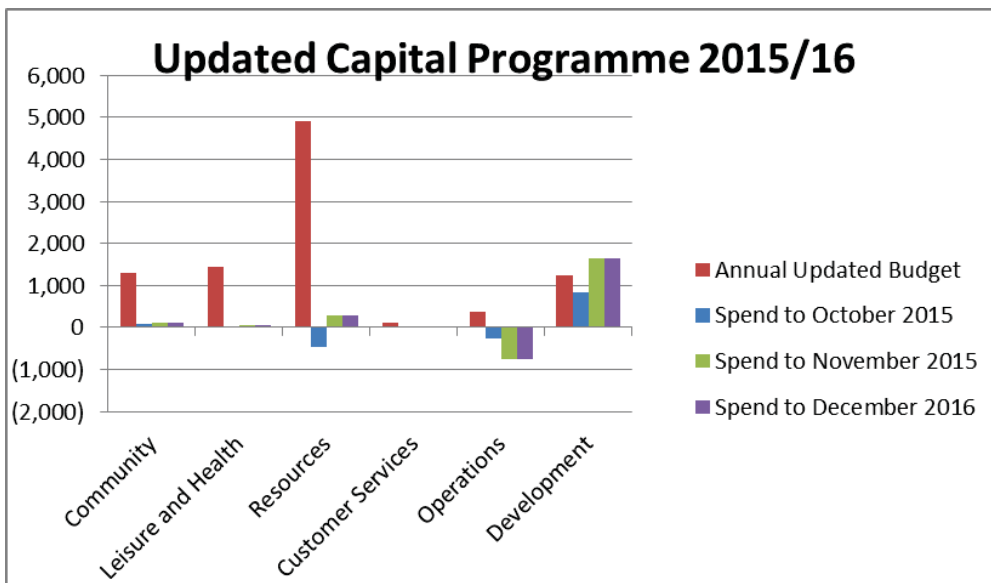


Revenue Net Position



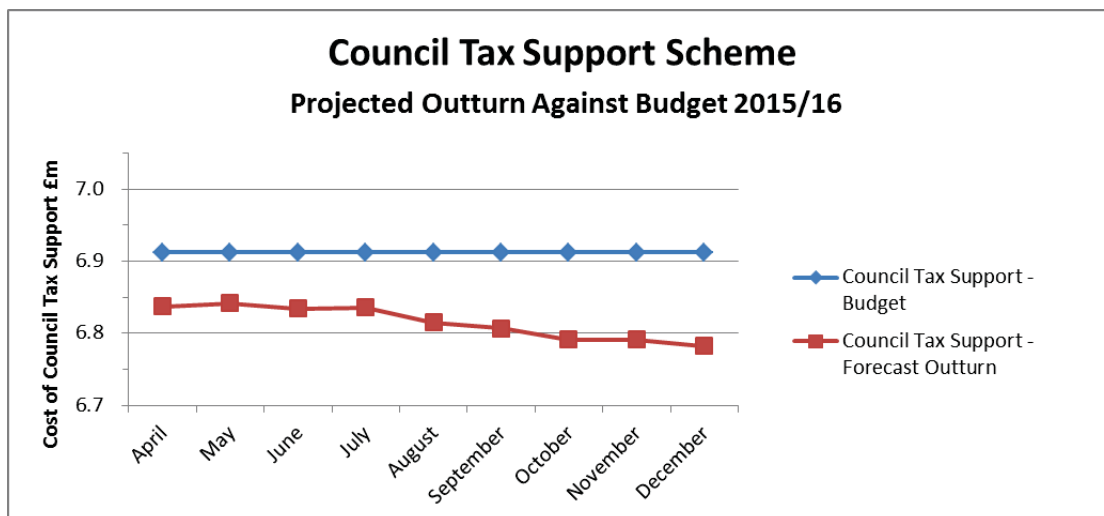
At the end of December 2015 the net revenue expenditure is forecast to be at £18.1m, £1.0m below the updated net budget of £19.1m. Taking into account the budgeted contribution to reserves as well as the 2014/15 brought forward adjustment, the overall service related surplus is expected to be £1.6m by the year end.

Capital Programme



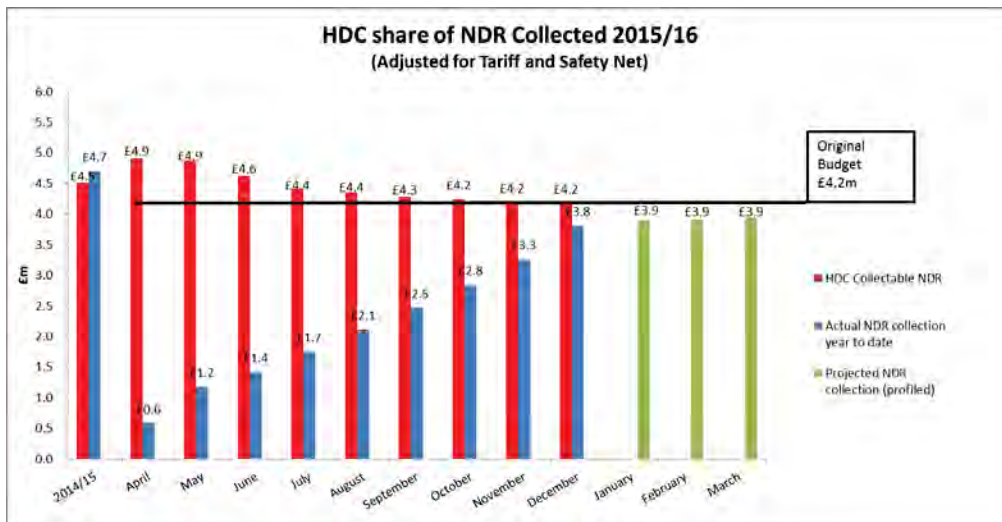
Council Tax Support Scheme

Reflecting improvements in local employment, take-up of the Support Scheme is lower than originally planned. Any 2015/16 saving due to the Support Scheme will impact in 2016/17.



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

Collection of NDR

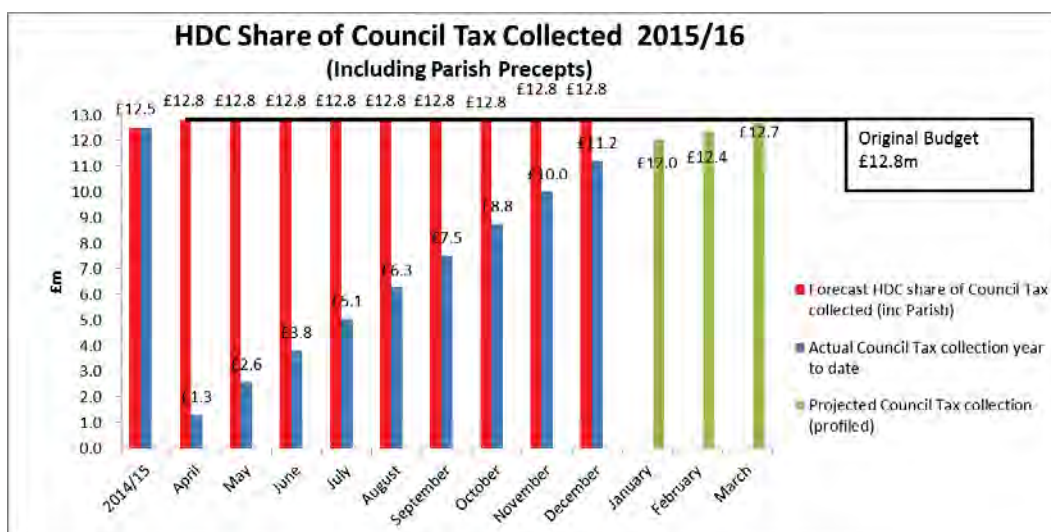


The current forecast shows that NDR is expected to be lower than the original budget of £4.2m. The graph shows how the impact of appeals has reduced the NDR total collectable figure and it is expected that only 99% of the total collectable will be received by the 31st March 2016.

It should be noted that:

- the localisation of NDR has made the modelling of collectable NDR problematic; this is due to the fact that the position in respect of appeals is extremely volatile and further appeals could result in a reduced forecast. In May 2015 an appeal of £1.3m was upheld and the Councils share will be £0.520m (40%) and a number of appeals were upheld during July in respect of Doctors Surgeries. A provision for outstanding NDR appeals is included in the NDR calculations. However, if the cost of the appeals is more than this provision which reduces HDC's NDR income, DCLG will compensate HDC through a safety net payment in 2016/17.
- the uncertainty as to when new premises will come into valuation further increases this volatility.

Collection of Council Tax

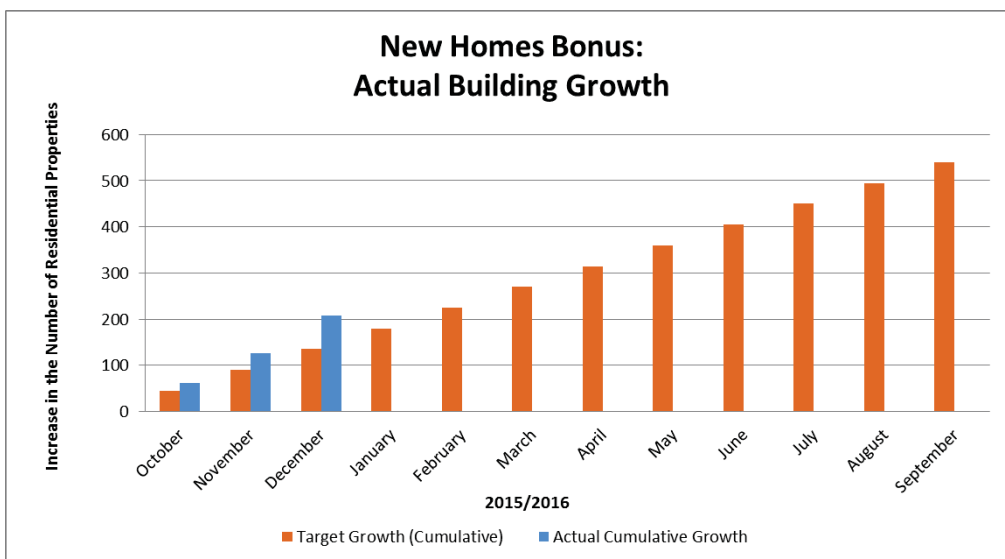


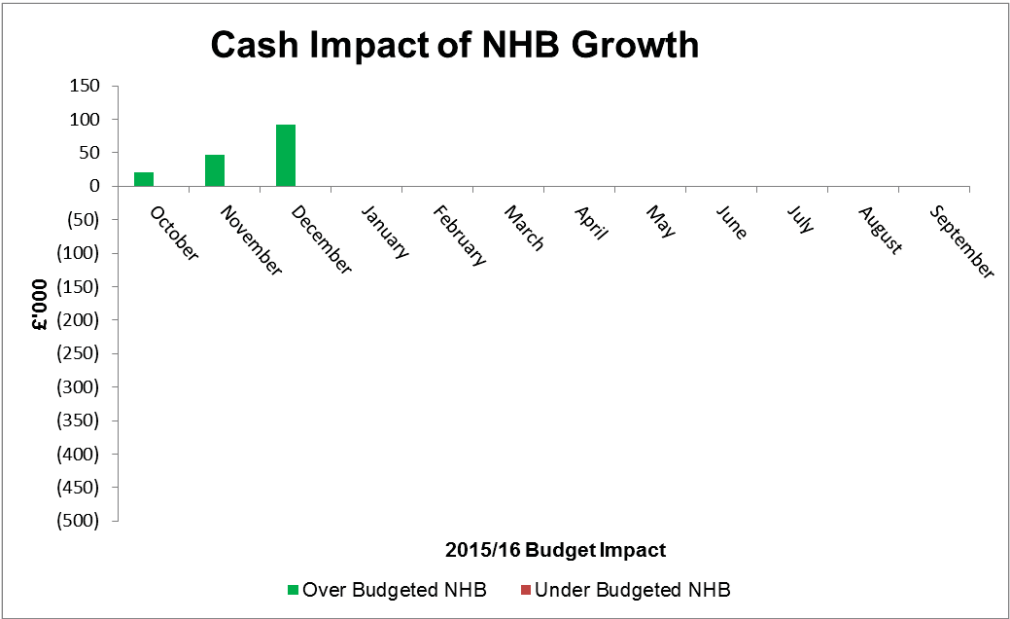
The forecast reflects the actual liability for tax at the time of annual billing compared to the assumptions made at the time the tax base was set. The projection assumes 1% of tax due for 2015/16 will be collected during 2016/17.

New Homes Bonus

The New Homes Bonus reporting cycle is October to September; consequently any variation in income will be attributable to 2017/18. The following forecasts exclude adjustments for long-term empty properties and affordable homes.

In the 12 months to September 2015, 583 new homes were completed. In the first three months of this new reporting cycle, 397 new homes have been completed. The Planning Annual Monitoring Report (2014) estimated that completions of new homes would be approximately 547 for the New Homes Bonus calculation period (October 2015 to September 2016). The latest Planning Annual Monitoring Report (December 2015) has revised this estimate to 541 and this figure has been used to assess the impact actual completions will have on NHB receipts.





CURRENT ACTIVITIES OF THE SOCIAL AND ENVIRONMENTAL WELL-BEING PANELS

STUDY	OBJECTIVES	PANEL	STATUS
Voluntary Sector Grant Funding	To review the proposed funding allocation for Voluntary Sector Groups and the impact of those proposals.	Communities and Customers	The Panel requested the formation of this Working Group following the receipt of the report on Voluntary Sector Grant Funding 2016/17 to 2019/20.
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"> • the current state of Neighbourhood Planning within the area and how it was likely to develop and how it might promote community resilience; • community engagement, including examples of good practice; • the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council’s Equalities Impact Assessment arrangements, and • the impact of growth on GP surgeries, school places and hospital capacity.
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.
Cambridgeshire County Council Budget Scrutiny	To review the Cambridgeshire County Council’s Budget proposals and assess their impact upon Huntingdonshire and it’s residents.	Communities and Customers	<p>The Working Group comprised of Councillors T Alban, D Brown, G Bull, Mrs S J Conboy, S Criswell, M Francis, D A Giles, T Hayward, B Hyland, P Kadewere, T D Sanderson, M Shellens and R J West.</p> <p>The first meeting scrutinising the Children’s, Families and Adult’s Services aspects of the County Council’s Budget Proposals took place on 14th January 2016.</p> <p>The second meeting scrutinising the Economy, Transport and Environmental Services aspects of the County</p>

STUDY	OBJECTIVES	PANEL	STATUS
			Council's Budget Proposals took place on 19th January 2016.
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	The Panel received a presentation on the role of Internal Drainage Boards at the January 2016 meeting. Following the presentation the Panel decided to disband the Working Group.
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>Draft operational policies for garden waste contamination, dry recyclates contamination and lane end collection was considered at the Panel's November 2015 meeting.</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	<p>The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.</p> <p>The Street Cleansing Service Specification was considered at the Panel's January 2016 meeting.</p>

Panel Date	Decision	Action	Response	Date for Future Action
	<p><u>Project Management Select Committee</u></p> <p>12/06/14 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>10/07/14 With a view to undertaking a review of the Project Management Arrangements within the Authority, the Panel has been updated on the progress which has been made by the Council's Project Management arrangements within the Authority.</p> <p>06/11/14 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> <p>17/02/15 Select Committee held, with 2 Members co-opted from each of the Social and Environmental Well-being Panels.</p> <p>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.</p> <p>08/11/15 Six month review report on progress with project delivery considered by Panel.</p>		<p>The Panel's recommendations to Cabinet were agreed. Two further reviews are scheduled:</p> <p>12 month review (Select Committee)</p>	<p>03/03/16</p>

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