

A meeting of **HUNTINGDONSHIRE DISTRICT COUNCIL** will be held in the **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 21 FEBRUARY 2018** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

A G E N D A

	Time Allocation
PRAYER	2 Minutes.
The Archdeacon of Huntingdon and Wisbech, Hugh McCurdy will open the meeting with prayer.	
APOLOGIES	2 Minutes.
CHAIRMAN'S ANNOUNCEMENTS	10 Minutes.
1. MINUTES (Pages 7 - 20)	2 Minutes.
To approve as a correct record the Minutes of the meeting of the Council held on 13th December 2017.	
2. MEMBERS INTERESTS'	2 Minutes.
To receive from Members declarations as to disclosable pecuniary or other interests in relation to any Agenda item. See Notes below.	
3. 2018/19 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (2019/20 TO 2022/23) (Pages 21 - 148)	60 Minutes.
The Executive Councillor for Strategic Resources, Councillor J A Gray to present the 2018/19 Budget, the Medium Term Financial Strategy (MTFS) for 2019/20 – 2022/23, the Fees and Charges Schedule for 2018/19, the Treasury Management Policy, Strategy and Prudential Treasury Management and Commercial Investment Strategy Indicators for 2018/19 and the Annual Minimum Revenue Policy 2018/19 for approval.	
In accordance with Section 30 (2) of the Local Government Finance Act 1992, the Council will be required to approve resolutions as to the levels of Council Tax in 2018/19.	
In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, the Council will be asked to resolve that a recorded vote be taken on the conclusion of debate on this item.	

**(Notes: 30 Minutes Presentation
30 Minutes for Questions).**

- 4. REVIEW OF THE CODE OF FINANCIAL MANAGEMENT AND CODE OF PROCUREMENT** (Pages 149 - 186) **10 Minutes.**
- Councillor M Francis, Chairman of the Corporate Governance Committee to present a revised Code of Financial Management and Code of Procurement for adoption.
- (The Amendments were endorsed by the Corporate Governance Committee at their meeting on 17th January 2018).*
- 5. CORPORATE ENFORCEMENT POLICY** (Pages 187 - 212) **10 Minutes.**
- The Executive Councillor for Community Resilience, Well-Being and Regulatory Services, Councillor A Dickinson to present a new Corporate Enforcement Policy for adoption by the Council.
- (The draft Policy has been considered by the Development Management Committee, Licensing and Protection / Licensing Committees and the Cabinet).*
- 6. PAY POLICY STATEMENT 2018/19** (Pages 213 - 220) **5 Minutes.**
- In compliance with the requirements of Section 38 of the Localism Act 2011, the Executive Councillor for Transformation and Customers, Councillor S Cawley to present the Pay Policy Statement for 2018/19 to the Council for approval.
- (The Statement was endorsed by the Employment Committee at their meeting on 7th February 2018).*
- 7. MEMBERS ALLOWANCES - ANNUAL ADJUSTMENT** (Pages 221 - 222) **5 Minutes.**
- To consider a report by the Elections and Democratic Services Manager on an annual adjustment to the Members' Allowances Scheme.
- 8. LEAD AND DEPUTY INDEPENDENT PERSONS** (Pages 223 - 226) **5 Minutes.**
- Councillor M Francis, Chairman of the Corporate Governance Committee to present a report seeking the re-appointment of the Lead and Deputy Independent Persons for a two year period to 30th April 2020.
- (The Corporate Governance Committee at their meeting on 17th January 2018 endorsed the recommendations within the report).*
- 9. QUESTIONS TO MEMBERS OF THE CABINET** **10 Minutes.**
- Questions to Members of the Cabinet.

10. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - UPDATE (Pages 227 - 264) 20 Minutes.

Councillor G J Bull, Executive Leader to present on the activities of the Cambridgeshire and Peterborough Combined Authority.

Councillors R C Carter and T Hayward to provide an update on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee.

Councillor B S Chapman to provide an update on the Audit Committee.

Decision summaries for recent meetings of the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee, Audit Committee and Board are attached to the Agenda for information.

In accordance with the Protocol agreed at the February 2017 meeting, this item provides an opportunity for District Council Members to ask questions and comment on Cambridgeshire and Peterborough Combined Authority issues.

If Members wish to raise questions or issues requiring a detailed response, it would be helpful if they can provide prior notice so that the necessary information can be obtained in advance of the meeting.

*(Notes: Update 10 Minutes
Questions 10 Minutes).*

11. OUTCOMES FROM COMMITTEES AND PANELS (Pages 265 - 268) 10 Minutes.

An opportunity for Members to raise any issues or ask questions arising from recent meetings of the Council's Committees and Panels.

A list of meetings held since the last Council meeting is attached for information and Members are requested to address their questions to Committee and Panel Chairmen.

12. REPRESENTATION OF POLITICAL GROUPS ON DISTRICT COUNCIL COMMITTEES AND PANELS (Pages 269 - 274) 5 Minutes.

To consider a report by the Elections and Democratic Services Manager on the representation of political groups on Committees and Panels in accordance with Section 15 of the Local Government and Housing Act 1989 and the District Council's Constitution.

13. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS 5 Minutes.

Group Leaders to report on variations to the Membership of Committees and Panels if necessary.

Dated this 13th day of February 2018



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.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 13 December 2017.

PRESENT: Councillor R J West – Chairman.

Councillors J D Ablewhite, T D Alban,
K M Baker, C E Bober, Mrs B E Boddington,
D Brown, P L E Bucknell, G J Bull,
E R Butler, R C Carter, S Cawley,
B S Chapman, Mrs S Conboy, J E Corley,
S J Criswell, J W Davies, D B Dew,
Mrs A Dickinson, Mrs L A Duffy, M Francis,
R Fuller, I D Gardener, L George, D A Giles,
Mrs S A Giles, J A Gray, S Greenall,
T Hayward, R B Howe, Mrs P A Jordan,
P Kadewere, Mrs R E Mathews, J M Palmer,
P D Reeve, T D Sanderson, M F Shellens,
L R Swain, Mrs J Tavener, D M Tysoe,
D R Underwood and K D Wainwright.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors Mrs A Donaldson, R Harrison, B Hyland, D J Mead, J P Morris, Mrs S L Taylor, R G Tuplin, D Watt and J E White.

40. PRAYER

The Reverend A Milton, Vicar of All Saints and St Mary's, Huntingdon, opened the meeting with prayer.

41. CHAIRMAN'S ANNOUNCEMENTS

The Chairman presented to the Council an account of the activities that he had attended since the last meeting. In so doing, he summarised his attendance various events including the Huntingdonshire Business Awards, Remembrance Day flag raising at Pathfinder House and St Neots, annual presentation evening with St John's Ambulance, community events in St Ives and Great Paxton, thanksgiving service at RAF Alconbury, Young People of the Year Awards Ceremony and various carol concerts and civic services in St Neots, St Ives as well as the hosting of his own carol service in Huntingdon.

The Vice-Chairman, Councillor R C Carter, recounted to Members his attendance at the Godmanchester Civic Service, charity evening with the mayor of Peterborough, Remembrance Day wreath laying and services as well as supporting the Chairman at the recent carol and civic services.

In concluding, Councillor M F Shellens commended the Chairman and Vice-Chairman for their efforts in their respective roles and

stressed the importance that the District Council was represented, despite the heavy workload.

42. MINUTES

The Minutes of the meeting of the Council held on the 11th October 2017 and the Extraordinary Meeting held on the 16th November 2017 were approved as correct records and signed by the Chairman.

43. MEMBERS INTERESTS'

Councillor S J Criswell declared a disclosable pecuniary interest in Item No. 45 by virtue of a site identified in the Huntingdonshire Local Plan to 2036 and left the meeting for the duration of discussion and voting on the Item.

Councillor I D Gardener declared a disclosable pecuniary interest in Minute No. 44 (b) by virtue of the fact that his employer had undertaken work for the owner of the property and left the meeting for the duration of the discussion and voting on the item.

Councillors Mrs S J Conboy and D R Underwood declared non-statutory disclosable interests in Item No. 46 by virtue of their membership of Godmanchester Town Council.

44. MOTIONS ON NOTICE

(a) Development Management Committee

Councillor T D Sanderson moved and it was duly seconded by Councillor P D Reeve that –

"This Council wishes to express its disapproval at the events which took place at the Development Management Committee on 16th October 2017.

The Chairman unilaterally varied the published order of business on the Agenda in the knowledge that three members of the Committee were delayed. This action may have led to the granting of planning permission for a major application which had been previously refused by the Committee.

In the interests of public accountability and democratic representation; this Council recommends, in circumstances where Members are expected at a meeting or part of a meeting or where speakers have confirmed their wish to attend and address a meeting, that the Chairman will not have discretion to vary the published order of business on the Agenda.

To enable speakers and Members better opportunity to attend, that the all future meetings of the Development Management Committee begin no earlier than 7pm."

An amendment to the motion was moved by Councillor R

Fuller and duly seconded by Councillor G J Bull that –

“there would be value in satisfying ourselves that Development Management Committee procedures are up to date and fit for purpose and therefore propose that a cross party Advisory Group be appointed to commence a review of the operational processes of the Development Management Committee, reporting back to the Development Management Committee. The terms of reference and Members of the Advisory Group will be agreed at the Development Management Committee in January 2018.”

In response to an attempt by Councillor Sanderson to provide further background detail to his proposed motion, the Managing Director referred to a statement that had been prepared by the Monitoring Officer and confirmed that in relation to the events surrounding the Development Management Committee on 16th October 2017 a conduct complaint was currently being investigated. It was therefore not appropriate for the Council to make further comment on this matter at this time. It was important to have regard to the impartiality of the investigation and the need for both the complainants and members concerned to be able to cooperate fully with the Independent Investigator without the matter under considerations being prejudiced by any further discussions at this meeting.

The Chairman exercised his discretion and allowed contributions from Members. Whereupon, Councillor Reeve outlined his support for the original motion, but referred to the amendment to the motion as a positive approach and welcomed the Member led process. In contrast, Councillor M F Shellens suggested that any review was premature whilst the investigation was ongoing.

Councillor D B Dew concurred with Councillor Reeve and suggested that the Development Management procedures had been in place for a number of years and was time for a review. Councillors Ms L A Duffy and Mrs S J Conboy also outlined their support for a cross party working group. In concluding, Councillor Fuller reported that he anticipated that the review be concluded before the end of the Municipal Year with a view to implementing any changes in the new Council year.

On being put to the vote the amendment was declared to be CARRIED.

(b) Falcon Hotel, St Neots

(See Minute No. 43 for Members' interests).

Councillor B S Chapman moved and it was duly seconded by Councillor S Greenall that –

“The Falcon Hotel on St Neots Market Square has been closed for the past decade. The building occupies a central

position at the heart of St Neots and its current appearance and lack of use is damaging to the local St Neots economy.

The appearance of the Falcon Hotel is unsightly and damaging to St Neots tourism and attractiveness of the Market Square to local residents and visitors. It is damaging to the local retail economy and impacts profitability and sustainability of local shops, pubs and restaurants. The Falcon Hotel is a prominent feature of the St Neots Riverside as well as the town's Market Square but currently has a significant negative impact on both vistas.

The Falcon Hotel offers Huntingdonshire District Council an opportunity to play a part in reversing the decline of the St Neots economy.

Last summer an online petition calling for HDC to Compulsorily Purchase the Falcon Hotel was supported by over 600 signatures in a period of one week.

It is therefore proposed that Huntingdonshire District Council in its capacities both as Local Planning Authority and the Principal Authority responsible for St Neots Economic Development commit to serving a Compulsory Purchase Order on the owner of Falcon Hotel, St Neots.”

In response, the Managing Director explained that the motion had been overtaken by events since the Agenda had been published as an appeal had been registered with the Planning Inspectorate against the Council's decision and it was therefore considered inappropriate to consider this motion and for the Council to form an opinion. It was suggested that after the outcome of the appeal was known this matter could be brought back to Council for consideration.

Councillor Chapman supported the decision to defer consideration of the motion but outlined his concern for further delays, whereby the Managing Director undertook to ensure that the Planning Inspectorate be requested to deal with the matter as expediently as possible.

45. HUNTINGDONSHIRE LOCAL PLAN TO 2036

(See Minute No. 43 for Members' interests).

In conjunction with a report by the Planning Service Manager (Growth) and PowerPoint presentation (copies of which are appended in the Minute Book) Councillor R Fuller, Deputy Executive Leader and Executive Councillor for Housing and Planning addressed the Council on an update on the Local Plan process and timeline of the Local Plan preparation.

Members were appraised with details of the Member engagement process and workshops undertaken with Town and Parish Councils. Following the conclusion of the consultation on the draft Local Plan in

August 2017 and further consultation on the 'call for sites' that sought submissions of additional sites for potential residential development, a series of amendments had been incorporated into the proposed submission.

Councillor Fuller drew Members attention to three main differences between the consultation draft and proposed submission draft of the Local Plan and explained that all had been considered by the cross party Development Plan Advisory Group. He explained that there had been a revision to the definition of built-up areas to allow for more organic development, changes to the Renewable Energy Police to accept wind energy development in principle and allowed the allocation of 12 additional sites providing an additional 898 dwellings.

In providing a summary of the proposed additional housing allocation sites, Councillor Fuller advised Members that he had been made aware of concerns expressed by ward councillors in relation to the proposed allocation in Bluntisham and explained that although the site had been allocated, this did not signify the intention to develop. He further explained that it was necessary for the Council to allocate a demonstrable five year land supply for the future to enable the Council to control and manage its development.

Councillor Fuller stressed the importance of proceeding to the Regulation 19 stage of the process, namely publication of the plan for representations to be made to enable the timeframe to be achieved for submission of the Local Plan to the Secretary of State on or before the 31st March 2018 before the revised framework for a standardised methodology for calculating Objectively Assessed Need is published and introduced. The impact of which on Huntingdonshire's housing need would require the provision of an additional 5,000 homes by 2036.

In response to a question by Councillor B S Chapman on confidence in the population figures used in the Local Plan following his perceived differences in population in the spatial planning areas as calculated by Cambridgeshire Insight compared with the figures contained in the Local Plan, Councillor Fuller reassured Councillor Chapman that he was confident that the figures had been correct and suggested that if he had had concerns this should have been raised at the Regulation 18 consultation stage.

In thanking Councillor Fuller for his clear and concise appraisal of the Local Plan, Councillor P D Reeve indicated his parties' intention to vote against the Local Plan decision and referred to the additional 12 sites and although no automatic right of planning permission, he outlined his concern that it would be virtually impossible to oppose any building in these allocated areas. He further outlined his concern in the proposed changes to accept wind energy development in light of the Government's commitment to wind energy development and questioned how the Council had challenged this policy, whereby Councillor Fuller explained the importance on the 31st March 2018 deadline and the numerous opportunities that had existed for comments to be made on the various versions of the Local Plan. Arising from the Regulation 18 consultation an amendment had been made to the renewable energy policy following objections from five Town/Parish Councils and Councillor Fuller advised Members that

this was a clear example of how responses to consultation had influenced changes to the Local Plan. This proposal was supported by Councillor R L E Bucknell.

In response to a question by Councillor T Hayward on the weight of comments on the 247 additional housing allocation in Buckden, Councillor Fuller explained that a full consultation had been undertaken on these sites between October and November 2017 and any comments received had been included, however it was necessary to draw a line in consultations and amendments being made to another version of the plan to enable the deadline of 31st March 2018 to be achieved.

In commending Officers for their production of various iterations of the plan, Councillor Mrs S J Conboy questioned the authority for making minor amendments, whereby Councillor Fuller explained that authority would be delegated to make any typographical changes.

Arising from a question from Councillor J D Ablewhite on ensuring the infrastructure existed to support larger development sites, Councillor Fuller reassured Members that there would be a case to support infrastructure and concerns similarly supported by local communities.

Councillor J A Gray referred to the benefit for the locality in terms of prosperity in the local economy through the Cambridge effect with an increase in the volume of people wanting to live in the area. He further asked for confirmation that local communities would have more active involvement in any such wind energy development, whereby Councillor Fuller explained that the policy had been revised in response to community support but intimated that any proposals would be subject to a full and robust assessment in all areas if the District.

Councillor E R Butler spoke in his role as Chairman of the Development Policy Advisory Group that had been considering this plan for a number of years and particularly thanked Ms C Kerr, Mr J Campbell and other Officers involved with the development of the plan, as well as Members attendance and supported the proposed submission of the plan.

Councillor D B Dew, Chairman of Overview and Scrutiny Panel (Economy and Growth), referred to their meeting held the previous evening to consider the Local Plan and reiterated the comments on the Officers involved and Members at the Advisory Group and understood the concerns with achieving the deadline of 31st March 2018. He indicated the Panel's support for the Plan to proceed to the Regulation 19 consultation stage.

Arising from questions from Councillor D A Giles on the requirement for the right type of housing, in particular homes for the elderly and ability to make changes to the plan, detailing specifics in St Neots, Councillor Fuller explained that the Council had recently adopted a revised Housing Strategy that would be addressing concerns raised by Councillor Giles and he further explained that there had been numerous opportunities through public consultations to outline concerns with any proposed sites.

In commenting upon the proposed delay to the A428 upgrading and surrounding infrastructure to support additional development, Councillor Mrs B E Boddington requested that pressure be placed on Highways England stressing the importance of such development. In response, Councillor Fuller explained that representations had already been made at all levels and the Executive Leader was in regular discussions with the Combined Authority on such matters.

Councillor Fuller updated Members on the comments from the Cabinet after their consideration of this item prior to the meeting of the Council and endorsed the proposed submission of the Local Plan.

In concluding, the Executive Leader, Councillor G J Bull, personally expressed his gratitude to the Officers involved in the process. In having been moved by Councillor Fuller and seconded by Councillor Bull, upon being put to a recorded vote in accordance with the Council Procedure Rules 14.4, as requested by Councillor Reeve, it was

RESOLVED

- (a) that the Proposed Submission ('Proposed Submission 2017') Local Plan as attached at Appendix 1, and the Policies Map at Appendix 2, The Sustainability Appraisal and The Statement of Consultation for the purpose of publication for representations to be made for seven weeks commencing on or around the 18th December 2017 be approved;
- (b) that the Managing Director and Executive Leader, in consultation with the Head of Development, Housing and Planning Portfolio Holder and the Chair of the Development Plans Policy Advisory Group, be authorised to make any presentational improvements or other inconsequential changes (e.g. correcting typographical errors or factual inaccuracies) to the 'Proposed Submission 2017' that (taken together) do not materially affect the policies set out in the Local Plan;
- (c) that the subsequent submission of the Plan to the Secretary of State for the purpose of independent examination be approved.

For the Motion – Ablewhite, Alban, Baker, Bober, Boddington, Brown, Bucknell, Bull, Butler, Carter, Cawley, Conboy, Corley, Dew, Dickinson, Francis, Fuller, Gardener, George, Gray, Greenall, Hayward, Howe, Jordan, Kadewere, Mathews, Palmer, Swain, Tavener, Tysoe, Underwood, Wainwright and West.

Against the Motion – Chapman, Duffy, D Giles, S Giles, Reeve and Sanderson.

Abstentions – None.

46. GODMANCHESTER NEIGHBOURHOOD PLAN

(See Minute No. 43 for Members' interests).

Having regard to a report by the Senior Planning Policy Officer (a copy of which is appended in the Minute Book) on the referendum of the Godmanchester Neighbourhood Plan held on 7th December 2017, Members were acquainted with the results of the referendum with 96% voting in favour of supporting the making of the Neighbourhood Plan and a 22% turnout for the referendum. As the result exceeded the 50% threshold, the Council was required to make the Neighbourhood Plan part of the statutory development plan for Huntingdonshire.

Councillor R Fuller acknowledged the work that had taken place in the preparation of this Plan, including support from Councillors Mrs S J Conboy, Godmanchester Town Council and Planning Officers. Councillor Mrs Conboy also expressed her gratitude to the Officers involved on behalf of Godmanchester Town Council. Whereupon, the Council

RESOLVED

that the Godmanchester Neighbourhood Plan as attached at Appendix 1 to the report now submitted be adopted with immediate effect to become part of the statutory development plan for Huntingdonshire.

47. TREASURY MANAGEMENT 6-MONTH PERFORMANCE REVIEW

Consideration was given to a report by the Head of Resources (a copy of which is appended in the Minute Book) on a six-month update in respect of treasury management activity, including investment and borrowing activity and treasury performance. In so doing, Councillor J A Gray, Executive Councillor for Strategic Resources, drew Members' attention to the purpose of the Treasury Management to ensure that the Council had sufficient funding to meet its daily obligations, borrow when necessary to fund capital expenditure and ensure that any investment of surplus funds was balanced against risk.

Councillor Gray referred Members to Appendix E of the report and the Commercial Investment Strategy with associated purchases since approval of the Business Plan in December 2015. It was anticipated that returns on yields of land and building investment were between 6% and 9% and Councillor Gray reported that this had been achieved and represented a significantly higher return than investments with financial institutions.

In noting that the Council's investments had been invested in easily accessible accounts, it was

RESOLVED

that the Treasury Management Performance for the first 6 months of 2017/18 be noted.

48. DISPOSAL OF SMALL LAND PARCELS POLICY / UPDATES TO THE DISPOSALS AND ACQUISITION POLICY - CHANGES TO THE CONSTITUTION

In conjunction with a report by the Head of Resources (a copy of which is appended in the Minute Book) Councillor M Francis, Chairman of the Corporate Governance Committee, presented details of a draft policy for the Disposal of Small Land Parcels that was considered by the Corporate Governance Committee at their meeting on 29th November 2017. Members were informed of the background and purpose of the Policy whereby the Council currently devoted significant levels of resources to the disposal of small areas of land. The sale process was time consuming and complex.

Councillor Mrs S J Conboy reminded Members of the availability of these parcels of land on the Council's website. Councillor B S Chapman raised a question in relation to whether Town and Parish Councils had been contacted in respect of these parcels of land as they may have a recreational use for them. Councillor Gray explained that the Policy had been designed to address the management of very small parcels of land and Town and Parish Councils had been fully consulted as part of the disposal process, as well as the inclusion of ward members.

Councillor D A Giles welcomed the explanation on the proposed Policy but continued to express concern that these small parcels of land were being sold off to extend gardens and enhance the value of properties, the resulting increase in value had not been realised by the Officer time involved. Councillor Gray provided an explanation of the how the disposal of small land parcels would be managed, whereby interests may be registered and the legal team would undertake the necessary work following the collation of a suitable batch of enquiries, rather than being dealt with in ad-hoc way, thereby minimising the resources involved. Whereupon, it was

RESOLVED

- (a) that the Disposal of Small Land Parcels Policy as appended to the report now submitted be endorsed; and
- (b) that any consequential changes be made to the Constitution (including the Code of Procurement and Code of Financial Management) to reflect the new Policy along with the respective updates to the Disposals and Acquisitions of Land and Buildings Policy.

49. RESOLUTION TO EXTEND 6 MONTH RULE - SECTION 85 LOCAL GOVERNMENT ACT 1972

The Managing Director presented a report (a copy of which is appended in the Minute Book) detailing a request to consider the extension of the six month rule of non-attendance at meetings in relation to Councillor B Hyland on the grounds of his ill-health. Whereupon, the Council

RESOLVED

- (a) that Councillor B Hyland's non-attendance at meetings be extended until the end of the Municipal Year in accordance with Section 85 of the Local Government Act 1972; and
- (b) that the Council's best wishes be conveyed to Councillor B Hyland for continued improvement to his health.

50. QUESTIONS TO MEMBERS OF THE CABINET

Arising from a question by Councillor Mrs S A Giles on how many of the District's 'rough sleepers' had been assisted by the Council to find shelter during the colder weather and any discussions that had taken place with housing providers, whereby the Managing Director undertook to provide a full briefing note on how the Council managed such instances and policies to manage when the temperature reached below thresholds.

In response to a question by Councillor D A Giles on the St Neots Master Plan and likely timescale for involvement from Ward Councillors, as well as the Town Council, in the project, Councillor G J Bull, Executive Leader, reported that work had commenced on bringing the Master Plan to a deliverable stage and was clearly aware of the need to involve local Members and community.

Councillor T D Sanderson raised a question in relation to comments at the recent National Association of Local Council's Annual Conference by the Secretary of State and suggestion that local authorities had not been passing enough of their local tax support to towns and parishes. Whereby Councillor Bull indicated his disagreement with the comment and until arrangements were in place it was not possible for him to comment upon it.

Following a question from Councillor P Kadewere on the Post Office at threat of closure on the Oxmoor, together with issues surrounding the ability of the post master to sell certain goods within his store, in accordance with his lease and what assistance and support the Council could offer as landlord, Councillor J A Gray, Executive Member for Strategic Resources, explained that the premises had been leased from the Council as part of its commercial estate. There existed a dispute between the leaseholder selling goods that the lease prevented him from selling, this was designed to support other shops in the area and prevent goods from being sold in direct competition. Councillor Gray explained that discussions were on-going with the leaseholder to reach an amicable resolution on the matter. The Managing Director undertook to look into the issue in association with the Estates Team and report back to Councillor Kadewere.

Councillor T Hayward raised a question in relation to recent email correspondence sent to all Members suggesting a different course of action for specific questions to Members or Officer before raising at Council meetings and his concern for stifling debate, whereby the Managing Director explained that the purpose of the email was to remind Members that if they required a detailed answer or matter that required more urgent attention there were other choices and options available.

Councillor J E Corley raised a question in relation to the requirement to undertake repairs to paving on St Neots Market Square and statement from Cambridgeshire County Council's Highways that funding was not available as they were unable to confirm where £100K collected on behalf of the District Council. He asked as to the whereabouts of the County Council car park proceeds and whether this could be made available to the Highway's team to enable to essential repairs. Councillor Bull undertook to provide a full response after the meeting.

Arising from the County Council's recent disclosure of underspend on street lighting, Councillor B S Chapman asked that representation be made to the County Council for the re-instatement of removed lighting and not reallocated to Fenland District Council. In response Councillor Bull explained that he had no influence on how the County Council allocated its budget but undertook to ensure that the interests of the District's residents were enhanced.

51. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - UPDATE

In conjunction with the decision summaries of the recent meetings of the Cambridgeshire and Peterborough Combined Authority, Councillor G J Bull presented an update of their activities by way of a PowerPoint presentation. Copies of which are appended in the Minute Book.

Councillor Bull reported upon the continuance of strategy days and Members of the Combined Authority had been working on the development of a non-statutory spatial plan designed to bring together all local plans that had been challenging, in particular in light of the three year inquiry that Cambridge City and South Cambridgeshire had been tied into, as well as the Council's soon to be deposited plan.

Members noted that a Commission was being established to look into the implications of public service reform. Councillor Bull also referred to the thirty year vision for the Combined Authority area to be a leading place internationally to live and work with good transport links, thriving communities and a skilled and diverse workforce.

Councillor Bull confirmed his portfolio allocation on the Combined Authority that included rural affairs, open spaces and tourism and also reported on the appointment of the new Deputy Mayor on the Combined Authority. In referring to the questions raised by Councillor D A Giles (Minute No. 50) ante refers) on the St Neots Master Plan, Councillor Bull explained that it formed a key part of the work of the Combined Authority but was not yet in a position to report as to how it would be delivered and would ensure that those representing St Neots would have the opportunity to assist in its development. In response Councillor Giles referred to page 179 of the decision summary and suggested endorsement of the next phase of the Master Plan and creation of a St Neots Master Plan Partnership. Councillor Bull reiterated his previous comments that work was continuing.

Councillor T D Alban raised a question in relation to broadband

coverage and connecting Cambridgeshire and requested that Councillor Bull continue to place pressure on ensuring that the rural areas were better connected. Councillor Bull reported that he had been charged with mobile phone coverage and digital connectivity was under the control of another Portfolio Holder and undertook to refer this matter.

Arising from a question from Councillor P D Reeve on the possibility of investment in the short term into the existing rural bus network, Councillor Bull explained that the Combined Authority was looking into this issue very seriously as to how to support bus services in rural areas.

Councillors R C Carter and T Hayward provided an update on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee. Councillor Hayward provided a summary of discussions at their previous meetings and drew particular attention to concern raised in relation to the depth of knowledge of Portfolio holders given the number of changes in responsibility on the Combined Authority. He also referred to concern raised in relation to the financial position of the Local Enterprise Partnership and asked for a further update at a future meeting. Councillor Carter also updated Members on their meeting held on 23rd October 2017, that included presentations on the economic strategy vision for the Combined Authority and employment and skills Portfolio Holder.

Councillor B S Chapman questioned why some of the work of the Overview and Scrutiny Committee related to governance issues and Councillor Hayward confirmed that he had raised similar concerns that the Audit and Governance Committee should be addressing.

Councillors J E Corley and Chapman raised their concerns in relation to proposals for a Park and Ride operation ending in Cambourne that would be damaging to St Neots and asked that these concerns be raised when the plan came before the Overview and Scrutiny Committee.

Arising from a question by Councillor D A Giles on the St Neots to Cambridge light railway link, Councillor Hayward reported that the Overview and Scrutiny Committee had not discussed the issue and Councillor Bull explained that a number of feasibility studies were being undertaken on potential light railway projects.

In concluding, the Managing Director reminded Members that all of the Agendas and Minutes of the Combined Authority were available on their website and undertook to remind Members of the link through their weekly alert.

52. OUTCOMES FROM COMMITTEES AND PANELS

A copy of the list of meetings held since the last meeting of the Council held on 11th October 2017 is appended in the Minute Book and Members were advised that any issues or questions could be raised in relation to these meetings.

53. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS

On the recommendation of Councillor P D Reeve, it was

RESOLVED

- (a) that Councillor P D Reeve be appointed to the membership of the Overview and Scrutiny Panel (Performance and Customers) in place of Councillor Ms L A Duffy; and
- (b) that the Development Management Committee be advised to report that Councillor P D Reeve be appointed to the membership of the Section 106 Advisory Group in place of Councillor Ms L A Duffy.

The meeting ended at 9.45pm.

Chairman

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: 2018/19 Budget and Medium Term Financial Strategy
(2019/20 to 2022/23)

Meeting/Date: Council – 21st February 2017

Executive Portfolio: Resources: Councillor J A Gray

Report by: Head of Resources

Ward(s) affected: All

Executive Summary:

The Council is required to consider and approve:

- The 2018/19 Budget and the Medium Term Financial Strategy (MTFS) for the period 2019/20 to 2022/23.
- The Fees and Charges schedule for 2018/19.
- The Treasury Management Policy, Strategy & Prudential, Treasury Management and Commercial Investment Strategy Indicators for 2018/19.
- The Annual Minimum Revenue Provision Policy 2018/19.
- The formal resolution to determine the Council Tax for 2018/19.

Consequently, this report presents the Council's plans in these respects.

Recommendation(s):

It is recommended that Council approves the:

- Overall Budget 2018/19 and MTFS 2019/20 to 2022/23, and **Appendix 1** includes the Revenue Budgets at Section 2; the Capital Programme at Section 3 and the 2018/19 Fees and Charges at Section 7, Annex A.
- The increase of 2% Council Tax for 2018/19 i.e. the Band D charge will increase to £138.56 (£135.84 2017/18), and **Appendix 1**, paragraph 1.3; the formal resolution on the Council Tax, Section 6, Item (a) to (e).
- Future savings targets of £1.0m of Net Expenditure by 2022/23, and **Appendix 2**, Revised Plan on a Page.
- 2018/19 Treasury Management Policy, Strategy & Indicators and the Annual Minimum Revenue Policy be approved. **Appendix 3**.

1. WHAT IS THIS REPORT ABOUT

1.1 The purpose of this report is to allow Council to consider and decide upon the recommendations made by Cabinet in relation to the 2018/19 Budget, the Medium Term Financial Strategy (MTFS), the Treasury Management Policy/Strategy and other associated matters.

1.2 It also seeks Council's formal determination of the Council Tax for 2018/19.

2. BACKGROUND

2.1 During January 2018 and February 2018, the respective Overview & Scrutiny Panels (Performance and Customers) and Cabinet received draft and then final budget proposals:

- detailing the savings and growth proposals for 2018/19 and the MTFS (2019/20 to 2022/23)
- an increase in Council Tax of 2% for 2018/19 and for the duration of the MTFS,
- Final Capital Programme 2018/19 to 2022/23,
- Final 2018/19 Budget and MTFS (2019/20 to 2022/23).

2.2 Since 2015/16 the Council has adopted a strategy known as 'Plan on a Page' which sets out the Council's financial strategy. The Council continues to face challenges over the medium term in its obligations to provide cost effective services. The updated Plan on a Page at **Appendix 2** shows that the Budget gap is now £956k by 2022/23. This is a significant reduction from the £1.4m which was reported last year.

3. 2018/19 Budget and MTFS (2019/20 to 2022/23)

3.1 The detailed 2018/19 Budget & MTFS (2019/20 to 2022/23) is shown in **Appendix 1**. The key elements that members should note are as follows:

- i. Paragraph 1.3.1, this shows that for 2018/19:
 - Net expenditure for the Council is £17.3m.
 - The Budget Requirement for the Council is £20.3m.
 - A budgeted contribution to reserves of £3.0m (£1.9m to the General Fund Reserve and £1.1m to the CIS Earmarked Reserve).
 - Council Tax Requirement for the Council is £8.5m.
 - Council Tax Base is 60,984 (see also paragraph 6.2).
 - Council Tax per Band D property is £138.56.

This represents a Council Tax increase of 2% for 2018/19.

- For the MTFS period, 2019/20 to 2022/23, Council Tax per Band D property increases by an average of 2.0% each year for the period of the MTFS.
- ii. Paragraph 1.4.1, this shows that:
 - for 2018/19, it is estimated that General Fund reserves at the end of the year will be £2.6m, maintained at the 15% minimum level.
 - By the end of the MTFS period, 2022/23, the 15% minimum level of general fund reserves is maintained.

- iii. Paragraph 2.1 shows the overall spend and income by subjective analysis (i.e. employees, buildings etc.) for all Council services; with Paragraph 2.2 showing, for each service, the spend and income by subjective analysis along with a breakdown by team (objective analysis). These paragraphs show the details of the overall Net Expenditure budget of £17.3m for 2018/19 (£17.2m 2017/18).
- iv. Paragraph 3.1 details the proposed Capital Programme for 2018/19 at £5.6m (£11.9m, forecast outturn 2017/18) and the details for the period 2019/20 to 2022/23.
- v. Paragraph 4.0 and 5.0 indicate the main budgetary issues relating to Treasury Management and the Capital Financing Requirement (CFR). The CFR is reducing from an opening balance of £70.5m in 2018/19 to a closing balance of £56.3m in 2022/23 as a result of the MRP that is being set aside and also take in to account the future financing for the CIS and the Capital Programme.
- vi. Paragraph 6.1 is the Formal 2018/19 Council Tax Resolution, with Paragraph 6.2 illustrating the Council Tax Base. Paragraph 6.3 and 6.4 will show the:
 - o 2018/19 Council Tax by Property Band for each Precepting Authority, and the Billing Authority, and the
 - o Total 2018/19 Council Tax by Property Band for each Precepting Authority and the Billing Authority.

However, at the time of drafting this report not all Precepting Authorities had issued their Precepts, these papers will be distributed on the evening of the meeting (if all Precepting Authorities have by then determined their precept).

The Resolution and accompanying tables are based on the assumption that the Council will support the proposals in the Budget report for Huntingdonshire District Councils' Council Tax for 2018/19.

- vii. Paragraph 7.0 and **Annex A** details the Fees and Charges Schedule for 2018/19. Where the Council has discretion to increase fees and charges, and it has been considered appropriate to do so, relevant fees and charges have been increased. Members should note that some fees and charges will be increased during the financial year.
- viii. Paragraph 8.0 is the statutory Robustness Report required by the Responsible Financial Officer (Section 151 officer). In summary, the budget proposed for 2018/19 should not give Members any significant concerns over the Council's financial position. In respect of the MTFs 2019/20 to 2022/23; with changes in direct government funding (RSG being withdrawn in 2019/20) this will inevitably increase funding risk to the provision of services. However, with the Council increasing Council Tax, continually reviewing budgets and along with the MOSAIC Transformation programme it is fair to conclude that the Council is taking proactive action to manage its budgetary concerns.

3.2 On an annual basis the Council is required to consult with the Business Community in respect of the budget. This year, the Council undertook a slightly different approach in that it incorporated the budget consultation survey into the December Business Newsletter and as well as being distributed to all businesses in the area, it was also distributed to the voluntary sector. Further, the consultation was also included on the "InvestHuntingdonshire" website. In summary, although the newsletter was distributed to 970 contacts, only 3 organisations accessed the survey; none of whom completed the survey. The briefing note that was presented to Cabinet on the 8th February 2018 is shown at **Appendix 3**.

4. Treasury Management Policy & Strategy and the Annual Minimum Revenue Provision for 2018/19

4.1 The Treasury Management Policy & Strategy and the Annual Minimum Revenue Provision for 2018/19 are detailed in **Appendix 4**. The key elements that members should note are as follows:

- i. The continued general investment strategy of keeping day-to-day investments highly liquid and lower risk, by investing in mainly money market funds (highly diversified and instantly accessible) and call accounts (overnight deposit accounts). We do have £4.0m invested long-term with the Church's, Charities and Local Authority Property Fund.
- ii. The treasury function and the MTFs is operating in an economic environment where:
 - Inflation has risen over the past few months; especially since the EU referendum, thus moving the UK into a new economic sphere.
 - The credit outlook is improving but still remains uncertain.
 - EU Brexit negotiations continue to add uncertainty as they progress.
 - Interest rates are very low but have started to increase, with the current rate being 0.5%. There is some discussion regarding some increases over the next few months but with current market volatility, only time will tell.
- iii. The inclusion of the CIS performance indicators against which the CIS investments will be monitored. Especially relevant for the forthcoming year as it will be the first year that the Council will have a full year effect following its first CIS investments that was part-financed by borrowing.
- iv. There are no significant changes to the Councils Minimum Revenue Provision (MRP) policies (the charge to revenue for the repayment of debt), except that the policy in respect of maturity loans and CIS investments has been broadened to also include housing assets. However, local government is expecting new guidance in respect of MRP; if this new guidance requires changes these will be reported to a future Council meeting.

4.2 The revenue consequences of past capital investment decisions, along with the consequences of new decisions, would be expected to represent a higher proportion of a reducing budget over the medium-term. However, debt as a singular issue should not be a concern providing it is recognised, managed and budgeted for; which is clearly demonstrated by the fact that the Council:

- has in place good processes to approve and monitor capital investment decisions, both at the officer level via the Finance Governance Board and at member level via the Treasury and Capital Management Group.
- uses capital investment as a key means by which it can support its economic development strategy.
- recognises the impact of Capital decisions on the Council's budget, as these costs are embedded within the Corporate Finance sub-sections of the budget as well as the overall impact of the MTFs on Reserves (section 1.4, **Appendix 1**). However, as a guiding principle (not a rule), the Council aims to maintain debt at less than 15% of Net Expenditure and as shown in **Table 1** below, net interest and debt does not exceed 15%.

Table 1	Analysis of Net Cost of Borrowing or Lending Activity v Net Expenditure				
	2018/19	Medium Term Financial Strategy			
	Budget	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000	£000
Net Expenditure	17,282	17,394	17,677	18,086	18,253
Net Interest and Borrowing Costs					
ST Interest	112	152	197	197	197
MRP	2,169	2,439	2,437	2,444	2,283
Total	2,281	2,591	2,634	2,641	2,480
Does this Exceed 15%	No	No	No	No	No

5. OPTIONS CONSIDERED/ANALYSIS

- 5.1 In preparing the budget due consideration has been given to a range of options and these have been reported to Cabinet. This has included reflecting on comments and considerations made by Overview and Scrutiny (Performance & Customers) (e.g. the delay by 12 months of the Bus Station Levy and proposals for charging for Closed Church Yards).

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

- 6.1 The delivery of the 2018/19 budget will be managed via the Council's budget monitoring processes throughout the year.
- 6.2 However, by 2022/23, there are a number of key savings initiatives or additional income generation schemes that must be delivered in a timely fashion to secure the £956k (8%) savings required to ensure that the Council has a balanced budget.

7. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 7.1 The 2018/19 Budget forms an integral part of the service planning process for 2018/19. 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 and monitored through normal processes.

8. LINK TO THE CORPORATE PLAN

- 8.1 The budget is the financial interpretation of the Council's strategic and operational priorities that are included within the Corporate Plan.

9. CONSULTATION

Internally

- 9.1 Over the Autumn of 2017 senior officers, along with their respective Executive Councillors undertook a review of their budgets, including the development of savings and investment proposals; all of which were then reviewed by all Executive Councillors during November and December 2017. Since January 2018, there has been full consultation with Overview and Scrutiny Panel (Performance & Customers), with the Draft Budget & MTFS being reviewed on the 10th January 2018 and the Final Budget & MTFS on the 31st January 2018.

Externally – Business and Voluntary Sector

- 9.2 Since December 2017 the Business and Voluntary Sector communities have been consulted on the budget. The results of this consultation are shown in **Appendix 3**.

10. LEGAL IMPLICATIONS

- 10.1 As per Sections 31A and 42A of the Local Government Finance Act 1992, the Council is required to set a balanced budget. This is achieved for 2018/19 so the setting of the Council Tax at the level mentioned within the report is appropriate.
- 10.2 Over the period of the MTFS (2019/20 to 2022/23) it is forecasting savings are required from 2019/20 of £1.0m per year (average). However, there are sufficient reserves in the general fund to cover this. The Plan on a Page identifies savings by the end of the MTFS period of £956k per year.

11. RESOURCE IMPLICATIONS

- 11.1 The Council is required to set a balanced budget for 2018/19 and over the MTFS. **Appendix 1** includes a report from the Head of Resources (as the Responsible Financial Officer) confirming that he considers the budget is sufficiently robust and that there are adequate reserves.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 To enable members of the Council to consider the:
- 2018/19 Budget and for the Council Tax to be set.
 - implications for the Council in respect of the MTFS for the period 2019/20 to 2022/23.

13. LIST OF APPENDICES INCLUDED

Appendix 1: 2018/19 Budget & Medium Term Financial Strategy 2019/20 to 2022/23

Appendix 2: Plan on a Page

Appendix 3: Budget consultation results – Business and Voluntary Sector


Appendix 4: Treasury Management Policy & Strategy and the Annual Minimum Revenue Provision Policy for 2018/19.

BACKGROUND PAPERS

None.

CONTACT OFFICERS

Clive Mason, Head of Resources

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FINAL
2018/19 Budget
&
Medium Term Financial
Strategy
2019/20
To
2022/23

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1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings, Income Generation, Growth and Revenue Implications of Capital

- **Savings and Income**

1.1.1 Over the Autumn of 2017, Portfolio holders were challenged to review their budgets with respective senior officers and developed both savings proposals for the forthcoming financial year (2018/19) and the MTFs period (2019/20 to 2022/23). Details of the savings proposed were approved by Cabinet in January 2018 and are summarised in the service budget pages later in this report. Since the January Cabinet, there have been six adjustments to the budget giving a net increase of £110k for 2018/19, over the MTFs the net change per annum is £2k.

1.1.2 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, Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages. Additional Income from services of £170k was approved by Cabinet in December 2017 and consolidated into the Draft Budget that was reported to Cabinet in January 2018.

1.1.3 In addition the Council also generates income from corporate activity; this mainly focuses on:

- Treasury Management; which has been considerably less than in recent years because of the current extremely low interest rate environment.
- Commercial Estates; whereby the Council is proactively developing its commercial estate activity to develop for the Council a medium to long term revenue stream.

1.1.4 The service savings and additional income proposals were approved by Cabinet in January 2018 and are summarised in the service budget pages later in this report. The only changes in the proposals are in Operations; with a restructure proposal for 2018/19 removed (although it remains for 2019/20) a marginal increase in income, the net change in savings and income is a reduction of £83k. The total Savings and Additional Income Proposals for 2018/19 are £1.8m and **Table 2** below shows how this is allocated by service.

Service	Service Savings and Additional Income Proposals			
	Draft Budget Savings *	Savings Adjustments Since Draft Budget		Final Savings and Additional Income
		Additional	Removed	
	£000	£000	£000	£000
Community	147	0	(10)	137
Customer Services	171	0	0	171
Development	424	0	0	424
Operations	251	1	(98)	154
Leisure & Health	313	0	0	313
Directors & Corporate Team	87	0	0	87
3C's ICT (HDC element)	4	0	0	4
Resources	335	0	0	335
Corporate Resources	148	0	0	148
Total	1,880	1	(108)	1,773

* Reported to Cabinet January 2018.

- **Growth**

1.1.5 Growth has appeared within the budget for one of four reasons:

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

1.1.6 The growth proposals were approved by Cabinet in January 2018 and are summarised in the service budget pages later in this report. The only changes in the proposals are in Customer Services, where there has been a reduction in the governments HB Admin grant allocation and Corporate Resources where there has been a slight increase in Internal Drainage Board (IDB) estimates as a consequence of IDB's now starting to submit their 2018/19 levy demands; the net change in growth is an increase of £3k. The total Service Growth Proposals for 2018/19 are £2.2m and **Table 2** below shows how this is allocated by service.

Service	Service Growth Proposals			
	Draft Budget Growth *	Growth Adjustments Since Draft Budget		Final Growth
		Additional	Removed	
£000	£000	£000	£000	
Community	10	0	0	10
Customer Services	378	0	(7)	371
Development	438	0	0	438
Operations	236	0	0	236
Leisure & Health	384	0	0	384
Directors & Corporate Team	79	0	0	79
3C's ICT (HDC element)	376	0	0	376
Resources	276	0	0	276
Corporate Resources	15	10	0	25
Total	2,192	10	(7)	2,195

* Reported to Cabinet January 2018.

- **Commercial Investment Strategy**

1.1.7 A key part of the Council's overall Budget strategy is the Commercial Investment Strategy (CIS), as approved by the Council in 2015. There has been no change to the income budgets that were included in last year's budget. Although the Commercial Investment market remains challenging, it is envisaged that the Council can still meet these income targets. However, it is expected that there will be a change in investment emphasis over the next year in that acquisitions are more likely to be within boundary along with the development of housing related propositions. The current profile of CIS related income is around the £5.3m per annum and is shown in **Table A** below.

CIS Investment Type	Gross Income: Commercial Investment Strategy									
	2014/15	2015/16	2016/17	2017/18	Budget	Medium Term Financial Strategy				
	£000	£000	£000	£000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	
Pre CIS Commercial Property Investments	(1,814)	(1,930)	(1,922)	(2,022)	(2,085)	(2,147)	(2,147)	(2,147)	(2,147)	
New CIS Commercial Property Investments	0	(31)	(509)	(785)	(785)	(785)	(785)	(785)	(785)	
"To be acquired" CIS Commercial Property Investments	0	0	10	(2,232)	(2,232)	(2,232)	(2,232)	(2,232)	(2,232)	
Total Commercial Property Investments	(1,814)	(1,961)	(2,421)	(5,039)	(5,102)	(5,164)	(5,164)	(5,164)	(5,164)	
Property Fund	0	(20)	(111)	(162)	(162)	(162)	(162)	(162)	(162)	
Total CIS Income	(1,814)	(1,981)	(2,532)	(5,201)	(5,264)	(5,326)	(5,326)	(5,326)	(5,326)	

- **Capital – Revenue Implications**

1.1.8 The revenue budget contains any implications from the proposed capital programme for 2018/19 and the MTFs, whether that will be savings as a result of investment, additional running costs or the cost of borrowing (Minimum Revenue Provision).

- **Summary Impact of all budget changes – comparing Final Budget 2017/18 to Final Budget 2018/19**

1.1.9 Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net increase in the Council's budget of £47k (<1%) when compared to the 2017/18 Original Budget and an reduction of £931k (5%) when compared to the September 2017/18 Forecast Outturn. A service by service summary is shown in **Table 3** below.

Service	2017/18		2018/19								Variance	
	Forecast Outturn	Original Budget	ZBB/Line by Line Savings	Growth Bids			Additional Savings Proposals	Inflation	Other (Incl Growth Items)	Proposed Budget	To 2017/18 Forecast	To 2017/18 Budget
				Unavoid' Growth	Other Growth	Savings Bids						
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	%
Community	1,871	1,953	(72)	0	0	0	(112)	22	(12)	1,779	(5%)	(9%)
Customer Services	2,652	2,396	(94)	189	90	0	0	30	(78)	2,533	(4%)	6%
Development	1,249	1,133	(26)	0	0	0	(34)	22	(24)	1,071	(14%)	(5%)
Operations	4,479	4,032	(272)	0	180	0	0	71	(105)	3,906	(13%)	(3%)
Leisure & Health	(38)	(160)	(73)	0	0	0	0	59	(16)	(190)	400%	19%
Directors & Corporate Team	1,452	1,711	(67)	0	0	0	0	12	(14)	1,642	13%	(4%)
3C's ICT (HDC element)	2,030	1,721	0	0	376	0	0	29	(19)	2,107	4%	22%
Resources	113	(179)	(110)	227	4	(193)	(89)	17	10	(313)	(377%)	75%
Corporate Finance	4,381	4,604	0	0	0	0	0	16	127	4,747	8%	3%
Net Expenditure	18,189	17,211	(714)	416	650	(193)	(235)	278	(131)	17,282		
Forecast Outturn	18,189				(907)					17,282	(5%)	
Budget		17,211			71					17,282		0%

1.2 Corporate and Government Funding

- **Government Grant**

1.2.1 The government provides a 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 19 December the Government made an announcement in respect of New Homes Bonus and that the 2018/19 settlement would be £2.7m (this is £1.0m less than last year) but is broadly in line with what was expected. The main reason for the reduction is a general reduction in grant, as was detailed in the 4-year settlement that the Council was successful in achieving in December 2016 and also to a change in the NHB assessment criteria.
- On the 19 December the Government announced the Revenue Support Grant (RSG) 2018/19 provisional settlement for the Council of £604k, this was in line with what was expected. However, it should be noted that as of 2019/20 RSG for the Council will be nil and from 2020/21 onwards the Council will, like most of local government, be in a negative RSG position. The government have not as yet decided how to deal with this situation and this will be addressed as part of the Fair Funding Review that is currently being undertaken. The negative RSG position effectively looks like the Council will have

to pay the government, but this is not expected to be the eventual outcome; current speculation is that the Tariff process within the NDR regime will be adjusted. However, for ease of presentation, the Council has presented the negative RSG directly within the Grant funding elements of the Funding Statement.

Council Tax and Business Rates

- 1.2.2 There is an assumption within the 2018/19 Budget and over the term of the MTFs that the Council Tax will increase by 2% per annum. Therefore, the Council Tax for 2018/19 will be £138.56 per Band D equivalent property. Members should note that when the Local Government Financial Settlement was announced, this included an increase in the Council Tax threshold (also known as the Referendum Limit) from “the higher of 2% or £5” to “the higher of 3% or £5” for a Band D property. This increase in the threshold was to reflect changes in CPI.
- 1.2.3 A Council Tax increase of 2% is below what current local indicators show in respect of wage and pensions increases.
- 1.2.4 The Council receives 40% of the Business rates collected and, after allowing for the tariff payment, it estimates this to be £5.8m in 2018/19. An increase of 2% is allowed year on year over the MTFs period to reflect the annual inflation increases to the business rates multiplier. Members should consider the commentary noted at paragraph 8.5.8.

Collection Fund Surplus/Deficit

- 1.2.5 The Collection Fund is the statutory account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.
- 1.2.6 The estimated year end position of the Collection Fund is shown in **Table 4** below along with the share that is apportioned to the Council.

Table 4	Collection Fund Estimated Surplus 2017/18	
	(Surplus)/Deficit £000	HDC Share £000
Council Tax	382	33
Business Rates	(2,497)	(999)
Total	(2,115)	(966)

1.3 Summary Budget

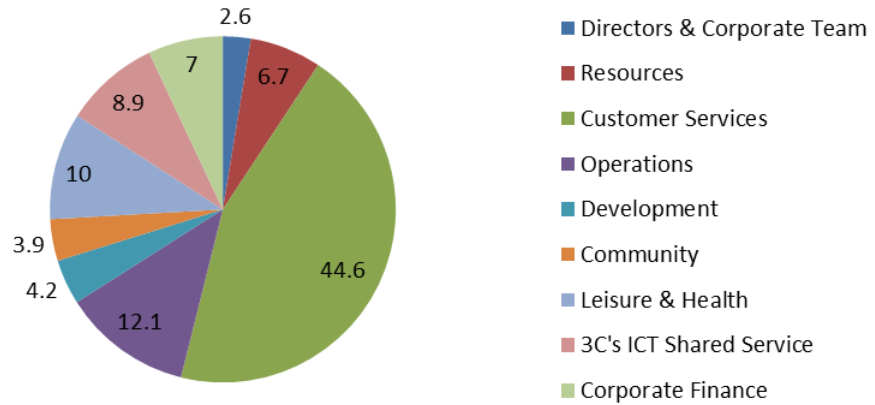
1.3.1 Considering the 2% increase in Council Tax for 2018/19 and over the MTFS period, this results in the funding statement shown in **Table 5** and **Table 6** below.

Table 5	Council Services Net Expenditure Budget (2018/19) and MTFS						
	2017/18		2018/19	Medium Term Financial Strategy			
	Budget	Forecast (November)	Budget	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000	£000	£000	£000
Community Services	1,953	1,843	1,779	1,765	1,808	1,847	1,881
Customer Services	2,396	2,630	2,533	2,604	2,743	2,823	2,884
Development Services	1,133	1,109	1,071	1,169	1,111	1,154	1,197
Operational Services	4,032	4,502	3,906	3,644	3,758	3,874	3,993
Leisure and Health	(160)	28	(190)	(263)	(302)	(282)	(280)
Corporate Team and Directors	1,711	1,398	1,642	1,664	1,688	1,706	1,718
ICT	1,721	2,031	2,107	2,117	2,134	2,151	2,169
Resources	(179)	90	(313)	(354)	(361)	(299)	(268)
Corporate Finance	4,604	4,358	4,747	5,048	5,098	5,112	4,959
Net Expenditure	17,211	17,989	17,282	17,394	17,677	18,086	18,253
- Expenditure	80,569	79,129	73,688	69,389	64,203	59,854	59,286
- Income	(63,358)	(60,940)	(56,406)	(51,995)	(46,526)	(41,768)	(41,033)
- Net Expenditure	17,211	18,189	17,282	17,394	17,677	18,086	18,253

Table 6	Council Funding Statement Budget (2018/19) and MTFS						
	2017/18		2018/19	Funding Streams and a 2% Council Tax increase			
	Budget	Forecast (November)	Budget	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000	£000	£000	£000
Net Expenditure	17,211	17,989	17,282	17,394	17,677	18,086	18,253
Contribution to/(from) Earmarked Reserves:	(65)	(65)	0	0	0	0	
- Commercial Investment Strategy	0	0	1,135	2,673	2,673	2,673	2,673
General Reserves	3,032	2,254	1,891	(975)	(995)	(1,133)	(956)
Budget Requirement	20,178	20,178	20,308	19,092	19,355	19,626	19,970
Non-Domestic Rates	(4,622)	(4,622)	(5,841)	(5,958)	(6,077)	(6,199)	(6,323)
S31 Grant	(1,018)	(1,018)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)
Revenue Support Grant (RSG)	(1,182)	(1,182)	(604)	0	150	304	397
New Homes Bonus	(3,656)	(3,656)	(2,718)	(2,673)	(2,673)	(2,673)	(2,673)
Collection Fund (Surplus) / Deficit	(1,534)	(1,534)	(966)	0	0	0	0
Council Tax Requirement	8,166	8,166	8,450	8,732	9,026	9,329	9,642
- Base (*)	60,111	60,111	60,984	61,795	62,617	63,450	64,293
- Per Band D	135.84	135.84	138.56	141.31	144.15	147.03	149.97

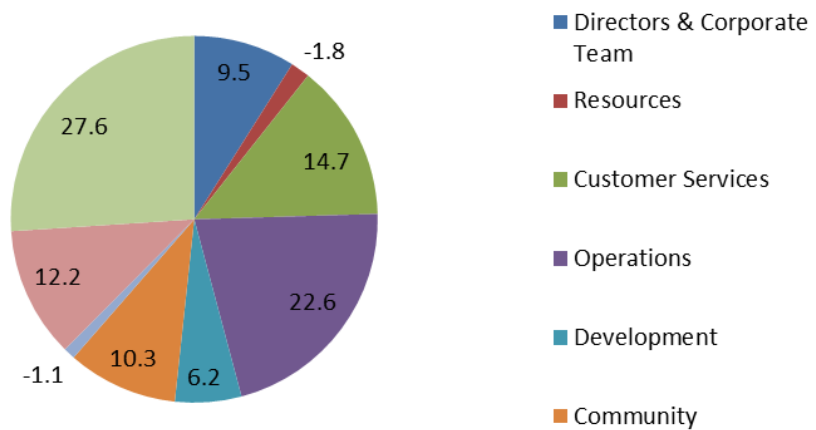
Gross Expenditure by Service 2018/19

%



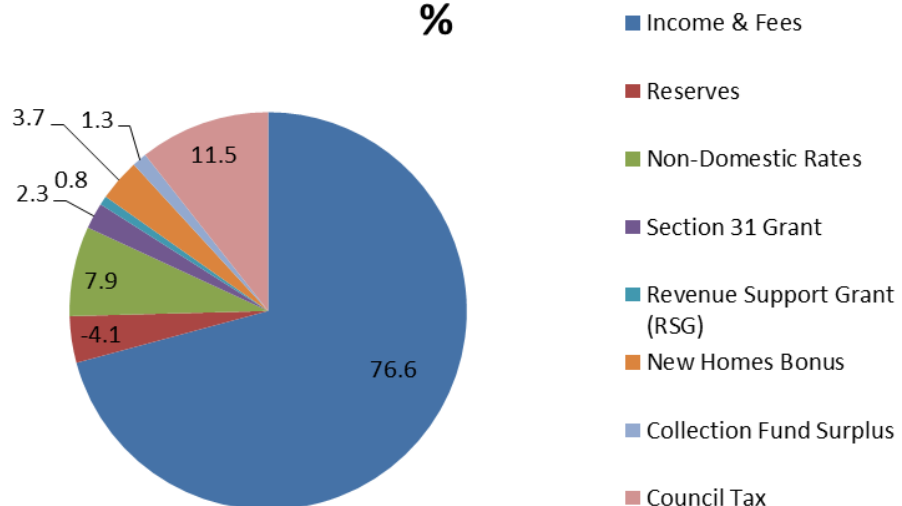
Net Expenditure by Service 2018/19

%



How Services are Paid for in 2018/19

%



1.4 Revenue Reserves

1.4.1 The impact on the General Fund Reserve of the grant settlement from Government, the Council's policy to increase Council Tax and the savings, income and growth built into the budget 2018/19 and MTFS is shown in **Table 7** below.

Table 7	Reserves and MTFS						
	2017/18		2018/19 Budget £000	Medium Term Financial Strategy			
	Budget £000	Forecast £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
GENERAL FUND							
b/f	2,568	2,582	2,698	2,592	2,609	2,652	2,713
Contribution to Reserve	3,032	2,254	1,891	0	0	0	0
Contribution from Reserve	0	0	0	(975)	(995)	(1,133)	(956)
Contribution from(to) Budget Surplus	(3,018)	(2,137)	(1,997)	992	1,038	1,194	981
c/f	2,582	2,698	2,592	2,609	2,652	2,713	2,738
Net Expenditure	17,211	17,989	17,282	17,394	17,677	18,086	18,253
Minimum Level of Reserves (15%)	2,582	2,698	2,592	2,609	2,652	2,713	2,738
BUDGET SURPLUS RESERVE							
b/f	75	75	2,212	4,209	3,217	2,179	985
Contribution to Reserve	0	0	0	0	0	0	0
Contribution from Reserve	0	0	0	0	0	0	0
Contribution from (to) General Fund	3,018	2,137	1,997	(992)	(1,038)	(1,194)	(981)
Contribution from (to) CIS Reserve	0	0	0	0	0	0	0
c/f	3,093	2,212	4,209	3,217	2,179	985	4
COMMERCIAL INVESTMENT RESERVE							
b/f	3,997	3,997	2,798	3,933	6,606	9,279	11,952
Contribution to Reserve (former NHB)	0	0	1,135	2,673	2,673	2,673	2,673
Contribution from Reserve	0	0	0	0	0	0	0
- Fareham	(699)	(699)	0	0	0	0	0
- To Housing Dev ER	(500)	(500)	0	0	0	0	0
Contribution from (to) General Fund	0	0	0	0	0	0	0
Contribution from (to) Budget Surplus Reserve	0	0	0	0	0	0	0
c/f	2,798	2,798	3,933	6,606	9,279	11,952	14,625

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

Table 8

2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council									
Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(18,258,135)	=	Income & Fees	(17,370,706)	(16,716,433)	(17,258,136)	(17,304,836)	(17,369,528)	(17,345,477)	(17,423,991)
(1,133,180)		Fees & charges	(2,183,855)	(2,853,706)	(1,235,961)	(1,254,661)	(1,267,661)	(1,267,661)	(1,267,661)
(2,680,744)		Sales	(3,358,261)	(5,245,835)	(5,468,224)	(5,547,013)	(5,611,423)	(5,616,423)	(5,616,423)
74,867		Rent	159,224	135,046	146,046	169,046	169,046	169,046	169,046
(35,420,319)		Bad Debts Provision	(34,294,340)	(35,228,598)	(28,666,912)	(24,119,536)	(18,483,487)	(13,719,129)	(12,879,937)
(2,598,924)		Government grants	(3,457,941)	(2,929,290)	(3,315,366)	(3,329,599)	(3,354,676)	(3,380,125)	(3,405,952)
(100,859)		Other grants and contributions	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(361,799)		Commuted sums	(434,439)	(367,715)	(456,500)	(456,500)	(456,500)	(456,500)	(456,500)
(124)		Interest	0	0	0	0	0	0	0
		Loan Repayments							
(60,479,218)		Income & Fees Total	(60,940,318)	(63,357,862)	(56,406,383)	(51,994,430)	(46,525,560)	(41,767,600)	(41,032,748)
16,320,246	=	Employees	17,683,705	18,318,220	18,849,599	18,775,414	18,963,440	19,153,174	19,474,351
1,393,141		Salary	1,528,790	1,600,071	1,643,299	1,644,161	1,660,565	1,677,138	1,693,855
3,971,955		National Insurance	4,306,432	4,485,289	4,546,238	4,552,448	4,768,824	4,989,865	5,214,404
1,746,949		Pension	1,526,359	286,392	182,459	168,859	168,859	168,859	168,859
173,054		Hired Staff	186,239	172,907	187,016	205,717	226,289	248,918	248,918
111,083		Employee Insurance	52,352	7,850	7,742	7,742	7,742	7,742	7,742
180,605		Recruitment	246,204	235,864	196,974	196,974	196,974	196,974	196,974
71,431		Training	45,311	48,622	44,780	39,280	44,780	39,280	44,780
222,746		Uniform & laundry	342,301	209,675	197,784	196,134	196,134	196,134	196,134
332,026		Other staff costs	281,877	207,000	199,000	189,650	180,768	172,329	164,313
		Severance payments							
24,523,237		Employees Total	26,199,570	25,571,890	26,054,891	25,976,379	26,414,375	26,850,413	27,410,330
238,534	=	Buildings	246,681	173,512	195,959	171,959	170,959	170,959	194,959
1,125,563		Rents	992,993	1,134,570	1,157,059	1,188,429	1,224,294	1,261,022	1,298,847
594,970		Repairs & Maintenance	707,866	670,654	711,432	712,432	712,032	726,832	712,032
90		Fixtures & Fittings	328	656	0	0	0	0	0
737,375		Energy Costs	683,124	762,257	745,283	709,687	709,687	709,687	709,687
117,537		Water Services	141,763	147,291	140,769	140,769	140,769	140,769	140,769
224,523		Premises Cleaning	231,374	239,429	225,507	225,587	225,707	225,707	225,707
72,614		Premises Insurance	80,557	47,773	74,653	78,501	82,638	87,086	87,086
14,036		Ground Maintenance Costs	17,727	21,345	21,300	21,300	21,300	21,300	21,300
3,125,242		Buildings Total	3,102,413	3,197,487	3,271,962	3,248,664	3,287,386	3,343,362	3,390,387
35,839	=	Supplies & Services	28,531	29,421	29,321	29,321	29,321	29,321	29,321
392,823		Catering	383,618	404,864	404,864	404,864	404,864	404,864	404,864
637,292		Members Allowances	658,732	554,240	611,800	575,000	575,000	575,000	610,400
881,971		Office expenses	1,144,087	821,280	1,182,731	1,129,731	1,130,731	1,130,731	1,173,731
4,601,422		Communication and computing	5,364,992	7,383,503	5,894,394	6,460,576	6,478,917	6,483,953	6,081,805
4,697,362		Services	4,180,730	3,625,768	3,950,729	3,935,279	3,934,379	3,931,779	3,935,679
122,685		Equipment, furniture & materials	255,277	249,471	255,199	255,199	255,199	255,199	255,199
268		Rents	200	380	380	380	380	380	380
0		Uniform & laundry	64	0	1,061	1,061	1,061	1,061	1,061
106,290		Expenses	81,455	81,442	80,945	82,659	84,562	86,611	86,611
		Insurance - service related							
11,475,953		Supplies & Services Total	12,097,687	13,150,369	12,411,424	12,874,070	12,894,414	12,898,899	12,579,051
61,831	=	Transport	67,783	63,849	59,521	59,521	59,521	59,521	59,521
37,272		Mileage Allowance	28,689	34,031	34,600	34,600	34,600	34,600	34,600
81,391		Pool Car	148,326	76,888	82,166	87,212	92,574	97,574	97,574
28,198		Vehicle Insurance	30,055	21,011	20,678	20,678	20,678	20,790	20,909
957,770		Public Transport	868,206	851,816	870,219	840,363	840,363	840,363	840,363
92,334		Operating Costs	84,857	18,807	18,100	18,100	18,100	18,100	18,100
		Contract Hire & operating leases							
1,258,796		Transport Total	1,227,915	1,066,402	1,085,284	1,060,474	1,065,836	1,070,948	1,071,067
116,200	=	Benefit & Transfer Payments	116,500	116,500	116,500	116,500	116,500	116,500	116,500
389,748		Irrecoverable V A T	393,313	391,016	402,278	402,278	402,278	402,278	402,278
9,364		Levies	7,387	6,900	7,900	7,900	7,900	7,900	7,900
1,331,509		Services	1,676,855	1,487,799	1,727,900	1,727,900	1,727,900	1,727,900	1,727,900
344,520		Contributions paid	288,000	251,000	251,300	251,300	251,300	251,300	251,300
34,945,828		Grants	34,018,173	35,295,832	28,325,340	23,689,830	18,001,530	13,150,830	12,296,430
		Benefits							
37,137,170		Benefit & Transfer Payments Total	36,500,228	37,549,047	30,831,218	26,195,708	20,507,408	15,656,708	14,802,308
28,714	=	Renewals Fund Contribution	1,620	33,232	33,232	33,232	33,232	33,232	33,232
28,714		Renewals Fund Contribution Total	1,620	33,232	33,232	33,232	33,232	33,232	33,232
17,069,894		Net Expenditure	18,189,115	17,210,565	17,281,627	17,394,097	17,677,090	18,085,962	18,253,626
77,549,112		Gross Service Expenditure	79,129,433	80,568,427	73,688,011	69,388,527	64,202,650	59,853,562	59,286,374
(60,479,218)		Gross Service Income	(60,940,318)	(63,357,862)	(56,406,383)	(51,994,430)	(46,525,560)	(41,767,600)	(41,032,748)
17,069,894		Net Service Expenditure	18,189,115	17,210,565	17,281,627	17,394,097	17,677,090	18,085,962	18,253,626

Budget Totals by Head of Service								
1,857,238	Head of Community	1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,884,584	1,881,165
2,534,331	Head of Customer Services	2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145
575,667	Head of Development	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735
80,577	Head of Leisure & Health	(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)
4,314,460	Head of Operations	4,478,826	4,031,492	3,905,941	3,643,946	3,758,204	3,874,430	3,992,682
1,773,685	Directors & Corporate Team	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084
1,983,277	Head of 3C's ICT Shared Service	2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
244,703	Head of Resources	113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)
3,705,955	Head of Resources (Corporate Budgets)	4,380,817	4,604,336	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313
17,069,894	Net Service Expenditure Total	18,189,115	17,210,565	17,281,627	17,394,097	17,677,090	18,085,962	18,253,626

Analysis of Budget Variations

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
2017/18 MTFS Totals	17,210,562	16,809,541	16,976,728	17,364,788	17,737,306	17,737,306
Movement		472,086	417,369	312,302	348,656	516,320
2018/19 MTFS Totals	17,281,627	17,394,097	17,677,090	18,085,962	18,085,962	18,253,626
Changes included in the 2018/19 MTFS						
Unavoidable Growth						
Inflation		8,122	14,112	12,943	13,165	296,587
NDR Inflation		11,280	23,063	35,436	48,411	62,011
National Living Wage		30,812	31,117	31,568	32,028	32,490
Pensions (Rate Change etc)		0	0	7,797	8,669	184,539
Interest Rate Changes		(103,785)	(63,785)	(18,785)	(18,785)	(18,785)
		(53,571)	4,507	68,959	83,488	556,842
Other Growth						
Head of Community		8,147	8,147	8,147	8,147	8,147
Head of Customer Services		371,566	388,566	437,566	437,566	437,566
3C's ICT Shared Service		376,339	383,866	391,543	399,374	407,361
Head of Development		435,799	474,299	474,299	474,299	474,299
Head of Leisure & Health		384,221	346,390	316,390	316,390	316,390
Head of Operations		236,044	56,044	56,044	56,044	56,044
Head of Resources		273,404	280,404	280,404	280,404	280,404
Directors & Corporate Team		75,341	84,341	84,341	84,341	75,341
Corporate Budgets		2,297	157,241	189,022	252,398	91,857
		2,163,158	2,179,298	2,237,756	2,308,963	2,147,409
Savings						
Head of Community		(137,095)	(149,235)	(150,308)	(151,395)	(156,598)
Head of Customer Services		(162,727)	(133,608)	(98,340)	(68,266)	(62,969)
3C's ICT Shared Service		(3,216)	(4,905)	(8,569)	(8,690)	(47,898)
Head of Development		(423,515)	(386,505)	(487,113)	(487,730)	(488,356)
Head of Leisure & Health		(310,172)	(328,627)	(414,318)	(490,881)	(570,621)
Head of Operations		(149,897)	(247,897)	(249,385)	(250,894)	(252,424)
Head of Resources		(336,058)	(365,819)	(434,315)	(438,806)	(438,291)
Directors & Corporate Team		(87,257)	(87,257)	(87,257)	(87,257)	(87,257)
Corporate Budgets		(23,000)	(32,350)	(41,233)	(49,671)	(57,687)
		(1,632,937)	(1,736,203)	(1,970,838)	(2,033,590)	(2,162,101)
Other Minor Changes						
		(4,564)	(30,233)	(23,575)	(10,205)	(25,830)
Total Movement		472,086	417,369	312,302	348,656	516,320

* Controllable Budgets – Support Service Costs (e.g. HR and Financial Services) are not allocated out to the service budgets in the tables above and in the Head of Service tables that follow. The support service budgets are shown in full under the Head of Service responsible for that support service. Therefore, the Controllable Budgets do not represent the total cost of a service.

2.2 Service Budgets by Head of Service

Table 9

Head of Community									
Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(963,483)	Income & Fees	Fees & charges	(996,040)	(874,409)	(881,634)	(902,234)	(897,334)	(896,634)	(902,234)
(128,385)		Sales	(118,094)	(114,617)	(114,507)	(114,207)	(114,207)	(114,207)	(114,207)
(761)		Government grants	0	0	0	0	0	0	0
(96,653)		Other grants and contributions	(75,162)	(95,155)	(95,275)	(95,275)	(95,275)	(95,275)	(95,275)
(1,189,282)	Income & Fees Total		(1,189,296)	(1,084,181)	(1,091,416)	(1,111,716)	(1,106,816)	(1,106,116)	(1,111,716)
1,560,287	Employees	Salary	1,648,701	1,762,692	1,696,259	1,713,211	1,730,333	1,747,625	1,765,091
153,422		National Insurance	158,711	172,636	156,290	157,852	159,428	161,023	162,634
264,197		Pension	274,281	295,260	285,595	288,453	307,343	327,378	346,982
30,363		Hired Staff	8,837	2,263	5,000	5,000	5,000	5,000	5,000
2,024		Training	5,135	2,550	4,400	4,400	4,400	4,400	4,400
97		Uniform & laundry	1,616	425	700	700	700	700	700
27,399		Other staff costs	23,560	1,130	2,242	2,242	2,242	2,242	2,242
4,300		Recruitment	2,299	0	0	0	0	0	0
39,889		Severance payments	44,722	0	0	0	0	0	0
2,081,979	Employees Total		2,167,862	2,236,956	2,150,486	2,171,858	2,209,446	2,248,368	2,287,049
17,230	Buildings	Rents	21,430	780	780	780	(220)	(220)	(220)
7,049		Repairs & Maintenance	30,319	2,500	2,500	2,500	2,500	2,500	2,500
2,925		Energy Costs	4,420	4,000	4,000	4,000	4,000	4,000	4,000
27,204	Buildings Total		56,169	7,280	7,280	7,280	6,280	6,280	6,280
1,257	Supplies & Services	Catering	435	521	521	521	521	521	521
117,057		Communication and computing	115,054	95,681	60,701	50,701	50,701	50,701	50,701
35,444		Services	62,256	56,442	40,462	40,462	40,462	40,462	40,462
259,617		Equipment, furniture & materials	196,585	199,775	158,275	153,775	155,275	153,775	155,275
104,639		Office expenses	110,509	103,505	104,365	104,365	104,365	104,365	104,365
268		Uniform & laundry	200	380	380	380	380	380	380
518,282	Supplies & Services Total		485,039	456,304	364,704	350,204	351,704	350,204	351,704
19,035	Transport	Mileage Allowance	19,648	19,801	19,951	19,951	19,951	19,951	19,951
31,148		Operating Costs	42,630	25,654	41,399	41,399	41,399	41,399	41,399
4,562		Pool Car	5,026	7,100	7,100	7,100	7,100	7,100	7,100
1,968		Public Transport	1,561	1,111	1,261	1,261	1,261	1,261	1,261
56,714	Transport Total		68,865	53,666	69,711	69,711	69,711	69,711	69,711
55,160	Benefit & Transfer Payments	Contributions paid	44,215	38,525	33,525	33,525	33,525	33,525	33,525
384		Services	0	0	0	0	0	0	0
301,664		Grants	238,000	238,000	238,000	238,000	238,000	238,000	238,000
357,209	Benefit & Transfer Payments Total		282,215	276,525	271,525	271,525	271,525	271,525	271,525
5,132	Renewals Fund Contribution	Renewals Fund Contribution	0	6,612	6,612	6,612	6,612	6,612	6,612
5,132	Renewals Fund Contribution Total		0	6,612	6,612	6,612	6,612	6,612	6,612
1,857,238	Grand Total		1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165
3,046,520	Gross Service Expenditure		3,060,150	3,037,343	2,870,318	2,877,190	2,915,278	2,952,700	2,992,881
(1,189,282)	Gross Service Income		(1,189,296)	(1,084,181)	(1,091,416)	(1,111,716)	(1,106,816)	(1,106,116)	(1,111,716)
1,857,238	Net Service Expenditure		1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165
(77,050)	C C T V		(65,408)	(70,393)	(70,393)	(70,393)	(70,393)	(70,393)	(70,393)
232,498	C C T V Shared Service		248,394	256,389	155,326	145,736	151,939	158,231	164,614
277,062	Commercial Team		292,529	293,803	276,784	279,600	284,696	289,865	295,109
627,991	Community Team		612,669	624,634	615,019	618,571	623,194	629,692	635,480
94,086	Corporate Health & Safety		93,393	102,622	104,997	105,911	107,571	109,256	110,965
117,217	Environmental Health Admin		133,142	139,140	137,050	138,398	140,631	142,895	145,191
345,191	Environmental Protection Team		367,944	379,555	342,384	344,328	352,054	356,870	364,777
89,472	Head Of Community		87,060	89,875	93,900	84,712	86,174	87,657	89,162
(253,344)	Licencing		(174,343)	(137,464)	(103,951)	(107,163)	(97,927)	(92,829)	(93,967)
8,903	Emergency Planning		17,485	11,575	11,575	11,575	11,575	11,575	11,575
101,233	Facilities Management		0	0	0	0	0	0	0
293,979	Document Centre		257,989	263,426	216,211	214,199	218,948	223,765	228,652
1,857,238	Grand Total		1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165

Analysis of Budget Variations - Head of Community

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of Community	1,689,734	1,647,617	1,648,474	1,689,519	1,723,859	1,723,859
Add Document Centre	263,426	258,617	257,029	262,711	268,476	268,476
Adjusted 2017/18 MTFS Totals	1,953,160	1,906,234	1,905,503	1,952,230	1,992,335	1,992,335
Movement		(127,332)	(140,029)	(143,768)	(145,751)	(111,170)
2018/19 MTFS Totals - Head of Community		1,778,902	1,765,474	1,808,462	1,846,584	1,881,165
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		(1)	(557)	(567)	(581)	22,571
Pensions (Rate Change etc)		0	0	(1,099)	(315)	16,317
		(1)	(557)	(1,666)	(896)	38,888
Other Growth						
Lower Licencing Income		8,147	8,147	8,147	8,147	8,147
Savings						
Misc Staff Savings		(25,095)	(23,635)	(23,635)	(23,635)	(23,635)
Cyclical Income/Expenditure Items		0	0	0	0	(4,100)
CCTV Equipment Savings		0	(3,000)	(3,000)	(3,000)	(3,000)
CCTV restructure of staffing		(20,000)	(20,200)	(20,558)	(20,920)	(21,288)
CCTV Commercialisation		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Document Centre Commercialisation		(40,000)	(40,400)	(41,115)	(41,840)	(42,575)
Closed Churchyards		0	(10,000)	(10,000)	(10,000)	(10,000)
Pest Control removal of discretionary discounts		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
		(137,095)	(149,235)	(150,308)	(151,395)	(156,598)
Other Minor Changes		1,617	1,616	59	(1,607)	(1,607)
Total Movement		(127,332)	(140,029)	(143,768)	(145,751)	(111,170)

Table 10

Head of Customer Services									
Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(1,726,148)	Income & Fees	Fees & charges	(1,825,437)	(1,881,500)	(1,782,055)	(1,670,802)	(1,534,283)	(1,417,866)	(1,397,361)
(34,964,834)		Government grants	(34,021,553)	(35,174,676)	(28,610,990)	(24,063,614)	(18,427,565)	(13,663,207)	(12,824,015)
50,759		Bad Debts Provision	124,224	100,046	126,046	149,046	149,046	149,046	149,046
(36,640,222)	Income & Fees Total		(35,722,766)	(36,956,130)	(30,266,999)	(25,585,370)	(19,812,802)	(14,932,027)	(14,072,330)
2,388,501	Employees	Salary	2,353,835	2,378,089	2,527,668	2,549,236	2,573,580	2,598,169	2,622,663
223,477		National Insurance	219,901	220,352	239,202	241,453	243,754	246,081	248,406
380,226		Pension	383,819	404,103	398,433	402,149	427,223	452,762	479,138
139,952		Hired Staff	83,150	0	0	0	0	0	0
1,062		Training	1,300	1,350	1,350	1,350	1,350	1,350	1,350
188		Uniform & laundry	219	799	200	(2,300)	200	(2,300)	200
16,889		Other staff costs	61,358	40,520	20,220	20,220	20,220	20,220	20,220
0		Recruitment	591	0	0	0	0	0	0
60,233		Severance payments	3,646	0	0	0	0	0	0
3,210,527	Employees Total		3,107,819	3,045,213	3,187,073	3,212,108	3,266,327	3,316,282	3,371,977
19,526	Buildings	Rents	29,035	18,098	19,400	19,400	19,400	19,400	19,400
24,661		Repairs & Maintenance	485	282	82	82	82	82	82
1,422		Energy Costs	600	1,200	600	600	600	600	600
1,153		Premises Cleaning	750	1,008	1,000	1,000	1,000	1,000	1,000
4,954		Rates	4,320	4,380	4,443	4,576	4,713	4,854	5,000
187		Premises Insurance	0	0	200	200	200	200	200
149		Water Services	455	200	200	200	200	200	200
52,053	Buildings Total		35,645	25,168	25,925	26,058	26,195	26,336	26,482
93,250	Supplies & Services	Rents	81,394	75,894	81,622	81,622	81,622	81,622	81,622
970		Catering	0	200	100	100	100	100	100
117,467		Communication and computing	103,075	106,964	105,500	105,500	105,500	105,500	105,500
48,895		Services	44,836	29,733	46,883	46,883	46,883	46,883	46,883
38,843		Equipment, furniture & materials	28,545	4,980	7,431	7,431	7,431	7,431	7,431
40,133		Office expenses	31,429	43,751	47,560	47,560	47,560	47,560	47,560
339,558	Supplies & Services Total		289,279	261,522	289,096	289,096	289,096	289,096	289,096
2,695	Transport	Mileage Allowance	2,922	3,800	3,100	3,100	3,100	3,100	3,100
12,119		Pool Car	9,007	10,610	9,110	9,110	9,110	9,110	9,110
9,494		Public Transport	9,366	8,120	8,280	8,280	8,280	8,280	8,280
24,308	Transport Total		21,295	22,530	20,490	20,490	20,490	20,490	20,490
602,278	Benefit & Transfer Payments	Contributions paid	902,747	701,744	952,000	952,000	952,000	952,000	952,000
34,945,828		Benefits	34,018,173	35,295,832	28,325,340	23,689,830	18,001,530	13,150,830	12,296,430
35,548,106	Benefit & Transfer Payments Total		34,920,920	35,997,576	29,277,340	24,641,830	18,953,530	14,102,830	13,248,430
2,534,331	Grand Total		2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145
39,174,553	Gross Service Expenditure		38,374,958	39,352,009	32,799,924	28,189,582	22,555,638	17,755,034	16,956,475
(36,640,222)	Gross Service Income		(35,722,766)	(36,956,130)	(30,266,999)	(25,585,370)	(19,812,802)	(14,932,027)	(14,072,330)
2,534,331	Net Service Expenditure		2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145
100,844	Head of Customer Services		100,144	97,080	98,042	99,013	100,769	102,550	104,356
(164,087)	Council Tax Support		(135,553)	(134,894)	(127,354)	(127,354)	(127,354)	(127,354)	(127,354)
147,560	Local Tax Collection		(222,618)	(226,770)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)
708,076	Housing Benefits		1,107,681	919,727	919,948	968,561	1,031,073	1,088,781	1,122,104
832,269	Housing Needs		928,709	917,332	1,018,645	1,037,463	1,096,037	1,105,689	1,115,422
909,669	Customer Services		873,829	823,404	851,414	854,299	870,081	881,111	897,387
2,534,331	Grand Total		2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145

Analysis of Budget Variations - Head of Customer Services

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of Customer Services	2,659,305	2,591,390	2,614,965	2,676,652	2,734,193	2,734,193
Less Document Centre	(263,426)	(258,617)	(257,029)	(262,711)	(268,476)	(268,476)
Adjusted 2017/18 MTFS Totals	2,395,879	2,332,773	2,357,936	2,413,941	2,465,717	2,465,717
Movement		200,152	246,276	328,895	357,290	418,428
2018/19 MTFS Totals - Head of Customer Services		2,532,925	2,604,212	2,742,836	2,823,007	2,884,145
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	4	0	(14)	30,976
Change to NDR inflation assumption		43	44	45	46	47
Pensions (Rate Change etc)		0	0	(1,650)	(1,667)	20,683
		43	48	(1,605)	(1,635)	51,706
Other Growth						
Change to HB Admin Grant		41,566	41,566	41,566	41,566	41,566
Higher Bad Debt Provision Contribution		26,000	49,000	49,000	49,000	49,000
Removal of Credit Budget on CSC		25,000	25,000	25,000	25,000	25,000
Growth Bid - Homeless Increase in B&B		100,000	100,000	100,000	100,000	100,000
Growth Bid - Customer Service Centre provision		90,000	90,000	90,000	90,000	90,000
Growth Bid - Homeless Reductions Act implementation		89,000	83,000	132,000	132,000	132,000
		371,566	388,566	437,566	437,566	437,566
Savings						
Impact of HB Cases migrating to UC		(162,727)	(133,608)	(98,340)	(68,266)	(62,969)
Other Minor Changes						
		(8,730)	(8,730)	(8,726)	(10,375)	(7,875)
Total Movement		200,152	246,276	328,895	357,290	418,428

Table 11

Head of 3C's ICT Shared Service									
Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(2,369,146)	Income & Fees	Fees & charges	(1,906,819)	(1,129,978)	(1,357,641)	(1,365,011)	(1,378,047)	(1,391,269)	(1,404,679)
(2,340,208)		Other grants and contributions	(3,184,229)	(2,737,839)	(3,120,541)	(3,134,624)	(3,159,536)	(3,184,803)	(3,210,431)
0		Sales	(1,091,325)	(1,721,333)	0	0	0	0	0
(4,709,354)	Income & Fees Total		(6,182,373)	(5,589,150)	(4,478,182)	(4,499,635)	(4,537,583)	(4,576,072)	(4,615,110)
1,616,707	Employees	Salary	2,164,143	2,256,268	2,467,508	2,492,183	2,517,105	2,542,276	2,567,699
160,664		National Insurance	217,889	229,803	253,457	255,992	258,552	261,138	263,749
264,144		Pension	349,326	373,119	401,841	405,859	433,613	461,881	490,671
767,530		Hired Staff	554,430	99,250	0	0	0	0	0
37,017		Training	34,520	33,028	44,563	44,563	44,563	44,563	44,563
513		Uniform & laundry	964	500	530	530	530	530	530
8,565		Other staff costs	23,379	867	22,000	22,000	22,000	22,000	22,000
26,125		Recruitment	36,385	1,500	1,592	1,592	1,592	1,592	1,592
0		Employee Insurance	244	0	0	0	0	0	0
2,881,265	Employees Total		3,381,280	2,994,335	3,191,491	3,222,719	3,277,955	3,333,980	3,390,804
0	Buildings	Rents	450	0	0	0	0	0	0
637		Repairs & Maintenance	650	0	21,224	21,224	21,224	21,224	21,224
4,648		Premises Insurance	4,741	0	0	0	0	0	0
5,285	Buildings Total		5,841	0	21,224	21,224	21,224	21,224	21,224
122	Supplies & Services	Catering	175	0	0	0	0	0	0
357,295		Communication and computing	687,949	419,063	788,386	788,386	788,386	788,386	788,386
70,421		Services	1,150,882	1,448,783	(234,215)	(234,215)	(234,215)	(234,215)	(234,215)
3,360,928		Equipment, furniture & materials	2,959,647	2,431,118	2,781,103	2,781,103	2,781,103	2,781,103	2,781,103
4,909		Office expenses	5,722	7,000	30,429	30,429	30,429	30,429	30,429
0		Expenses	0	0	1,061	1,061	1,061	1,061	1,061
3,793,676	Supplies & Services Total		4,804,375	4,305,964	3,366,764	3,366,764	3,366,764	3,366,764	3,366,764
5,426	Transport	Mileage Allowance	9,917	6,233	0	0	0	0	0
2,565		Pool Car	926	1,251	3,820	3,820	3,820	3,820	3,820
4,414		Public Transport	9,808	2,700	1,624	1,624	1,624	1,624	1,624
12,406	Transport Total		20,650	10,184	5,444	5,444	5,444	5,444	5,444
0	Benefit & Transfer Payments	Contributions paid	11	0	0	0	0	0	0
0	Benefit & Transfer Payments Total		11	0	0	0	0	0	0
1,983,277	Grand Total		2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
6,692,631	Gross Service Expenditure		8,212,157	7,310,483	6,584,923	6,616,151	6,671,387	6,727,412	6,784,236
(4,709,354)	Gross Service Income		(6,182,373)	(5,589,150)	(4,478,182)	(4,499,635)	(4,537,583)	(4,576,072)	(4,615,110)
1,983,277	Net HDC Service Expenditure		2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
11,667	Information Management		0	0	0	0	0	0	0
1,971,610	ICT Shared Service		2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
1,983,277	Grand Total		2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126

Analysis of Budget Variations - Head of 3C's ICT Shared Service

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of 3C's ICT	1,721,333	1,729,737	1,738,225	1,753,321	1,768,712	1,768,712
Movement		377,004	378,291	380,483	382,628	400,414
2018/19 MTFS Totals - Head 3C's ICT		2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		4,661	7,109	7,181	7,304	39,957
Pensions (Rate Change etc)		0	0	5,238	5,290	29,461
		4,661	7,109	12,419	12,594	69,418
Other Growth						
Growth Bid (HDC Element)		376,339	383,866	391,543	399,374	407,361
Savings						
Change to Partner Contributions		(3,216)	(4,905)	(8,569)	(8,690)	(47,898)
Other Minor Changes		(780)	(7,779)	(14,910)	(20,650)	(28,467)
Total Movement		377,004	378,291	380,483	382,628	400,414

Table 12

Head of Development

Actuals 2016/17	Subjective Analysis : Controllable Only	2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£		£	£	£	£	£	£	£
(2,197,358)	Income & Fees	(1,794,605)	(1,696,254)	(1,921,254)	(1,896,709)	(1,972,168)	(1,972,631)	(1,973,099)
(922)	Fees & charges	(50,000)	0	0	0	0	0	0
(7,046)	Other grants and contributions	(7,156)	(7,500)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)
(7)	Sales	0	0	0	0	0	0	0
(105,965)	Interest	(109,783)	(109,030)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)
(20,000)	Rent	(20,000)	(40,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	Government grants							
(2,331,298)	Income & Fees Total	(1,981,544)	(1,852,784)	(2,058,624)	(2,034,079)	(2,109,538)	(2,110,001)	(2,110,469)
1,498,229	Employees	1,669,440	1,739,255	1,775,304	1,823,856	1,842,384	1,861,095	1,879,993
151,618	Salary	166,012	174,461	177,758	181,499	183,343	185,205	187,087
268,557	National Insurance	286,936	301,232	307,156	315,554	337,471	359,796	382,534
53,790	Pension	49,818	16,170	11,500	0	0	0	0
56	Hired Staff	0	0	0	0	0	0	0
87	Training	264	350	350	350	350	350	350
2,535	Uniform & laundry	434	275	275	275	275	275	275
11,343	Other staff costs	9,780	5,000	5,000	5,000	5,000	5,000	5,000
16,973	Recruitment	0	0	0	0	0	0	0
	Severance payments							
2,003,187	Employees Total	2,182,684	2,236,743	2,277,343	2,326,534	2,368,823	2,411,721	2,455,239
351	Buildings	7,344	2,200	3,000	3,000	3,000	3,000	3,000
8,068	Rents	5,000	5,000	5,000	5,000	5,000	5,000	5,000
26,590	Repairs & Maintenance	25,500	23,800	26,400	26,400	26,400	26,400	26,400
0	Energy Costs	0	629	648	667	687	708	729
27,388	Rates	28,000	28,000	28,000	28,000	28,000	28,000	28,000
	Water Services							
62,397	Buildings Total	65,844	59,629	63,048	63,067	63,087	63,108	63,129
23,377	Supplies & Services	23,655	23,577	23,577	23,577	23,577	23,577	23,577
1,136	Rents	550	650	650	650	650	650	650
17,479	Catering	13,437	13,750	11,250	11,250	11,250	11,250	11,250
473,513	Communication and computing	654,908	390,347	513,828	538,828	513,828	513,828	513,828
18,175	Services	13,730	12,691	4,000	4,000	4,000	4,000	4,000
39,391	Equipment, furniture & materials	35,242	39,955	33,455	33,155	33,155	33,155	33,155
	Office expenses							
573,072	Supplies & Services Total	741,522	480,970	586,760	611,460	586,460	586,460	586,460
8,580	Transport	7,144	8,900	8,875	8,875	8,875	8,875	8,875
8,741	Mileage Allowance	8,353	8,770	8,770	8,770	8,770	8,770	8,770
2,193	Pool Car	2,444	3,500	3,500	3,500	3,500	3,500	3,500
1,995	Public Transport	0	0	0	0	0	0	0
	Contract Hire & operating leases							
21,508	Transport Total	17,941	21,170	21,145	21,145	21,145	21,145	21,145
199,341	Benefit & Transfer Payments	167,415	168,311	162,811	162,811	162,811	162,811	162,811
4,299	Contributions paid	0	0	0	0	0	0	0
38,779	Services	48,000	11,000	11,000	11,000	11,000	11,000	11,000
5,800	Grants	5,800	5,800	5,800	5,800	5,800	5,800	5,800
	Irrecoverable V A T							
248,219	Benefit & Transfer Payments Total	221,215	185,111	179,611	179,611	179,611	179,611	179,611
(1,418)	Renewals Fund Contribution	1,620	1,620	1,620	1,620	1,620	1,620	1,620
(1,418)	Renewals Fund Contribution Total	1,620	1,620	1,620	1,620	1,620	1,620	1,620
575,667	Grand Total	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735

2,906,965	Gross Service Expenditure	3,230,826	2,985,243	3,129,527	3,203,437	3,220,746	3,263,665	3,307,204
(2,331,298)	Gross Service Income	(1,981,544)	(1,852,784)	(2,058,624)	(2,034,079)	(2,109,538)	(2,110,001)	(2,110,469)
575,667	Net Service Expenditure	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735

277,585	Planning Policy	623,237	706,848	721,388	797,301	810,947	824,790	838,833
80,865	Head of Development	83,707	81,516	84,715	85,554	87,064	88,596	90,150
246,854	Housing Strategy	230,695	219,892	212,478	203,074	206,869	210,718	214,623
(379,463)	Development Management	(273,588)	(359,076)	(343,260)	(332,476)	(412,565)	(392,365)	(371,872)
83,125	Building Control	273,970	147,670	152,540	152,540	152,540	152,540	152,540
184,576	Economic Development	227,441	253,389	160,822	181,145	184,133	187,165	190,241
54,401	Transportation Strategy	56,120	56,120	56,120	56,120	56,120	56,120	56,120
27,724	Public Transport	27,700	26,100	26,100	26,100	26,100	26,100	26,100
575,667	Grand Total	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735

Analysis of Budget Variations - Head of Development

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
2017/18 MTFS Totals - Head of Development	1,355,439	1,352,228	1,411,198	1,457,870	1,505,217	1,505,217
Less Apprentice Scheme to Resources	(220,980)	(294,640)	(331,470)	(337,488)	(343,594)	(343,594)
Cycle Routes/Shelters to Operations	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Adjusted 2017/18 MTFS Totals	1,132,459	1,055,588	1,077,728	1,118,382	1,159,623	1,159,623
Movement		15,315	91,631	(7,173)	(5,959)	37,112
2018/19 MTFS Totals - Head of Development		1,070,903	1,169,359	1,111,209	1,153,664	1,196,735
Changes in the 2018/19 MTFS:-						
Unavoidable growth						
Inflation		0	1,240	1,257	1,276	26,062
Change to NDR Inflation assumption		6	12	19	27	34
National Living Wage		1,142	1,156	1,175	1,197	1,219
Pensions (Rate Change etc)		0	0	980	989	20,339
		<u>1,148</u>	<u>2,408</u>	<u>3,431</u>	<u>3,489</u>	<u>47,654</u>
Other Growth						
Higher Cost of Building Control Shared Service		60,940	60,940	60,940	60,940	60,940
Expenditure Funded from Additional Application Fees		260,000	260,000	260,000	260,000	260,000
Lower Application Fee Income		100,000	100,000	100,000	100,000	100,000
Misc Staff Savings		3,359	3,359	3,359	3,359	3,359
Changes to Hired Staff		11,500	0	0	0	0
Local Plan Exp (Funded from Reserves)		0	50,000	50,000	50,000	50,000
		<u>435,799</u>	<u>474,299</u>	<u>474,299</u>	<u>474,299</u>	<u>474,299</u>
Savings						
Higher Application Fee Income - Price Increase	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)
Economic Development Marketing Post removed	(36,665)	(36,665)	(36,665)	(36,665)	(36,665)	(36,665)
JSPU - No Longer required	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
One Year Apprentice Savings	(37,350)	0	0	0	0	0
DM fees volume increase	0	0	(100,000)	(100,000)	(100,000)	(100,000)
DM Consultants Fees Adjustment	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Staff Exp Funded from Fees increase	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Adjustment to Exp Funded from Fees increase	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Economic Development work to be undertaken by LEP	(34,000)	(34,340)	(34,948)	(35,565)	(35,565)	(36,191)
		<u>(423,515)</u>	<u>(386,505)</u>	<u>(487,113)</u>	<u>(487,730)</u>	<u>(488,356)</u>
Other Minor Changes		1,883	1,429	2,210	3,983	3,515
Movement Total		15,315	91,631	(7,173)	(5,959)	37,112

Table 13

Head of Leisure & Health

Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(6,042,214)	Income & Fees	Fees & charges	(6,135,056)	(6,509,993)	(6,559,526)	(6,677,288)	(6,793,313)	(6,872,694)	(6,952,234)
(99,801)		Other grants and contributions	(98,703)	(67,622)	(94,290)	(94,440)	(94,605)	(94,787)	(94,986)
(796,903)		Sales	(756,299)	(814,875)	(905,488)	(924,488)	(937,488)	(937,488)	(937,488)
(5,000)		Rent	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(6,943,918)	Income & Fees Total		(6,995,057)	(7,397,490)	(7,564,303)	(7,701,216)	(7,830,406)	(7,909,969)	(7,989,708)
3,699,327	Employees	Salary	3,753,693	3,853,538	3,963,584	4,049,106	4,089,777	4,130,676	4,171,983
212,403		National Insurance	220,456	218,447	226,301	231,468	233,783	236,120	238,479
398,498		Pension	430,370	452,803	447,274	459,662	491,045	523,012	555,563
8,974		Hired Staff	7,162	9,500	11,750	11,750	11,750	11,750	11,750
19,355		Training	23,336	23,800	25,800	25,800	25,800	25,800	25,800
12,483		Uniform & laundry	6,996	7,939	10,800	7,800	10,800	7,800	10,800
17,288		Other staff costs	11,992	16,381	50	50	50	50	50
3,837		Recruitment	2,347	1,350	1,150	1,150	1,150	1,150	1,150
2,190		Severance payments	0	0	0	0	0	0	0
4,374,355	Employees Total		4,456,352	4,583,758	4,686,710	4,786,787	4,864,156	4,936,359	5,015,576
15,490	Buildings	Rents	12,470	11,760	14,475	14,475	14,475	14,475	14,475
227,839		Repairs & Maintenance	192,551	263,885	236,400	237,400	237,000	251,800	237,000
494,543		Energy Costs	444,803	525,722	488,648	453,052	453,052	453,052	453,052
446,246		Rates	468,484	452,656	466,236	480,222	494,628	509,468	524,751
74,409		Water Services	95,149	96,961	93,339	93,339	93,339	93,339	93,339
116,878		Premises Cleaning	122,149	120,497	116,147	116,227	116,347	116,347	116,347
13,885		Ground Maintenance Costs	17,727	21,345	21,300	21,300	21,300	21,300	21,300
69		Fixtures & Fittings	328	656	0	0	0	0	0
1,389,359	Buildings Total		1,353,660	1,493,482	1,436,545	1,416,015	1,430,141	1,459,781	1,460,264
23,212	Supplies & Services	Catering	22,750	24,050	24,050	24,050	24,050	24,050	24,050
79,042		Communication and computing	96,112	79,577	80,186	80,186	81,186	81,186	81,186
247,357		Services	185,044	178,733	189,993	186,553	186,113	185,673	185,233
640,212		Equipment, furniture & materials	598,591	616,725	685,957	673,907	671,507	670,407	672,807
142,712		Office expenses	142,457	138,333	144,004	144,004	144,004	144,004	144,004
0		Expenses	64	0	0	0	0	0	0
2,705		Insurance - service related	0	0	0	0	0	0	0
1,135,240	Supplies & Services Total		1,045,018	1,037,418	1,124,190	1,108,700	1,106,860	1,105,320	1,107,280
9,181	Transport	Mileage Allowance	9,567	8,315	10,345	10,345	10,345	10,345	10,345
102		Pool Car	0	0	0	0	0	0	0
3,592		Public Transport	2,065	1,260	1,543	1,543	1,543	1,543	1,543
921		Contract Hire & operating leases	68	300	100	100	100	100	100
5,621		Operating Costs	8,975	6,775	8,575	8,575	8,575	8,575	8,575
19,417	Transport Total		20,675	16,650	20,563	20,563	20,563	20,563	
0	Benefit & Transfer Payments	Contributions paid	30	0	0	0	0	0	0
125		Services	151	200	200	200	200	200	200
81,000		Irrecoverable V A T	81,000	81,000	81,000	81,000	81,000	81,000	81,000
81,125	Benefit & Transfer Payments Total		81,181	81,200	81,200	81,200	81,200	81,200	81,200
25,000	Renewals Fund Contribution	Renewals Fund Contribution	0	25,000	25,000	25,000	25,000	25,000	25,000
25,000	Renewals Fund Contribution Total		0	25,000	25,000	25,000	25,000	25,000	25,000
80,577	Grand Total		(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)
7,024,496	Gross Service Expenditure		6,956,886	7,237,508	7,374,207	7,438,264	7,527,919	7,628,222	7,709,882
(6,943,918)	Gross Service Income		(6,995,057)	(7,397,490)	(7,564,303)	(7,701,216)	(7,830,406)	(7,909,969)	(7,989,708)
80,577	Net Service Expenditure		(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)
79,978	Head of Leisure & Health		80,746	80,980	81,788	82,600	84,062	85,545	87,050
213,497	One Leisure Active Lifestyles		197,160	203,274	205,371	205,352	207,747	210,063	212,287
(212,898)	One Leisure		(316,077)	(444,236)	(477,255)	(550,904)	(594,297)	(577,355)	(579,164)
80,577	Grand Total		(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)

Analysis of Budget Variations - Head of Leisure & Health

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
2017/18 MTFS Totals - Head of Leisure & Health	(159,982)	(284,295)	(298,022)	(235,881)	(152,861)	(152,861)
Movement		94,199	35,070	(66,606)	(128,885)	(126,965)
2018/19 MTFS Totals - Head of Leisure & Health		(190,096)	(262,952)	(302,487)	(281,746)	(279,826)
Changes in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		(1)	833	835	852	59,354
Change to NDR Inflation assumption		4,527	9,280	14,267	19,500	24,984
National Living Wages		18,370	18,549	18,778	19,011	19,241
Pensions (Rate Change etc)		0	0	(282)	(286)	26,998
		22,896	28,662	33,598	39,077	130,577
Other Growth						
General Swimming Income Changes		101,611	101,611	101,611	101,611	101,611
Membership Income		15,785	15,785	15,785	15,785	15,785
Ten Pin Bowling Income		7,000	7,000	7,000	7,000	7,000
Fitness Classes Income		23,486	8,655	8,655	8,655	8,655
Parties Income		30,250	30,250	30,250	30,250	30,250
Income Sensitivity Analysis Adjustments		53,000	30,000	0	0	0
Purchases off-set by additional income		66,520	66,520	66,520	66,520	66,520
Misc Staff changes - One leisure		46,144	46,144	46,144	46,144	46,144
OL Active Lifestyles Expenditure Funded from additional Income		40,425	40,425	40,425	40,425	40,425
		384,221	346,390	316,390	316,390	316,390
Savings						
Additional Savings on Gas/Electric		(5,037)	(5,037)	(5,037)	(5,037)	(5,037)
Swimming Lessons Fees Increase		(82,619)	(148,463)	(148,463)	(148,463)	(148,463)
Burgess Hall Income		(66,882)	(64,682)	(64,682)	(64,682)	(64,682)
Other One Leisure Income		(38,171)	(35,537)	(111,199)	(187,066)	(262,935)
Equipment Purchases		0	(10,100)	(16,600)	(13,600)	(13,600)
Apprentices - One Year Saving		(56,025)	0	0	0	0
OL Active Lifestyles External Funding Changes		(46,668)	(46,668)	(46,668)	(46,668)	(46,668)
OL Active Lifestyles Income Changes		(14,770)	(18,140)	(21,669)	(25,365)	(29,236)
		(310,172)	(328,627)	(414,318)	(490,881)	(570,621)
Other Minor Changes						
		(2,746)	(11,355)	(2,276)	6,529	(3,311)
Total Movement		94,199	35,070	(66,606)	(128,885)	(126,965)

Table 14

Head of Operations									
Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(4,269,439)	Income & Fees	Fees & charges	(4,078,558)	(4,248,553)	(4,372,384)	(4,406,384)	(4,406,384)	(4,406,384)	(4,406,384)
(61,340)		Other grants and contributions	(49,847)	(28,674)	(5,260)	(5,260)	(5,260)	(5,260)	(5,260)
(196,066)		Sales	(209,880)	(195,381)	(208,666)	(208,666)	(208,666)	(208,666)	(208,666)
(164,633)		Rent	(146,707)	(192,774)	(277,474)	(277,474)	(277,474)	(277,474)	(277,474)
(40,796)		Government grants	(19,852)	(13,922)	(15,922)	(15,922)	(15,922)	(15,922)	(15,922)
(100,859)		Commuted sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(4,833,132)	Income & Fees Total		(4,504,844)	(4,830,635)	(5,031,037)	(5,065,037)	(5,065,037)	(5,065,037)	(5,065,037)
3,826,553	Employees	Salary	4,041,930	4,086,093	4,133,117	3,965,997	4,006,539	4,047,494	4,088,871
337,180		National Insurance	364,909	368,554	378,409	362,426	366,091	369,790	373,530
625,970		Pension	670,526	700,583	749,624	720,382	769,976	820,480	871,911
503,185		Hired Staff	441,587	136,909	131,909	129,809	129,809	129,809	129,809
560		Training	584	0	4	4	4	4	4
58,064		Uniform & laundry	35,252	38,609	32,200	32,200	32,200	32,200	32,200
146,515		Other staff costs	192,466	147,152	148,247	146,597	146,597	146,597	146,597
18,789		Recruitment	0	0	0	0	0	0	0
4,749		Severance payments	1,710	0	0	0	0	0	0
5,521,565	Employees Total		5,748,964	5,477,900	5,573,510	5,357,415	5,451,216	5,546,374	5,642,922
17,256	Buildings	Rents	12,231	13,474	13,104	13,104	13,104	13,104	13,104
303,876		Repairs & Maintenance	382,727	372,509	323,724	323,724	323,724	323,724	323,724
203,879		Energy Costs	202,552	201,135	220,635	220,635	220,635	220,635	220,635
651,308		Rates	496,217	650,357	668,521	688,377	708,834	729,902	751,606
15,288		Water Services	17,958	21,930	18,830	18,830	18,830	18,830	18,830
94,507		Premises Cleaning	96,245	103,284	93,720	93,720	93,720	93,720	93,720
40		Premises Insurance	40	40	140	140	140	140	140
21		Fixtures & Fittings	0	0	0	0	0	0	0
1,286,174	Buildings Total		1,207,970	1,362,729	1,338,674	1,358,530	1,378,987	1,400,055	1,421,759
0	Supplies & Services	Rents	228	0	0	0	0	0	0
2,443		Catering	57	0	0	0	0	0	0
45,915		Communication and computing	11,387	7,545	7,545	7,545	7,545	7,545	7,545
427,678		Services	234,992	330,812	331,570	331,570	331,570	331,570	331,570
321,899		Equipment, furniture & materials	314,822	272,747	267,629	265,729	265,729	265,729	265,729
43,480		Office expenses	43,748	41,256	51,432	51,432	51,432	51,432	51,432
461		Insurance - service related	7,001	5,000	4,000	4,000	4,000	4,000	4,000
841,876	Supplies & Services Total		612,235	657,360	662,176	660,276	660,276	660,276	660,276
3,461	Transport	Mileage Allowance	3,480	4,250	3,800	3,800	3,800	3,800	3,800
7,458		Pool Car	4,810	5,450	5,000	5,000	5,000	5,000	5,000
474		Public Transport	808	1,080	1,080	1,080	1,080	1,080	1,080
89,417		Contract Hire & operating leases	84,789	18,507	18,000	18,000	18,000	18,000	18,000
921,001		Operating Costs	816,601	819,387	820,245	790,389	790,389	790,389	790,389
6,881		Vehicle Insurance	6,232	900	1,429	1,429	1,429	1,429	1,429
1,028,692	Transport Total		916,720	849,574	849,554	819,698	819,698	819,698	819,698
462,086	Benefit & Transfer Payments	Contributions paid	488,580	505,364	503,564	503,564	503,564	503,564	503,564
7,200		Irrecoverable V A T	9,200	9,200	9,200	9,200	9,200	9,200	9,200
0		Grants	0	0	300	300	300	300	300
469,286	Benefit & Transfer Payments Total		497,780	514,564	513,064	513,064	513,064	513,064	513,064
4,314,460	Grand Total		4,478,826	4,031,492	3,905,941	3,643,946	3,758,204	3,874,430	3,992,682

9,147,593	Gross Service Expenditure	8,983,670	8,862,127	8,936,978	8,708,983	8,823,241	8,939,467	9,057,719
(4,833,132)	Gross Service Income	(4,504,844)	(4,830,635)	(5,031,037)	(5,065,037)	(5,065,037)	(5,065,037)	(5,065,037)
4,314,460	Net Service Expenditure	4,478,826	4,031,492	3,905,941	3,643,946	3,758,204	3,874,430	3,992,682

1,069,070	Facilities Management	1,112,673	1,067,592	865,331	812,039	829,843	848,068	866,736
120,430	Head of Operations	83,163	78,789	79,568	80,354	81,767	83,200	84,655
52,393	Environmental & Energy Mgt	83,096	77,167	82,760	83,723	85,462	87,227	89,019
1,117,113	Green Spaces	1,285,863	1,163,650	1,138,441	1,086,489	1,111,051	1,135,971	1,161,256
10,156	Public Conveniences	14,179	13,400	13,400	13,400	13,400	13,400	13,400
2,346,747	Waste Management	2,414,097	2,000,856	2,196,001	2,038,725	2,076,828	2,115,483	2,154,698
794,934	Street Cleansing	753,578	793,949	772,646	769,615	782,469	795,511	808,742
265,262	Fleet Management	253,388	256,247	238,846	228,986	232,760	236,589	240,474
(61,026)	Markets	(63,574)	(67,542)	(60,998)	(59,790)	(57,975)	(56,124)	(54,238)
(1,400,618)	Car Parks	(1,457,638)	(1,352,616)	(1,420,054)	(1,409,595)	(1,397,401)	(1,384,895)	(1,372,060)
4,314,460	Grand Total	4,478,826	4,031,492	3,905,941	3,643,946	3,758,204	3,874,430	3,992,682

Analysis of Budget Variations - Head of Operations

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
2017/18 MTFS Totals -Head of Operations	4,029,492	3,811,077	3,816,760	3,921,913	4,028,662	4,028,662
Add Transportation Items	2,000	2,000	2,000	2,000	2,000	2,000
Adjusted 2017/18 MTFS Totals	4,031,492	3,813,077	3,818,760	3,923,913	4,030,662	4,030,662
Movement		92,864	(174,814)	(165,709)	(156,232)	(37,980)
2018/19 MTFS Totals - Head of Operations		3,905,941	3,643,946	3,758,204	3,874,430	3,992,682
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	1,528	1,543	1,573	69,651
Change to NDR inflation assumption		6,439	13,183	20,268	27,695	35,482
National Living Wage		5,019	5,069	5,159	5,250	5,344
Pensions (Rate Change etc)		0	0	1,875	1,895	45,718
		<u>11,458</u>	<u>19,780</u>	<u>28,845</u>	<u>36,413</u>	<u>156,195</u>
Other Growth						
One-off growth Bid Waste Management		180,000	0	0	0	0
Misc Staff Changes		49,544	49,544	49,544	49,544	49,544
Higher Diesel Costs		6,500	6,500	6,500	6,500	6,500
		<u>236,044</u>	<u>56,044</u>	<u>56,044</u>	<u>56,044</u>	<u>56,044</u>
Savings						
Additional Car Park Income		(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Car Parks NDR Savings following Appeals		(7,272)	(7,272)	(7,272)	(7,272)	(7,272)
Lower Vehicle Maintenance Costs		(37,376)	(37,376)	(37,376)	(37,376)	(37,376)
Lower Premises Expenditure		(34,099)	(34,099)	(34,099)	(34,099)	(34,099)
Bus Stations Departure Levy		0	(14,000)	(14,000)	(14,000)	(14,000)
Fees & Charges Increases		(1,150)	(1,150)	(1,150)	(1,150)	(1,150)
Restructures		0	(84,000)	(85,488)	(86,997)	(88,527)
		<u>(149,897)</u>	<u>(247,897)</u>	<u>(249,385)</u>	<u>(250,894)</u>	<u>(252,424)</u>
Other Minor Changes		(4,741)	(2,741)	(1,213)	2,205	2,205
Total Movement		92,864	(174,814)	(165,709)	(156,232)	(37,980)

Table 15

Head of Resources

Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(141,959)	Income & Fees	Fees & charges	(140,537)	(109,746)	(166,642)	(169,409)	(170,999)	(170,999)	(170,999)
(2,430)		Sales	(840)	0	0	0	0	0	0
(2,405,146)		Rent	(3,096,771)	(4,939,031)	(5,075,680)	(5,154,469)	(5,218,879)	(5,223,879)	(5,223,879)
0		Interest	(544)	0	0	0	0	0	0
(2,549,535)	Income & Fees Total		(3,238,692)	(5,048,777)	(5,242,322)	(5,323,878)	(5,389,878)	(5,394,878)	(5,394,878)
690,194	Employees	Salary	1,022,987	1,267,563	1,272,177	1,287,421	1,300,220	1,313,148	1,326,205
69,072		National Insurance	97,305	117,845	118,710	119,358	120,552	121,758	122,976
114,654		Pension	181,821	212,081	219,814	222,336	237,541	253,027	268,798
220,857		Hired Staff	359,075	0	0	0	0	0	0
115,557		Training	171,113	170,536	116,257	116,257	116,257	116,257	116,257
2,638		Other staff costs	27,775	3,350	4,750	4,750	4,750	4,750	4,750
14,164		Recruitment	950	0	0	0	0	0	0
173,054		Employee Insurance	185,995	172,907	187,016	205,717	226,289	248,918	248,918
1,400,190	Employees Total		2,047,022	1,944,282	1,918,724	1,955,839	2,005,609	2,057,858	2,087,904
120,326	Buildings	Rents	120,000	120,000	120,000	120,000	120,000	120,000	120,000
22,839		Repairs & Maintenance	96,134	26,478	122,502	122,502	122,502	122,502	122,502
8,016		Energy Costs	5,249	6,400	5,000	5,000	5,000	5,000	5,000
23,056		Rates	23,972	26,548	17,211	14,587	15,432	16,090	16,761
303		Water Services	201	200	400	400	400	400	400
11,965		Premises Cleaning	12,230	14,640	14,640	14,640	14,640	14,640	14,640
67,739		Premises Insurance	75,776	47,733	74,313	78,161	82,298	86,746	86,746
151		Ground Maintenance Costs	0	0	0	0	0	0	0
254,394	Buildings Total		333,562	241,999	354,066	355,290	360,272	365,378	366,049
0	Supplies & Services	Rents	144,000	144,000	144,000	144,000	144,000	144,000	144,000
749		Catering	161	0	0	0	0	0	0
6,632		Communication and computing	4,364	2,700	2,700	2,700	2,700	2,700	2,700
891,561		Services	494,824	2,248,353	2,249,820	2,243,225	2,240,225	2,243,325	2,243,431
39,041		Equipment, furniture & materials	60,678	85,232	45,834	48,834	48,834	48,834	48,834
24,433		Office expenses	24,828	27,840	31,155	30,055	30,055	30,055	30,055
75,962		Insurance - service related	71,710	72,562	73,065	74,779	76,682	78,731	78,731
1,038,378	Supplies & Services Total		800,565	2,580,687	2,546,574	2,543,593	2,542,496	2,547,645	2,547,751
104	Transport	Mileage Allowance	1,016	750	750	750	750	750	750
1,165		Pool Car	375	650	600	600	600	600	600
2,234		Public Transport	1,595	1,100	1,150	1,150	1,150	1,262	1,381
74,510		Vehicle Insurance	142,094	75,988	80,737	85,783	91,145	96,145	96,145
78,014	Transport Total		145,080	78,488	83,237	88,283	93,645	98,757	98,876
0	Benefit & Transfer Payments	Contributions paid	2	0	0	0	0	0	0
2,762		Services	5,541	4,000	6,000	6,000	6,000	6,000	6,000
20,500		Irrecoverable V A T	20,500	20,500	20,500	20,500	20,500	20,500	20,500
23,262	Benefit & Transfer Payments Total		26,043	24,500	26,500	26,500	26,500	26,500	26,500
244,703	Grand Total		113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)

2,794,237	Gross Service Expenditure	3,352,272	4,869,956	4,929,101	4,969,505	5,028,522	5,096,138	5,127,080
(2,549,535)	Gross Service Income	(3,238,692)	(5,048,777)	(5,242,322)	(5,323,878)	(5,389,878)	(5,394,878)	(5,394,878)
244,703	Net Service Expenditure	113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)

568,319	Audit & Risk Management	645,621	560,175	544,679	575,556	610,335	647,305	650,190
(2,099,659)	Commercial Estates	(2,339,242)	(2,633,916)	(2,657,038)	(2,740,134)	(2,806,334)	(2,808,480)	(2,805,572)
208,396	Legal	211,189	218,060	223,940	223,940	223,940	223,940	223,940
695,767	Finance	710,428	687,208	589,930	566,376	574,783	583,311	591,961
92,860	Head of Resources	88,291	87,865	88,705	89,532	91,061	92,612	94,186
65,579	Procurement	60,054	60,226	30,868	31,461	32,532	33,619	34,722
710,827	Human Resources	624,037	617,581	435,958	431,059	436,159	444,334	449,583
2,613	Payroll	26,936	3,000	130,937	132,165	134,397	136,661	138,958
0	Apprentice Scheme	86,266	220,980	298,800	335,672	341,771	347,958	354,234
244,703	Grand Total	113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)

Analysis of Budget Variations - Head of Resources

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
2017/18 MTFS Totals - Head of Resources	(737,477)	(919,766)	(992,535)	(975,104)	(957,420)	(957,420)
Add Apprentice Scheme	220,980	294,640	331,470	337,488	343,594	343,594
Insurance Premiums	337,676	361,713	391,022	422,996	457,122	457,122
Adjusted 2017/18 MTFS Totals	(178,821)	(263,413)	(270,043)	(214,620)	(156,704)	(156,704)
Movement		(49,808)	(84,330)	(146,736)	(142,036)	(111,094)
2018/19 MTFS Totals - Head of Resources		(313,221)	(354,373)	(361,356)	(298,740)	(267,798)
Changes in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		3,463	2,968	2,997	3,057	20,122
Change to NDR Inflation assumptions		265	544	837	1,143	1,464
National Living Wage		6,281	6,343	6,456	6,570	6,686
Pensions (Rate Change etc)		0	0	2,687	2,714	15,639
		10,009	9,855	12,977	13,484	43,911
Other Growth						
Higher Corporate Subscriptions		3,000	3,000	3,000	3,000	3,000
Higher cost of Legal Shared Service		12,102	12,102	12,102	12,102	12,102
Finance Software Costs		27,302	27,302	27,302	27,302	27,302
Commercial Estates Growth Bid		231,000	238,000	238,000	238,000	238,000
		273,404	280,404	280,404	280,404	280,404
Savings						
Changes to Insurance Premiums		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Misc Staff Savings		(11,579)	(11,579)	(11,579)	(11,579)	(11,579)
Lower HR Consultants		(26,913)	(26,913)	(26,913)	(26,913)	(26,913)
Adjust Financial Services Salaries		(6,566)	(6,566)	(5,852)	(5,131)	(4,404)
Adjust HR Salaries		(4,000)	(3,171)	(2,334)	(1,484)	(618)
Commercial Estates Savings Bid		(193,000)	(223,000)	(292,000)	(297,000)	(297,000)
Audit Vacant Post and Retirement		(43,000)	(43,430)	(44,198)	(44,978)	(45,770)
Restructures		(16,000)	(16,160)	(16,439)	(16,721)	(17,007)
Procurement - improved procurement spend		(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
		(336,058)	(365,819)	(434,315)	(438,806)	(438,291)
Other Minor Changes		2,837	(8,770)	(5,802)	2,882	2,882
Total Movement		(49,808)	(84,330)	(146,736)	(142,036)	(111,094)

Table 16

Directors and Corporate Team

Actuals 2016/17	Subjective Analysis : Controllable Only	2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£		£	£	£	£	£	£	£
(276,527)	Income & Fees	(477,158)	(266,000)	(217,000)	(217,000)	(217,000)	(217,000)	(217,000)
(2,350)	Fees & charges	(261)	0	0	0	0	0	0
(393,451)	Sales	(232,935)	0	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	Government grants							
(672,329)	Income & Fees Total	(710,354)	(266,000)	(237,000)	(237,000)	(237,000)	(237,000)	(237,000)
1,040,448	Employees	1,028,976	974,722	1,013,982	894,404	903,502	912,691	1,051,846
84,197	Salary	82,728	97,973	93,171	94,112	95,061	96,022	96,993
144,660	National Insurance	144,303	162,108	152,501	154,053	164,772	175,691	186,811
22,297	Pension	22,300	22,300	22,300	22,300	22,300	22,300	22,300
4,974	Hired Staff	10,216	4,600	4,600	4,600	4,600	4,600	4,600
918	Training	1,337	0	0	0	0	0	0
32,526	Other staff costs	0	0	0	0	0	0	0
	Recruitment							
1,330,019	Employees Total	1,289,860	1,261,703	1,286,554	1,169,469	1,190,235	1,211,304	1,362,550
48,356	Buildings	43,721	7,200	25,200	1,200	1,200	1,200	25,200
20	Rents	0	0	0	0	0	0	0
	Premises Cleaning							
48,376	Buildings Total	43,721	7,200	25,200	1,200	1,200	1,200	25,200
6,058	Supplies & Services	6,000	6,000	6,000	6,000	6,000	6,000	6,000
5,949	Rents	4,403	4,000	4,000	4,000	4,000	4,000	4,000
141,084	Catering	112,710	96,000	126,463	83,463	83,463	83,463	126,463
225,423	Communication and computing	28,681	19,700	(166,033)	75,240	79,240	75,240	(166,033)
18,646	Services	8,132	2,500	500	500	500	500	500
237,469	Equipment, furniture & materials	264,797	152,600	169,400	134,000	134,000	134,000	169,400
392,823	Office expenses	383,618	404,864	404,864	404,864	404,864	404,864	404,864
3,285	Members Allowances	0	3,300	3,300	3,300	3,300	3,300	3,300
	Insurance - service related							
1,030,737	Supplies & Services Total	808,341	688,964	548,494	711,367	715,367	711,367	548,494
13,350	Transport	14,089	11,800	12,700	12,700	12,700	12,700	12,700
559	Mileage Allowance	192	200	200	200	200	200	200
3,829	Pool Car	2,408	2,140	2,240	2,240	2,240	2,240	2,240
	Public Transport							
17,737	Transport Total	16,689	14,140	15,140	15,140	15,140	15,140	15,140
13,273	Benefit & Transfer Payments	0	0	0	0	0	0	0
1,795	Contributions paid	1,695	2,700	1,700	1,700	1,700	1,700	1,700
4,077	Services	2,000	2,000	2,000	2,000	2,000	2,000	2,000
	Grants							
19,144	Benefit & Transfer Payments Total	3,695	4,700	3,700	3,700	3,700	3,700	3,700
1,773,685	Grand Total	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084

2,446,014	Gross Service Expenditure	2,162,306	1,976,707	1,879,088	1,900,876	1,925,642	1,942,711	1,955,084
(672,329)	Gross Service Income	(710,354)	(266,000)	(237,000)	(237,000)	(237,000)	(237,000)	(237,000)
1,773,685	Net Service Expenditure	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084

717,114	Democratic & Elections	678,449	776,150	810,780	824,264	834,048	835,917	832,872
543,135	Directors	427,816	499,847	492,052	496,864	505,517	514,297	523,203
513,436	Corporate Team	345,687	434,710	339,256	342,748	349,077	355,497	362,009
1,773,685	Grand Total	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084

Analysis of Budget Variations - Directors & Corporate Team

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Directors & Corporate Team	1,710,707	1,650,054	1,661,855	1,686,876	1,704,198	1,704,198
Movement		(7,966)	2,021	1,766	1,513	13,886
2018/19 MTFS Totals - Directors & Corporate Team		1,642,088	1,663,876	1,688,642	1,705,711	1,718,084
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	987	(303)	(302)	11,736
Pensions (Rate Change etc)		0	0	48	49	9,384
		0	987	(255)	(253)	21,120
Other Growth						
Lower Land Charges Income		73,000	73,000	73,000	73,000	73,000
4 Yearly Election Cycle		2,341	11,341	11,341	11,341	2,341
		75,341	84,341	84,341	84,341	75,341
Savings						
Land Charges Fee increase		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Delete Fixed Term Post		(19,257)	(19,257)	(19,257)	(19,257)	(19,257)
Remove BA (part funding)		(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Lower Land Charges Office Expenses		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Electoral Registration Printing		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Electoral Registration Grant Income		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Electoral Registration Postage		(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
		(87,257)	(87,257)	(87,257)	(87,257)	(87,257)
Other Minor Changes		3,950	3,950	4,937	4,682	4,682
Total Movement		(7,966)	2,021	1,766	1,513	13,886

Table 17

Head of Resources (Corporate Budgets)									
Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(271,861)	Income & Fees	Fees & charges	(16,496)	0	0	0	0	0	0
(361,792)		Interest	(433,895)	(367,715)	(456,500)	(456,500)	(456,500)	(456,500)	(456,500)
(477)		Government grants	0	0	0	0	0	0	0
24,107		Bad Debts Provision	35,000	35,000	20,000	20,000	20,000	20,000	20,000
(124)		Loan Repayments	0	0	0	0	0	0	0
(610,148)	Income & Fees Total		(415,391)	(332,715)	(436,500)	(436,500)	(436,500)	(436,500)	(436,500)
1,108	Employees	National Insurance	878	0	0	0	0	0	0
1,511,050		Pension	1,585,050	1,584,000	1,584,000	1,584,000	1,599,840	1,615,838	1,631,996
207,993		Severance Payments	231,799	207,000	199,000	189,650	180,768	172,329	164,313
1,720,151	Employees Total		1,817,727	1,791,000	1,783,000	1,773,650	1,780,608	1,788,167	1,796,309
2,181,130	Supplies & Services	Services	2,508,569	2,680,600	2,922,086	3,232,030	3,274,811	3,281,187	3,120,646
126		Office expenses	0	0	0	0	0	0	0
23,877		Insurance - service related	2,744	580	580	580	580	580	580
2,205,133	Supplies & Services Total		2,511,313	2,681,180	2,922,666	3,232,610	3,275,391	3,281,767	3,121,226
(629)	Benefit & Transfer Payments	Contributions paid	73,855	73,855	76,000	76,000	76,000	76,000	76,000
1,700		Irrecoverable V A T	0	0	0	0	0	0	0
389,748		Levies	393,313	391,016	402,278	402,278	402,278	402,278	402,278
390,819	Benefit & Transfer Payments Total		467,168	464,871	478,278	478,278	478,278	478,278	478,278
3,705,955	Grand Total		4,380,817	4,604,336	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313
4,316,103	Gross Service Expenditure		4,796,207	4,937,051	5,183,944	5,484,538	5,534,277	5,548,212	5,395,813
(610,148)	Gross Service Income		(415,391)	(332,715)	(436,500)	(436,500)	(436,500)	(436,500)	(436,500)
3,705,955	Net Service Expenditure		4,380,817	4,604,336	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313
3,705,955	Corporate Finance		4,380,817	4,604,336	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313
3,705,955	Grand Total		4,380,817	4,604,336	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313

Analysis of Budget Variations - Head of Resources (Corporate Budgets)

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Corporate Budgets	4,942,011	5,231,499	5,375,808	5,389,622	5,382,746	5,382,746
Less Insurance Premiums	(337,676)	(361,713)	(391,022)	(422,996)	(457,122)	(457,122)
Adjusted 2017/18 MTFS Totals	4,604,335	4,869,786	4,984,786	4,966,626	4,925,624	4,925,624
Movement		(122,342)	63,252	131,151	186,088	33,689
2018/19 MTFS Totals - Corporate Budgets		4,747,444	5,048,038	5,097,777	5,111,712	4,959,313
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	0	0	0	16,158
Interest Rate Changes		(103,785)	(63,785)	(18,785)	(18,785)	(18,785)
		<u>(103,785)</u>	<u>(63,785)</u>	<u>(18,785)</u>	<u>(18,785)</u>	<u>(2,627)</u>
Other Growth						
MRP Changes		(20,514)	134,430	166,211	229,587	69,046
Additional Audit Fees		3,000	3,000	3,000	3,000	3,000
Cash Collection Increased Costs		10,000	10,000	10,000	10,000	10,000
Increases to IDB Levies		9,811	9,811	9,811	9,811	9,811
		<u>2,297</u>	<u>157,241</u>	<u>189,022</u>	<u>252,398</u>	<u>91,857</u>
Savings						
Bad Debt Provision Changes		(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Pensions Act Increases adjustment		(8,000)	(17,350)	(26,233)	(34,671)	(42,687)
		<u>(23,000)</u>	<u>(32,350)</u>	<u>(41,233)</u>	<u>(49,671)</u>	<u>(57,687)</u>
Other Minor Changes		2,146	2,146	2,147	2,146	2,146
Total Movement		(122,342)	63,252	131,151	186,088	33,689

3.0 CAPITAL

3.1 The detailed Draft Capital Programme for the period 2018/19 to 2022/23 is shown in **Table 18** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the Minimum Revenue Position (MRP) is £2.2m. In addition there is an MRP increase in 2019/20 of £0.3m as a result of the funding of the general 2018/19 Capital Programme. The MRP for the CIS programme is £1.9m.

Table 18

Capital Programme	Forecast	Budget	Medium Term Financial Strategy			
	Outturn 2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Gross Expenditure						
Community						
CCTV Camera Replacements	190					
CCTV Camera Replacements - Rephase	30					
CCTV Pathfinder House Resilience -Rephase	20					
CCTV Wi-Fi - Rephase	250					
Lone Worker Software - Rephase	20					
Development						
Alconbury Weald Remediation - Rephase	1,985					
Disabled Facilities Grants	1,300	1,900	1,700	1,750	1,750	1,800
Huntingdon West Development	35					
A14 Upgrade			200	200	200	200
Leisure and Health						
One Leisure St Neots Synthetic Pitch	390					
One Leisure Improvements	109	366	317	317	317	317
One Leisure Improvements - Rephase	56					
One Leisure Huntingdon Changing Facilities	72					
One Leisure Huntingdon Development	779					
One Leisure Huntingdon Development - Rephase	31					
One Leisure St Neots Pool	290					
One Leisure St Ives Burgess Hall	305					
One Leisure St Ives - New Fitness Offering		250				
One Leisure Ramsey 3G		600				
One Leisure CCTV Upgrade						
One Leisure Access Controls						
Resources						
VAT Exempt Capital	29					
VAT Exempt Capital -Rephase	59					
Phoenix Industrial Unit Roof Replacement	157					
Phoenix Industrial Unit Roof Replacement -Rephase	40					
Levellers Lane Industrial Unit Roof Replacement	56					
Levellers Lane Industrial Unit Roof Replacement - Rephase	22					
Clifton Road Industrial Unit Roof Replacement	49					
Clifton Road Industrial Unit Roof Replacement - Rephase	21					
Financial Management System Replacement	27					
FMS Archive Solution	14					
Capita Upgrade	26					
Capital Grant to Huntingdon Town Council	338					
Loan Facility to Huntingdon Town Council	800					
Investment in Trading Company	100					
Health and Safety Works on Commercial Properties		60				
Energy Efficiency Works at Commercial Properties		50	25	25	10	10
VAT Partial Exemption		208	34	24	21	21
Customer Services						
E-forms	3					
Printing Equipment	176					
Pathfinder House Reception DWP	303					
3C ICT						
Flexible Working - 3CSS	50	50				
Telephones - 3CSS	28					
Virtual Server - 3CSS	81					
ICT Transformation	1,000					
Capital Programme c/d	9,241	3,484	2,276	2,316	2,298	2,348

Capital Programme (continued)	Forecast Outturn 2017/18 £000	Budget 2018/19 £000	Medium Term Financial Strategy			
			2019/20	2020/21	2021/22	2022/23
			£000	£000	£000	£000
Capital Programme b/d	9,241	3,484	2,276	2,316	2,298	2,348
Operations						
Hinchingbrooke Country Park Wooden Bridge		32				
Green Spaces Asset Renewals						
Building Efficiencies (Salix)	28					
Building Efficiencies (Salix) - Rephase	54					
Wheeled Bins	231	280	236	238	254	254
Vehicle Fleet Replacement	972	1,033	1,362	840	840	840
Vehicle Fleet Replacement - Rephase	541					
In-Cab Technology	75					
In-Cab Technology - Rephase	(75)					
Play Equipment	24	25	25	53	30	30
Re-Fit Buildings	311					
Re-Fit Buildings - Rephase	481					
Bridge Place Car Park Godmanchester		318				
Operations Back Office		230				
Civic Suite Audio Equipment	108					
Transformation						
Customer Relationship Management		180				
Total Gross Expenditure	11,991	5,582	3,899	3,447	3,422	3,472

Capital Programme	Forecast Outturn 2017/18 £000	Budget 2018/19 £000	Medium Term Financial Strategy			
			2019/20	2020/21	2021/22	2022/23
			£000	£000	£000	£000
Financing						
Grants and Contributions						
DFGs	(1,000)	(1,100)	(1,150)	(1,200)	(1,200)	(1,200)
Pathfinder House Reception	(278)					
Wheeled Bins	(89)	(145)	(92)	(93)	(101)	(101)
Synthetic Pitch	(274)					
One Leisure 3G Ramsey		(300)				
Back Office Reserve		(229)				
Total Grants and Contributions	(1,641)	(1,774)	(1,242)	(1,293)	(1,301)	(1,301)
Use of Capital Reserves						
Alconbury Remediation Works Reserve	(1,985)					
Community Infrastructure Levy Reserve						
Total Capital Reserves	(1,985)	0	0	0	0	0
Capital Receipts						
Asset Sales						
Loan Repayments	(320)	(320)	(320)	(320)	(320)	(320)
Housing Clawback Receipts	(500)	(500)	(500)	(450)	(400)	(400)
Total Capital Receipts	(820)	(820)	(820)	(770)	(720)	(720)
Use of Earmarked Reserves						
Financial Management System Replacement	(27)					
Capital Grant to Huntingdon Town Council	(300)					
Investment in Trading Company	(100)					
ICT Transformation	(1,000)					
FMS Archive	(14)					
To Earmarked Reserves	(1,441)	0	0	0	0	0
Net to be funded by borrowing (Internal)	6,104	2,988	1,837	1,384	1,401	1,451

Internal Borrowing – this is from internal cash resources (working capital) from within the balance sheet (cash, debtors and creditor).

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 2018/19.

- **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 £10k; this is based on an estimated daily cash flow balance of £14.0m and a cost of borrowing based on an estimated interest rate of 0.30%.

- **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 2017/18, it is forecast that the total balances in respect of long-term borrowing will be £15.7m. The estimated net cost of long term borrowing in 2018/19 is £565k.

4.2 During 2018/19 further long-term borrowing will occur to finance the Commercial Investment Strategy. Borrowing of £30m is estimated, with an estimated cost of £1.9k in 2018/19 this is based on repayments for an annuity type loan and as a result will vary each year.

5.0 Capital Financing Requirement (CFR)

5.1 **Table 19** gives a summary of how, over the period of the MTFs, the Council's capital commitments and plans impact on its underlying need to borrow. **Tables 20** and **21** provide a more detailed breakdown of the CFR between the Council's mainstream Capital programme and the Capital Investment Strategy (CIS) respectively.

Table 19

Capital Financing Requirement - Total	Budget 2017/18 £000	Medium Term Financial Strategy				
		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2021/22 £000
Opening Capital Financing Requirement	38,791	70,527	69,450	65,401	62,452	59,513
Closing Capital Financing Requirement	70,527	69,450	65,401	62,452	59,513	56,344
Increase/(Decrease) in Underlying Need to Borrow	31,736	(1,077)	(4,048)	(2,949)	(2,939)	(3,169)

Table 20

Capital Financing Requirement - General Capital Programme	Budget 2017/18 £000	Medium Term Financial Strategy				
		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Opening Capital Financing Requirement	38,791	43,132	43,951	41,798	40,745	39,702
Capital Investment						
Property, Plant and Equipment	6,212	3,112	1,974	1,472	1,462	1,462
Investment Properties	345	110	25	25	10	10
Intangible Assets	1,249	460				
Revenue Expenditure Funded From Capital Under Statute	1,300	1,900	1,900	1,950	1,950	2,000
Repayable Advances	2,885					
Additional Requirement	11,991	5,582	3,899	3,447	3,422	3,472
Sources of Finance						
Capital Receipts	(820)	(820)	(820)	(770)	(720)	(720)
Capital Grants and Contributions	(1,641)	(1,774)	(1,242)	(1,293)	(1,301)	(1,301)
Use of Capital Grants Unapplied	(1,985)					
Direct Revenue Financing	(1,441)					
Minimum Revenue Provision	(1,763)	(2,169)	(3,989)	(2,437)	(2,444)	(2,724)
	(7,650)	(4,763)	(6,051)	(4,500)	(4,465)	(4,745)
Closing Capital Financing Requirement	43,132	43,951	41,798	40,745	39,702	38,429
Increase/(Decrease) in Underlying Need to Borrow	4,341	819	(2,152)	(1,053)	(1,043)	(1,273)

Table 21

Capital Financing Requirement - Commercial Investment Strategy	Budget	Medium Term Financial Strategy				
	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22
	£000	£000	£000	£000	£000	£000
Opening Capital Financing Requirement	0	27,395	25,499	23,603	21,707	19,811
Capital Investment						
Property Shares	30,000					
Additional Requirement	30,000	0	0	0	0	0
Sources of Finance						
Capital Investment Earmarked Reserve	(709)					
Minimum Revenue Provision	(1,896)	(1,896)	(1,896)	(1,896)	(1,896)	(1,896)
	(2,605)	(1,896)	(1,896)	(1,896)	(1,896)	(1,896)
Closing Capital Financing Requirement	27,395	25,499	23,603	21,707	19,811	17,915
Increase/(Decrease) in Underlying Need to Borrow	27,395	(1,896)	(1,896)	(1,896)	(1,896)	(1,896)

6.0 Formal 2018/19 Council Tax Resolutions

6.1 The formal 2018/19 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 1 December 2017 (and subsequent publication as a key decision).
The tax base (T) which is the amount anticipated from a District Council Tax of £1 is **£60,984**
- b) That the following amounts calculated by the Council for 2018/19 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 **£79,634,831**
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 **£65,237,972**
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 **£ 14,396,859**
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 2018/19 divided by the tax base (T) in accordance with Section 31B (1) of the Act **£236.08**
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. **£5,946,820**
The total value of Parish/Town precepts included in i and iii above.
- (vi) the Basic Amount of Council Tax for 2018/19 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act. **£138.56**
The District Council's Band D Tax for 2018/19

- (vii) the basic amounts of Council Tax for 2018/19 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 2018/19 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 2018/19 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 2018/19 is not excessive. ***The basic amount at b(vi) above is not excessive as defined by the Government.***

6.2 Tax Base 2018/19

Based on the information contained within this report, it is recommended that pursuant to the Local Taxation Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2018/19 be 60,984 and shall be as listed below for each Town or Parish of the District:

Abbotsley	258
Abbots Ripton	130
Alconbury	558
Alconbury Weston	286
Alwalton	117
Barham & Woolley	29
Bluntisham	736
Brampton	1,911
Brington & Molesworth	158
Broughton	90
Buckden (inc Diddington)	1,173
Buckworth	50
Bury	621
Bythorn & Keyston	149
Catworth	151
Chesterton	61
Colne	369
Conington	70
Covington	44
Denton & Caldecote	27
Earith	589
Easton	78
Ellington	235
Elton	290
Farcet	519
Fenstanton	1,198
Folksworth & Washingley	353
Glatton	130
Godmanchester	2,530
Grafham	237
Great & Little Gidding	126
Great Gransden	449
Great Paxton	368
Great Staughton	322
Haddon	25
Hail Weston	246
Hamerton & Steeple Gidding	50
Hemingford Abbots	332
Hemingford Grey	1,274
Hilton	450
Holme	235
Holywell-cum-Needingworth	973
Houghton & Wyton	793
Huntingdon	7,387
Kimbolton & Stonely	591
Kings Ripton	83
Leighton Bromswold	79
Little Paxton	1,557

Morborne	10
Offord Cluny & Offord D'Arcy	505
Old Hurst	104
Old Weston	96
Perry	271
Pidley-cum-Fenton	165
Ramsey	2,822
St Ives	5,920
St Neots	10,963
Sawtry	1,871
Sibson-cum-Stibbington	229
Somersham	1,377
Southoe & Midloe	154
Spaldwick	243
Stilton	773
Stow Longa	70
The Stukeleys	615
Tilbrook	124
Toseland	39
Upton & Coppingford	87
Upwood & The Raveleys	429
Warboys	1,428
Waresley-cum-Tetworth	145
Water Newton	44
Winwick	46
Wistow	225
Woodhurst	157
Woodwalton	84
Wyton-on-the-Hill	420
Yaxley	2,930
Yelling	151
	60,984

6.3 2018/19 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 21 February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.

6.4 Total 2018/19 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 21 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 2018 to March 2019 have been included in **Annex A**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Portfolio Holder and the S151 Officer.

8.0 Robustness of the 2018/19 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 2018/19 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 (November 2017) was forecasting an overspend of £778k in respect of service expenditure. This is the first overspend that the Council has had in many years. The overspend has stayed relatively stable for the past few months and the reasons for the overspend were highlighted in the Draft 2017/18 Budget and MTFS that was reported to Cabinet in January 2018. In summary, the overspend is due to the changing business of the Council and the market that the Council operates in.
- 8.2.2 As in previous years, the Council has reviewed its service expenditure; however, this time around it has undertaken a process whereby Executive Councillors, in liaison with Senior Management Team, have jointly developed detailed savings and growth proposals; £1.8m and £2.1m respectively. As ever, the Finance Team has provided the central support to services and has been overseen by the Head of Resources (S151 officer).
- 8.2.3 In addition to the Executive Councillor review, the Council:
- continues to embed the Transformation programme (MOSAIC) into the core business of the Council. This includes the development of 4 workstream reviews, supported by an ongoing continuous improvement process that is following Lean principles, service Huddles, commercialisation through new ways of working, the development of a wholly owned company that will permit the Council to operate in a more private sector 'for profit' environment, and further expansion of the Commercial Investment Strategy, and
 - has chosen, for a second year, to increase Council Tax by 2%.

8.3 Challenges facing the Council

8.3.1 The challenges that the Council faces are similar to 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, been facing 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 2018/19 provisional settlement announced in December 2017, **Table 22** clearly shows that the grant funding streams for the Councils MTFs for 2018/19 and for the period up to 2022/23 has moved when compared to the preceding year. For:

- 2018/19 the total grant included in last year's MTFs was £10.4m; following the provisional settlement this has now increased to £10.9m; an increase of £522k (5.0%).
- 2019/20 the total grant in last year's MTFs was £9.8m, this has now increased to £10.4m; this reflects an increase of £609k. However, this reflects an increase in S.31 grant of £711k but a reduction in the NDR estimate of £101k. It should also be noted that this will be the year when the Council, will for the first time not receive any RSG.
- 2020/21 onwards the Councils net grants position is relatively flat; however, it is approximately £300k more than the previous MTFs. It should be noted that impact of negative RSG is also reflected.

Table 22	Comparison of Grant Assumptions: 2017/18 Budget & 2018/19 Budget and MTFS (2019/20 to 2022/23)					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
2017/18 Budget & MTFS						
NDR+S31	4,622	5,961	6,059	6,158	6,260	
S31	1,018	1,018	1,018	1,018	1,018	
RSG	1,182	604	0	0	0	
NHB	3,656	2,787	2,674	2,674	2,674	
Total	10,478	10,370	9,751	9,850	9,952	
2018/19 Budget & MTFS						
NDR+S31		5,841	5,958	6,077	6,199	6,323
S31		1,729	1,729	1,729	1,729	1,729
RSG		604	0	(150)	(304)	(397)
NHB		2,718	2,673	2,673	2,673	2,673
Total		10,892	10,360	10,329	10,297	10,328
Variance between Grant Assumptions						
NDR	0	(120)	(101)	(81)	(61)	
S31	0	711	711	711	711	
RSG	0	0	0	(150)	(304)	
NHB	0	(69)	(1)	(1)	(1)	
Total	0	522	609	479	345	
	%	%	%	%	%	
NDR	0.0	-2.0	-1.7	-1.3	-1.0	
S31	0.0	69.8	69.8	69.8	69.8	
RSG	0.0	0.0	0.0	-100.0	-100.0	
NHB	0.0	-2.5	0.0	0.0	0.0	
Total	0.0	5.0	6.2	4.9	3.5	

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 undertaken Executive review of its budget, undertaken both a detailed Zero Based Budgeting programme and Line-by-Line review and has commenced a comprehensive Transformation Programme (MOSAIC).

8.4 Governance

- 8.4.1 Noted within the 2016/17 Annual Governance Statement (AGS) both the Executive Leader and the Managing Director consider that:

“After conducting a review of the governance arrangements across the Council and overall compliance with the Council’s Code of Corporate Governance, we are satisfied that the arrangements are effective.

It is recognised that there are always opportunities to improve and the review has identified four improvement areas ()....*

...We are satisfied that this statement allows the Council to meet the requirements of the Accounts & Audit (England) Regulations 2015 - to prepare an annual governance statement to accompany the 2016/17 Annual Financial Report."

* The four areas that were identified in the AGS were:

- Continued development of effective governance and reporting arrangements for shared services.
- Introduce the replacement financial management system so that it is operational and available to use from December 2017.
- Ensure better outcomes are delivered to customers by improving the way in which complaints are recorded, investigated and outcomes reported back to the complainant.
- Introduce robust safeguarding procedures.

8.4.2 In May 2017, the Council's Internal Audit and Risk Manager reported to the Corporate Governance Committee that the assurance given for the year to 31 March 2017 was:

".....the Council's internal control environment and systems of internal control as at 31 March 2017 provide adequate assurance over key business processes and financial systems".

8.4.3 Further developments in governance over the past year include the:

- Introduction of a Safeguarding Governance Board,
- enhancements to the quarterly monitoring to Cabinet (and Overview and Scrutiny, and
- Introduction of monthly service performance clinics.

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.

Mitigation of Unforeseen Events

8.5.2 The Council has always taken a very prudent position in ensuring that it maintains the General Fund Reserve at 15% of Net Expenditure – this is good and responsible financial management. However, to help mitigate a situation whereby an event could occur that would potentially have a negative financial impact on the Council, the Council has for a long time had a clear process in place. Where a situation has occurred that is 'service' specific, the

- first call for funding will be from compensating savings from elsewhere within the service, and if none are possible then savings from the wider Councils budget (service first, wider Council thereafter),
- second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery,

- and finally, the use of General Fund reserves would be considered.

Where a situation arises that is 'corporate' in nature, then consideration will be given to the aforementioned first and second calls, but there is likely to be earlier considerations of using General Fund reserves.

8.5.3 During 2016/17 the Council introduced the Budget Surplus Earmarked Reserve; with the aim of this reserve being to "mop-up" service underspends that would cause the General Fund to be higher than the 15% minimum threshold. This has been developed further during 2017/18 to provide a means by which surpluses could be distinguished between those due to unspent NHB or in-services savings. With regard to:

- Unspent NHB, such underspends will be passported through to the Commercial Investment Earmarked Reserve. Therefore by enabling the Council to ring-fence funds that are available for Commercial Investment and/or service development.
- In-service savings, such underspends can be ring-fenced to provide a 'smoothing' fund to meet future years potential deficits.

8.5.4 The technical definition of General Fund Reserves includes the pure General Fund Reserve as well as all 'revenue' Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, these are limited to the General Fund Reserve itself as well as the Budget Surplus and Commercial Investment Earmarked Reserve. To mitigate such events and secure the delivery (and security) of day-to-day business, the schedule of call-off would be:

- General Fund Reserve
- Budget Surplus Earmarked Reserve, and then the
- Commercial Investment Earmarked Reserve

Risk Modelling

8.5.5 It is essential that relevant risks are identified and appropriate sensitivity analysis applied to determine the impact of such risks on the Councils financial standing – and consequently the delivery of the Councils day-to-day business. 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.
- estate property enhancement/development.
- increased demand on services (e.g. benefits and homelessness).
- level of retained business rates.

8.5.6 Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**

The savings included within the budget total £1.8m. These savings cover a broad range of services; however as ever with savings they are dependent on 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 a 30% underachievement which equates to £539k.

- **Inflation**

With regard to:

- **Pay**
The budget for 2018/19 includes an “across the board” pay increase of 1%. Taking into account employer oncosts (minimum wage, national insurance and pension), this equates to a total cost of £25m; a further 1% for sensitivity equates to £250k.
- **On-Boarding of Variable Hours Staff**
A risk remains whereby variable hours Council staff should be fully contracted staff. Some staff may elect to remain on zero-hours contracts whereas others may wish to be formally contracted. This risk is not built into the budget as the amount to be included is not known; however, for sensitivity purposes the total estimated cost of all staff reverting to a contracted hour’s contract is modelled, this would be £300k.
- **Business Rates (those payable by HDC)**
The budget for 2018/19 includes a Business Rates budget of £1.2m. Considering the changing occupancy of the Councils property due to external partners leasing its premises, there is the possibility that there could be rating implications for different parts of the Councils buildings. However, a marginal 5% change has been anticipated which has a sensitivity impact of £58k.
- **General Inflation**
No general inflation has been included in the 2018/19 budget except where there are contractual price increases; although for the Council this is minimal as most services are “contracted in”.
- **Borrowing**
The budget for 2018/19 assuming a borrowing cost of £565k based on a rate of 3.5%. If this rate increased by 0.25% the cost of borrow would increase by £40k to £606k, for sensitivity purposes a 75% impact is modelled which equates to £30k.

- **Reduced income: Fees and Charges**

Total fees and charges are £17.3m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £173k. The largest income streams that are susceptible to variation include:

- Car Parks, £2.4m (Off-Street).
- Leisure Centres, £7.4m
- Commercial Estate, £5.2m
- Planning Fees, £1.7m

- **Reduced income: Commercial Investment Income (CIS)**

Total forecast CIS income is £5.2m; considering the reduced acquisition rate that has been encountered during 2017/18, for sensitivity analysis purposes if there was a 25% loss of income from rental income this would equate to £1.3m.

- **Reduced income: New Homes Bonus**

During 2016/17 the Government has consulted on changes to New Homes Bonus (NHB). The government's decision has been to reduce the number of legacy years for NHB from 6 to 4 and to include a 0.4% deadweight factor above which only growth will be paid. For 2018/19 the Council's NHB is £2.7m and is expected to remain around this level until 2022/23. Fortunately by this time the Council will not be reliant on government grant as it will have modelled NHB and RSG by that date. However, for sensitivity purposes the Council is including a 10% reduction in NHB, reflecting £272k.

- **Government Grant: Non Domestic Rates**

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

Prior to 2017/18, it had been established that the government's assessment of growth for the District was somewhat optimistic when compared to actual growth. As last year, for 2018/19 the Council has taken a more prudent line by formulating its own assessment for NDR receipts (£5.8m) and only increased thereafter by 2% per annum. Directly linked to NDR are S.31 grants, this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds as a consequence of government priorities (i.e. increasing the 'small business relief' limit above that required by law). The assessed S.31 receipts for 2018/19 are £1.7m.

Although it is fair to say that any NDR reduction would be limited by the existence of the safety net (i.e. it provides a statutory limitation to losses), it is fair to apply sensitivity the gap between the safety net and the estimated NDR receipt. Losses can be accrued in a number of ways; reduce NDR as a consequence of business failure, demolition or catastrophic event, but are more usually impacted due to rating appeals (some of which can take many years to concluded). In respect of:

- NDR, the gap between the estimated income (£5.8m) and the safety net (£4.1m) is £1.7m; 10% sensitivity reduction will be applied giving £170k.
- S.31, a 5% sensitivity reduction will be applied giving £85k.

As noted in **Table 4** (paragraph 1.2.7), the Council's share of the NDR surplus in respect of Business Rates is £999k, a 15% sensitivity will be applied giving £150k.

The above is a more granular approach to sensitivity than in previous years; this is considered prudent as the Council moves closer to a position of full financial sustainability.

- **Failure of a Borrower**

The current counterparty limit is lending of £5.0m to a single institution.

The main “borrowing” risk rests whether the lending is either on a short or long term basis. 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. However, with Brexit drawing closer and the financial impacts still being relatively unknown, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average amount lent to an institution at any given time is around £4.0m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £50k. This block amount is included in the sensitivity analysis.

- **Emergency**

As is normal for a business, different types of risk are mitigated in many different ways. Some risks are insured against, so losses are limited to the excesses payable and also, the Government’s Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. severe flooding). Further, the Council does maintain its General Fund Reserves at a fair ‘minimum’ level and their use in respect of Mitigation of Unforeseen Events is discussed in detail at paragraphs 8.5.2 and 8.5.3.

With specific regard to 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 £500k, with retrospective reporting to Cabinet. A 50% allocation (£250k) of the £500k is included within the sensitivity analysis.

- **Estate property enhancement/development**

With the Council increasing its CIS Estate and the ‘aging’ of its current Operational Estate, it is fair to include a risk in respect of future property enhancement. For sensitivity modelling purposes, the estimated cost of enhancement is £2.25m and the sensitivity cost is modelled on a 15 year PWLB Annuity loan giving an annual cost of £139k.

- **Increased demands on services**

Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that have had a significant revenue impact are homelessness and Council Tax Support.

With regard to homelessness, the budget for 2018/19 is £1m and for Council Tax Support is £6.6m; if there was a 10% increase in demand for each this would require an additional £767k (£102k and £665k respectively). In addition, ICT has identified savings totalling £2.1m, if say 75 of this was not achieved this would amount to £147k.

- **Council Tax**

The Council has chosen to increase Council Tax for a second year; this is a prudent step as it helps to maintain the financial foundation of the Council and awards it opportunities for future investment. The Council has chosen to increase by 2% (£2.72) which it views as an amount that is affordable to its residents (and discussed in detail in the Draft Budget Report that went to Cabinet in January). An increase of 2% represents around £166k, as this is a marginal increase no further sensitivity has been undertaken. It should be noted that the Council could have chosen to have increased by the higher of either 3% or £5.

Sensitivity for 2018/19 Budget

8.5.7 Considering the risks noted above and the stated budget assumptions, the accumulated total cash risk is £4.3m. 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 likelihood of occurrence. **Table 23** shows this detailed analysis and in summary the additional pressure within 2018/19, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of: £2.1m
- Middle-View, additional pressure of: £1.6m
- Optimistic View, additional pressure of: £1.1m

Table 23		Sensitivity of Risks to 2018/19 Budget & Funding Options									
Risk		Costs Included in 2018/19 budget £000	Sensitivity Impact		Likelihood of Occurrence						
			+/-	Cost £000	Pessimistic		Middle-Way		Optimistic		
					Factor	£000	Factor	£000	Factor	£000	
Underachievement of Savings & Additional Income		1,773	Savings not achieved	30%	532	0.7	372	0.2	106	0.1	53
Inflation	Pay	25,039	Pay increase from 1% to 2%	1%	250	0.6	150	0.3	75	0.1	25
	On-Boarding of Variable Staff	300	Estimated cost of zero-hours staff moving to contracted hours	100%	300	0.6	180	0.2	60	0.2	60
	Business rates (HDC payable)	1,157	Business Rates vary due to change in liability etc	5%	58	0.2	12	0.3	17	0.5	29
	Investment/Borrowing Costs	40	Difference between Borrowing increased from 3.4% to 4.4%	75%	30	0.2	6	0.5	15	0.3	9
Reduced Income	Fees & Charges	(17,258)	Reduction in income.	2%	345	0.3	104	0.4	138	0.3	104
	CJS Income	(5,234)	Reduction in income.	25%	1,309	0.3	393	0.4	524	0.3	393
	New Homes Bonus	(2,718)	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	272	0.3	82	0.4	109	0.3	82
Government Grant	NDR - Difference between Safety Net and Budgeted Receipts	(1,700)	Reduced NDR receipts.	10%	170	0.6	102	0.3	51	0.1	17
	S.31 Grant	(1,700)	Not all grant received.	5%	85	0.6	51	0.3	26	0.1	9
	Collection Fund Surplus	(999)	Collection Fund Surplus not as significant as forecast.	15%	150	0.6	90	0.3	45	0.1	15
Failure of Borrower		50	Cost of borrowing from PWLB is Council lost £4m (average amount lent to a borrower)	100%	50	0.2	10	0.5	25	0.3	15
Emergency		500	Immediate use of funds in the event of a local emergency	50%	250	0.2	50	0.5	125	0.3	75
Maintenance	Property Maintenance and Enhancement	174	Estate property enhancement/development	80%	139	0.8	111	0.1	14	0.1	14
Increased Demand of Services	Homelessness	1,022	Increase in demand	10%	102	0.4	41	0.5	51	0.1	10
	ICT	2,107	Additional service requirement	7%	147	0.8	118	0.1	15	0.1	15
	Council Tax Support	6,645	Increase in demand	10%	665	0.4	266	0.3	200	0.3	200
Total Sensitivity					4,854		2,138		1,596		1,125
Estimated Reserves at 31 March 2019							2,592		2,592		2,592
Budget Surplus Reserve at 31 March 2019							4,209		4,209		4,209
Estimated Reserves at 31 March 2019							6,801		6,801		6,801
Conclusion of Sensitivity i.e. Estimated Reserves less 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							82.5%		61.6%		43.4%

8.6 Revenue Reserves

Reserves for 2018/19 and the MTFs Period (2019/20 to 2022/23)

- 8.6.1 There is no statutory minimum level of reserves; however, Cabinet in December 2015 confirmed there should be a minimum level of General Fund reserves set at 15% of the Net Revenue Budget of the Council. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure/
- 8.6.2 In addition to the General Fund, and as shown in 1.4, the Council operates a Budget Surplus Earmarked Reserve. The aim of this reserve is to “mop-up” any budget surplus’ or deficits to ensure that the Council can maintain its core contingency reserve, the General Fund. The Council also operates one further reserve, the Commercial Investment Earmarked Reserve, the aim of which is to hold onto NHB that will afford the Council the future opportunity to either invest in local services or assets.
- 8.6.3 However, to ensure the adequacy of the Councils Reserves (i.e. their robustness) it is essential to determine if the Councils revenue reserves are sufficient to meet the assessed risks (8.5.7). To determine this, a two stage comparison will be undertaken in that the “likelihood of occurrence” of a risk will be compared to two sets of reserves. The detailed analysis is shown in **Table 24** and relevant commentary is shown below.

Stage 1

The “likelihood of occurrence” of the assessed risks will be compared against the General Fund Reserve and the Budget Surplus Reserve – in this way the CIS Reserve can be used over the life of the MTFs to invest as noted in 8.6.2 above.

As shown in **Table 24**, both reserves can meet the assessed risks until 2020/21; thereafter the minimum level of reserves threshold is broken.

Stage 2

In addition to the General Fund Reserve and the Budget Surplus Reserve, the Stage 2 assessment compares the “likelihood of occurrence” of the assessed risks against the CIS Reserve. **Table 24** clearly shows that by using the CIS Reserve the Council will be able to meet the assessed risks; however what this does mean is that the Council would not be able to entirely invest the CIS Reserve because if it did it would not be able to meet its service delivery obligations.

Table 24 Impact of 2017/18 Sensitivity of Risks on the MTFS General Fund Reserves Profile																
General Fund Reserve and Budget Surplus Reserve	2018/19 £000			2019/20 £000			2020/21 £000			2021/22 £000			2022/23 £000			
General Fund Reserve c/f	2,592			2,609			2,652			2,713			2,738			
Budget Surplus Reserve c/f	4,209			3,217			2,179			985			4			
	6,801			5,826			4,831			3,698			2,742			
Minimum Level of Reserves (*)	2,592			2,609			2,652			2,713			2,738			
	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	
Reduction in Reserves (in year)	2,138	1,596	1,125	2,138	1,596	1,125	2,138	1,596	1,125	2,138	1,596	1,125	2,138	1,596	1,125	
Estimated Reserves c/f	4,663	5,205	5,676	3,688	4,230	4,701	2,693	3,235	3,706	1,560	2,102	2,573	604	1,146	1,617	
- Do Reserves remain above Minimum Level of Reserves	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No	
General Fund Reserve, Budget Surplus Reserve and Commercial Investment Reserve	2018/19 £'000			2019/20 £'000			2020/21 £'000			2021/22 £'000			2022/23 £'000			
General Fund Reserve c/f	2,592			2,609			2,652			2,713			2,738			
Budget Surplus Reserve c/f	4,209			3,217			2,179			985			4			
Commercial Investment Reserve c/f	3,933			6,606			9,279			11,952			14,625			
	10,734			12,432			14,110			15,650			17,367			
Minimum Level of Reserves (*)	2,592			2,609			2,652			2,713			2,738			
	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	
Reduction in Reserves (in year)	2,138	1,596	1,125	2,138	1,596	1,125	2,138	1,596	1,125	2,138	1,596	1,125	2,138	1,596	1,125	
Estimated Reserves c/f	8,596	9,138	9,609	10,294	10,836	11,307	11,972	12,514	12,985	13,512	14,054	14,525	15,229	15,771	16,242	
- Do Reserves remain above Minimum Level of Reserves	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	

* = The minimum level of reserves is 15% of Net "budgeted" Expenditure

8.6.4 Consequently, it is fair to say that:

- i. if the situation arose, with the use of the General Fund, Budget Surplus and CIS reserves the Council should be able to absorb considerable additional financial risk. It should be noted however, as mentioned earlier, it is unlikely that all these risks would occur all at the same time.
- ii. the Council is self-sufficient over the medium-term. The Council has a surplus budget for 2018/19 and 2019/20 and is making the prudent decision to “bank” early year budget surpluses into the Budget Surplus Reserve to enable it to meet subsequent year funding gaps; whilst being able to maintain its general reserve at 15% of net expenditure over the MTFS period.

8.6.5 However, to remove reliance on the use of reserves the Council will be required to find further savings or generate additional income equivalent to 5% of its net expenditure – as summarised in **Table 24** below and shown on the “Plan on a Page” at **Appendix 3**.

Table 25	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Plan on a Page - Approved MTFS 2019/20 - 2022/23				
Approved MTFS Net Expenditure	17,394	17,677	18,086	18,253
Plan on a Page - new savings required from MTFS	(975)	(995)	(1,133)	(956)
Plan on a Page - % savings required from MTFS	-6%	-6%	-6%	-5%
Budget Requirement (adjusted for savings required)	16,419	16,682	16,953	17,297

8.6.6 The Council should be rightly proud of the progress it has made since the commencement of the ZBB process some four years ago because it has reduced its forecast 2019/20 budget gap from £8.2m to £975k, a reduction of 88%. And with the “MOSAIC” Transformation programme underway and the continued commercialisation of its services, this gap should close in the near future.

8.7 Conclusion

- **2018/19 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2018/19, I consider that the combination of the:

- Councils commitment to continue to find service efficiencies,
- the direction of travel in relation to governance,
- it’s clear intention to invest in services, and
- it’s prudent position relating to income recognition (including raising Council Tax),

the budget proposed for 2018/19 should not give Members any significant concerns over the Council’s financial position.

- **Medium Term Financial Strategy (2019/20 to 2022/23)**

With regard to the period covered by the MTFS; the Council does face some future funding risk with the:

- anticipated removal of RSG in 2019/20, and
- the ongoing issues pertaining to the localisation of Business Rates.

However, over the past few years the Council has taken proactive action to address its budgetary concerns and with the planned continuation of its Transformation programme and its intention to further commercialise services the Council has a sound financial base upon which it can further develop its aim of financial self-sufficiency.

Clive Mason FCPFA

Responsible Financial Officer (Section 151)

ANNEX A - FEES AND CHARGES

Huntingdonshire District Council - Fees and Charges as at April 2018										
Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
Development										
Planning Application Fees - these are set Nationally and were last changed on 15th April 2015										
All outline applications		Not more than 2.5 hectares	Per 0.1 hectares	S	Apr-15	N	385.00	0.00	385.00	0%
		More than 2.5 hectares	Per 0.1 hectares	S	Apr-15	N	9,527.00	0.00	9,527.00	0%
		More than 2.5 hectares	plus for each hectare over 2.5 per 0.1 hectares	S	Apr-15	N	115.00	0.00	115.00	0%
Householder Applications	Single dwelling			S	Apr-15	N	172.00	0.00	172.00	0%
Full application	Two or more dwellings			S	Apr-15	N	339.00	0.00	339.00	0%
		Not more than 50 new dwellings	Per dwelling	S	Apr-15	N	385.00	0.00	385.00	0%
		More than 50 new dwellings		S	Apr-15	N	19,049.00	0.00	19,049.00	0%
Full application	Not dwellings, agricultural, glasshouse, plant nor machinery	Erection of buildings	No increase in floor space or no more than 40sq m	S	Apr-15	N	195.00	0.00	195.00	0%
			More than 40sq m but no more than 75 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 75 sq m but no more than 3750 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 3750 sq m	S	Apr-15	N	19,049.00	0.00	19,049.00	0%
			plus for each additional 75sq m in excess of 3750 sq m to a maximum of £250,000	S	Apr-15	N	115.00	0.00	115.00	0%
Full application	On land used for agriculture or agricultural purposes	Erection of buildings	Not more than 465 sq m	S	Apr-15	N	80.00	0.00	80.00	0%
			More than 465 sq m but not more than 540 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 540 sq m but not more than 4215 sq m - first 540 plus for each further 75 sq m (or part thereof in excess of 540 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 4215 sq m	S	Apr-15	N	19,049.00	0.00	19,049.00	0%
			plus for each 75 sq m (or part thereof) in excess of 4215 as m up to a maximum of £250,000	S	Apr-15	N	115.00	0.00	115.00	0%
Full application	Erection of glass houses on land used for the purpose of agriculture		Not more than 465 sq m	S	Apr-15	N	80.00	0.00	80.00	0%
			More than 465 sq m but not more than 540 sq m	S	Apr-15	N	2,150.00	0.00	2,150.00	0%
			Not more than 5 hectares for each 0.1 hectare or part thereof	S	Apr-15	N	385.00	0.00	385.00	0%
			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	Apr-15	N	19,049.00	0.00	19,049.00	0%
				S	Apr-15	N	115.00	0.00	115.00	0%
Applications other than Building Works	Car parks, service roads or other access		For existing uses	S	Apr-15	N	195.00	0.00	195.00	0%
	Waste		Not more than 15 hectares for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of	S	Apr-15	N	195.00	0.00	195.00	0%
			More than 15 hectares plus for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of	S	Apr-15	N	29,112.00	0.00	29,112.00	0%
			plus for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of	S	Apr-15	N	115.00	0.00	115.00	0%
	Operations connected with explanatory drilling for oil or natural gas		Not more than 7.5 hectares for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of	S	Apr-15	N	423.00	0.00	423.00	0%
			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	S	Apr-15	N	31,725.00	0.00	31,725.00	0%
			plus for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of	S	Apr-15	N	126.00	0.00	126.00	0%
	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	Apr-15	N	214.00	0.00	214.00	0%
			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	Apr-15	N	32,100.00	0.00	32,100.00	0%
				S	Apr-15	N	126.00	0.00	126.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		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	Apr-15	N	195.00	0.00	195.00	0%
			More than 15 hectares	S	Apr-15	N	29,112.00	0.00	29,112.00	0%
			plus for each additional 0.1 in excess of 15 hectares up to a maximum of £65,000	S	Apr-15	N	115.00	0.00	115.00	0%
		Other operations (not coming within any of the above categories)	Any site area for each 0.1 hectare (or part thereof) up to a maximum of £1,690	S	Apr-15	N	195.00	0.00	195.00	0%
	Lawful Development Certificate	LDC - existing use - in breach of a planning condition	Same as Full	S	Apr-15					
		LDC - existing use LDC - lawful but not to comply with a particular		S	Apr-15	N	195.00	0.00	195.00	0%
		LDC - proposed use	Half the normal planning fee	S	Apr-15			0.00	0.00	0%
	Prior Approval	Agricultural and Forestry buildings and operations or demolition of		S	Apr-15	N	80.00	0.00	80.00	0%
		Telecommunications code systems operators		S	Apr-15	N	385.00	0.00	385.00	0%
		Proposed change of use to state funded or registered nursery		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use of agricultural building to a state funded school or registered nursery		S	Apr-15	N	80.00	0.00	80.00	0%
		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	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of a building from Office (Use Class B1) use to a use falling within Use Class C3 (Dwelling house)		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use from an agricultural building to a Dwelling house (Use Class C3) where there are no associated building operations		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use of agricultural building to a Dwelling house (Use Class C3) and associated building operations		S	Apr-15	N	172.00	0.00	172.00	0%
		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	Apr-15	N	80.00	0.00	80.00	0%
		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	Apr-15	N	172.00	0.00	172.00	0%
	Reserved Matters	Application for approval of reserved matters following outline approval	Full fee due or if full fee already paid then	S	Apr-15	N	385.00	0.00	385.00	0%
	Approval/variation/discharge of condition	Application for removal or variation of condition following grant of planning permission		S	Apr-15	N	195.00	0.00	195.00	0%
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder	S	Apr-15	N	28.00	0.00	28.00	0%
			otherwise per request	S	Apr-15	N	97.00	0.00	97.00	0%
	Change of use of a building to use as one or more separate dwelling houses, or other cases		Not more than 50 dwellings for each	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 50 dwellings	S	Apr-15	N	19,049.00	0.00	19,049.00	0%
			plus for each in excess of 50 up to a maximum of £250,000	S	Apr-15	N	115.00	0.00	115.00	0%
	Other changes of use of a building or land			S	Apr-15	N	385.00	0.00	385.00	0%
	Advertising	Relating to the business on the premises		S	Apr-15	N	110.00	0.00	110.00	0%
		Advanced signs which are not on or visible from the site, directing the public to a business		S	Apr-15	N	110.00	0.00	110.00	0%
		Other advertisements		S	Apr-15	N	385.00	0.00	385.00	0%
	Application for a new planning permission to replace an extant planning permission	Application in respect of major developments		S	Apr-15	N	575.00	0.00	575.00	0%
		Applications in respect of householder developments		S	Apr-15	N	57.00	0.00	57.00	0%
		Application in respect of other developments		S	Apr-15	N	195.00	0.00	195.00	0%
	Application for a non-material amendment following a grant of planning permission	Application in respect of householder development		S	Apr-15	N	28.00	0.00	28.00	0%
		Application in respect of other developments		S	Apr-15	N	195.00	0.00	195.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
Pre Application Fees - these are set by HDC. Where any development that falls within one or more category the fees should be added together.										
Written Advice only - Residential Development		1 additional dwelling proposed		D	Mar-16	S	138.00	27.60	165.60	20%
		2-9 additional dwellings proposed		D	Mar-16	S	276.00	55.20	331.20	20%
		10-59 additional dwellings proposed		D	Mar-16	S	1,380.00	276.00	1,656.00	20%
		60-200 additional dwellings proposed		D	Mar-16	S	6,900.00	1,380.00	8,280.00	20%
		200+ additional dwellings proposed		D	Mar-16	S	13,800.00	2,760.00	16,560.00	20%
Written Advice only - Agricultural buildings		0 - 465 sq m additional floor space		D	Mar-16	S	69.60	13.92	83.52	20%
		466 sq m additional floor space		D	Mar-16	S	138.00	27.60	165.60	20%
Written Advice only - Other buildings		0 - 99 sq m additional floor space		D	Mar-16	S	138.00	27.60	165.60	20%
		100 - 1000 sq m additional floor space		D	Mar-16	S	276.00	55.20	331.20	20%
		1001 -5000 sq m additional floor space		D	Mar-16	S	1,380.00	276.00	1,656.00	20%
		5001 - 10,000 sq m additional floor space		D	Mar-16	S	4,140.00	828.00	4,968.00	20%
		10,001 + sq m additional floor space		D	Mar-16	S	5,520.00	1,104.00	6,624.00	20%
Written Advice only - Plant, machinery, car parks, service roads & other means of access		0 - 1 Hectare		D	Mar-16	S	69.60	13.92	83.52	20%
		1+ hectare		D	Mar-16	S	138.00	27.60	165.60	20%
Written Advice only - Change of use land or buildings		Per site		D	Mar-16	S	138.00	27.60	165.60	20%
Written Advice only - advertisements		Per business premises or site		D	Mar-16	S	69.60	13.92	83.52	20%
Meeting at Pathfinder House prior to written advice		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	180.00	36.00	216.00	20%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	156.00	31.20	187.20	20%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	72.00	14.40	86.40	20%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	20%
Meeting away from Pathfinder House prior to written advice		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	360.00	72.00	432.00	20%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	312.00	62.40	374.40	20%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	144.00	28.80	172.80	20%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	72.00	14.40	86.40	20%
Major Development - meeting only at Pathfinder House		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	180.00	36.00	216.00	20%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	156.00	31.20	187.20	20%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	72.00	14.40	86.40	20%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	20%
Major Development - meeting only away from Pathfinder House		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	360.00	72.00	432.00	20%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	312.00	62.40	374.40	20%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	144.00	28.80	172.80	20%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	72.00	14.40	86.40	20%
Major Development - specific work		By Planning Service Manager	per hour	D	Mar-16	S	84.00	16.80	100.80	20%
		By Planning Team Leader	per hour	D	Mar-16	S	72.00	14.40	86.40	20%
		By Development Management Officer or Specialist Officer	per hour	D	Mar-16	S	60.00	12.00	72.00	20%
Planning History searches		Per Search	per hour	D	Mar-16	S	81.00	16.20	97.20	20%
Admin fee on Invalid Planning Application refunds			per refund	D	Mar-16	S	60.00	12.00	72.00	20%
Building Control										
Cambridge City Council are now responsible for the fee setting for the Local Authority Building Control shared service the fees for the three partner authorities were harmonised and they are shown below for information										
Domestic extensions and annexes		Extension or annex with a floor area up to 10m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Extension or annex with a floor area up to 10m2	Inspection charge	S	Apr-16	S	225.00	45.00	270.00	0%
		Extension or annex with a floor area over 10m2 but under 40m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Extension or annex with a floor area over 10m2 but under 40m2	Inspection charge	S	Apr-16	S	285.00	57.00	342.00	0%
		Extension or annex with a floor area over 40m2 but under 100m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT +	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
Domestic loft and garage conversions		Extension or annex with a floor area over 40m2 but under 100m2	Inspection charge	S	Apr-16	S	390.00	78.00	468.00	0%
		Garage, car port or covered way extension with floor area up to 60m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Garage, car port or covered way extension with floor area up to 60m2	Inspection charge	S	Apr-16	S	190.00	38.00	228.00	0%
		Loft conversion with a floor area up to 40m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Loft conversion with a floor area up to 40m2	Inspection charge	S	Apr-16	S	285.00	57.00	342.00	0%
		Loft conversion with a floor area over 40m2 but less than 60m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Loft conversion with a floor area over 40m2 but less than 60m2	Inspection charge	S	Apr-16	S	345.00	69.00	414.00	0%
		Conversion of garage to living accommodation	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Conversion of garage to living accommodation	Inspection charge	S	Apr-16	S	110.00	22.00	132.00	0%
		Domestic alterations		Estimated cost of work less than £5000	Plan charge	S	Apr-16	S	180.00	36.00
Estimated cost of work less than £5000	Inspection charge			S	Apr-16	S	0.00	0.00	0.00	0%
Estimated cost of work over £5000 but less than £10000	Plan charge			S	Apr-16	S	280.00	56.00	336.00	0%
Estimated cost of work over £5000 but less than £10000	Inspection charge			S	Apr-16	S	0.00	0.00	0.00	0%
Estimated cost of work over £10000 but less than £20000	Plan charge			S	Apr-16	S	150.00	30.00	180.00	0%
Estimated cost of work over £10000 but less than £20000	Inspection charge			S	Apr-16	S	22.00	4.40	26.40	0%
Estimated cost of work over £20000 but less than £50000	Plan charge			S	Apr-16	S	150.00	30.00	180.00	0%
Estimated cost of work over £20000 but less than £50000	Inspection charge			S	Apr-16	S	285.00	57.00	342.00	0%
Estimated cost of work over £50000 but less than £75000	Plan charge			S	Apr-16	S	150.00	30.00	180.00	0%
Estimated cost of work over £50000 but less than £75000	Inspection charge			S	Apr-16	S	385.00	77.00	462.00	0%
New dwellings and conversion to dwellings		Replacement of windows, roof lights and external glazed doors	Plan Charge	S	Apr-16	S	100.00	20.00	120.00	0%
		Replacement of windows, roof lights and external glazed doors	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Renewable Energy systems up to £20,000	Plan Charge	S	Apr-16	S	140.00	28.00	168.00	0%
		Renewable Energy systems up to £20,000	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Plan Charge	S	Apr-16	S	100.00	20.00	120.00	0%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Drainage works up to £5,000	Plan Charge	S	Apr-16	S	100.00	20.00	120.00	0%
		Drainage works up to £5,000	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Renovation of thermal elements	Plan Charge	S	Apr-16	S	140.00	28.00	168.00	0%
		Renovation of thermal elements	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
1 dwelling		1 dwelling	Plan charge	S	Apr-16	S	180.00	36.00	216.00	0%
		1 dwelling	Inspection charge	S	Apr-16	S	387.00	77.40	464.40	0%
		2 dwellings	Plan charge	S	Apr-16	S	250.00	50.00	300.00	0%
		2 dwellings	Inspection charge	S	Apr-16	S	770.00	154.00	924.00	0%
		3 dwellings	Plan charge	S	Apr-16	S	320.00	64.00	384.00	0%
		3 dwellings	Inspection charge	S	Apr-16	S	1,065.00	213.00	1,278.00	0%
		4 dwellings	Plan charge	S	Apr-16	S	390.00	78.00	468.00	0%
		4 dwellings	Inspection charge	S	Apr-16	S	1,280.00	256.00	1,536.00	0%
		5 dwellings	Plan charge	S	Apr-16	S	460.00	92.00	552.00	0%
		5 dwellings	Inspection charge	S	Apr-16	S	1,380.00	276.00	1,656.00	0%
6 dwellings		6 dwellings	Plan charge	S	Apr-16	S	530.00	106.00	636.00	0%
		6 dwellings	Inspection charge	S	Apr-16	S	1,480.00	296.00	1,776.00	0%
		7 dwellings	Plan charge	S	Apr-16	S	550.00	110.00	660.00	0%
		7 dwellings	Inspection charge	S	Apr-16	S	1,560.00	312.00	1,872.00	0%
		8 dwellings	Plan charge	S	Apr-16	S	570.00	114.00	684.00	0%
		8 dwellings	Inspection charge	S	Apr-16	S	1,640.00	328.00	1,968.00	0%
		9 dwellings	Plan charge	S	Apr-16	S	590.00	118.00	708.00	0%
		9 dwellings	Inspection charge	S	Apr-16	S	1,720.00	344.00	2,064.00	0%
		10 dwellings	Plan charge	S	Apr-16	S	620.00	124.00	744.00	0%
		10 dwellings	Inspection charge	S	Apr-16	S	1,880.00	376.00	2,256.00	0%
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-16	S	413.00	82.60	495.60	0%
		Extension or annex with floor area up to 10m2	Regularisation	S	Apr-16	N	537.00	0.00	537.00	0%
		Extensions or annexes with a floor area over 10m2 but under 40m2	Building notice	S	Apr-16	S	478.00	95.60	573.60	0%
		Extensions or annexes with a floor area over 10m2 but under 40m2	Regularisation	S	Apr-16	N	621.00	0.00	621.00	0%
		Extensions or annexes with a floor area over 40m2 but under 100m2	Building notice	S	Apr-16	S	594.00	118.80	712.80	0%
Extensions or annexes with a floor area over 40m2 but under 100m2	Regularisation	S	Apr-16	N	772.00	0.00	772.00	0%		

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	£		Total Charge £	% Change from 2017/18	
							Net charge	VAT			
Domestic loft and garage conversions	Garage, car port or covered way extension with floor area up to 60m2	Building notice		S	Apr-16	S	374.00	74.80	448.80	0%	
		Regularisation		S	Apr-16	N	486.00	0.00	486.00	0%	
	Loft conversion with a floor area up to 40m2	Building notice		S	Apr-16	S	478.00	95.60	573.60	0%	
		Regularisation		S	Apr-16	N	621.00	0.00	621.00	0%	
	Loft conversion with a floor area over 40m2 but less than 60m2	Building notice		S	Apr-16	S	545.00	109.00	654.00	0%	
		Regularisation		S	Apr-16	N	709.00	0.00	709.00	0%	
	Domestic alterations	Conversion of garage to living accommodation	Building notice		S	Apr-16	S	286.00	57.20	343.20	0%
			Regularisation		S	Apr-16	N	372.00	0.00	372.00	0%
		Estimated cost of work less than £5000	Building notice		S	Apr-16	S	198.00	39.60	237.60	0%
			Regularisation		S	Apr-16	N	257.00	0.00	257.00	0%
Estimated cost of work over £5000 but less than £10000		Building notice		S	Apr-16	S	308.00	61.60	369.60	0%	
		Regularisation		S	Apr-16	N	400.00	0.00	400.00	0%	
Estimated cost of work over £10000 but less than £20000		Building notice		S	Apr-16	S	407.00	81.40	488.40	0%	
		Regularisation		S	Apr-16	N	529.00	0.00	529.00	0%	
Estimated cost of work over £20000 but less than £50000		Building notice		S	Apr-16	S	478.00	95.60	573.60	0%	
		Regularisation		S	Apr-16	N	621.00	0.00	621.00	0%	
New dwellings and conversion to dwellings	Estimated cost of work over £50000 but less than £75000	Building notice		S	Apr-16	S	550.00	110.00	660.00	0%	
		Regularisation		S	Apr-16	N	715.00	0.00	715.00	0%	
	Renovation of thermal element	Building notice		S	Apr-16	S	140.00	28.00	168.00	0%	
		Regularisation		S	Apr-16	N	182.00	0.00	182.00	0%	
	Replacement of windows, roof light and external glazed doorways	Building notice		S	Apr-16	S	110.00	22.00	132.00	0%	
		Regularisation		S	Apr-16	N	143.00	0.00	143.00	0%	
	Installation of renewable energy systems up to £20,000	Building notice		S	Apr-16	S	154.00	30.80	184.80	0%	
		Regularisation		S	Apr-16	N	200.00	0.00	200.00	0%	
	Drainage works up to the value of £5000	Building notice		S	Apr-16	S	100.00	20.00	120.00	0%	
		Regularisation		S	Apr-16	N	130.00	0.00	130.00	0%	
New dwellings and conversion to dwellings	Electrical work up to the value of £10000	Building notice		S	Apr-16	S	0.00	0.00	0.00	0%	
		Regularisation		S	Apr-16	N	0.00	0.00	0.00	0%	
	Electrical work up to the value of £10000	Building notice		S	Apr-16	S	0.00	0.00	0.00	0%	
		Regularisation		S	Apr-16	N	0.00	0.00	0.00	0%	
	1 dwelling	Building notice		S	Apr-16	S	624.00	124.80	748.80	0%	
		Regularisation		S	Apr-16	N	811.00	0.00	811.00	0%	
	2 dwellings	Building notice		S	Apr-16	S	1,122.00	224.40	1,346.40	0%	
		Regularisation		S	Apr-16	N	1,459.00	0.00	1,459.00	0%	
	3 dwellings	Building notice		S	Apr-16	S	1,523.00	304.60	1,827.60	0%	
		Regularisation		S	Apr-16	N	1,980.00	0.00	1,980.00	0%	
4 dwellings	Building notice		S	Apr-16	S	1,837.00	367.40	2,204.40	0%		
	Regularisation		S	Apr-16	N	2,388.00	0.00	2,388.00	0%		
5 dwellings	Building notice		S	Apr-16	S	2,024.00	404.80	2,428.80	0%		
	Regularisation		S	Apr-16	N	2,631.00	0.00	2,631.00	0%		
6 dwellings	Building notice		S	Apr-16	S	2,211.00	442.20	2,653.20	0%		
	Regularisation		S	Apr-16	N	2,874.00	0.00	2,874.00	0%		
7 dwellings	Building notice		S	Apr-16	S	2,321.00	464.20	2,785.20	0%		
	Regularisation		S	Apr-16	N	3,017.00	0.00	3,017.00	0%		
8 dwellings	Building notice		S	Apr-16	S	2,431.00	486.20	2,917.20	0%		
	Regularisation		S	Apr-16	N	3,155.00	0.00	3,155.00	0%		
9 dwellings	Building notice		S	Apr-16	S	2,541.00	508.20	3,049.20	0%		
	Regularisation		S	Apr-16	N	3,303.00	0.00	3,303.00	0%		
10 dwellings	Building notice		S	Apr-16	S	2,750.00	550.00	3,300.00	0%		
	Regularisation		S	Apr-16	N	3,575.00	0.00	3,575.00	0%		

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT +	Net charge	VAT	Total Charge	% Change from 2017/18		
							£	£	£			
Non-domestic alterations		Replacement windows, roof light and glazed doors up to £20,000	Plan charge	S	Apr-16	S	110.00	22.00	132.00	0%		
		Replacement windows, roof light and glazed doors up to £20,000	Inspection charge	S	Apr-16	S	0.00	0.00	0.00	0%		
		Replacement windows, roof light and glazed doors up to £20,000	Regularisation	S	Apr-16	N	143.00	0.00	143.00	0%		
		Replacement windows, roof light and glazed doors £20,000 to £100,000	Plan charge	S	Apr-16	S	225.00	45.00	270.00	0%		
		Replacement windows, roof light and glazed doors £20,000 to £100,000	Inspection charge	S	Apr-16	S	0.00	0.00	0.00	0%		
		Replacement windows, roof light and glazed doors £20,000 to £100,000	Regularisation	S	Apr-16	N	293.00	0.00	293.00	0%		
		Renovation of a thermal element with an estimated cost up to £50,000	Plan charge	S	Apr-16	S	140.00	28.00	168.00	0%		
		Renovation of a thermal element with an estimated cost up to £50,000	Inspection charge	S	Apr-16	S	0.00	0.00	0.00	0%		
		Renovation of a thermal element with an estimated cost up to £50,000	Regularisation	S	Apr-16	N	182.00	0.00	182.00	0%		
		Renewable energy systems up to £50,000	Plan charge	S	Apr-16	S	140.00	28.00	168.00	0%		
		Renewable energy systems up to £50,000	Inspection charge	S	Apr-16	S	0.00	0.00	0.00	0%		
		Renewable energy systems up to £50,000	Regularisation	S	Apr-16	N	182.00	0.00	182.00	0%		
		Estimated cost of works up to £5,000	Plan charge	S	Apr-16	S	200.00	40.00	240.00	0%		
		Estimated cost of works up to £5,000	Inspection charge	S	Apr-16	S	0.00	0.00	0.00	0%		
		Estimated cost of works up to £5,000	Regularisation	S	Apr-16	N	260.00	0.00	260.00	0%		
		Estimated cost of work over £5000 but less than £10000	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%		
		Estimated cost of work over £5000 but less than £10000	Inspection charge	S	Apr-16	S	160.00	32.00	192.00	0%		
		Estimated cost of work over £5000 but less than £10000	Regularisation	S	Apr-16	N	403.00	0.00	403.00	0%		
		Estimated cost of work over £10000 but less than £20000	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%		
		Estimated cost of work over £10000 but less than £20000	Inspection charge	S	Apr-16	S	250.00	50.00	300.00	0%		
		Estimated cost of work over £10000 but less than £20000	Regularisation	S	Apr-16	N	520.00	0.00	520.00	0%		
		Estimated cost of work over £20000 but less than £50000	Plan charge	S	Apr-16	S	175.00	35.00	210.00	0%		
		Estimated cost of work over £20000 but less than £50000	Inspection charge	S	Apr-16	S	350.00	70.00	420.00	0%		
		Estimated cost of work over £20000 but less than £50000	Regularisation	S	Apr-16	N	682.00	0.00	682.00	0%		
		Estimated cost of work over £50000 but less than £100000	Plan charge	S	Apr-16	S	225.00	45.00	270.00	0%		
		Estimated cost of work over £50000 but less than £100000	Inspection charge	S	Apr-16	S	450.00	90.00	540.00	0%		
		Estimated cost of work over £50000 but less than £100000	Regularisation	S	Apr-16	N	878.00	0.00	878.00	0%		
		Operations										
		Refuse Collection										
			Household Bulky Waste		1-3 items	D		N	23.00	0.00	23.00	0%
			Household Bulky Waste		4-6 items	D		N	32.00	0.00	32.00	0%
			Household Bulky Waste		7-10 items	D		N	48.00	0.00	48.00	0%
			Commercial Bulky Waste		Per hour	D		N	110.00	0.00	110.00	10%
			Second Green Bin		Per annum	D		N	40.00	0.00	40.00	0%
Markets												
	Huntingdon Farmers' market	Casual Traders - per pitch				E	0.00	0.00	0.00	-100%		
		Permanent traders - per pitch				E	0.00	0.00	0.00	-100%		
	St Ives Weekly Markets	Casual traders - per 10ft pitch	St Ives market			E	23.50	0.00	23.50	0%		
		Permanent traders - per 10ft pitch	St Ives market			E	17.50	0.00	17.50	0%		
			Additional Pitches Friday			E	10.00	0.00	10.00	0%		
			Additional Pitches Monday			E	11.00	0.00	11.00	0%		

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT +	Net charge	VAT	Total Charge	% Change from 2017/18	
							£	£	£		
Huntingdon Weekly Market	casual trader - per 10ft	Huntingdon market street facing				E	17.85	0.00	17.85	-24%	
		Regular traders - per 10ft pitch	Huntingdon market street facing			E	17.50	0.00	17.50	0%	
		All traders	Huntingdon market street facing additional pitch			E	0.00	0.00	0.00	-100%	
		All traders	Huntingdon market side facing additional pitch			E	0.00	0.00	0.00	-100%	
	St Ives Bank Holiday Markets	Market Hill regular trader per 10 ft					E	24.00	0.00	24.00	0%
			Market Hill non - regular trader per 10				E	34.00	0.00	34.00	0%
		Market Hill casual trader (on the day) per 10 ft RAINING AT 8am				E	36.00	0.00	36.00	0%	
		Market Hill casual trader (on the day) per 10 ft DRY AT 8am				E	45.00	0.00	45.00	0%	
		Electricity supply per day					S	4.76	0.24	5.00	0%
	Bin charges	per day	240 L				N	3.50	0.00	3.50	0%
		per day	1100 L				N	14.00	0.00	14.00	0%
	Fair										
	Fair Huntingdon	Riverside car park	per day		D		Z	1,020.00	0.00	1,020.00	2%
Car parking											
Car Parking charges	Huntingdon - Riverside - Short stay	Up to 1hr		D		S	0.33	0.07	0.40	0%	
		Up to 2hr		D		S	0.50	0.10	0.60	0%	
	Huntingdon - Riverside - Long stay	Up to 1 hr		D		S	0.33	0.07	0.40	0%	
		Up to 2 hr		D		S	0.50	0.10	0.60	0%	
		Up to 3 hr		D		S	0.75	0.15	0.90	0%	
		Up to 4 hr		D		S	1.00	0.20	1.20	0%	
		4hr to 10 hr		D		S	1.67	0.33	2.00	0%	
		10hr to 23 hr		D		S	2.50	0.50	3.00	0%	
	Godmanchester - Bridge Place - Long stay	Up to 1 hr		D		S	0.33	0.07	0.40	0%	
		Up to 2 hr		D		S	0.50	0.10	0.60	0%	
		Up to 3 hr		D		S	0.75	0.15	0.90	0%	
		Up to 4 hr		D		S	1.00	0.20	1.20	0%	
		4hr to 10 hr		D		S	1.67	0.33	2.00	0%	
		10hr to 23 hr		D		S	2.50	0.50	3.00	0%	
	St Neots - Riverside - Long stay	Up to 1 hr		D		S	0.33	0.07	0.40	0%	
		Up to 2 hr		D		S	0.50	0.10	0.60	0%	
		Up to 3 hr		D		S	0.75	0.15	0.90	0%	
		Up to 4 hr		D		S	1.00	0.20	1.20	0%	
		4hr to 23 hr		D		S	1.67	0.33	2.00	0%	
		2 hr to a maximum of 6 hr		D		S	1.67	0.33	2.00	0%	
	Huntingdon - Sainsbury	Up to 1 hr		D		S	0.67	0.13	0.80	0%	
		Up to 2 hr		D		S	1.00	0.20	1.20	0%	
		Up to 3 hr		D		S	1.83	0.37	2.20	0%	
		Up to 4 hr		D		S	2.67	0.53	3.20	0%	
	Huntingdon - Princes Street	Up to 1 hr		D		S	0.67	0.13	0.80	0%	
		Up to 2 hr		D		S	1.00	0.20	1.20	0%	
		Up to 3 hr		D		S	1.83	0.37	2.20	0%	
		Up to 4 hr		D		S	2.67	0.53	3.20	0%	
	Huntingdon - Trinity Place	Up to 1 hr		D		S	0.00	0.00	0.00	0%	
		Up to 2 hr		D		S	0.00	0.00	0.00	0%	
		Up to 3 hr		D		S	0.00	0.00	0.00	0%	
	currently closed, will be reopened as disabled only car park with no charge				D		S	0.00	0.00	0.00	0%
	Huntingdon - Mill Common	Up to 4 hr		D		S	0.00	0.00	0.00	0%	
		Up to 1hr		D		S	0.67	0.13	0.80	0%	
		Up to 2 hr		D		S	1.00	0.20	1.20	0%	
		Up to 3 hr		D		S	1.50	0.30	1.80	0%	
		Up to 4 hr		D		S	2.00	0.40	2.40	0%	
	Huntingdon - Great Northern Street	Up to 23 hr		D		S	2.50	0.50	3.00	0%	
		Up to 1hr		D		S	0.67	0.13	0.80	0%	
		Up to 2 hr		D		S	1.00	0.20	1.20	0%	
		Up to 3 hr		D		S	1.50	0.30	1.80	0%	
		Up to 4 hr		D		S	2.00	0.40	2.40	0%	
	Huntingdon - Ingram Street	Up to 23 hr		D		S	2.50	0.50	3.00	0%	
		Up to 1hr		D		S	0.67	0.13	0.80	0%	
		Up to 2 hr		D		S	1.00	0.20	1.20	0%	
		Up to 3 hr		D		S	1.50	0.30	1.80	0%	
		Up to 4 hr		D		S	2.00	0.40	2.40	0%	
	Huntingdon - St Germain Street (Minor)	Up to 23 hr		D		S	2.50	0.50	3.00	0%	
Up to 30 minutes			D		S	0.33	0.07	0.40	0%		
Up to 1 hr			D		S	0.67	0.13	0.80	0%		
Up to 2 hr			D		S	1.00	0.20	1.20	0%		
Up to 3 hr			D		S	1.83	0.37	2.20	0%		
											Up to 4 hr

Huntingdonshire District Council - Fees and Charges as at April 2018

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							£	£	£	
		Huntingdon - Chequers Way - Disabled	Free	D			0.00	0.00	0.00	0%
		to be closed March 2017								
		Huntingdon - Anglian Water car park closed	All day	D		S	0.00	0.00	0.00	0%
		St Neots - Priory Lane	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Neots - Brook Street	Up to 30 minutes	D		S	0.33	0.07	0.40	0%
			Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Neots - Tan Yard	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Neots - The Priory	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Neots - Tebbutts Road	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Ives - Cattle market - short stay	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Ives - Cattle market - Harrison Road)	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Ives - Darwoods Pond	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Ives - Globe Place	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		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 - Buttsgrove Way	All spaces free of charge	D						
		On street parking	Maximum 1 hr stay	D		N	0.80	0.00	0.80	0%
		St Ives - Waitrose	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
		St Neots - Waitrose	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
Permit Charges		Resident season ticket permit	6 months	D		S	129.17	25.83	155.00	0%
			12 months	D		S	250.00	50.00	300.00	0%
		Resident season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0%
		Resident season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0%
		Residents Historic car park permits	12 months	D		S	83.33	16.67	100.00	0%
		Residents Historic car park permits (low emission discount)	12 months	D		S	41.67	8.33	50.00	0%
		Resident CCC on street parking permit	12 months	D		N	26.00	0.00	26.00	0%
		Season ticket permit	6 months	D		S	129.17	25.83	155.00	0%
			12 months	D		S	250.00	50.00	300.00	0%
		HDC Permit	daily	D		S	1.67	0.33	2.00	0%
		Season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0%
		Season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0%
		Huntingdon - Hinchingsbrooke Country Park	6 months	D		S	25.00	5.00	30.00	0%
			12 months	D		S	41.67	8.33	50.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

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							£	£	£	Change from 2017/18
		Coach Permit	daily	D		S	8.33	1.67	10.00	0%
		Skip Permit	weekly	D		S	25.00	5.00	30.00	0%
		Administration (amend permit/refund/reprint)	per change	D		S	4.17	0.83	5.00	0%
	Other Charges & Fees	Parking Excess Charges Off-Street		D		N	60.00	0.00	60.00	0%
		Parking Excess Charges Off-Street if paid within 14 days		D		N	40.00	0.00	40.00	0%
		Parking Excess Charges on-street		D		N	40.00	0.00	40.00	0%
		Parking Excess Charges on-street if paid within 14 days		D		N	20.00	0.00	20.00	0%
		Release Charge (barrier car park)	per release	D		S	125.00	25.00	150.00	0%
		Removal Charge	per removal	D		S	125.00	25.00	150.00	0%
		Storage charge	per day	D		S	16.67	3.33	20.00	0%
	Countryside									
	Room Hire	Kestrel room	full day	D		E	200.00	0.00	200.00	14%
		Kestrel room	half day	D		E	125.00	0.00	125.00	25%
		Wren room	full day	D		E	175.00	0.00	175.00	17%
		Wren room	half day	D		E	100.00	0.00	100.00	33%
		Both Rooms	full day	D		E	300.00	0.00	300.00	20%
		Both Rooms	half day	D		E	175.00	0.00	175.00	25%
		Set Buffets	per person	D		S	6.75	1.35	8.10	8%
		Tea & Coffee	whole day per person	D		S	2.60	0.52	3.12	4%
		Tea & Coffee	half day per person	D		S	1.80	0.36	2.16	3%
		Special Request Buffets Costed on Request								
	Paxton Pits VC	Ranger Present	per hour	D		E	20.00	0.00	20.00	0%
		No Ranger Present	per hour	D		E	15.00	0.00	15.00	0%
	Rangers price list	Bell boat sessions	per hour	D		N	No longer have boats			0%
		Forest school sessions	per 1.5hr session	D		N	51.00	0.00	51.00	2%
		Evening activities	per hour	D		N	40.00	0.00	40.00	14%
		Guided walk for groups	per hour (Plus travel expenses)	D		N	40.00	0.00	40.00	14%
		School visits	per child	D		N	5.50	0.00	5.50	11%
		Special Needs Groups upto 10		D		N	55.00	0.00	55.00	10%
		Special needs placements	per day	D		N	35.00	0.00	35.00	0%
		Corporate Work Parties	no charge for EA NE (govt bodies)	D			0.00	0.00	0.00	0%
		Corporate Work Parties Commercial Business	per person	D		S	10.50	2.10	12.60	5%
		Corporate Away Day with Activities and Refreshments	per person varies depending on activities	D		S	28.50	5.70	34.20	0%
	Drop in Children Events	minibeast hunting etc	per person	D		S	2.50	0.50	3.00	25%
		if prizes offered	per person	D		S	3.05	0.61	3.66	2%
		craft session with refreshments	per person	D		S	5.10	1.02	6.12	2%
		special events / workshops costed on request		D						
		camping	per person	D		S	2.50	0.50	3.00	25%
		craft fairs	per table	D		S	15.00	3.00	18.00	0%
		equipment hire for public	per set	D		S	2.00	0.40	2.40	0%
		equipment hire no ranger inc pond dipping nets	per set	D		S	1.00	0.20	1.20	0%
		green willow	3 ft bundle	D		S	3.50	0.70	4.20	17%
			4 ft bundle	D		S	4.50	0.90	5.40	13%
			5 ft bundle	D		S	5.50	1.10	6.60	10%
			6 ft bundle	D		S	6.50	1.30	7.80	8%
			7 ft bundle	D		S	7.50	1.50	9.00	7%
			8 ft bundle	D		S	8.50	1.70	10.20	6%
		charcoal	1,5kg bag	D		S	3.50	0.70	4.20	17%
		logs	m3	D		S	127.50	25.50	153.00	2%
			tonne bag unsplit	D		S	61.20	12.24	73.44	2%
			net bag	D		S	5.10	1.02	6.12	2%
		flowers vegetables and plants from nursery	individually priced	D		S				
		activity sheets/ trails /spotter charts	individually priced from 2.00	D		Z				

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total	%	
							£	£	Charge	Change from 2017/18	
Dog breeding (Statutory)	Administration fee	per application		D		N	44.25	0.00	44.25	0%	
		Officer time	per application		D		N	97.00	0.00	97.00	0%
		Where a dog breeding establishment fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence	per visit		D		N	97.00	0.00	97.00	0%
	Stray dogs	Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full									
		Statutory Fine	per dog		S		N	25.00	0.00	25.00	0%
		Administration fee	per dog		S		S	25.00	0.00	25.00	0%
		Transport Charge to Holding Kennels	per dog		S		S	20.00	0.00	20.00	33%
		Kennelling Charge	per dog per period of 24 hours		S		S	30.00	0.00	30.00	20%
		Dog returned directly to owner without kennelling, plus statutory fine	per dog		S		S	65.00	0.00	65.00	63%
Dangerous wild animal	Administration fee	per application				N	44.25	0.00	44.25	0%	
	Officer time	per application				N	97.00	0.00	97.00	0%	
	Where a dangerous wild animal licensed premises fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence	per visit		D		N	97.00	0.00	97.00	0%	
	Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full										
Zoo licences	Administration fee	per application				N	44.25	0.00	44.25	0%	
	Officer time	per application				N	40.00	0.00	40.00	0%	
	Where a zoo licensed premise fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence	per visit		D		N	40.00	0.00	40.00	0%	
	Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full										
Caravan site licences											
No charge				S		N	0.00	0.00	0.00	0%	
Relevant Protected Sites	Licence Application	4 - 15 pitches		D		N	327.00	0.00	327.00	0%	
		16 - 39 pitches		D		N	405.00	0.00	405.00	0%	
		40 - 75 pitches		D		N	450.00	0.00	450.00	0%	
		76 - 123 pitches		D		N	517.00	0.00	517.00	0%	
		Over 124 pitches		D		N	561.00	0.00	561.00	0%	
		Annual Licence Fee	4 - 15 pitches		D		N	193.00	0.00	193.00	0%
	16 - 39 pitches		D		N	242.00	0.00	242.00	0%		
	40 - 75 pitches		D		N	279.00	0.00	279.00	0%		
	76 - 123 pitches		D		N	327.00	0.00	327.00	0%		
	Over 124 pitches		D		N	376.00	0.00	376.00	0%		
	Licence Transfer			D		N	100.00	0.00	100.00	0%	
	Licence Variation			D		N	200.00	0.00	200.00	0%	
	Deposit of site rules	Charge for depositing site rules	Initial and then when amended		D		N	50.00	0.00	50.00	0%
CCTV											
Subject Access Request	Request for CCTV footage relating directly to the person making the request	per request		S		N	0.00	0.00	10.00	-100%	
Third Party Request	Request for CCTV footage relating to insurance claims etc. relating to third party data	per request		D		S	83.33	16.67	100.00	0%	
Cooling Towers and Evaporative Condensers											
	Registrations	No charge		S			0.00	0.00	0.00	0%	
Environmental Permits											
Fees as defined in the Local Authority Permits for Part A(2) Installations and Small Waste Incineration Plant (Fees and Charges) (England) Scheme 2017; and the Local Authority Permits for part B Installations and Mobile Plant and Solvent Emission Activities (Fees and Charges) (England) Scheme 2017. In the case of error, the statutory scheme issued by the Department for Environment Food and Rural Affairs (Defra) will take precedence											
Application Fee	Part A2	Application		S		N	3,363.00	0.00	3,363.00	0%	
		Additional fee for operating without a permit		S		N	1,188.00	0.00	1,188.00	0%	
		Surrender/ partial surrender		S		N	698.00	0.00	698.00	0%	
		Transfer		S		N	235.00	0.00	235.00	0%	
		Partial Transfer		S		N	698.00	0.00	698.00	0%	
		Substantial variation		S		N	1,368.00	0.00	1,368.00	0%	
		Reimbursement of the advertising costs incurred in informing public consultees, recharged in full									

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		Part B	Application	S		N	1,650.00	0.00	1,650.00	0%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0%
			Surrender/ partial surrender	S		N	0.00	0.00	0.00	0%
			Transfer	S		N	169.00	0.00	169.00	0%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0%
		Reduced fee (except vehicle refinishers)	Application	S		N	155.00	0.00	155.00	0%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0%
			Surrender/ partial surrender	S		N	0.00	0.00	0.00	0%
			Transfer	S		N	0.00	0.00	0.00	0%
			Substantial variation	S		N	102.00	0.00	102.00	0%
		Vehicle refinishers	Application	S		N	362.00	0.00	362.00	0%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0%
			Surrender/ partial surrender	S		N	0.00	0.00	0.00	0%
			Transfer	S		N	0.00	0.00	0.00	0%
			Substantial variation	S		N	102.00	0.00	102.00	0%
		Petrol vapour recovery stages 1&2 combined	Application	S		N	257.00	0.00	257.00	0%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0%
			Surrender/ partial surrender	S		N	0.00	0.00	0.00	0%
			Transfer	S		N	0.00	0.00	0.00	0%
			Substantial variation	S		N	102.00	0.00	102.00	0%
		Mobile crushing and screening plant	Application	S		N	1,650.00	0.00	1,650.00	0%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0%
			Surrender/ partial surrender	S		N	0.00	0.00	0.00	0%
			Transfer	S		N	0.00	0.00	0.00	0%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0%
		Mobile crushing and screening plant 3rd to 7th applications	Application	S		N	985.00	0.00	985.00	0%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0%
			Surrender/ partial surrender	S		N	0.00	0.00	0.00	0%
			Transfer	S		N	0.00	0.00	0.00	0%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0%
		Mobile crushing and screening plant 8th and subsequent applications	Application	S		N	498.00	0.00	498.00	0%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0%
			Surrender/ partial surrender	S		N	0.00	0.00	0.00	0%
			Transfer	S		N	0.00	0.00	0.00	0%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0%
		Where an application for any of the above is for a combined Part B and waste application there is an extra charge in addition to the above charges		S		N	297.00	0.00	297.00	0%
	Annual subsistence fees	Part A2	Low Risk	S		N	1,343.00	0.00	1,343.00	0%
			Medium Risk	S		N	1,507.00	0.00	1,507.00	0%
			High Risk	S		N	2,230.00	0.00	2,230.00	0%
			Additional Fee for payment by installments	S		N	38.00	0.00	38.00	0%
			Late payment charge	S		N	52.00	0.00	52.00	0%
		Part B	Low Risk	S		N	772.00	0.00	772.00	0%
			plus	S		N	104.00	0.00	104.00	0%
			Medium Risk	S		N	1,161.00	0.00	1,161.00	0%
			plus	S		N	156.00	0.00	156.00	0%
			High Risk	S		N	2,230.00	0.00	2,230.00	0%
			plus	S		N	207.00	0.00	207.00	0%
		Reduced fee (except vehicle refinishers)	Low Risk	S		N	79.00	0.00	79.00	0%
			Medium Risk	S		N	158.00	0.00	158.00	0%
			High Risk	S		N	237.00	0.00	237.00	0%
		Vehicle refinishers	Low Risk	S		N	228.00	0.00	228.00	0%
			Medium Risk	S		N	365.00	0.00	365.00	0%
			High Risk	S		N	548.00	0.00	548.00	0%
		Petrol vapour recovery stages 1&2 combined	Low Risk	S		N	113.00	0.00	113.00	0%
			Medium Risk	S		N	226.00	0.00	226.00	0%
			High Risk	S		N	341.00	0.00	341.00	0%
		Mobile crushing and screening plant	Low Risk	S		N	626.00	0.00	626.00	0%
			Medium Risk	S		N	1,034.00	0.00	1,034.00	0%
			High Risk	S		N	1,551.00	0.00	1,551.00	0%
		Mobile crushing and screening plant 3rd to 7th applications	Low Risk	S		N	385.00	0.00	385.00	0%
			Medium Risk	S		N	617.00	0.00	617.00	0%
			High Risk	S		N	924.00	0.00	924.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		Mobile crushing and screening plant 8th and subsequent applications	Low Risk	S		N	198.00	0.00	198.00	0%
			Medium Risk	S		N	314.00	0.00	314.00	0%
			High Risk	S		N	473.00	0.00	473.00	0%
		Late payment		S		N	52.00	0.00	52.00	0%
Food Hygiene & Safety										
	Food Premises Approvals	Cost of approval	No charge	S		N	0.00	0.00	0.00	0%
	FHRS Rescore Visits	Cost of Visit		D		S	102.00	18.00	120.00	0%
	Health Certificate			D		N	76.00	0.00	76.00	0%
	Food examination certificate		Small & simple	D		S	48.92	9.78	58.70	0%
			Larger & more complex per hour (min £58.70)	D		S	60.08	12.02	72.10	0%
	Food hygiene courses		Level 2	D		E	60.00	0.00	60.00	0%
			Level 3	D		E	299.00	0.00	299.00	0%
			CD	D		S	47.08	9.42	56.50	0%
Housing										
	Houses in Multiple Occupation	Initial licence		D		N	350.00	0.00	350.00	0%
		Renewal of licence		D		N	175.00	0.00	175.00	0%
		Revocation of licence		D		N	100.00	0.00	100.00	0%
		Where a house in multiple occupation fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £95.00 per additional officer/visit				N	97.00	0.00	97.00	0%
	Accommodation certificate	Issue		D		S	134.00	22.33	156.33	0%
Information Requests										
	Environmental Information Enquiry		Contaminated land - site specific	D		N	154.50	0.00	154.50	0%
			Simple request	D		N	44.25	0.00	44.25	0%
Pest control										
	Wasps nests	Treatment charge	First nest			S	55.00	10.00	60.00	10%
			Subsequent nests treated at the same visit			S	15.00	2.40	14.40	25%
	Rats and mice	Treatment charge	First call and maximum of two re-visits to replenish bait			S	62.50	10.00	60.00	25%
	Ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First visit			S	62.50	10.00	60.00	25%
			Second visit			S	31.25	5.00	30.00	25%
	Call out charge or missed appointment					S	41.25	6.60	39.60	25%
	Invoicing charge					S	12.50	2.50	15.00	0%
	Rat Boxes		Per treatment			S	4.90	0.98	5.88	20%
	Mouse Boxes		Per treatment			S	0.26	0.05	0.31	18%
	Difenacoum		Per Kilo			S	2.40	0.48	2.88	39%
	Rat bait per tray		Per treatment			S	0.24	0.05	0.29	41%
	Rat bait per box		Per treatment			S	0.48	0.10	0.58	37%
	Rat bait per pipe		Per treatment			S	0.48	0.10	0.58	37%
	Brodifacoum		Per Kilo			S	6.30	1.26	7.56	44%
	Mouse bait per tray		Per treatment			S	0.63	0.13	0.76	43%
	Mouse bait per box		Per treatment			S	0.63	0.13	0.76	43%
	Brodifacoum wax blocks 20gm					S	0.15	0.03	0.18	15%
	Hourly rate					S	70.11	14.02	84.13	68%
	Invoicing charge					S	10.42	2.08	12.50	0%
Licensing										
Fees associated with the Gambling Act 2005 are determined in accordance with The Gambling (Premises Licence Fees) (England and Wales) Regulations 2007. In the case of error, the Regulations, or any update thereto will take precedence										
	Gambling Act 2005	Club Machine Permit		S		N	200.00	0.00	200.00	0%
		Gaming Machine two or less		S		N	50.00	0.00	50.00	0%
		Gaming Machine Permit		S		N	200.00	0.00	200.00	0%
		Adult Gaming Centre - new		S		N	2,000.00	0.00	2,000.00	0%
		Adult Gaming Centre - renewal		S		N	1,000.00	0.00	1,000.00	0%
		Unlicensed Family Entertainment		S		N	30.00	0.00	30.00	0%
		Other Gambling Premises- new		S		N	3,000.00	0.00	3,000.00	0%
		Other Gambling Premises- renewal		S		N	600.00	0.00	600.00	0%
		Lotteries(Small society)- new		S		N	40.00	0.00	40.00	0%
		Lotteries(Small society)-renewal		S		N	20.00	0.00	20.00	0%
Fees associated with the Licensing Act 2003 are determined in accordance with The Licensing Act 2003 (Fees) Regulations 2005. In the case of error, the Regulations, or any update thereto will take precedence										
	Licensing Act 2003	Club Premises - Change of relevant registered address of club		S		N	10.50	0.00	10.50	0%
		Club Premises - Notification of change of name or alteration of club		S		N	10.50	0.00	10.50	0%
		Club Premises - Theft, loss etc. of club certificate		S		N	10.50	0.00	10.50	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		Application for a provisional statement where premises being built		S		N	315.00	0.00	315.00	0%
		Duty to notify change of name or		S		N	10.50	0.00	10.50	0%
		Interim authority notice following death etc. of licence holder		S		N	23.00	0.00	23.00	0%
		Minor Variation		S		N	89.00	0.00	89.00	0%
		Notification of change of name or address		S		N	10.50	0.00	10.50	0%
		Removal of DPS Community Premises		S		N	23.00	0.00	23.00	0%
		Right of freeholder etc. to be notified of licensing matters		S		N	21.00	0.00	21.00	0%
		Personal Licences - Initial Application		S		N	37.00	0.00	37.00	0%
		Personal Licences - Renewal		S		N	0.00	0.00	0.00	0%
		Personal Licences - Theft, Loss etc.		S		N	10.50	0.00	10.50	0%
		Premises Licence - Application for		S		N	23.00	0.00	23.00	0%
		Premises Licence - Application to vary licence to specify individual as designated premises supervisor		S		N	23.00	0.00	23.00	0%
		Premises Licence - Loss of		S		N	10.50	0.00	10.50	0%
		Premises Summary		S		N	10.50	0.00	10.50	0%
		Premises Licence - Theft, loss etc.		S		N	10.50	0.00	10.50	0%
		Temporary Event Notices -		S		N	21.00	0.00	21.00	0%
		Temporary Event Notices - Theft, loss etc.		S		N	10.50	0.00	10.50	0%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new		S		N	2,000.00	0.00	2,000.00	0%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new		S		N	4,000.00	0.00	4,000.00	0%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- new		S		N	8,000.00	0.00	8,000.00	0%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new		S		N	16,000.00	0.00	16,000.00	0%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new		S		N	24,000.00	0.00	24,000.00	0%
		Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new		S		N	1,000.00	0.00	1,000.00	0%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- new		S		N	32,000.00	0.00	32,000.00	0%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new		S		N	40,000.00	0.00	40,000.00	0%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new		S		N	48,000.00	0.00	48,000.00	0%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new		S		N	56,000.00	0.00	56,000.00	0%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - new		S		N	64,000.00	0.00	64,000.00	0%
		Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal		S		N	500.00	0.00	500.00	0%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- renewal		S		N	1,000.00	0.00	1,000.00	0%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal		S		N	2,000.00	0.00	2,000.00	0%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal		S		N	4,000.00	0.00	4,000.00	0%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal		S		N	8,000.00	0.00	8,000.00	0%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal		S		N	12,000.00	0.00	12,000.00	0%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal		S		N	16,000.00	0.00	16,000.00	0%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal		S		N	20,000.00	0.00	20,000.00	0%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal		S		N	24,000.00	0.00	24,000.00	0%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal		S		N	28,000.00	0.00	28,000.00	0%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal		S		N	32,000.00	0.00	32,000.00	0%
		Premise - A (E0 - £4300) (initial issue)		S		N	100.00	0.00	100.00	0%
		Premise - A (E0 - £4300) (renewal)		S		N	70.00	0.00	70.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total	%
							£	£	Charge	Change from 2017/18
		Premise - B (£4301 - £33,000) (initial issue)		S		N	190.00	0.00	190.00	0%
		Premise - B (£4301 - £33,000) (renewal)		S		N	180.00	0.00	180.00	0%
		Premise - C (£33,001 - £87,000) (initial issue)		S		N	315.00	0.00	315.00	0%
		Premise - C (£33,001 - £87,000) (renewal)		S		N	295.00	0.00	295.00	0%
		Premise - D (£87,000 - £125,000) (initial issue)		S		N	450.00	0.00	450.00	0%
		Premise - D (£87,000 - £125,000) (renewal)		S		N	320.00	0.00	320.00	0%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)		S		N	900.00	0.00	900.00	0%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (renewal)		S		N	640.00	0.00	640.00	0%
		Premise - E (£125,000 and above) (initial issue)		S		N	635.00	0.00	635.00	0%
		Premise - E (£125,000 and above) (renewal)		S		N	350.00	0.00	350.00	0%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)		S		N	1,905.00	0.00	1,905.00	0%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (renewal)		S		N	1,905.00	0.00	1,905.00	0%
Miscellaneous Licences		One of Electrolysis, Ear Piercing, Acupuncture or Tattooing		S		N	119.00	0.00	119.00	0%
Miscellaneous Licences		Two or more of Electrolysis, Ear Piercing, Acupuncture or Tattooing on a single premises		S		N	155.00	0.00	155.00	0%
Sex Establishment		Sex Establishment - New		S		N	2,824.00	0.00	2,824.00	0%
		Sex Establishment - Renewal		S		N	2,824.00	0.00	2,824.00	0%
Taxi & Private Hire		DBS				N	44.00	0.00	44.00	0%
		Digital Advertising		D		N	10.00	0.00	10.00	0%
		Private Hire Operator -New /Renewal		D		N	118.00	0.00	118.00	0%
		Hackney Carriage - Initial test for Wheelchair Accessibility		D		N	278.00	0.00	278.00	0%
		Hackney Carriage - Renewal for Wheelchair Accessibility		D		N	263.00	0.00	263.00	0%
		Hackney Carriage & Private Hire Vehicle - Driver Renewal		D		N	46.00	0.00	46.00	0%
		Hackney Carriage & Private Hire Vehicle - New Driver		D		N	81.00	0.00	81.00	0%
		Hackney Carriage & Private Hire Vehicle - replacement Drivers		D		N	7.00	0.00	7.00	0%
		Hackney Carriage New/Renewal		D		N	263.00	0.00	263.00	0%
		Private Hire - New/Renewal Vehicle		D		N	246.00	0.00	246.00	0%
		Meter Test		D		N	15.00	0.00	15.00	0%
		Re-test (includes £6 admin fee)		D		N	45.50	0.00	45.50	0%
		Replacement Plate		D		N	15.00	0.00	15.00	0%
		Miscellaneous admin fee		D		N	7.00	0.00	7.00	0%
							58.00	0.00	58.00	0%
Street Trading		Street Trading Consents - 1 Day		D		N				
		Street Trading Consents - 1 Month		D		N	215.00	0.00	215.00	0%
		Street Trading Consents - 6 Months		D		N	1,179.00	0.00	1,179.00	0%
		Street Trading Consents - Annual		D		N	1,927.00	0.00	1,927.00	0%
		Street Trading Consents - Seasonal		D		N	598.00	0.00	598.00	0%
		Street Trading Licences		D		N	1,725.00	0.00	1,725.00	0%
Scrap dealers income		Site licence	Every 3 years	D		N	415.00	0.00	415.00	0%
		Mobile collector	Every 3 years	D		N	285.00	0.00	285.00	0%
		Collectors licence with existing licence with another LA		D		N	250.00	0.00	250.00	0%
		Variation of licence (person)		D		N	105.00	0.00	105.00	0%
3C's ICT Shared Service										
Street naming										
Street naming and numbering		Existing property - name change				N	50.00	0.00	50.00	0%
		Name added to a numbered property				N	30.00	0.00	30.00	0%
		New developments - naming and numbering scheme	1 plot			N	50.00	0.00	50.00	0%
			2 to 5 plots			N	100.00	0.00	100.00	0%
			6 to 10 plots			N	150.00	0.00	150.00	0%
			11 to 25 plots			N	200.00	0.00	200.00	0%
			26 to 50 plots			N	250.00	0.00	250.00	0%
			51 to 100 plots			N	400.00	0.00	400.00	0%
			101 plus plots			N	500.00	0.00	500.00	0%
			plus per additional property			N	10.00	0.00	10.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		New developments - amendments to street names and numbering after developer redesign				N	500.00	0.00	500.00	0%
			plus per property			N	10.00	0.00	10.00	0%
		Renaming of existing streets				N	250.00	0.00	250.00	0%
			plus per affected property			N	10.00	0.00	10.00	0%
		Supplying of extra addressing plans				N	30.00	0.00	30.00	0%
Corporate										
Land Charges (awaiting notification of fees from CCC before HDC fees can be set)										
	Land Charges	Basic search fee		S		N	97.10	0.00	97.10	0%
		Basic commercial search fee		S		N	130.80	0.00	130.80	0%
		LLC1	Several parcels of land	D		N	15.30	0.00	15.30	2%
			plus each additional parcel of	D		N	3.35	0.00	3.35	2%
		Residential CON 29R	One parcel of land	D		S	118.10	23.62	141.72	2%
			Several parcels of land - each additional parcel	D		S	29.25	5.85	35.10	2%
		Commercial CON 29R	One parcel of land	D		S	83.75	16.75	100.50	2%
			Several parcels of land - each additional parcel	D		S	41.00	8.20	49.20	2%
		CON 290				S	6.00	1.20	7.20	0%
			Question 8	D		S	8.15	1.63	9.78	2%
			Question 16 (County)	D		S	19.40	3.88	23.28	2%
			Question 21 (County)	D		S	14.30	2.86	17.16	2%
			Question 22 (County)	D		S	14.30	2.86	17.16	2%
		Solicitors own enquiry	Each	D		S	11.20	2.24	13.44	2%
		Copies of Section 106 Town & Country Planning Act 1990	Per document	D		N	10.20	0.00	10.20	2%
Electoral Registration										
	Statutory fees	Open register - data	Admin	S		N	20.00	0.00	20.00	0%
			plus per thousand entries(or part)	S		N	1.50	0.00	1.50	0%
		Open register - paper	Admin	S		N	10.00	0.00	10.00	0%
			plus per thousand entries(or part)	S		N	5.00	0.00	5.00	0%
		These rates of charge equally apply to the sale of monthly alterations to the electoral register.								
		Overseas electors - data	Admin	S		N	20.00	0.00	20.00	0%
			plus per thousand entries(or part)	S		N	1.50	0.00	1.50	0%
		Overseas electors - paper	Admin	S		N	10.00	0.00	10.00	0%
			plus per thousand entries(or part)	S		N	5.00	0.00	5.00	0%

* **Key to VAT Indicators**

S = Standard Rated

N = Non-Business (outside scope of VAT)

Z = Zero Rated

E = Exempt

LEISURE & HEALTH FEES & CHARGES

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
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£

Leisure & Health

Swimming

PAY AS YOU GO	ONE CARD	
Swim Session (under 3's)	1.50	7%
Swim Session (3 to 15 years)	3.00	3%
Swim Session (16+ years)	4.00	3%
Family Swim Pass (2 adults and 2 children)	12.50	0%
Aquafit and Aquanatal Classes	5.20	0%
	FULL PRICE	
Swim Session (under 3's)	2.70	4%
Swim Session (3 to 15 years)	4.20	2%
Swim Session (16+ years)	5.20	2%
Family Swim Pass (2 adults and 2 children)	15.00	0%
Aquafit and Aquanatal Classes	6.50	0%

AQUA MEMBERSHIPS	ONE CARD	
Monthly DD (all ages)	23.99	0%
Annual Swim Pass (all ages)	249.00	0%
Student Aqua per mth	14.99	0%
	FULL PRICE	
Monthly DD (all ages)	Not Available	N/A
Annual Swim Pass (all ages)	Not Available	N/A

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
		£	
	Student Aqua per mth	Not Available	N/A
	<u>Swimming Lessons</u>		
	BABY/JUNIOR LESSONS	DIRECT DEBIT per month	
	30 minute lessons	25.00	14%
	45 minute lessons	37.50	14%
	60 minute lessons	50.00	14%
		CASH BLOCK per 15 weeks	
	30 minute lessons	93.75	14%
	45 minute lessons	140.50	14%
	60 minute lessons	187.50	14%
		PAY AS YOU GO	
	30 minute lessons	Not Available	N/A
	45 minute lessons	7.50	0%
	60 minute lessons	10.00	0%
		6 WEEK BLOCK per lesson	
	30 minute lessons	4.50	0%
	45 minute lessons	6.75	0%
	60 minute lessons	9.00	0%
		ONE CARD per lesson	
	1:1 30 minute lesson	18.00	6%
	2:1 30 minute lesson	27.50	6%
		FULL PRICE	
	1:1 30 minute lesson	Not Available	N/A
	2:1 30 minute lesson	Not Available	N/A
	<u>Fitness Classes</u>		
		ONE CARD	
	Fitness Class Pass (10 fitness classes)	46.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
		£	
	All Fitness Classes (except below)	5.20	0%
	30 Minute Fitness Classes	3.50	0%
	Right Start Classes	3.50	0%
		FULL PRICE	
	Fitness Class Pass (10 fitness classes)	Not Available	N/A
	All Fitness Classes (except below)	6.50	0%
	30 Minute Fitness Classes	4.70	0%
	Right Start Classes	Not Available	N/A
<u>Old Memberships (before 1st April 2015)</u>			
ADVANTAGE MEMBERSHIP		Monthly	
	Single membership	40.00	0%
	Joint membership	66.00	0%
		Annual	
	Single membership	425.00	0%
	Joint membership	665.00	0%
ADVANTAGE (BUSINESS) MEMBERSHIP		Monthly	
	Single membership	36.00	0%
	Joint membership	61.00	0%
		Annual	
	Single membership	355.00	0%
	Joint membership	565.00	0%
SILVER / CLASSIC MEMBERSHIP		Monthly	
	Single membership	32.00	0%
	Joint membership	52.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
		Annual	
	Single membership	335.00	0%
	Joint membership	525.00	0%
	GYM ONLY MEMBERSHIP	Monthly	
	Single membership	35.00	0%
	Joint membership	60.00	0%
		Annual	
	Single membership	385.00	0%
	Joint membership	605.00	0%
	STUDENT MEMBERSHIP	Monthly	
	Single membership	20.00	0%
		Annual	
	Single membership	Not Available	N/A
<u>New Memberships (from 1st April 2015)</u>			
	PREMIER MEMBERSHIP	Monthly	
	Single membership	38.99	0%
	Joint membership	69.99	0%
		Annual	
	Single membership	399.00	0%
	Joint membership	749.00	0%
	PREMIER (BUSINESS) MEMBERSHIP	Monthly	
	Single membership	35.09	0%
		Annual	
	Single membership	359.10	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
	SOLO MEMBERSHIP	Monthly	
	Single membership (Huntingdon, St Ives & St Neots)	33.99	0%
	Single membership (Ramsey & Sawtry)	28.99	0%
		Annual	
	Single membership (Huntingdon, St Ives & St Neots)	349.00	0%
	Single membership (Ramsey & Sawtry)	299.00	0%
	SOLO (BUSINESS) MEMBERSHIP	Monthly	
	Single membership (Huntingdon, St Ives & St Neots)	30.59	0%
	Single membership (Ramsey & Sawtry)	26.09	0%
		Annual	
	Single membership (Huntingdon, St Ives & St Neots)	314.10	0%
	Single membership (Ramsey & Sawtry)	269.10	0%
	STUDENT MEMBERSHIP	Monthly	
	Single membership (Huntingdon, St Ives & St Neots)	22.99	0%
	Single membership (Ramsey & Sawtry)	17.99	0%
		Annual	
	Single membership (Huntingdon, St Ives & St Neots)	Not Available	N/A
	Single membership (Ramsey & Sawtry)	Not Available	N/A

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
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£

Impressions Casual Use

CASUAL USE	ONE CARD	
Adult (Huntingdon, St Ives & St Neots)	7.20	0%
Adult (Ramsey & Sawtry)	5.20	0%
Student (Huntingdon, St Ives & St Neots)	3.70	0%
Student (Ramsey & Sawtry)	3.20	0%
	FULL PRICE	
Adult (Huntingdon, St Ives & St Neots)	Not Available	N/A
Adult (Ramsey & Sawtry)	Not Available	N/A
Student (Huntingdon, St Ives & St Neots)	Not Available	N/A
Student (Ramsey & Sawtry)	Not Available	N/A

Heat Experience Suites

CASUAL USE		
Casual Use per visit	7.50	0%

HEAT EXPERIENCE PASSES		
Monthly Pass (with monthly prepaid membership)	7.50	0%
Annual Pass (with annual prepaid membership)	90.00	0%
Monthly Pass (dd)	12.50	0%
Annual Pass	120.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
<u>Sports Halls</u>			
HUNTINGDON		ONE CARD	
	Whole Sports Hall (3 courts)	42.00	0%
		FULL PRICE	
	Whole Sports Hall (3 courts)	42.00	0%
RAMSEY		ONE CARD	
	Whole Sports Hall (3 courts)	42.00	0%
	Cricket Nets	Price On Application	N/A
		FULL PRICE	
	Whole Sports Hall (3 courts)	42.00	0%
	Cricket Nets	Price On Application	N/A
SAWTRY		ONE CARD	
	Whole Sports Hall (3 courts)	42.00	0%
	Cricket Nets	Price On Application	N/A
		FULL PRICE	
	Whole Sports Hall (3 courts)	42.00	0%
	Cricket Nets	Price On Application	N/A
ST IVES INDOOR		ONE CARD	
	Whole Sports Hall (6 courts)	65.00	0%
	Half Sports Hall (3 courts)	42.00	0%
	Cricket Nets	Price On Application	N/A

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
		FULL PRICE	
	Whole Sports Hall (6 courts)	65.00	0%
	Half Sports Hall (3 courts)	42.00	0%
	Cricket Nets	Price On Application	N/A
	ST NEOTS	ONE CARD	
	Whole Sports Hall (5 courts)	55.00	0%
		FULL PRICE	
	Whole Sports Hall (5 courts)	55.00	0%
	<u>Racquet Sports</u>		
	BADMINTON	ONE CARD	
	Badminton Court (anytime)	9.50	0%
	Badminton Court (school holidays offer)	3.00	0%
	Badminton Pass (block of five badminton courts)	47.50	0%
		FULL PRICE	
	Badminton Court (anytime)	11.00	0%
	Badminton Court (school holidays offer)	Not Available	N/A
	Badminton Pass (block of five badminton courts)	Not Available	N/A

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
	SQUASH / RACKETBALL	ONE CARD	
	Squash Court (anytime)	6.70	0%
	Squash Court (school holidays offer)	3.00	0%
	Squash Pass (block of five squash courts)	33.50	0%
		FULL PRICE	
	Squash Court (anytime)	8.70	0%
	Squash Court (school holidays offer)	Not Available	N/A
	Squash Pass (block of five squash courts)	Not Available	N/A
	TABLE TENNIS	ONE CARD	
	Table Tennis (anytime)	6.20	0%
	Table Tennis (school holiday offer)	3.00	0%
		FULL PRICE	
	Table Tennis (anytime)	7.50	0%
	Table Tennis (school holiday offer)	3.00	0%
	TENNIS	ONE CARD	
	Tennis Court (anytime)	5.00	0%
	Tennis Court (annual tennis pass)	35.00	0%
	Tennis Court (school holidays offer)	3.00	0%
		FULL PRICE	
	Tennis Court (anytime)	6.50	0%
	Tennis Court (annual tennis pass)	Not Available	N/A
	Tennis Court (school holidays offer)	Not Available	N/A

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
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£

Basement Lanes (Tenpin Bowling)

ONE CARD		
One game of bowling	4.50	0%
Two games of bowling	7.50	0%
Three games of bowling	10.00	0%
FULL PRICE		
One game of bowling	4.50	0%
Two games of bowling	7.50	0%
Three games of bowling	10.00	0%
ONE CARD (per game)		
One game of bowling for 4 people of any age	12.00	0%
FULL PRICE		
One game of bowling for 4 people of any age	12.00	0%

Leo's Funzone (Play & Party Centres)

HUNTINGDON	ONE CARD	
Under 1's	Free	N/A
Monday to Friday (term time only)	2.50	0%
Weekends and School Holidays	4.20	0%
FULL PRICE		
Under 1's	2.00	0%
Monday to Friday (term time only)	3.70	0%
Weekends and School Holidays	5.40	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
	ST NEOTS	ONE CARD	
	Under 1's	Free	N/A
	Monday to Friday (term time only)	2.50	0%
	Weekends and School Holidays	3.80	0%
		FULL PRICE	
	Under 1's	2.00	0%
	Monday to Friday (term time only)	3.70	0%
	Weekends and School Holidays	5.00	0%
	<u>Creche</u>		
		ONE CARD	
	30 minutes	3.00	0%
	Creche Pass (20 x 30 minutes)	25.00	0%
		FULL PRICE	
	30 minutes	Not Available	N/A
	Creche Pass (20 x 30 minutes)	Not Available	N/A
	<u>Roller Skating</u>		
		ONE CARD	
	Roller Skating	4.00	0%
		FULL PRICE	
	Roller Skating	5.20	0%
	<u>Outdoor Synthetic Pitches</u>		
	HUNTINGDON	ONE CARD	
	3G 5-a-side Pitch (anytime)	28.00	0%
	3G 5-a-side Pitch (school holidays offer)	10.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
		FULL PRICE	
	3G 5-a-side Pitch (anytime)	28.00	0%
	3G 5-a-side Pitch (school holidays offer)	10.00	0%
	RAMSEY	ONE CARD	
	Small Astro Pitch (anytime)	34.00	0%
	Small Astro Pitch (school holidays offer)	10.00	0%
		FULL PRICE	
	Small Astro Pitch (anytime)	34.00	0%
	Small Astro Pitch (school holidays offer)	10.00	0%
	SAWTRY	ONE CARD	
	Small Astro Pitch (anytime)	45.00	0%
	Small Astro Pitch (school holidays offer)	10.00	0%
		FULL PRICE	
	Small Astro Pitch (anytime)	45.00	0%
	Small Astro Pitch (school holidays offer)	10.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
	ST IVES INDOOR	ONE CARD	
	3G Full Pitch (anytime)	90.00	0%
	3G Third Pitch (weekday)	34.00	0%
	3G Third Pitch (weekend)	34.00	0%
	Large Astro Pitch (anytime)	60.00	0%
	Half Large Astro Pitch (anytime)	45.00	0%
	Half Large Astro Pitch (school holidays offer)	10.00	0%
		FULL PRICE	
	3G Full Pitch (anytime)	90.00	0%
	3G Third Pitch (weekday)	34.00	0%
	3G Third Pitch (weekend)	34.00	0%
	Large Astro Pitch (anytime)	60.00	0%
	Half Large Astro Pitch (anytime)	45.00	0%
	Half Large Astro Pitch (school holidays offer)	10.00	0%
	ST NEOTS	ONE CARD	
	Large Astro Pitch (anytime)	60.00	0%
	Third Large Astro Pitch (anytime)	28.00	0%
	Small Astro Pitch (anytime)	34.00	0%
	Small Astro Pitch (school holidays offer)	10.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
		FULL PRICE	
	Large Astro Pitch (anytime)	60.00	0%
	Third Large Astro Pitch (anytime)	28.00	0%
	Small Astro Pitch (anytime)	34.00	0%
	Small Astro Pitch (school holidays offer)	10.00	0%
	<u>Grass Pitches</u>		
		ONE CARD	
	Football Pitch - Mini Soccer	Not Available	N/A
	Football Pitch - Colts	Not Available	N/A
	Football Pitch - Seniors	Not Available	N/A
	Rounders	30.00	0%
		FULL PRICE	
	Football Pitch - Mini Soccer	Not Available	N/A
	Football Pitch - Colts	Not Available	N/A
	Football Pitch - Seniors	Not Available	N/A
	Rounders	30.00	0%
	<u>Netball Courts</u>		
	HUNTINGDON	ONE CARD	
	Netball Court	23.00	0%
		FULL PRICE	
	Netball Court	23.00	0%
	ST IVES OUTDOOR	ONE CARD	
	Netball Court	23.00	0%
		FULL PRICE	
	Netball Court	23.00	0%

Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
£			
	ST NEOTS	ONE CARD	
	Netball Court	16.00	0%
		FULL PRICE	
	Netball Court	16.00	0%

* **Key to VAT Indicators**

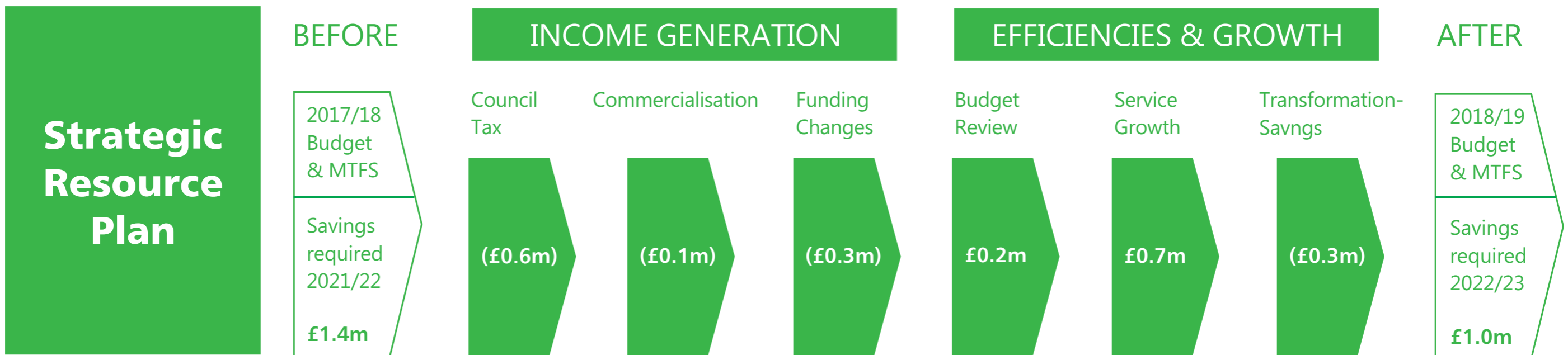
S = Standard Rated

N = Non-Business (outside scope of VAT)

Z = Zero Rated

E = Exempt

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Financial Strategy

	2018/19	2019/20	2020/21	2021/22	2022/23
Net expenditure	£17.3m	£17.4m	£17.7m	£18.1m	£18.3m
Budget surplus / (deficit)	£1.9m	(£1.0m)	(£1.0m)	(£1.1m)	(£1.0m)
Earmarked Reserves Adjustments	£1.2m	£2.7m	£2.7m	£2.7m	£2.7m
Budget requirement	£20.3m	£19.1m	£19.4m	£19.6m	£20.0m

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BRIEFING NOTE

TO: Cabinet (Huntingdonshire District Council, the Council)

FROM: Head of Resources (and Section 151 Officer)

DATE: 8th February 2018

TITLE: Budget Consultation – Business Community

As you will be aware, all Councils are required to undertake a statutory consultation with the business committee in respect of their budget. It is usual practice that the results are announced by the Executive Member for Strategic Resources (Cllr Jonathan Gray) at the Cabinet meeting where the 'Final Budget' is reported.

Background on Consultation

Following discussions with Cllr Gray, it was agreed that the consultation for the 2018/19 budget should also include the voluntary sector. Further, to ensure that both the business and voluntary sector get a coherent communication from the Council, it was also agreed that the consultation would be included in the [December Business Newsletter](#), which was circulated on 12th December 2017. The Newsletter was circulated to 970 contacts – and it is known that 259 organisations opened the newsletter.

The Results

However, only 3 contacts opened the Budget consultation (see second row links in the Newsletter) – and of those, none have completed the survey.

This is reflective of a steady decline in responses over preceding years.

Some background on access

The link included in the Newsletter initially takes the reader to [Cllr Gray's narrative](#) on the Consultation within the '[Invest Huntingdonshire](#)' website. Included within the narrative is the link to the [survey](#). With the narrative and survey being hosted in the 'InvestHuntingdonshire' website, this actually means that there were at least two independent means of seeing (and contributing) to the survey:

1. Via the Newsletter.
2. By those who have independently looked at the 'InvestHuntingdonshire' website.

Conclusions

- HDC has met its obligation to 'consult'.

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TREASURY MANAGEMENT POLICY STATEMENT

1. Definition

1.1 The Council defines its treasury management activities as:

- the management of the Council's investments, cash flows, banking, money market and capital market transactions.
- the effective control of the risks associated with the Medium Term Financial Strategy (MTFS), Commercial Investment Strategy (CIS) and the pursuit of optimum performance consistent with those risks.

2. Risk management

2.1 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. The analysis and reporting of treasury management activities will focus on their risk implications for the MTFS and CIS.

3. Value for money

3.1 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. This includes the use of investment vehicles to make a return in order to finance the MTFS. To a larger extent this also includes the CIS which aims over the life of the MTFS to make a significant contribution to the funding of the Council's service objectives.

4. Borrowing policy

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

- Utilising a mixture of borrowing periods to reduce the overall impact of changes in interest rates.
- Using different types of loans, including maturity and repayment loans. The CIS in particular will be using maturity loans.
- Minimising the long term cost of any borrowing.
- Ensuring that short term costs are as low as possible.
- Using the Council's own reserves on a temporary basis

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

5. Investment policy

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

6. Loans to Organisations

- 6.1 The Council may make loans to:

- local organisations, if this will allow the organisation to provide services that will further the Council's corporate objectives, and where the business case makes this appropriate the earning of a margin on the amounts loaned, or
- organisations where no service benefits are involved, but with the objective of earning a margin on the amounts loaned, and
- In either case loans will only be made where all risks have been considered, appropriate safeguards are in place, and that have a yield commensurate with the risk involved.

7. Commercial Investment Strategy

- 7.1 The CIS approved by Cabinet in December 2015, proposes further investment in commercial assets up to £30m. The aim of this investment is to generate future income streams, in order to mitigate the potential for increased cuts in government funding. The CIS investments will generally be focused on targeting a return on equity (ROE) of between 6% and 9%. A minimum revenue provision policy specific to the CIS has been added to the MRP policy.

8. Governance

- 8.1 The Council will have regard to the Communities and Local Government Guidance on Local Government Investments and will approve an investment strategy each year as part of the treasury management strategy. The strategy will set criteria to determine suitable organisations with which cash may be invested, limits on the maximum duration of such investments and limits on the amount of cash that may be invested with any one organisation. The Treasury and Capital Management Group (TCMG) will monitor and review decisions relating to both the capital programme and the CIS.

TREASURY MANAGEMENT STRATEGY 2018/19

1.0 STRATEGIC TREASURY MANAGEMENT

The Council hold funds which through both the need to manage its cash flows and also through the investments made via Commercial Investment Strategy (CIS) which are placed with various financial institutions and organisations. In order that the implications of these investments can be both assessed and understood, the outlook in the economic, credit and interest rate environments must be monitored. This ensures that the correct investment decisions are made in order to yield the Council the best return within acceptable risk parameters.

1.1 Economic Outlook

The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.

Consumer price inflation reached 3.0% in December 2017 (reduced from 3.1% in November 2017) as the post-referendum devaluation of sterling continued to feed through to imports. Unemployment continued to fall and the Bank of England's Monetary Policy Committee judged that the extent of spare capacity in the economy seemed limited and the pace at which the economy can grow without generating inflationary pressure had fallen over recent years. With its inflation-control mandate in mind, the Bank of England's Monetary Policy Committee raised official interest rates to 0.5% in November 2017.

In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.

How Does This Impact on the Council's Medium Term Financial Strategy

In the past few years inflation rates have been low, and this has benefited the Council's MTFs by lowering expectation for budgetary savings or growth, arising from increases in prices rather than increased demand. Inflation has now increased and this pressure will feed into budgetary pressure for budget growth with the consequent requirement to find further savings or income opportunities.

Growth forecasts are becoming more pessimistic. A slowdown in growth could potentially have an impact on the Council's ability to raise revenue from services

where consumers or businesses may cut back. For example, leisure, parking (consumer activity), development control (house building), or commercial estates.

1.2 Credit Outlook

High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. In addition, the largest UK banks will ring-fence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.

The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain very low.

How Does This Impact on the Council's Medium Term Financial Strategy

Whilst the credit outlook remains uncertain over the initial years of the MTFs, the Council is adopting a policy of investing in highly liquid assets such as Money Market Funds, and overnight call accounts. This is combined with the CIS which will be investing in assets, through the routes of property purchase and property funds which are backed by property assets.

The regulatory changes in the EU have been aimed at ensuring the strength of financial institutions is improved in the event of an economic recession.

1.3 Interest Rate Outlook

The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.

Future expectations for higher short term interest rates are subdued and ongoing decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. The risks to Arlingclose's forecast are broadly balanced on both sides. The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

How Does This Impact on the Medium Term Financial Strategy

When the bank rate was increased, there was a slight upward movement in interest rates, as a result there is a small increase in the expected interest income received.

The result of low interest rates is that investment opportunities yielding an adequate rate of return in the general market are limited, hence the decision to look elsewhere for investment opportunities, by adopting the CIS.

One effect on the MTFS of an increase in the UK bank rate is an increase in the cost of borrowing, however PWLB lending is based on gilt yields and as these are forecast to remain stable across the medium term, it is reasonable to assume the Council will be able to continue to borrow at low rates.

This will directly impact on the revenue budgets through the net interest budget, the forecast for which reflect the rates shown in **Table 1**.

Table 1	2017/18	2018/19	2019/20	2020/21	2021/22
MTFS Interest Rate Assumptions	%	%	%	%	%
Temporary investments	0.50	0.50	0.50	0.50	0.50
PWLB 20 year borrowing (EOY)	3.00	3.00	3.50	4.00	4.50
Temporary borrowing	0.30	0.32	0.34	0.36	0.38

Against the background of low interest rates and reducing revenue and capital balances the Council has sought to maximise the returns from its investments whilst minimising the risks of investing with a borrower that is, or may become, unable to repay. It therefore adopted a strategy for 2016/17 that concentrated on highly rated institutions, and the larger Building Societies, Money Market Funds and Local Authority investments. Investments in liquidity or call accounts, which offer repayment the same day were maximised to further reduce risk.

The 2018/19 Strategy allows for borrowing in anticipation of need to fund capital expenditure.

2.0 BORROWING AND INVESTMENT FORECAST 31st MARCH 2018

The Council manages investments through-out the year. A proportion of the investments and borrowing will be short-term to manage cash-flow on a day to day basis, in order to make payments for example precepts or suppliers. The remainder of the investments and borrowing will be long-term, to finance capital expenditure and to seek yield to support the MTFS.

2.1 Breakdown of Forecast

In order to manage the achievement of the MTFS and CIS objectives and to maintain the necessary cash-flows, the Council will need to seek short-term and long-term borrowing. **Table 2** below is an estimate of the forecast investments and borrowing as at 31st March 2018, broken down between CIS balances and general programme activities.

Table 2 Investing and Borrowing at 31/03/18	CIS £m	General Programme £m	Total £m
Investments Short-Term	0	2.0	2.0
Investments Long-Term	4.0 ^A	0.0	4.0
Total Investments	4.0	2.0	6.0
Borrowing- Short-Term	0.0	1.0	1.0
Borrowing- Long-Term	30.0	15.7	45.7
Total Borrowing	30.0	16.7	46.7

Notes ^ACCLA Property Fund and share based investments

The above table excludes loans to other organisations which are not used to manage cash flows

2.2 Interest Forecast 2017/18

The 2017/18 year-end forecast for net interest is now £0.282m, which will be a saving of £0.110m against the budget of £0.384m.

3.0 BORROWING AND INVESTMENT FORECAST OVER 2018/19 TO 2022/23

3.1 Medium Term Financial Strategy Capital Programme and CIS

Over the period of the MTFS the Council is budgeted to be spending significant sums on both its general capital programme (to enhance current assets and acquire new assets) and the capital investment programme enshrined within the CIS. **Table 3** below shows net amounts included within the MTFS in respect of the general capital programme and the CIS.

Table 3 Forecast Programmes	2016/17 Actual £m	2017/18 Forecast £m	2018/19 Budget £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m
Capital	7.8	10.3	3.7	2.7	2.1	2.1
CIS	9.2	30.0	0.0	0.0	0.0	0.0
Total	17.0	40.3	3.7	2.7	2.1	2.1

Note The CIS purchases are not forecast beyond 2017/18, this is a period of consolidation and development of risk shared development options.

3.2 **Borrowing Strategy**

For the general capital and CIS programmes shown in **Table 3**, the Council does not hold sufficient funds to finance this from its own internal resources. As a result it must borrow to meet this requirement.

This borrowing strategy sets out the long-term borrowing parameters in which the Council can borrow in order to facilitate the financing of the general capital programme and the CIS over the MTFS period. **Table 4** below shows the total borrowing requirements for both the general capital programme and the CIS; by 2022/23 the Council is expecting to have borrowing in excess of £47m (“Must Borrow”). If however, the Council chose not to use reserves to finance capital, borrowings would increase to £54m by 2022/23 (“May Borrow”).

Annex C provides further detail in respect of the borrowing and investments relating to both the general programme and the CIS.

Table 4 Borrowing Strategy Whole Programme	2018/ 2019 £m	2019/ 2020 £m	2020/ 2021 £m	2021/ 2022 £m	2022/ 2023 £m
Expenditure					
Capital Expenditure					
Brought Forward	(74.8)	(75.5)	(75.0)	(73.9)	(72.9)
Movement in Year	0.7	(0.5)	(1.1)	(1.0)	(0.8)
Capital Financing Requirement	(75.5)	(75.0)	(73.9)	(72.9)	(72.1)
Fixed Term Investment (EOY)	0.0	0.0	0.0	0.0	0.0
Total Capital to be Financed	(75.5)	(75.0)	(73.9)	(72.9)	(72.1)
Financing					
Forecast long term borrowing (at 31/03/18 borrowing over MTFS)	15.4	18.2	17.9	17.7	17.4
Average Revenue Reserves	2.6	2.6	2.7	2.7	2.7
Earmarked Reserves	10.0	10.0	10.0	10.0	5.0
Total Reserves	12.6	12.6	12.7	12.7	7.7
Total Financing Available	28.0	30.8	30.6	30.4	25.1
Net Unfinanced Capital “Must Borrow”	(47.5)	(44.2)	(43.3)	(42.5)	(47.0)
If Reserves are not used to Finance Capital: “May Borrow”	(60.1)	(56.8)	(56.0)	(55.2)	(54.7)
Funding in Advance					
May Borrow a further	0.0	0.0	0.0	0.0	0.0
Need For Further Borrowing- Loans To Organisations	(15.0)	(15.0)	(15.0)	(15.0)	(15.0)

- Notes**
1. Forecast general reserves is the average reserves for the year
 2. Earmarked reserves include the special reserve, repairs and renewals reserves, and capital investments. These are forecast to diminish over the life of the MTFS, as the balances in these reserves are used to fund expenditure. It is assumed that there are no additional earmarked reserves.
 3. There would be a cash flow benefit; however due to its natural volatility, it is excluded from this analysis.

It is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal or short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. The council may borrow additional sums at long-term fixed rates in 2018/19 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2018/19, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council will borrow short-term to cover unplanned cash flow shortages.

The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Also capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Authority has previously raised all of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

3.3 Investment Strategy

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

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

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

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

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

The Council may use the following non-specified investments (Table 5 gives the limits):

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

Table 5 Non-Specified Investments	£m
Total Long-Term Investments	15
Total Investments without Credit Ratings or rated below A-	15
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	15
Total non-specified investments	15

3.4 Operational Banking Requirements

The Council will incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £1m per bank. The Bank of

England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

4.0 OTHER TREASURY ACTIVITIES

Whilst the Council will be making borrowing and investing decisions in relation to its general capital and CIS programmes, there is also a requirement to make other decisions that do not relate directly to these programmes but are required to meet corporate objectives.

4.1 Loans to Support the Achievement of Service Objectives

Opportunities will arise from time to time for the Council to further its objectives by making loans to local organisations or businesses. Such loans are considered to be investments as defined in this strategy. All such loans would be subject to a due diligence process, and the identification of relevant risks pertaining to the loan. Such investments can be administratively cumbersome to set-up and consequently will only be undertaken following a detailed business case has been approved by Cabinet. These loans would not be subject to the 5 year investment limit.

4.2 Loans with Security

The Localism Act potentially enables the Council to benefit from its low cost of borrowing to earn a margin by providing a loan to other bodies where no service benefits are involved. Due consideration will be given to the impact of state aid regulations, and where security of the investment can be made through a legal charge on an adequate value of asset(s) to protect the Council from the possibility of default. Such investments can be administratively cumbersome to set-up and consequently will only be undertaken following a detailed business case has been approved by Cabinet. These loans would not be subject to the 5 year investment limit.

4.3 Policy on using Financial Derivatives

Local authorities have previously made use of financial derivatives embedded in loans and investments both to reduce interest rate risk, and to reduce costs or increase income at the expense of greater risk (e.g. lenders option/borrowers option (LOBO) loans). The Localism Bill 2011 includes a general power competence that removes the uncertain legal position over local authorities' use of standalone financial derivatives. Any decision to make use of financial derivatives will be subject to further reports to cabinet. Considering the Councils commitment to developing a CIS portfolio, it is unlikely that Financial Derivatives will be used.

4.4 **Treasury Advisors**

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

- advice on investment decisions,
- notification of credit ratings and changes,
- advice and guidance on relevant policies, strategies and reports,
- training courses.

4.5 **Management and Governance**

The Responsible Financial Officer and their staff will manage and monitor investments and borrowing. The Treasury and Capital Management Group (TCMG) consists of the Leader, Deputy Leader, the Executive Member for Strategic Resources and relevant officers. This group oversees and monitors treasury, CIS and capital activities.

4.6 **Reporting and Scrutiny**

The Treasury Management Strategy is reported to Council each year in February so that the strategy can take into account the latest MTFS and the critical factors affecting the treasury function including, the economy, interest rates and the credit outlook. In November a 6 month report on the performance of the fund is reported to Cabinet and in June a report on the annual performance of the funds is reported.

4.7 **Changes to the Strategy**

The strategy is not intended to be constricting, but a definition of the upper limit of the level of risk that it is prudent for the Council to take in maximising the return on its net investments. Any changes that are:

- broadly consistent with this Strategy, and/or
 - reduce or only minimally increase the level of risk, and/or
 - supported by the Council's Treasury Management Advisors,
- are delegated to the Responsible Financial Officer, after consultation with the TCMG. All other changes to the strategy must be approved by the full Council.

5.0 **TREASURY MANAGEMENT, PRUDENTIAL AND CIS INDICATORS**

The Council's Treasury Management and Prudential Indicators are attached at **Appendix 4**. They are based on data included in the budget report and this Strategy. They set various limits that allow officers to monitor its achievement, and are there to guide members and officers when treasury management decisions are being made.

A new section for this year's strategy is the CIS indicators these will be used to monitor the success of the CIS programme, using a set of ratios and metrics specifically designed for that programme.

These indicators must be approved by the Council and can only be amended by the Council.

DEFINITION OF CREDIT RATINGS

ANNEX A

Fitch	Rating	Definition	Examples of counterparties
Short term	F1	Indicates the strongest intrinsic capacity for timely payment of financial commitments; may have an added “+” to denote any exceptionally strong credit feature.	Handelsbanken F1+ Nationwide Building Society Bank of Scotland Barclays Bank Santander
	F2	Good rated intrinsic capacity for timely payment of financial commitments.	Royal Bank of Scotland NatWest (The Council’s Bank)
	F3	Fair rated intrinsic capacity for timely payment of financial commitments.	
Long-term	AAA	Highest credit quality organisations, reliable and stable. 'AAA' ratings denote the lowest expectation of default risk . They are assigned only in cases of exceptionally strong capacity for payment of financial commitments.	Germany, Sweden, Netherlands. Money Market Funds
	AA	Very high credit quality. 'AA' ratings denote expectations of very low default risk . They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.	United Kingdom, France, Handelsbanken
	AA-		HSBC Bank.
	A	High credit quality. 'A' ratings denote expectations of low default risk . The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.	Bank of Scotland A+, Lloyds Bank A+, Barclays Bank A+, Santander A+, Nationwide Building Society A+, Coventry Building Society
	A-		Leeds Building Society, Yorkshire Building Society.
	BBB	Good credit quality. BBB ratings indicate expectations of low default risk . The capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.	Royal Bank of Scotland BBB+, NatWest BBB+, Clydesdale Bank BBB+

Notes

The modifiers “+” or “-” may be appended to a rating to denote relative status within major rating categories.

The credit ratings quoted above are based on those issued by Fitch, a Credit Rating Company.

FUND MANAGEMENT (IF NO FURTHER BORROWING)
ANNEX B

<p>The following limits do not apply to the CIS, as the CIS is intended to be a medium to long term investment vehicle. Properties and other investments may be held onto for a number of years, dependent on the Risk associated with each individual investment and the wider portfolio itself.</p>		
Duration of investments	<p>No investment shall be longer than 5 years. The duration of an investment should be limited to the duration indicated by the latest Arlingclose counterparty advice. Maximum duration for a Building Society with no rating is 1 month.</p>	
Types of investments	<p>Fixed term Deposits Deposits at call, two or seven day notice Corporate bonds Money Market Funds UK Government bonds and Supranational Bank bonds Loans to Organisations Pooled Property and Asset Funds Shares Based Investments (subject to separate approval of the Treasury & Capital Management Group)</p>	
Credit Ratings	<p>Building Societies All Building Societies with ratings of BBB or above. Building Societies with no ratings. (maximum duration 1 month)</p> <p>Money Market Funds AAA credit rating</p> <p>Local Authorities, Police Authorities, Fire Authorities or UK Central Government, No rating required</p> <p>Banks and Corporate Entities Short term rating F2 by Fitch or equivalent. Long-term rating of AA- by Fitch or equivalent if the investment is longer than 1 year.</p> <p>Loans to Organisations These will not require a specific credit rating but will be subject to individual approval by Cabinet (these will be for longer than 5 years).</p>	
Maximum limits per counterparty (group), country or non-specified category	<p>F1+ or have a legal position that guarantees repayment for the period of the investment</p> <p>F1</p> <p>Building Society with assets over £2bn in top 25 (Currently 10)</p> <p>Building Society with assets over £1bn if in top 25 (Currently 3)</p>	<p>£5M</p> <p>£4M</p> <p>£5M</p> <p>£4M</p>

	<p>Building Society with assets under £1bn in top 25</p> <p>Liquidity (Call) Account with a credit rating of F2 or with a legal position that guarantees repayment or a Building Society</p> <p>UK Central Government</p> <p>Money market fund AAA Credit rating and Pooled Property and Asset Funds</p>	<p>£3M</p> <p>£5M</p> <p>Unlimited</p> <p>£4M</p>
	<p>Country limits</p> <ul style="list-style-type: none"> - UK - unlimited - £5M in a country outside the EU - £10M in a country within the EU (excluding UK) - £20M in EU countries combined (excluding UK) - Country of Domicile for Money Market Funds – unlimited, providing the fund is AAA. <p>Except for Money Market Funds, no investment will be made in country with a sovereign rating of less than AA.</p> <p>These limits will be applied when considering any new investment from 21 February 2018. Lower limits may be set during the course of the year or for later years to avoid too high a proportion of the Council's funds being with any counterparty.</p> <p>Loans to Organisations No limit in value or period but will be subject to approval by Cabinet of a detailed business case.</p> <p>Commercial Investment Strategy Investments made through the CIS will subject to the parameters and limits set out in that strategy.</p>	
Benchmark	LGC 7 day rate	

INVESTMENT LIMITS FOR BORROWING IN ADVANCE

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

BREAKDOWN OF BORROWING AND INVESTING FORECAST 2018/19 to 2021/22

1. COMMERCIAL INVESTMENT STRATEGY BORROWING FORECAST

Borrowing Strategy CIS	2018/ 2019 £m	2019/ 2020 £m	2020/ 2021 £m	2021/ 2021 £m	2022/ 2023 £m
Expenditure					
Capital Expenditure					
Brought Forward	(30.0)	(30.0)	(30.0)	(30.0)	(30.0)
Movement in Year (a)	0.0	0.0	0.0	0.0	0.0
Capital Financing Requirement	(30.0)	(30.0)	(30.0)	(30.0)	(30.0)
Fixed Term Investment (EOY)	0.0	0.0	0.0	0.0	0.0
Total Capital to be Financed	(30.0)	(30.0)	(30.0)	(30.0)	(30.0)
Financing					
Forecast long term borrowing (at 31/03/19 borrowing over MTFS)	0.0	0.0	0.0	0.0	0.0
Average Revenue Reserves	0.0	0.0	0.0	0.0	0.0
Earmarked Reserves	0.0	0.0	0.0	0.0	0.0
Total Reserves	0.0	0.0	0.0	0.0	0.0
Total Financing Available	0.0	0.0	0.0	0.0	0.0
Net Unfinanced Capital "Must Borrow"	(30.0)	(30.0)	(30.0)	(30.0)	(30.0)
If Reserves are not used to Finance Capital:					
May Borrow	(30.0)	(30.0)	(30.0)	(30.0)	(30.0)

Note: (a) These numbers represent the net for actual spend less Minimum Revenue Provision.

Cash Flow

The Council will be making investments through the CIS. Initially investments will be made using reserves, however due to the cash flow impacts of council tax and precept payments there may not be on a day to day basis, sufficient cash. In the event of this circumstance the council will look to borrow on a short-term basis.

Borrowing – Long Term

As the CIS develops and investments are made, borrowing will be required. It is expected that this will be from the Public Works Loans Board (PWLB). The type of loan is expected to be repayment, whereby repayments are made to the lender on a regular basis.

2. GENERAL CAPITAL PROGRAMME BORROWING FORECAST

Borrowing Strategy General Capital Programme	2018/ 2019 £m	2019/ 2020 £m	2020/ 2021 £m	2021/ 2022 £m	2022/ 2023 £m
Expenditure					
Capital Expenditure					
Brought Forward	(44.8)	(45.5)	(45.0)	(43.9)	(42.9)
Movement in Year	(0.7)	0.5	1.1	1.0	0.8
Capital Financing Requirement	(45.5)	(45.0)	(43.9)	(42.9)	(42.1)
Total Capital to be Financed	(45.5)	(45.0)	(43.9)	(42.9)	(42.1)
Financing					
Forecast long term borrowing (at 31/03/19 borrowing over MTFS)	15.4	18.2	17.9	17.7	17.4
Average Revenue Reserves	2.6	2.6	2.7	2.7	2.7
Earmarked Reserves	10.0	10.0	10.0	10.0	5.0
Total Reserves	12.6	12.6	12.7	12.7	7.7
Total Financing Available	28.0	30.8	30.6	30.4	25.1
Net Unfinanced Capital “Must Borrow”	(17.5)	(14.2)	(13.3)	(12.5)	(17.0)
If Reserves are not used to Finance Capital: “May Borrow”	(30.1)	(26.8)	(26.0)	(25.2)	(24.7)
Funding in Advance					
May Borrow a further	0.0	0.0	0.0	0.0	0.0
Need For Further Borrowing- Loans To Organisations	(15.0)	(15.0)	(15.0)	(15.0)	(15.0)

Cash Flow

In addition to the fundamental movements described above there are day-to-day impacts due to the flow of funds into and out of the Council. For instance, the dates on which the County Council is paid its portion of the council tax and Business Rate receipts will be different to the days the money is physically received from Council Tax and Business payers. These cash flows will sometimes leave the Council with several million pounds to borrow, or invest, either overnight or for a few weeks depending on the next precept date.

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

Loans to Organisations

The amounts shown are indicative at this stage and any such loans to organisations would be subject to separate approval by Cabinet. The number of loans of this nature are, likely to be limited as the CIS is likely to produce higher yields and a better risk profile.

Investments – High Credit Quality

The Council following Department of Communities and Local Government (MHCLG) guidance on credit worthiness of financial institutions follows their guidance to ensure the high quality of the credit rating. The detail of this is shown in Annex A.

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

- Short term credit ratings, and long-term credit ratings for any investment over 1 year.
- The top 25 Building Societies by asset size irrespective of any credit rating they may hold subject to the comments below.
- Credit Default Swap prices obtained from our advisors.
- Counter party list provided by Arlingclose on a monthly basis.

Investments – Risk Mitigation

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

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

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

Investments - Periods

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

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

These funds will be used as appropriate taking account of comparative security and yields. During 2016/17, the Council used the following money market funds:

- Public Sector Deposit Fund, operated by Church's, Charities and Local Authorities.
- Federated Sterling Fund, operated by Federated Investors.
- Insight Liquidity Fund, operated by Insight Liquidity Funds PLC.
- Standard Life Liquidity Fund, operated by Standard Life Investments.
- Legal and General Fund, operated by Legal and General Investment Management.
- Blackrock Sterling Liquidity Fund, operated by BlackRock Investment Management.

If during 2018/19, where it becomes advantageous, further funds may be used.

Investments - Management

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

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

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

A new investment category for 2016/17 onwards was "shares-based investments". Such investments can be considered higher-risk because, as well as their performance being dependent on the companies etc. concerned, their performance is also dependent on the wider stock (or similar) market. However, they are a very liquid investment vehicle and are an option that will be considered within the CIS.

No Funding Activity

The amount of capital borrowing up until March 2017 will be dependent upon the actual levels of revenue spending which will determine the level of the Council's own reserves that can be used and the level of capital spending which will determine the total sum required. The period of borrowing will reflect the current

and anticipated interest rate profile. If short term interest rates began to rise consideration would be given to whether long term rates were attractive enough to support long term borrowing. If rates remain low it is much more difficult to justify long term borrowing.

Funding in Advance

Funding in advance would require longer term borrowing rates to be at levels that appeared to be attractive when compared with rates that were expected over the remainder of that period. It would also need to take account of the difference between the borrowing rates and the currently, much lower, investment rates that would be received pending the use of the money for funding capital from sufficiently secure counterparties. A risk assessment will be carried out before undertaking any advance borrowing, and agreement would also be sought from the external auditors.

Profile

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

- **Stability.** Avoid the risk of adverse market movements affecting the cost of borrowing. To do this the logical option is to borrow the money for as long as needed.
- **Lowest Cost.** Minimise the overall cost of borrowing which, at the present time, might result in very short borrowing because of the very low interest rates available.

Any long term borrowing will tend to be from the Public Works Loans Board (PWLB) which is a Government Agency providing funds to local authorities at interest rates linked to the cost of central government borrowing rates.

**CIPFA PRUDENTIAL CODE FOR CAPITAL FINANCE IN LOCAL AUTHORITIES
PRUDENTIAL INDICATORS AND TREASURY MANAGEMENT INDICATORS FOR
2018/19 AND THE COMMERCIAL INVESTMENT STRATEGY INDICATORS 2018/19.**

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

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

PRUDENTIAL INDICATORS

1. Actual and Estimated Capital Expenditure

		2016/17 Actual £m	2017/18 Forecast £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m
Capital Programme	Gross	9.0	11.9	5.5	3.9	3.4
	Net	7.8	10.3	3.7	2.7	2.1
CIS	Gross	9.2	30.0	0.0	0.0	0.0
	Net	9.2	30.0	0.0	0.0	0.0

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

1.2 The CIS estimated expenditure is subject to change, subject to further investments meeting the required rates of return.

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

	2016/17 Actual	2017/18 Forecast	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital Programme	8.1%	10.1%	13.0%	14.9%	14.8%
CIS	4.4%	9.4%	10.1%	10.3%	10.0%
Total	12.5%	19.5%	23.1%	25.1%	24.9%

2.1 Assuming no borrowing in advance.

3. The impact of schemes with capital expenditure on the level of council tax

3.1 This calculation highlights the hypothetical impact on the level of Council Tax from changes from the previously approved MTFS due to capital schemes (including their associated revenue implications). The actual change in Council Tax will be significantly different due to revenue variations, spending adjustments and the use of revenue reserves.

		2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital Programme	Variation	£2.61	£5.70	£6.47
	Cumulative	£2.61	£7.63	£14.77
CIS	Variation	(£0.33)	(£0.14)	£0.04
	Cumulative	(£0.33)	(£0.48)	(£0.44)

4. The capital financing requirement.

- 4.1 This represents the estimated need for the Council to borrow to finance capital expenditure less the estimated provision for redemption of debt (the Minimum Revenue Provision). The table below shows the capital financing requirement split between the capital programme and the Commercial Investment Strategy.

	31/3/17 Actual £m	2017/18 Forecast £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
Capital Programme	38.8	43.1	43.8	43.3	42.2	41.2	40.4
CIS	0	26.4	24.5	22.6	20.7	18.8	16.9
Total	38.8	69.5	68.3	65.9	62.9	60.0	57.3

5. Gross debt and the capital financing requirement

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

	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m
Borrowing - General	15.7	15.4	18.2	17.9
Borrowing - CIS	30.0	30.0	30.0	30.0
Total	45.7	45.4	48.2	47.9

6. The authorised limit for external debt.

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

	2017/18 Limit £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m
Short term	26	26	26	26
Long term	45	45	45	45
Other long-term liabilities (leases)	6	7	8	9
Total - No Funding Activity	77	78	79	80
Long Term based on the maximum borrowing in advance	0	0	0	0
Plus long term borrowing to finance long term loans to organisations	15	15	15	15
Plus long term borrowing to finance loans for CIS investments delivering a commercial yield	30	30	30	30
Total	122	123	124	125

7. The operational boundary for external debt.

7.1 This reflects a less extreme position. Although the figure can be exceeded without further approval it represents an early warning monitoring device to ensure that the authorised limit (above) is not exceeded.

	2017/18 Limit £m	2018/19 Limit £m	2019/20 Limit £m	2020/21 Limit £m
Short term	21	21	21	21
Long term	45	45	45	45
Other long-term liabilities (leases)	6	7	8	9
Total – No Funding Activity	72	73	74	75
Plus long term borrowing in advance	0	0	0	0
Plus long term borrowing to finance long term loans to organisations	15	15	15	15
Plus long term borrowing to finance loans for CIS investments delivering a commercial yield	30	30	30	30
Total	117	118	119	120

8. Adoption of the CIPFA Code

8.1 The Council has adopted the 2011 edition of the CIPFA Treasury Management Code of Practice. The 2011 edition is still the latest version.

TREASURY MANAGEMENT INDICATORS

9. Interest Rate Exposures

- 9.1 This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed.
- 9.2 Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Interest Rate Exposure Limits	2017/18 £m	2018/19 £m	2019/20 £m
Upper limit on fixed interest rate exposure	70.0	80.0	90.0
Upper Limit on variable interest rate exposure	30.0	35.0	40.0

10. Borrowing Repayment Profile

- 10.1 The proportion of borrowing in place during 2016/17 that will mature in successive periods. This indicator is set to control the Council's exposure to refinancing risk.
- 10.2 The Council has forecast £15.8m long term borrowing at the end of 2016/17, but the uncertainty on whether any forward borrowing will take place and the potential for short term borrowing to be the most attractive option results in the limits set out below.

Funding capital schemes	Upper limit	Lower limit
Under 12 months	79%	0%
12 months and within 24 months	79%	0%
24 months and within 5 years	79%	0%
5 years and within 10 years	80%	1%
10 years and above	100%	20%

- 10.3 This may be affected by any funding in advance, Loans to Organisation or the CIS programme.

11. Investment Repayment Profile

- 11.1 Limit on the value of investments that cannot be redeemed within 364 days i.e. by the end of each financial year. The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. These limits need to allow for borrowing in advance.
- 11.2 The uncertainty about borrowing in advance results in higher limits than would otherwise be required.

	2018/19 £m	2019/20 £m	2020/21 £m
Capital Programme; Limit on investments over 364 days as at 31 March each year.	68.2	63.0	63.3

- 11.3 This may be affected by any changes to Funding in Advance, Loans to Organisations and the CIS.

COMMERCIAL INVESTMENT STRATEGY (CIS) SPECIFIC LOCAL INDICATORS

Interest Cover Ratio (ICR)

- 12.1 This ratio determines the amount of total net income from property investments (after operating costs and any applicable taxes) compared with the interest expense of the debt. This is important so the amount of interest payable compared to income generated is proportionate.
- 12.2 Because debt commences later in the Phase 1 cycle, the profile of the ICR is shown below. It is suggested that these are initial indices reflecting the maximum debt interest to revenue at the commencement of the Business Plan (BP). If investments profiles change, the ICR ratio will change.

Initial Interest Cover Ratio (at start of CIS Business Plan)			
Year	Estimated		ICR
	Revenue cash flow £000	Cost of Interest £000	
2017/18	3,179	628	19.7
2018/19	3,179	628	19.7
2019/20	3,179	628	19.7
2020/21	3,179	628	19.7

- 12.3 The proposed range for ICR shall be between 5 and 17.

Loan to Value Ratio (LTV)

- 13.1 This ratio determines the amount of total debt (compared to the total value of the underlying property assets as valued from time to time. Debt in this respect is both internal and external debt, i.e. revenue financing and borrowing from the market that is used to finance the capital propositions. Although it is recognised that the primary form of finance for the CIS portfolio is debt, it is important to ensure that the proportion of debt to asset value is actively managed to ensure that the debt burden is within acceptable limits
- 13.2 In a similar way to the ICR, the LTV ratios, as shown below reflect that debt commences later in the BP cycle. It is suggested that these are initial indices reflecting the maximum debt asset value at the commencement of the BP. If investments profiles change, the ICR ratio will change.

Loan to Value Ratio (at start of CIS Business Plan)			
Year	Estimated		LTV
	Loan Value £m	Asset Value £m	
2017/18	30.0	64.0	47
2018/19	28.1	64.5	44
2019/20	26.2	65.0	40
2020/21	24.3	65.5	37

13.3 It is recognised that while the LTV is an important indices when having regard to debt repayment obligations, the ICR is the more important indices when monitoring the CIS on an on-going basis because it provides performance information that will enable the Council to determine its ability to:

- make revenue contributions that will support the delivery of Council services.
- meet its interest payments commitments on the debt within the CIS.

13.4 The proposed range for LTV shall be between 30 and 65.

Target Income Returns

14.1 The primary indices for measuring returns on investment is the “return on equity” (ROE) indices. This is effectively the:

Net Revenue Contribution (*1) / Equity (*2)

*1 Revenue contributions shall be calculated as net i.e. income returns after taking into account all operating and management costs, interest expense, minimum revenue provision and relevant taxes.

*2 Equity being the difference between the value of assets and borrowing.

14.2 Following extensive modelling of the proposed investment opportunities, the expected revenue contribution to the Council will be £3.0m by the end of 2018/19; this gives a ROE of 8%.

14.3 However, reflecting the income expected to be generated from the CIS will grow over time, it is best to have an ROE range for the period of the BP, this will be set between 6% and 9% per annum.

14.4 It is accepted that individual investments will contribute different levels of income return and that the target revenue contribution is an average across the CIS portfolio.

Portfolio & Risk Metrics

15.1 Additional indicators that would be useful to monitor the CIS, however most of these will come into play as the CIS matures. These include:

Historic and forecast income and total returns

15.2 As the CIS matures:

- It will be useful to monitor the performance of the assets to assist in informing future assets acquisitions.
- Other indices will be developed and may include:
 - Benchmarking of returns (IPD)
 - Gross & net income
 - Operating costs
 - Vacancy levels and Tenant exposures

ANNUAL MINIMUM REVENUE PROVISION POLICY 2018/19

1.0 Introduction

- 1.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008, Councils, are in fact expected to make a prudent provision. The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2012.
- 1.2 The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.3 The MHCLG Guidance requires the Council to approve an Annual MRP Statement, and recommends a number of options for calculating a prudent amount of MRP.
- 1.4 The Council has a number of MRP policies reflecting the range of capital financing options required for different service scenarios.
- 1.5 It does not cover any of the proposed changes in the consultation recently issued by CIPFA.

2.0 General MRP Policy

- 2.1 This Policy was originally approved by Cabinet on the 17th September 2009. For (iii) below, for 2017/18 there has been a slight change to clarify when the incidence of MRP will be chargeable. The following statement incorporates options recommended in the Guidance;
- 2.2 The actual Policy is:
 - i. For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets as the principal repayment on an annuity with an annual interest rate based on long-term borrowing rates, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.
 - ii. For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
 - iii. In respect of:
 - capital assets; MRP will be chargeable in the year following the agreement of any final account.

- other capital investments; MRP will be chargeable in the following financial year.

3.0 Loans to Organisations MRP Policy

3.1 This Policy was originally approved in 22nd February 2015. The aim of the policy is to facilitate the provision of finance to organisations, with the Council sourcing the finance from third parties, but to ensure that the incidence of debt finance is directly neutralized within the Councils balance sheet.

3.2 The actual policy is:

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

4.0 MRP Policy – Financing Expenditure with Annuity Loans

4.1 This Policy was originally approved on 22nd February 2016 and has been amended for 2018/19. The aim of this policy is to determine the neutralization of MRP when Annuity Loans are used to finance CIS asset, and investments.

4.2 The actual policy is:

For each capital investment undertaken under the requirements of the Council's Commercial Investment Strategy, where it has been decided that an Annuity Loan is advantageous, MRP will be made that is equal to the principal repayment for any loan finance supporting the investment.

1.0 MRP Policy – Financing Expenditure with Maturity Loans

5.1 This was a new policy for 2017/18, it has now been amended to include purchases in relation to housing property purchases.

5.2 Maturity Loans are similar to interest only mortgages, in that only interest is paid during the life of the loan with the loan principal being repaid at the end of the term (by either the Council taking out a further loan or selling the asset and repaying the loan from the capital receipt; with a possible net capital gain). To undertake such financing, a new MRP Policy would be required that included some specific safeguards to ensure that the use of capital finance remained prudent.

5.2 However, the advantage of Maturity Loans for the Council is that over the life of the loan, the net benefit from the ongoing income stream would be greater as the Council would only have to repay interest on an annual basis and not meet annual principal repayments. The following example clearly demonstrates the revenue advantage of financing by Maturity Loan compared to an Annuity Loan; in that the additional revenue stream over the life of the asset is £7.0m.

- If a CIS Asset of £10m was acquired with an annual income stream of £625k (pessimistic, giving a yield of 6.2%) and held for 20 years, the net revenue stream for a:
 - Maturity Loan would be £7.2m (£359k per annum).
 - Annuity Loan would be £140k (£7k per annum).

There the benefit for a Maturity Loan is £7.0m (£352k per annum).

5.3 Any new MRP Policy to support this activity must ensure that the principles of prudence are adhered to. The principles, are noted in “i to ii” below:

- i. The CIS or housing asset would be required to be directly linked to the loan finance; this could be agreed retrospectively by Cabinet following acquisition. However, the link could only be broken by a specific decision of Full Council. The Councils Constitution would be required to be changed to reflect this.
- ii. The CIS or housing asset is valued on an annual basis, in line with the Councils Accounting Policy for Investment Assets. If it is established that the value of the asset is less than the loan, then an MRP payment will be required, based on an Annuity Loan, and the MRP payment will continue to be charged until the Asset Value is greater than the loan.

5.4 The actual policy is:

For each capital investment undertaken under the requirements of the Councils Commercial Investment Strategy, where it has been decided that a Maturity Loan is advantageous, no Minimum Revenue Provision shall be made providing that:

- i. The capital investment is directly linked to the Maturity Loan, with the stated intention that at loan maturity the asset is sold or replacement finance is provided.
- ii. Cabinet will record the decision in (i) above (this may be done retrospectively i.e. after an acquisition). The link between Asset and Loan can only be broken by a decision of Full Council.
- iii. There is annual revaluation of the CIS or housing investment in line with the Councils Accounting Policy in respect of Investment Assets. If it is established that an asset has a value less than the loan then an annual MRP amount will be calculated, based on Annuity basis and continue to be charged until the value of the asset is greater than the loan.

Capital Financing Requirement and MRP Summary

Based on the Council's latest estimate of its Capital Financing Requirement on 31st March 2018, the budget for MRP has been set as follows:

	31.03.2018 Estimated CFR £m	2018/19 Estimated MRP £m
Capital Expenditure	43.1	2.2
Commercial Investment Strategy	5.0	1.9
Total	48.1	4.1

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Review of the Code of Financial Management and Code of Procurement

Meeting/Date: Corporate Governance Committee – 17 January 2018

Executive Portfolio: Executive Councillor for Strategic Resources
Councillor Jonathan Gray

Report by: Head of Resources

Ward(s) affected: All

Executive Summary:

The Code of Financial Management and the Code of Procurement are regularly reviewed to ensure that they reflect current legislation and the changing needs of the Council. Both Codes provide the necessary regulatory framework as well as basic guidance on “Best Practice”. The changes are proposed to accommodate the formation of the Local Authority Trading Company (LATC) “Huntingdon Ventures”, policies for the disposal of small land parcels, disposal and acquisition of Land and Buildings and Debt Management.

This policy underpins governance of procurement in the Council and is an annex to the Council’s constitution.

RECOMMENDATION

that Council approve the revised Codes of Financial Management and Procurement as set out in Appendix 1 and Appendix 3 to the report.

1. PURPOSE OF THE REPORT

- 1.1 To approve the updated Codes of Financial Management and Procurement.

2. BACKGROUND

- 2.1 The roles and responsibilities of Members and Officers are set out within the Council's Constitution. The purpose of the Code of Financial Management is to provide an overview of the respective financial roles and responsibilities of Members and Officers within the Council. Specific financial responsibilities are set out in more detail throughout the subsequent sections of the Code.

3. CODE OF FINANCIAL MANAGEMENT

The Code has been reviewed and updated for the following:

- HDC Trading Company and Joint Venture Company
- Disposals of Small Land Parcels Policy
- Disposals and Acquisitions of Land and Buildings Policy
- Debt Management Policy
- Fees and Charges Guidance for Managers

- 3.1 **HDC Trading Company and Joint Venture Company** – the Council has set up a new company HDC Ventures and potentially in the future a Joint Venture Company. It will be a requirement that these will need to be included within the Council's Statement of Accounts. The Code of Financial Management has been updated to reflect this under Section 5. Accounting Requirements, paragraph 5.12.

- 3.2 **Disposals of Small Land Parcels Policy** – this new Policy was approved by Cabinet in October 2017 and endorsed by Council in December 2017. The financial thresholds of the sale or transfer of small land parcels have been included in Section 5.

- 3.3 **Disposals and Acquisitions of Land and Buildings Policy** – this Policy has been updated and was approved by Cabinet in October 2017 and the Council in December 2017 approved the specific updates to the Council's constitution.

- 3.4 **Debt Management Policy** - the new Policy was approved by Cabinet in June 2017 and reference to this is made under Section 4. Cash and Credit Management, paragraph 4.6 where all Budget Managers are required to comply with this Policy.

- 3.5 **Fees and Charges Guidance for Managers** – This guidance has been produced for Budget Managers in reviewing their Fees and Charges for 2018/19 onwards. This guidance is referenced in the Code and extracts from it included in Section 1. Financial Responsibilities, paragraph 1.19.

4. THE CODE OF PROCUREMENT

- 4.1 The Code has been revised to ensure the recently formed Local Authority Trading Company (LATC) "Huntingdon Ventures" can legitimately access HDC contracts and frameworks. The LATC is a wholly publicly owned "Legal Person" and as such is entitled to use contracts and frameworks created by its owning and controlling public bodies. The Public Contracts Regulations 2015 state that a public body has to be named in the advert calling the competition in order that

the public body identified can legitimately use the framework to procure goods and/or services. The proposed change requires Service Managers to name "Huntingdon Ventures" so that the company can access our contracts and frameworks.

5. KEY IMPACTS

- 5.1 Not including measures to support the LATC would result in their having to independently undertake procurements duplicating the effort required and potentially increasing costs for the LATC.

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

- 6.1 The Code of Procurement and Code of Financial Management meets the specific aims and objectives of the Corporate Plan of becoming a more efficient and effective Council and become more efficient in the way we deliver services providing value for money services.

7. CONSULTATION

- 7.1 None

8. LEGAL IMPLICATIONS

- 8.1 The Code of Procurement and the Code of Financial Management have been updated to reflect current legislation and regulations, aiding the Council's compliance.

9. RESOURCE IMPLICATIONS

- 9.1 There are no direct cost implications arising from this report, however both of these Codes promote best practice and best value in the management of the Council's resources.

10. REASONS FOR THE RECOMMENDED DECISIONS

- 10.1 The Code of Financial Management and the Code Procurement supports the internal governance framework of the Council, it also forms part of the Council's Constitution. This annual review seeks to ensure that it continues to be relevant and up-to-date, reflecting any new statutory regulations of changes in local management and practice.

11. LIST OF APPENDICES INCLUDED

Appendix 1 - Code of Financial Management

Appendix 2 - Proposed changes to the Code of Procurement

Appendix 3 - Code of Procurement

CONTACT OFFICER

Adrian Forth, Finance Manager

Tel No: 01480 388605

Email: adrian.forth@huntingdonshire.gov.uk

Nigel Arkle, Procurement Manager

Tel No: 01480 388104

Email: nigel.arkle@huntingdonshire.gov.uk

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Code of Financial Management

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1. FINANCIAL RESPONSIBILITIES

General

- 1.1. Before any proposal that affects the Council's financial position is made the body or person(s) responsible for making that decision, or for making a recommendation to that body or person(s), shall consider a written report, approved by the officer accountable for the appropriate budget, detailing the financial implications.

The Council

- 1.2. Will:
- determine the Council's Medium Term Financial Strategy (MTFS), approve the annual budget and set the level of the Council Tax.
 - approve the Council's Treasury Management Strategy (TMS) and prudential indicators.
 - approve changes to this code.

The Corporate Governance Committee

- 1.3. Will:
- ensure that the financial management of the Council is adequate and effective.
 - ensure that the Council has a sound system of internal control including arrangements for the management of risk.
 - consider the Council's code of corporate governance and approve the annual statement.
 - approve the internal audit charter and the annual internal audit plan and comment on the external audit plan.
 - approve the Council's Annual Financial Report (AFR), which includes the statutory accounts.
 - consider reports from the external auditor.
 - recommend changes to this code to the Council.

The Cabinet:

- 1.4. Will propose to the Council:
- the MTFS.
 - the annual budget and Council Tax level.
 - a combined annual report including the TMS, Treasury Management Policy, and the Treasury Management and Commercial Investment Strategy prudential indicators.
 - after considering the views of the appropriate Overview and Scrutiny Panel and representatives of the business community, set financial priorities, allocate and re-allocate resources in accordance with the limits in this code, monitor and review financial performance.
 - approve the Risk Management Strategy.

Overview and Scrutiny Panels

- 1.5. Will contribute to the development of, and review the effectiveness of, the Council's MTFS, Treasury Management and annual Budget.

Cabinet and Committees (and sub-committees)

- 1.6. Will ensure that all decisions within their remit are made within the relevant budgets and are consistent with achieving the Council's corporate plan and adopted policies. If they wish to make proposals that will require additional

resources, these will need to be subject to officers, the Cabinet or the Council making these available through the normal process.

Budget Managers and Executive Councillors

- 1.7 Will own and manage the budgets within their responsibility. Specifically, they will effectively plan and control financial activity to ensure efficient and effective use of resources. Budget Managers should ensure that the full financial implications of all decisions are properly assessed and highlighted to decision makers.
- 1.8 Will take lead responsibility for planning the Budgetary Cycle, including monitoring and forecasting of revenue activity so far as it is related to those budgets.

Members and Employees

- 1.9 Will contribute to the general stewardship, integrity and confidence in the Council's financial affairs and comply with this code and any systems, procedures, or policies relating to the financial management of the Council.
- 1.10. Specifically, they shall bring to the attention of the Responsible Financial Officer (RFO) any act or omission that is contrary to the provisions of this code or the maintenance of high standards of financial probity, and provide information or explanation on matters within their responsibility to him/her, the Monitoring Officer (MO), Internal Audit Service or the Council's external auditors.
- 1.11. Any member or employee who is involved in a transaction with the Council, or who has an *interest* in a transaction between a third party and the Council, shall declare the nature and amount to the MO before any decision on the matter is made by the Council. The MO will advise the member or employee of any actions they should or must take.
- 1.12. For the purpose of this section an interest also includes any interest of a member of your family or a close associate or acquaintance. This shall be interpreted as anyone whom a reasonable member of the public might think you would be prepared to favour or disadvantage.

The Monitoring Officer (MO) or, in their absence, the Deputy Monitoring Officer (DMO).

- 1.13. Will report to the Council on any proposal, decision or omission that in their view is likely to result in a contravention of the law or any code of practice enacted under it, fails to comply with a legal duty, represents maladministration or is unjust, in accordance with section 5 of the Local Government and Housing Act 1989.
- 1.14. For these purposes he/she shall have full and unrestricted access to all Council assets, systems, documents, information, employees and Members.

The Responsible Financial Officer (RFO) or, in their absence, the Deputy Responsible Financial Officer (DRFO).

- 1.15. Will be responsible for the proper administration of the Council's financial affairs, prescribe appropriate financial systems, protocols, procedures and policies, maintain an internal audit service and report to the Council in the event of a decision or action leading to unlawful expenditure, a loss or deficiency or an unlawful accounting entry (in accordance with section 151 of the Local Government Act 1972, section 114 of the Local Government Act 1988 and the Accounts and Audit Regulations).

- 1.16. Will be responsible for ensuring the final accounts are completed and published by the statutory dates and reporting the details of any material amendments specified by the external auditor to the Corporate Governance Committee.
- 1.17. For these purposes they shall have full and unrestricted access to all Council assets, systems, documents, information, employees and Members.
- 1.18. The DRFO officer will be responsible for detailed and operational aspects of the administration of the Council's financial affairs on behalf of the RFO, approving new financial systems and undertaking such duties as are set out in this code.

Budget Managers (Team Managers, Heads of Service, Corporate Directors and Managing Director)

- 1.19. The Council's management structure is based on Team Managers, Heads of Service, Corporate Directors and the Managing Director taking responsibility for a service and its related budget. For the purpose of this Code they are referred to as Budget Managers. Whilst they retain ultimate responsibility they will often delegate appropriate tasks to their members of staff.

The Budget Manager responsible for a budget:

- will be responsible for proper financial and resource management and the prevention of fraud and corruption within the services and functions under their control and will be responsible for informing the Internal Audit & Risk Manager of all suspected or notified cases of fraud, corruption or impropriety.
- will be responsible for preparing and submitting the capital project appraisal form to the Finance Governance Board (FGB) for approval.
- will be responsible for developing and submitting a detailed business case to the FGB if required (following approval of the capital project appraisal form).
- may incur financial commitments and liabilities in accordance with this Code, the Council's scheme of delegation and resources allocated in their budgets. In particular they may make purchases of goods and services, subject to the requirements of the code of procurement, and employ staff, in accordance with HR policies and any CMT requirements.
- will need approval from their Head of Service in consultation with Corporate Director for appointments for vacant posts at Grade D and below.
- will need approval from CMT for the appointment to vacant posts of Grades E and above.
- will be responsible for regular and effective monitoring and forecasting of the financial position relating to their services.
- will, in accordance with the risk management strategy determine the inherent risks within their services, to the achievement of the Council's priorities and establish, maintain and document adequate systems of risk management and internal control, in consultation with the Internal Audit service, and ensure that relevant employees or Members are familiar with such systems.
- will be responsible for providing in a timely manner, the information necessary to ensure that the final accounts can be completed by the statutory deadlines.
- will be responsible for improving the value for money and efficiency of their services and in discussion with their accountant, ensuring that any budget adjustments are included in the following years budget process.

- will be responsible for identifying opportunities and then bidding for grants or contributions from other bodies to support the achievement of the Council objectives through their services.
- annually review their services to identify any aspects that are not currently charged for, but could be and the appropriateness of the current charges.
- annually review their fees and charges in line with the Fees and Charges guidance for managers and in consultation with the Executive Councillors, with any changes being included in and approved with the annual budget. Changes within the financial year will be subject to consultation with the Executive Councillors and approved by the RFO. In doing so:
 - charges should be made for services whenever the Council has a power or duty to do so.
 - however, this presumption may be modified by the application of the charging principles set out at below, which may result in no charge being made or a lesser charge being made or in some cases a charge being made which is greater than that required for cost recovery.
 - no charge will be made in cases where the Council is not permitted to charge by law. Where charges are set by external bodies, those charges will be applied. Where maximum or minimum charges are specified externally, charges will be set in compliance with those requirements.
 - when deciding to set a charge which is not based on cost recovery, general areas of consideration are set out at in the Fees and Charges Guidance for Managers. This provides relevant factors which should be taken in to account.
 - where without prior agreement by the Council, individuals or organisations engage in activities that result in a cost to the Council, the Council will seek to recover this cost, wherever possible.
 - consideration may be given to offering a discount or other reduction, in appropriate cases, where it is felt that this may improve take up of the service or to encourage prompt payment, following consultation with Head of Services and the S151 Officer.
 - activities carried out by the Council will be continually reviewed in order to identify any new areas where it would be appropriate to make a charge to persons or organisations benefiting (actually or potentially) from those activities. The level of the charge will be determined in accordance with these charging principles.
- will be accountable for the delivery of services, projects, contracts within the budgets set by the Council.
- will be accountable for financial performance and ensuring, wherever possible, appropriate comparisons are made against service standards or other organisational comparators.

Internal Audit

- 1.20. Will be responsible for providing an independent and objective opinion on internal control, risk management and governance systems. It will act in accordance with the internal audit charter and undertake reviews that focus on

areas of greatest risk to the Council's control environment as contained within a programme agreed annually by the Corporate Governance Committee after consultation with the RFO and budget managers.

- 1.21. For these purposes internal audit shall have free, full and unrestricted access to services and functions and all Council assets, systems, documents, information, employees and Members. All employees are required to assist internal audit to carry out its role.

2. FINANCIAL AND SERVICE PLANNING

June - Overall review

- 2.2. The Cabinet shall review the financial performance of the Council in the previous year, compared with the annual budget, on the basis of the provisional outturn report prepared by the DRFO in conjunction with budget managers.

August to January – Preparation of the draft budget and MTFs

- 2.3. The RFO in conjunction with budget managers will review and prepare the draft annual budget and the MTFs for review by Cabinet after consultation with the relevant Overview and Scrutiny panel.

February - Annual budget, MTFs and service plans

- 2.4. The Cabinet shall, after consultation with the relevant Overview and Scrutiny Panel, recommend to the Council an annual budget for the next financial year and a MTFs for the succeeding four years, incorporating both capital and revenue expenditure, which is consistent with corporate and service strategies. Following approval of the annual budget each budget manager shall update their service plan(s) to reflect the approved budget and how the resources allocated will be used to meet service objectives in the forthcoming year.

March to July – Annual Financial Report (AFR)

- 2.5. The DRFO in conjunction with the budget managers will prepare the AFR. The AFR includes the statutory annual accounts which subject to external audit will be approved by both the RFO and Corporate Governance Committee.

3. CONTROLLING FINANCIAL PLANS

Financial Monitoring

- 3.1. Budget Managers will be responsible for regular and effective monitoring and forecasting of the financial position relating to their services. Where it is identified that there will be a significant overspend or underspend, this will be promptly reported to the RFO by the budget manager. If it is considered necessary by the RFO in delivering projects or programmes, the same discipline will apply.
- 3.2. On a monthly basis the financial and overall performance of the Council will be reviewed by the budget managers and the relevant Executive Councillors. This will include trend and forecast data and, where available comparative data.
- 3.3. CMT will review, on a monthly basis, the Financial Performance Monitoring Suite (FPMS). The FPMS will be reported to Cabinet on a quarterly basis. The FPMS will be prepared by the DRFO, in consultation with each Head of

Service and budget manager to include comparisons with other service providers and local trend data.

Commitments to Expenditure in Future Years

3.4. No new commitment to expenditure beyond the current budget year may be made unless it:

- is consistent with the achievement of the Council's objectives and other relevant strategies, and
- is compatible with the Council's MTFS.

Grants, Cost Sharing and S106/CIL agreements

3.5. Where a budget manager proposes to take advantage of:

- receipts of grants, contributions and other forms of external funding, or
- enter cost sharing arrangements,

3.6. with other organisations, and where such arrangements will deliver additional or improved services, consistent with their service plan without creating any current or future commitment to net expenditure they may do so subject to:

- the relevant Head of Service being satisfied that the project funding meets with corporate objectives and that the resource required to produce the bidding documents is reasonable.
- the funds being dependent upon a particular project or service being provided but, in the case of S106/CIL agreements, the location or some other aspect is at the Council's discretion.
- informing the DRFO of the details.
- consulting the relevant Executive Councillor(s) if the proposal exceeds £30,000 revenue or £50,000 capital in any one year with any capital having been previously agreed by the FGB or any discretionary element of a S106/CIL agreement.

3.7. A budget manager may utilise sums of money received under S106/CIL, or equivalent agreements where there is no discretion. The DRFO should be informed of the details including:

- A copy of all information that supports the grants received (grant letter etc) so a decision can be made in respect of the correct accounting treatment.
- Documentation confirming how they plan to meet any grant conditions, including suitable monitoring and reporting arrangements.

Approvals for additional spending with a net impact

3.8. The Managing Director, or in their absence, the RFO, may incur expenditure for the immediate alleviation of hardship or suffering in the case of peacetime emergency in the district. Any exercise of this power must be reported to the Cabinet (under £500,000) or the Council (over £500,000) at the first opportunity.

3.9. The Managing Director, or in their absence, the RFO, may incur expenditure of up to £500,000 for any purpose which is urgent and demonstrably in the Council's best interests to do so following consultation with the Executive Leader or Deputy Executive Leader. Any exercise of this power must be reported to the Cabinet at the first opportunity.

Approvals for additional spending with compensating savings

- 3.10. Proposals that require initial funding but will then result in net surpluses or savings that are at least sufficient to produce a break-even position will be supported in principle if they are:
- consistent with increasing the achievement of the Council's objectives and compatible with relevant strategies.
 - achievable within the Council's MTFS.
 - supported by a robust business case which includes a risk assessment.
 - supported by CMT.
- 3.11. The RFO may approve such a scheme following consultation with the relevant Executive Councillor for the service and the Executive Councillor for Resources. The relevant budget(s) and MTFS will be appropriately adjusted.

Budget Virements

- 3.12. The process of moving budget resources between different areas within the budget year is called a virement. The virement of resources within, or between, any of the types of budgets is supported in principle when it will make it more likely that the Council will achieve its service objectives and targets or enhance value for money.
- 3.13. These limitations are:
- The salary budgets (pay, national insurance and pension) represent the Councils approved establishment list. As such the salary budgets cannot be vired to other areas of the budget. A positive salary budget variance may be used to cover the additional temporary staffing costs incurred due to vacant posts.
 - The corporate finance budgets are those budgets that are necessary to the operation of the Council and have limited controllability. Such budgets included with this area are; minimum revenue provision, interest, pension liability and levies. Changes to the corporate budget can only be made by the RFO following consultation with the Head of Paid Service.
 - Not from capital to revenue.
- 3.14. A Budget Manager may approve a budget virement within and between the budgets they are responsible for providing it is:
- Consistent with increasing, or at least maintaining the achievement of service objectives and compatible with the Council's financial and other relevant strategies.
 - Only a movement of establishment posts to another service as part of a service restructure.
 - Notified to the DRFO.
 - Each virement is over £5,000.
 - Within the following limits if between service budgets:
 - Revenue to revenue £75k
 - Revenue to capital £75k
 - Capital to capital £75k
- 3.15. CMT may, subject to the same criteria, except for the enhanced limits shown below, approve budget virements between any budgets:
- Revenue to revenue £250k
 - Revenue to capital £250k
 - Capital to capital £250k

- 3.16. Cabinet may approve budget virements of up to:
- Revenue to revenue £500k
 - Revenue to capital £500k
 - Capital to capital £500k
- 3.17. In all cases, any previous transfers in the same financial year relating to those budgets shall be aggregated for determining whether the limit has been exceeded. Providing there is no increase in the “budget requirement”, Cabinet can approve the application of reserves to meet additional expenditure in line with the reserves strategy.
- 3.18. In all other cases the approval of the Council will be required.

Price Base Changes

- 3.19. Inflation will be included, if necessary during the budget process as directed by the RFO.

Capital Programme

- 3.20. The Finance Governance Procurement Board (FGPB) will review and recommend to CMT those schemes that should be included in the capital programme, the MTFs and be approved by Cabinet.
- 3.21. FGPB may recommend changes to existing schemes or the introduction of new schemes during the financial year based on the performance of, or delays incurred within the delivery of the approved capital programme plan. Changes to the schemes in the MTFs will be approved by Cabinet.

4. CASH AND CREDIT MANAGEMENT

Banking

- 4.1. The RFO is responsible for all Council banking arrangements and shall maintain an account(s) with an appropriate bank(s) as defined in the Treasury Management Strategy (TMS). All transactions involving income or expenditure shall be dealt with through the Council's bank account(s).

Income

- 4.2. All employees receiving money (including cash, cheques, credit card payments etc.) must comply with the relevant procedures issued by the RFO to ensure that the sums are properly recorded, receipted and banked.
- 4.3. No cash payment in excess of £1,000 will be accepted.
- 4.4. The Head of Customer Services will manage the Council Tax and Non-Domestic Rating collection service on behalf of the Council; including the billing and debt recovery procedures.
- 4.5. The DRFO shall manage a sundry debt collection service on behalf of the Council and all sums due must be registered by raising an invoice on the Council's financial management system.
- 4.6. All budget managers are required to ensure that:
- Invoices and invoice adjustments are raised promptly.
 - Invoice queries are answered promptly.

- The Income Team are informed of any information that may affect the recovery of any invoiced sums.
- All debts are collected in a timely fashion.
- They periodically consider, in liaison with the Income Team, whether there would be a more effective or efficient way of collecting sums due (e.g. cash in advance).
- They comply with the Debt Management Policy.

Treasury Management

- 4.7. All treasury management activities will be undertaken in accordance with the Council's annual Treasury Management Strategy (TMS), which includes the policies, objectives, risk management approach, and the treasury management and commercial investment strategy prudential indicators. The strategy will comply with the Code of Practice for Treasury Management and the Prudential Code for Capital Finance, both published by the Chartered Institute of Public Finance and Accountancy (CIPFA), and reflect any published Government advice. The execution and administration of treasury management is delegated to the DRFO.
- 4.8. The Council shall have overall responsibility for treasury management and will formally approve the annual TMS and receive an annual and mid-year report on treasury management activities.
- 4.9. The Cabinet will be responsible for the implementation and regular monitoring of treasury management activity. The Treasury and Capital Management Group will include:
- the Leader, Deputy Leader and the Executive Councillor for Strategic Resources. Other members can be co-opted onto the group at the discretion of the Executive Leader.
 - the RFO and the DRFO, and as and when necessary the Managing Director and/or Corporate Director (Services). Other officers can be co-opted onto the group at the discretion of the Managing Director or the RFO.
- 4.10. The Overview and Scrutiny (Performance and Customers) Panel will be responsible for the scrutiny of treasury management.

Payments

- 4.11. All payments made by the Council must be made either:
- through the Council's purchase ledger system, with payments being made direct to the supplier's bank account wherever this is practicable.
 - by procurement card.
 - by direct debits or standing orders (after agreement from the DRFO).
 - by some other system specifically approved by the DRFO.
- 4.12. In each case complying fully with the relevant procedures for that system (e.g. appropriate authorisation), particularly the requirement to obtain official VAT receipts, as determined by the DRFO. Advice can be sought from the DRFO.

5. ACCOUNTING REQUIREMENTS

Best Practice

- 5.1. The Council will follow the best practice guidance contained in the Accounting Code of Practice and other relevant publications produced by CIPFA in the preparation and maintenance of its accounts.

Records

- 5.2. Each budget manager is responsible for maintaining records of their financial transactions and commitments, that they are in the appropriate financial period and with the appropriate account codes. Each budget manager is responsible for ensuring that the financial management system is used only by authorised individuals and for proper council purposes.

Retention of Documents

- 5.3. Documents required for the verification of accounts, including invoices, will be retained for six years plus current year.

Contingent Assets and Liabilities

- 5.4. Any officer who is aware of a material and outstanding contingent asset or liability shall notify the DRFO, who shall include details in the Council's accounts or in a Letter of Representation to be presented to the Council's external auditors in respect of those accounts.

Stock

- 5.5. The DRFO shall determine, after consultation with the relevant budget manager, when stock accounts shall be maintained. This will normally be where the value of the items are significant or the items are considered to be vulnerable to loss or theft.
- 5.6. In such cases the relevant budget manager shall ensure that a certified stock-take is carried out at the end of March each year, and that records of receipt and issue of all stock are maintained throughout the year in a manner agreed with the DRFO.

Insurance

- 5.7. The Internal Audit Manager shall obtain insurance to protect the Council or minimise its potential losses from risks including those to employees, property, equipment and cash. Any decision not to insure significant risks must be based on a detailed risk assessment and reported to the Executive Councillor for Resources.

Write-off of Irrecoverable Debts

- 5.8. The Head of Service where the debt originated or the DRFO is authorised to write-off debt with an individual value up to £5,000. Greater than £5,000 requires consultation with the Executive Councillor for Resources. Appropriate steps must be taken to ensure that the debt is irrecoverable or cannot be recovered without incurring disproportionate costs.

Accounts Closure, Accounting Accruals and Estimates

- 5.9. The AFR will be produced in line with both statutory regulations and relevant Codes of Practice.
- 5.10. The DRFO will ensure that there is appropriate liaison with service teams prior to closure, including the hosting of relevant training and the issue of closure guidance and timetables. The accruals de-minimis limits will be adhered to by all services, and where estimated accruals are to be issued they are to be supported by accurate calculation. Other accounting estimates will be calculated by finance staff in line with professional advice.
- 5.11. Provisions, either for bad debts or other purposes will be calculated in line with the guidelines approved by the DRFO. Earmarked reserves will be operated in line with the reserves strategy.

5.12. The accounts of the Local Authority Trading Company, HDC Ventures and possibly the Joint Venture Company will need to be included within the Council's accounts and in particular, any guarantees that the Council gives in respect of the Company should be counted as a liability of the Council under the accounts.

Assets

5.13. An asset is an item of land, building, road or other infrastructure, vehicle or plant, equipment, furniture and fittings or information and communications technology (hardware and software) with a life exceeding one year.

5.14. The acquisition and disposal of assets will be completed in accordance with the Disposal and Acquisition of Land and Buildings Policy. In addition, there is a new Disposal of Small Land Parcels Policy.

5.15. The financial thresholds for both disposals and acquisitions are as shown in the table below:

£0 - £500,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), following consultation with Executive Councillor for Resources
£500,000 to £2,000,000	Treasury and Capital Management Group
£2,000,000 +	Cabinet

5.16 The financial thresholds of the sale or transfer of small land parcels are shown in the table below:

Thresholds of the Sale or Transfer of Small Land Parcels		Table 1
All sales and transfers will include the transfer of all associated liabilities.		Minimum Administration Charge (*)
Transfer of Small Land Parcels to Other Public Bodies		
£0 - £10,000	Head of Resources (as Section 151 Officer),	£500
£10,000 - £50,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer),	£1,000
£50,000 - £100,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), in consultation with the Executive Member for Strategic Resources.	£1,500
£100,000 - £500,000	Treasury & Capital Management Group.	£2,000
£500,000+	Cabinet.	£3,000
Sale of Small Parcels of Land		
£0 - £10,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer).	£1,000
£10,000 - £100,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), in consultation with the Executive Member for Strategic Resources.	£1,500
£100,000 - £500,000	Treasury & Capital Management Group.	£2,000
£500,000+	Cabinet.	£3,000

* This Administration Charge excludes all legal and other ancillary costs. Further it is the minimum charge that any prospective purchaser will pay. If any sale requires additional officer time beyond what would reasonably be expected, the vendor will be required to meet this higher charge.

5.17 Each Budget Manager is responsible for ensuring that the assets relating to their services are properly safeguarded, managed and maintained, and used only to achieve the Council's objectives. This will include establishing and maintaining appropriate security, control systems and records. They will need to consult relevant officers in relation to specialist items and, where vehicles are concerned, the officer holding the Council's operating certificate who has specific statutory responsibilities.

5.18 Heads of Service must keep up to date records so a physical verification of all capital assets, and their condition, is possible.

5.19 Once the asset is disposed of, the relevant budget manager will inform the DRFO within 10 working days of the disposal of any asset included in the asset register.

Capital Expenditure

5.20 The purchase or improvement of any asset will normally be treated as capital expenditure. However, expenditure of less than £10,000 will not normally be treated as capital expenditure unless the DRFO considers it is in the Council's interests to do so.

Leases

5.21 Finance and operating leases are to be used only if they are in the Council's financial interest and with the prior formal approval of the DRFO.

Valuations

5.22 In order to comply with accounting requirements, assets will need to be revalued at regular intervals. A three year "phased" revaluation programme will be followed, other than for:

- those assets that are categorised as "investment" properties (e.g. industrial units), which must be revalued every year, or
- where, following significant capital investment or disinvestment in an asset within an asset group, whereby the whole asset group will be revalued.

5.23 All capital asset revaluations for the AFR will be obtained by the DRFO.

6 Update of the Code of Financial Management

6.1 The Code will be updated in the summer as the Council will be implementing a new Financial Management System (FMS) which will go live in April 2018.

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PROPOSED AMENDMENTS TO THE CODE OF PROCUREMENT

1. This briefing note provides an explanation of the proposed changes to the Code of Procurement.

Enabling Procurement Support for Huntingdon Ventures

2. The Public Contract Regulations 2015 requires that public bodies accessing frameworks and contracts are named in the initial competition advert. The amendment is to ensure that managers identify the local government Trading Company “Huntingdon Ventures” in any relevant competition advert.
3. The recently formed Local Authority Trading Company (LATC) “Huntingdon Ventures” is a wholly publicly owned Legal Person and as such is entitled to access contracts and frameworks created by its owning and controlling public bodies. The Public Contracts Regulations 2015 state that a public body has to be named in the advert calling the competition in order that the public body identified can legitimately use the framework to procure goods and/or services. The proposed change requires Service Managers to name “Huntingdon Ventures” so that the company can access our contracts and frameworks. Note: this doesn’t apply to any LATC with any direct private capital whatsoever, as they are essentially private bodies.
4. A new paragraph 8.3 has been added to require managers to include suitable reference to “Huntingdon Ventures” in all procurement adverts.

Minor Changes

5. Threshold values for the application EU procurement rules are reviewed every 2 years and amended reflecting changes in the value of sterling:

Effective Date	European Union Threshold		
	Supplies and Services	Works and Concessions	Light Touch Regime Services
1 January 2016	£ 164,176	£ 4,104,394	£ 597,609
1 January 2018	£ 181,302	£ 4,551,413	£ 615,278

The table at paragraph 2.2 has been amended to reflect the new values.

6. The insertion of “e-tendering” at paragraphs 5.3(b) and 11.1(a) to reflect the introduction of an e-tendering system.
7. Paragraph 6.4(d) allows HOS to extended low-value contracts (<£25k) up to a maximum of 10%. The regulations make a distinction for works contracts with a maximum extension of up to 15%. The change aligns the Code with the regulations.
8. Paragraph 6.5 explains the circumstances that the Monitoring Officer may approve single tender requests and the addition of paragraph 6.5(e) explicitly includes the reasons of interoperability/interchangeability or substantial duplication of costs. This mirrors the Regulations and will increase the options for some technical requirements (IT/software).

9. Deletion of paragraph 9.1(d) as the e-tendering system has negated the need for an email questionnaire/tender returns box.
11. Paragraphs 13.1 and 13.2 have been re-arranged for clarity. The only new words reflect an exemption for purchases made at auction to the requirement to use our standards terms and conditions.

Huntingdonshire District Council

**CODE OF
PROCUREMENT**

January 2018
(Date)

CODE OF PROCUREMENT

1. INTRODUCTION

- 1.1 The Code of Procurement defines the regulatory and legal framework for procurement. It has been adopted in accordance with the requirements of Section 135 (2) of the Local Government Act 1972.
- 1.2 Throughout the Code, reference to Manager shall mean Managing Director, Corporate Director, Head of Service or Budget Manager as appropriate. A Manager shall be responsible for procuring all goods and services that require the quotation or tender procedures as set out in this Code to be followed.
- 1.3 No **Officer** shall procure any goods or services valued at £5,000 or more unless they have attended training provided by the Procurement Manager and consider themselves to have such detailed knowledge and understanding of this Code and how it shall be applied in respect of the total value of the procurement being considered.
- 1.4 This Code applies to the procurement, commissioning, hire, rental or lease of -
 - ◆ land and buildings, roads or other infrastructure;
 - ◆ vehicles or plant;
 - ◆ equipment, furniture and fittings;
 - ◆ construction and engineering works;
 - ◆ information and communication technology - hardware and software;
 - ◆ goods, materials and services;
 - ◆ repairs and maintenance;
 - ◆ consultants, agents and professional services.
- 1.5 This Code does not apply to purchases made from internal management units or 3 Cs partners.
- 1.6 The Code also applies to the disposal of assets and goods by the Council. Where the appropriate Manager estimates that the assets or goods to be worth less than £1,000, then the goods or assets may be donated to a recognised Charity. If disposal to Officers is proposed, then the goods or assets shall be advertised internally to all Officers and sealed bids sought. Where the value is estimated as exceeding £1,000, fair market value must be sought.
- 1.7 The Council includes the Cabinet, Panels, Committees or other body or person(s) acting in accordance with delegated authority on behalf of the Council.
- 1.8 All procurements or sales made by or on behalf of the Council shall comply with this Code, subject to any overriding requirements of the Council's Rules of Procedure or Code of Financial Management or British or European Union law or regulation or Crown Commercial Services' Procurement Policy Notices.
- 1.9 Throughout the Code, reference to contractor(s) or sub-contractor(s) shall mean any person, company or supplier who has -
 - (a) requested to be on an approved or ad-hoc approved list of tenderers; or

- (b) been approached to provide a quotation or tender; or
- (c) provided a quotation or tender; or
- (d) been awarded a contract in accordance with the provisions of this Code.

1.10 The Corporate Director (Services) shall annually review all the financial values contained in the Code to take account of the impact of inflation. The Corporate Director (Services) shall inform all Managers of any amendments to the values prior to the 1st April from which they shall be operative.

2. REPORTING AND ADVERTISING

2.1 Heads of Service shall provide the following information to the Procurement Manager

- (a) No later than the 1 April each year, details of each contract expected to be advertised in the following year; and an estimate of the total value for each discrete procurement area where the spend is likely to exceed £100,000.
- (b) new or additional requirements likely to meet or exceed EU thresholds as they arise.

2.2 The Public Procurement Regulations 2015 (Statutory Instrument no. 102 2015) requires that contracts above EU threshold are advised in the Official Journal of the European Union and that any contract opportunity above £25,000 is advertised in the Cabinet Office's portal "Contracts Finder". For requirements estimated as above £5,000 Managers shall advertise in the Contracts Register where needed to stimulate competition and obtain best value. There is no requirement to advertise competitions run using frameworks or approved lists.

Media	Threshold		
	Supplies and Services	Works and Concessions	Light Touch Regime Services
Contracts Register	£5,000	£5,000	£5,000
Contracts Finder	£ 25,000	£ 25,000	£25,000
Official Journal of the European Union (OJEU)	£ 181,302	£ 4,551,413	£615,278

(1 January 2018)

3. 'BEST VALUE' AND SOURCING POLICY

3.1 The Council seeks 'Best Value' in all procurement activity. 'Best Value' being:

- ◆ The opportunity to obtain leverage (better prices and) for volume.
- ◆ Transparent and efficient procurement processes.
- ◆ Appropriate social, environmental and equality outcomes
- ◆ Regulatory compliance.

- ◆ Minimum procurement overhead.

3.2 Achieving 'Best Value' needs valid competition and valid competition is dependent on the existence of an 'open' market with the selected contractors having the interest, capability and capacity for the work or business being offered. Wherever possible a minimum of three competitive tenders or quotations shall be sought. In selecting contractors to provide a tender or quotation Managers shall ensure that wherever possible -

- (a) the selection process used is fair and equitable, and that no favouritism is shown to any one contractor (e.g. the requirement is not an extract of a contractor's product specification).
- (b) checks are made to ensure that contractors are interested in this type of business;
- (c) repeat or 'automatic' invitations to the 'same' contractor or group of contractors are avoided, particularly where previously invited to bid and had failed to do so;
- (d) 'new' contractors are sought and invited to tender or quote;
- (e) the geographic area of the search for potential contractors is widened; and
- (f) 'no-bids' are checked for the reasons for a contractor's failure to bid.

3.3 Sourcing policy is determined by the needs of 'Best Value' and in order of preference is:

- (a) Adopted catalogues or framework contracts. An adopted catalogue or framework is the preferred contract for the Council's business within a defined category (a type or group of goods or service). The Procurement Manager shall make available adopted catalogues or framework contracts on the e-marketplace or publish details of the contract or framework in Procurement Protocols & Guidelines. Managers shall ensure that orders for such categories are placed through the e-marketplace using appropriate 'adopted' catalogue or framework contract. The Procurement Manager shall keep under review the continued suitability of any such catalogues, contracts or framework agreements.
- (b) Collaborative procurements with other public bodies or authorities.
- (c) Council let corporate contracts.

3.4 Some categories are managed corporately by specialist areas. The Procurement Manager shall provide a list of specialist categories and Managers shall ensure all requirements for such categories are referred to the relevant specialist.

Market Sounding

3.5 Market engagement is encouraged to help achieve Best Value though trying to understanding the market, the suppliers, their business models and their costs

3.6 Supplier Meetings/Briefings. To avoid the risk of unfair competitive advantage, any such meeting should be structured as an open event; all questions and answers recorded and with a minimum of 2 officers present. If pre-competition a minimum of 3 suppliers shall be invited and during a competition, all participating contractors shall be invited.

4. METHODS OF ORDERING

4.1 All orders shall be placed through one of the following recognised methods:

- ◆ A purchase order raised on the financial management system.
- ◆ An order raised on the e-marketplace.
- ◆ A procurement card order.
- ◆ A manual purchase order.

4.2 Where there is an exception requirement and the relevant Corporate Director or Head of Service considers that the work is of an emergency nature necessary to enable the service to continue and none of the ordering methods are suitable, the relevant Corporate Director or Head of Service shall record the details of the exceptional requirement and the action taken for future audit.

5. CONTRACTS REGISTER

5.1 In compliance with the Local Government Transparency Code 2013, Managers shall keep a record using the Contracts Register, for all tenders and quotes greater than £5,000 (and subsequent contract extensions); of:

- ◆ the reasons (if appropriate) for not advertising on the Council's 'Latest Opportunities' internet site;
- ◆ all those contractors that were requested to quote or tender;
- ◆ the reasons why those particular contractors were selected to quote or tender;
- ◆ if applicable, the reasons why less than three contractors were selected to quote or tender;
- ◆ if the selected contractor is a Small or Medium Enterprise, voluntary or third sector organisation or charity;
- ◆ if the selected contractor is VAT registered;
- ◆ contract renewal date (if appropriate);
- ◆ summary details of a single tender/quote (if appropriate), and
- ◆ file or other reference to the contract and location of the documents and contract.

5.2 Any procurement estimated to exceed £100,000, which is not covered by the exceptions in paragraph 6 below, must be referred to the Procurement Manager before the procurement process is commenced. If a Manager does not wish to accept the Procurement Manager's advice on any significant aspect the matter will be determined by the relevant Corporate Director. The discussion will cover:

- ◆ Scope and objectives of the procurement;
- ◆ Budget and costing;
- ◆ Tender methods;
- ◆ Product and market information;
- ◆ Timescales; and
- ◆ Deliverables.

5.3 Where there is no adopted contract or framework, Managers shall, wherever practicable, seek to maximise contract values with other Managers to secure

lower costs. The Council nevertheless wishes to balance the effort of going to the market with the effort and efficiency of the procurement process. Managers after determining the proposed contract's total value shall then follow one of the procurement procedures detailed below. These procedures shall be used in all procurements or sales bar those exceptions at paragraph 6.

	Procedure	Estimated Total Value of Procurement	Requirement
(a)	Estimate	Up to £5,000	At least 1 written estimate or offer (e-marketplace, email, web or paper) shall be sought and recorded.
(b)	Request for Price (Informal Quote)	£5,000 up to £25,000	At least 3 written estimates or offer (e-marketplace, e-tendering, email or headed paperwork) shall be sought.
(c)	Request for Quote (Formal Quote)	£25,000 to £100,000	Formal quotations sought from all contractors expressing interest following advertisement in accordance with paragraph 2.2. A formal written contract prepared in accordance with paragraph 13.1(f) if justified by potential risk or specialist subject matter.
(d)	Tender	£100,000 to EU Procurement Threshold	Competitive tenders shall be obtained using one of the tendering options in this Code, and a formal written contract prepared in accordance with paragraph 13.1(f).
(e)	EU tender	The EU Threshold and above	The appropriate EU procurement directive shall be complied with.

5.4 Total value is the cost of all elements of the procurement (e.g. installation, testing, training, maintenance, etc). The Manager shall ensure that a procurement is not split or otherwise disaggregated and may choose to competitively tender requirements less than £100,000.

5.5 A Manager shall not invite quotations or tenders from any contractor or sub-contractor who has participated in the preparation of documentation or were involved in other preparatory work for the contract, unless they have, in writing, explained to the Monitoring Officer why this does not constitute an unfair competitive advantage or a conflict of interest and obtained agreement, in writing, that the contractor/sub-contractor may compete in the quote/tender process.

6. TENDER AND REQUEST FOR QUOTATION PROCEDURES

6.1 **Exceptions.** Nothing in this Code shall require tenders/quotes to be sought: -

- (a) for purchases made from a Public Purchasing Body (ESPO, PRO5, Crown Commercial Service) where:
 - ◆ there is a single supplier 'call-off contract' or catalogue created with fixed prices, or
 - ◆ the contract is created to our requirements;
- (b) for purchases through local authority, government body or agency, police, health or other similar public authority, where the procurement rules of that organisation have been approved by the Procurement Manager and the contract is created in co-operation, agreed joint requirements or partnership;
- (c) for purchases made at public auction.

6.2 Provided that a compliant procurement process is underway a contract may be extended to complete procurement and contract negotiations by up to 3 months subject to agreement of the Procurement Manager.

6.3 **Single Tenders/Quotes.** All single tenders/quotes shall be reported to and recorded by the Procurement Manager in a register kept for that purpose.

6.4 **Head of Service Approval.** A Head of Service can approve a single tender/quote:

- (a) if the Head of Service considers that the work is of an emergency nature or is necessary to enable the service to continue and is reported to the next meeting of Cabinet.
- (b) for ongoing maintenance of propriety IT systems or where work to be executed or goods, services or materials to be supplied consist of repairs to or the supply of parts of existing proprietary machinery, equipment, hardware or plant and the repairs or the supply of parts cannot be carried out practicably by alternative contractors provided:
 - ◆ there is evidence that it is a propriety system;
 - ◆ the initial contract award was compliant with this Code;
 - ◆ the renewal is for a period not greater than 4 years (this is the time interval the EU uses to calculate contract value for ongoing contracts);
 - ◆ the total ongoing value does not exceed the EU threshold.
- (c) where a single expression of interest is received for a competition run in accordance with the quote procedures (paragraphs 5.3 (a) & (b)) provided that:
 - ◆ a clear description of the requirement has been advertised (paragraph 2.2) for an adequate period;
 - ◆ the sole prospective supplier is kept unaware of their status;
 - ◆ the process for seeking the quote is compliant.

- (d) where a new extension is proposed to a contract awarded under quote procedures (paragraphs 5.3 (a) & (b)) provided:
 - ◆ the value of the proposed and all previous extensions to the contract are:
 - a. not greater than 10% of the advertised requirement for goods and services, or
 - b. or not greater than 15% of the advertised requirement for works;
 - ◆ the extension does not materially change the nature of the contract;
 - ◆ the initial contract award was compliant with this Code.
 - ◆ the extension is recorded in the Contracts Register.

- (e) where the HoS considers a single quote is in the Council's best interest and:
 - ◆ the total value is less than £25,000; and
 - ◆ the details and justification are reported to the next quarterly Corporate Governance Committee.

6.5 **Monitoring Officer Approval.** A Head of Service after consulting the Monitoring Officer may obtain a single tender or quotation when no satisfactory alternative is available:

- (a) Prices are wholly controlled by trade organisations or government order and no reasonably satisfactory alternative is available.
- (b) Specialist consultants, agents or professional advisers are required and
 - ◆ there is no satisfactory alternative; or
 - ◆ evidence indicates that there is likely to be no genuine competition; or
 - ◆ it is in the Council's best interest to engage a particular consultant, agent or adviser.
- (c) Products are sold at a fixed price, and market conditions make genuine competition impossible.
- (d) With the Monitoring Officer's agreement, considers that it is in the Council's best interest in negotiating a further contract for works, supplies or services of a similar nature with a contractor who is currently undertaking such work and is reported to the next meeting of cabinet.
- (e) For reasons of interoperability/interchangeability or substantial duplication of costs.

6.6 If the single quote/tender option is used, the Manager shall:

- (a) seek approval of the Monitoring Officer; and
- (b) retain records that demonstrate that the best price or value for money has been obtained from the negotiations with the contractor.

7. LIST OF APPROVED TENDERERS

7.1 Tenders shall be invited from at least three contractors selected from an approved list established in accordance with this paragraph of the Code. Vetting is not normally required as the contractor was vetted to join the list.

7.2 The Council uses 2 types of list of approved contractors:

(a) Third party vetted lists of contractors that are compiled and maintained by an external organisation. Only external organisations approved by the Procurement Manager, after consultation with other relevant Manager(s) shall be adopted. The Procurement Manager shall ensure that the external organisation and approved list of contractors is detailed in Procurement Protocols & Guidelines.

(b) Ad-hoc list of approved tenderers. If a Manager believes that the approved list of tenders does not allow him to obtain sufficient competition for 'Best Value', the Manager shall write to the Procurement Manager seeking approval to source additional contractors or create an ad-hoc list of approved tenderers.

7.3 Subject to approval as required in paragraph 7.2(b) the Manager shall:

(a) issue a public notice inviting applications for inclusion on a specific approved list for the supply of goods, services or materials.

(b) vet (as detailed at paragraph 9.1) all contractors replying to the public notice or who have requested within the previous 12 months to be considered for work of a similar nature;

(c) only include contractors satisfactorily completing the checks;

(d) tell all potential suppliers how the approved list operates

(e) ensure the ad-hoc list shall only be used for seeking tenders for the supply of goods, services or materials specifically detailed within the original public notice;

7.4 The Procurement Manager in conjunction with the relevant Managers shall review the continued suitability of any List of Approved Tenderers periodically and at least prior to the third anniversary of its initial or further adoption.

8. FRAMEWORKS

8.1 All contractors on the framework (or lot if split into lots) shall be invited to submit a tender or quotation unless:

(a) the framework explicitly permits direct award;

(b) the proposed award is less than the tender threshold (£100,000); and

(c) the Head of Service can show both objective reasons for the selection of a supplier and evidence of best value.

8.2 No public notice is required and general Terms & Conditions are set in the original framework contract but additional Terms & Conditions specific to the requirement may be permitted. Vetting is not normally required as the contractor was vetted as part of the original framework competition.

- 8.3 When advertising any contract or framework, Managers shall name any wholly publicly owned Local Authority Trading Company (LATC) (eg: "Huntingdonshire Ventures").

9. COMPETITION

9.1 Shortlisting and Restricted Tenders

- (a) Restricted (shortlisting) tenders are not permitted for competitions below the EU threshold.
- (b) Where allowed, the Manager shall undertake sufficient vetting to ensure that all contractors:
- ◆ comply with minimum standards of Insurance;
 - ◆ have the necessary Health & Safety policy and performance and (where applicable) membership of the Contractor's Health and Safety Scheme or equivalent health and safety standard;
 - ◆ are financially viable based on a risk based assessment;
 - ◆ have an appropriate environmental policy;
 - ◆ comply with equalities legislation and policy; and
 - ◆ possess the experience and capacity required.
- (c) The Procurement Manager shall provide an appropriate questionnaire for the purpose of vetting contractors.
- ~~(d) Managers wishing to have a Pre-Qualification Questionnaire returned in electronic format (eg: Excel) must tell suppliers to use the designated email address "procsupport@huntingdonshire.gov.uk" and inform the Procurement Manager of the closing date. The Procurement Manager shall forward the Pre-Qualification Questionnaires to the Manager after the closing date.~~

9.2 Open Tenders/Quotes

- (a) Provided the Manager complies with paragraph 2.2 and is satisfied that Expressions of Interest received represent contractors with genuine interest and capacity, then no further public notice is required. Otherwise public notice may be given in one or more newspapers and/or in an appropriate trade journal. The notice shall state the nature and purpose of the contract, where further information and documentation can be obtained, and state the closing date for the process.
- (b) An Invitation to Tender (ITT) or Request to Quote (RFQ) shall be sent to all contractors expressing an interest. ITTs and RFQs may include an appropriate suitability questionnaire. The Procurement Manager shall provide a suitable questionnaire.

9.3 Invitations to Tenders (ITT) and Requests for Quotations (RFQ)

Managers shall ensure that all ITTs and RFQs include;

- (a) approved contract terms in accordance with paragraph 13.1 of this Code;

- (b) a clear statement that explains if the bid is to be evaluated on the basis of the most economically advantageous tender (best value).

9.4 Evaluation Criteria

Except where the Cabinet decides otherwise, all formal quotations or tenders that are being sought shall:

- (a) be based on a definite written specification, which shall include consideration (where relevant to the requirement) of:
 - ◆ environmental performance including low energy and water consumption and the elimination of substances hazardous to health and the environment.
 - ◆ delivery of social benefit (for services only)
 - ◆ inclusion of Small & Medium sized Enterprises
- (b) include award criteria,
- (c) include specific weightings applied to individual award criteria, and
- (d) if appropriate, include a requirement for a performance bond and liquidated damages

9.5 Non-Traditional Procurement

If a Manager believes that by following one of the procurement procedures detailed in paragraph 9 above that the procurement process will not provide him with the most appropriate method of delivery, the most competitive prices, allow for continuous improvements in delivery, or stifle innovation, then they may suggest alternative procurement strategies.

The Manager shall produce in accordance with guidance issued by the Procurement Manager and prior to proceeding with the procurement, a written acquisition strategy that shall be approved by the Monitoring Officer and the Cabinet.

10. SUB-CONTRACTS AND NOMINATED SUPPLIERS

10.1 Quotations or tenders for sub-contracts to be performed or for goods, services or materials to be supplied by nominated sub-contractors shall be invited in accordance with this Code.

10.2 The relevant Manager is authorised to nominate to a main contractor a sub-contractor whose quotation or tender has been obtained in full accordance with this Code.

11. RECEIPT AND OPENING OF TENDERS AND QUOTATIONS

11.1 Contractors shall be notified that tenders or formal quotations are invited in accordance with this Code. No tender or formal quotation will be considered unless -

- (a) it has been received via the [e-tendering](#) or e-marketplace 'sealed quote' facility; or
- (b) it is contained in a plain envelope/packet which shall be securely sealed and shall bear the word "Tender" or "Quotation", the Unique Reference Number (URN) from the Contracts Register; and the envelope shall not

bear any distinguishing matter or mark intended to indicate the identity of the sender. Such envelope shall be addressed

- ◆ impersonally to the 3Cs Head of Legal Practice if it contains a “Tender”, or
 - ◆ the appropriate Manager if it contains a “Quotation”; or
- (c) RFQs (Formal Quotations) may be sent electronically to a specific e-mail address, which the appropriate Manager shall obtain from the IMD Service Manager. The IMD Service Manager shall ensure that the e-mail address is secure.

11.2 All Officers shall comply with the procedure note ‘Procedure for the Receipt of Tenders and Formal Quotations’ which can be found on the Procurement internet pages.

11.3 All tenders or quotations upon opening shall be recorded in writing on either a tender or quotation opening record unless the Contracts Register is being completed contemporaneously. The format of the opening record shall have been previously agreed with the Monitoring Officer and 3Cs Head of Legal Practice.

11.4 Any tenders or quotations received after the specified time may in exceptional circumstances be accepted by 3Cs Head of Legal Practice, otherwise they shall be returned promptly to the contractor by the 3Cs Head of Legal Practice or his nominated officer in respect of tenders, or by the appropriate Manager or his nominated officer in respect of a formal quotation.

11.5 Late tenders shall be rejected once any other tender/quotation has been opened. The tender or quotation may be opened to ascertain the name of the contractor but no details of the tender or quotation shall be disclosed.

12. ACCEPTANCE OF TENDERS AND QUOTATIONS

12.1 The appropriate Manager shall evaluate all the tenders or quotations received in accordance with the award criteria set out in the bid documentation and shall accept, subject to the provisos set out in this paragraph, the most economically advantageous tender or quotation, as evaluated against the award criteria.

12.2 Tenders or quotations exceeding the approved estimate may only be accepted once approval to further expenditure is obtained.

12.3 If the most economically advantageous quotation exceeds £100,000 but -

- (a) is within 15% of the original estimate and budget, the appropriate Head of Service may accept the quotation without seeking further competition; or
- (b) is in excess of 15% of the original estimate then the Head of Service shall consult the Procurement Manager and obtain the approval of the Monitoring Officer that the quotation can be accepted otherwise a competitive tender exercise in accordance with paragraph 9.1 above shall be carried out.

12.4 A tender or quotation shall not be accepted -

- (a) where payment is to be made by the Council and it is not the most economically advantageous tender or quotation in accordance with the award criteria set out in the tender or quotation documentation; or

- (b) if payment is to be received by the Council and the tender or quotation is not the highest price or value;
- (c) unless –
 - ◆ the Cabinet have considered a written report from the appropriate Head of Service/Service Manager, or
 - ◆ in cases of urgency, the Monitoring Officer has consulted and obtained the approval of the relevant executive councillor. Tenders or quotations accepted in this way shall be reported by the appropriate Manager to the next meeting of the Cabinet.

12.6 Arithmetical Errors and Post-Tender Negotiations

- (a) Contractors can alter their tenders or quotations after the date specified for their receipt but before the acceptance of the tender or quotation, where examination of the tender or quotation documents reveals arithmetical errors or discrepancies which affect the tender or quotation figure. The contractor shall be given details of all such errors or discrepancies and afforded an opportunity of confirming, amending or withdrawing his offer.
- (b) Post-tender negotiations shall not be used to degrade the original specification unless:
 - ◆ the capital or revenue budget is exceeded; or
 - ◆ other special circumstances exist;
 - ◆ in which case the Monitoring Officer and Procurement Manager shall decide which of those contractors who originally submitted a tender or quotation shall be given the opportunity to submit a further bid based upon a degraded specification. This decision shall be recorded in writing.
- (c) In evaluating tenders, the appropriate Manager may invite one or more contractors who have submitted a tender to submit a revised offer following post-tender negotiations.
- (d) All post-tender negotiations shall:
 - ◆ only be undertaken where permitted by law and where the appropriate Manager and Monitoring Officer and 3Cs Head of Legal Practice consider additional financial or other benefits may be obtained which over the period of the contract shall exceed the cost of the post-tender negotiation process;
 - ◆ be conducted by a team of officers approved in writing by the Monitoring Officer and 3Cs Head of Legal Practice;
 - ◆ be conducted in accordance with guidance issued by the 3Cs Head of Legal Practice; and
 - ◆ not disclose commercially sensitive information supplied by other bidders for the contract.

- (e) The appropriate Manager shall ensure that all post-tender negotiation meetings are properly minuted with all savings and benefits offered clearly costed. Following negotiations but before the letting of the contract, amendments to the original tender submitted shall be put in writing by the contractor(s) and shall be signed by him.

13. TERMS OF BUSINESS AND THE FORM OF CONTRACTS

13.1 All orders placed by the Council shall be on the Council's Standard Terms and Conditions (T&Cs) except for:-

- (a) [Any purchase at a public auction.](#)
- (b) Any framework or contract formally adopted by the Council.
- (c) Purchasing Agency (e.g. ESPO, Crown Commercial Service) arranged contracts and orders.
- (d) Orders of a total value of less than £ 25,000 where the goods or service are purchased on a 'retail' basis on terms available to the general public.
- (e) Orders for software where the licence is for a 'standard' product but not where any form of modification, customisation, development or on-site service is required for the 'standard' product.
- (f) Any contract where
 - ◆ the estimated total value is likely to exceed £100,000; or
 - ◆ significant risk to performance, cost or delivery is identified; or
 - ◆ if a specialist category (eg: works, IT, professional services, concessions),

then the contract shall be in writing in a form approved by the 3Cs Head of Legal Practice. Managers shall ensure that advice of the 3Cs Head of Legal Practice is sought at a stage as early as practicable (normally before the issue of an Invitation to Tender).

13.2 Managers shall not use Contractor's documentation to order, acknowledge, instruct to proceed or make any other commitment where the documentation makes any reference to the Contractor's T&Cs. Except where permitted at paragraph 13.1, if a contractor formally insists on trading on T&Cs other than the Council's T&Cs, the Procurement Manager shall be informed.

13.3 In the case of any contract likely to exceed £100,000 for the execution of works or for the supply of goods, services or materials, the Manager after consulting with the Procurement Manager and the Monitoring Officer shall consider whether the Council should require security for its due performance and shall either certify that no such security is necessary or shall specify in the specification of tender the nature and amount of the security to be given. In the latter event, the Council shall require and take a bond or other sufficient security for the due performance of the contract.

13.4 Managers shall produce the final version of all contracts in 2 copies. Where the total value of a contract exceeds £100,000 both copies shall be presented to the Head of Resources for signature. Once signed by the contractor, the signed contract, all original documents, including specifications, drawings, tender documents and correspondence relating to shall be forwarded by the 3Cs Head of Legal Practice. Where the total value of the contract is less than £100,000 the

relevant Manager shall make arrangements for the retention of all the original documentation.

13.5 Managers shall maintain a record (in the form detailed in the Procurement Protocols & Guidance) for their area of each contract or agreement (both written and verbal agreements).

13.6 Managers shall include one of the specific T&Cs listed in the Procurement Home Page in all contracts. Where a Manager considers a term or condition inappropriate they shall seek advice of the 3Cs Head of Legal Practice on the modification or deletion of the term or condition.

14. LETTERS OF INTENT

14.1 Letters of intent provide a contractor with the authority to proceed prior to the award of a contract. However, letters of intent have two main disadvantages:-

- (a) if the contract is not awarded the contractor is entitled to payment regardless as to whether the work was actually needed;
- (b) the Council's negotiating position is weakened as the contractor may believe actual award of contract is a formality and therefore, the contractor may refuse to accept conditions that are seen as disadvantageous.

14.2 Managers shall ensure that:-

- (a) all letters of intent are in a form approved by the 3Cs Head of Legal Practice; and
- (b) all letters of intent are signed by the appropriate Budget Manger with sufficient authority for either the value of the intended contract or the estimated value of any 'extension' period defined in the letter of intent if below £100,000 , otherwise by the Head of Resources.

15. POST-COMPETITION DEBRIEFS

15.1 For all contracts greater than £25,000, Managers shall maintain records of selection and evaluation scoring and where requested by participating suppliers, provide a suitable post-tender debrief in writing. For contracts greater than £100,000 , unsuccessful tenderers shall be advised in writing of the winning supplier, the value of the contract awarded and the strengths and weaknesses of their tender and the advice of the Procurement Manager shall be sought on the format and scope of the debrief.

16. PUBLISHING CONTRACT AWARDS

16.1 Contract Award Notices shall be published within 90 days of contract award in the appropriate online system:

- ◆ Contracts Register if greater than £5,000, and.
- ◆ Contracts Finder if greater than £25,000 (including awards under mini-competition using a framework) or if advertised in Contracts Finder, and
- ◆ The Official Journal of the European Union if greater than the promulgated EU threshold.

17. LOCAL GOVERNMENT ACT – COMMUNITY RIGHT TO CHALLENGE

The Local Government Act permits relevant bodies (charities, community bodies, town & parish councils and staff) to submit Expressions of Interest to provide Council services. The Procurement Manager shall maintain and publish a timetable for the submission of Expressions of Interest. All Expressions of Interest received from relevant bodies should be forwarded to the Policy, Performance and Transformation Manager (Scrutiny).

18. RETENTION OF DOCUMENTS

18.1 Managers shall ensure that every contract or quotation is assigned the Unique Reference Number (URN) from the Contract Register, which is to be used in all correspondence. Any Division or reference may be included in addition to the URN shall comprise abbreviation for the Division and year. Formal amendments to a contract or order should also be given unique numbers showing the order in which the amendments were made.

18.2 Documentation retention periods are dictated by the Statute of Limitations and (where applicable) EU requirements. The following rules apply:-

- (a) retention for 12 years from the date of completion of the contract for contracts made under deed;
- (b) retention for 6 years from the date of completion of the contract:-
 - ◆ Contract Documents
 - ◆ Hire/Rental Agreements
 - ◆ Successful Tenders
 - ◆ Summary of Tender Opening
 - ◆ Disposal Board papers
 - ◆ All selection and evaluation scoring and reports
 - ◆ Goods Received Notes
 - ◆ HM Customs and Excise Import documentation
 - ◆ Invitations to Tender/Quotation Requests
 - ◆ Maintenance/Software licence agreements
 - ◆ Specifications
 - ◆ Successful Quotations
 - ◆ Suppliers' Advice Notes;
- (c) retention for 3 years after the last entry:-
 - ◆ Stock and Purchase Record Cards or Registers
- (d) retention for 2 years after the financial year to which the document relates:-
 - ◆ Unsuccessful Quotations.
 - ◆ Unsuccessful Tenders.

19. FREEDOM OF INFORMATION ACT 2000 (FOIA)

Managers shall ensure that the handling of requests for procurement information complies with the detailed guidance published as Procurement Protocols & Procedures and the general FOIA guidance published by the Council's Freedom of Information Officer.

20. CONFLICTS OF INTEREST

20.1 Where a potential conflict is declared by an officer or otherwise recognised, the HoS shall ensure the relevant company and businesses areas are identified. Other business areas are exempt from the procedure.

20.2 The following procedure is applied according to value:

(a) Low value (less than £100,000)

- ◆ HoS shall arrange for specifications/evaluation criteria written by the affected officer to be independently vetted;
- ◆ HoS shall appoint 2 independent officers to evaluations were the relevant company participates; and
- ◆ HoS shall ensure independent vetting of evaluations were the relevant company becomes the preferred bidder.

(b) High Value (greater than £100,000). Where the relevant company bids or is considered likely to bid the HoS shall ensure participation by the affected officer is limited to providing specialist advice.

20.3 If a conflict of interest becomes apparent once a procurement is underway but before contract award the HoS shall seek the advice of the Procurement Manager and 3Cs Head of Legal Practice on how to proceed. If discovered after contract award, the HoS shall refer the matter to the Monitoring Officer.

21. Interims, Consultants and Contractors

21.1 The Manager responsible for appointing any Interim, Consultant or Contractor (ICC) shall:

- (a) if engaged through an agency, provide the agency with any information requested about the role.
- (b) if engaged directly, use the HMRC's online employment status tool to check the ICC's tax status and record the outcome. If the ICC is deemed an employee then HR shall be provided with the details of the engagement.

22.2 If the ICC will be responsible to the Council for the management or supervision of a contract on its behalf, then the Manager shall provide the ICC with a copy of this Code and ensure that it shall be a condition of the engagement that the ICC shall:

- (a) comply with this Code; and
- (b) at any time during the carrying out of the contract produce to the appropriate Manager, on request, all the records maintained in relation to the contract; and

- (c) on completion of the contract transfer all records produced or received that relate to the contract to the appropriate Manager.

22. PROCUREMENT TRAINING

22.1 The Procurement Manger shall create, maintain and arrange the delivery of training for Officers undertaking procurement duties.

22.2 Managers shall ensure that all Officers routinely undertaking purchasing or procurement duties where the gross value of the procurement is £5,000 or more shall have undertaken appropriate training.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Enforcement Policy

Meeting/Date: Council – 21st February 2018

Executive Portfolio: Executive Councillor for Community Resilience, Well-being and Regulatory Services – Councillor Mrs A Dickinson

Report by: Head of Community

Wards affected: All

Executive Summary:

This report presents for approval a revised and updated Corporate Enforcement Policy designed to operate across the Council regulatory services broadly within the remit of the Community and Development Services.

The principles of the policy are focused on securing ‘certainty and consistency’ in the Council’s approach to breaches of regulatory control and how the Council will operate in terms of process and penalty in seeking to advise, guide and resolve such issues in the public interest and whilst aligning to the Councils strategic objectives for growth.

Recommendations:

That the Council:-

- 1. approve the Corporate Enforcement Policy Statement (Appendix A), and the Corporate Enforcement Policy (Appendix B); and**
- 2. authorise the Head of Community and Head of Development Services to make minor editorial changes to the Corporate Enforcement Policy Statement (Appendix A) and the Corporate Enforcement Policy (Appendix B) which by definition make no change to the scope or meaning of the Policy.**

1. PURPOSE OF THE REPORT

- 1.1 The Council has statutory responsibility for the regulation of a wide range of activities which impact upon our residents, visitors, communities and businesses. These include environmental health, licencing and planning. In addition, the Council is also responsible for developing and implementing local regulations covering issues such as littering and dog control.
- 1.2 Allied to these responsibilities is the need for the Council to have an effective and efficient enforcement process that operates with due efficacy. The objective is to maximise clarity, certainty and consistency for everyone in the process as to how the Council will operate in resolving known breaches of regulatory control. Officers will be able to focus activity on timely and meaningful action. Members will be able to play a supporting ambassadorial role within their communities in explaining how such matter are resolved and the various actions and timescales involved to achieving solutions.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The aims in developing a single policy to cover regulatory enforcement have been to ensure, as far as possible, appropriate prioritisation of enforcement work, consistency of approach and clarity of expectation. Ultimately, this will be captured in a range of policy and operational documents, with an overarching Policy Statement 'on a page' as at Appendix A.
- 2.2 Council Officers will use the policy and matrix toolkit to ensure suspected breaches are investigated and resolved in a prioritised and proportionate manner, leading to the earliest feasible resolution and the focus of resources on a 'lean' approach to caseloads. The "why and how" of the Council's enforcement activities are set out at Appendices B & C.

3. ANALYSIS

Policy Development

- 3.1 The Policy Statement, and Policy(Appendices A & B) covers the general aims of enforcement, the national guidance and government expectations, and sets out guiding principles for enforcement activities.
- 3.2 In summary, the suggested Council approach is:
- ensuring compliance with the relevant legislation and associated regulations whilst enabling business growth;
 - supporting individuals or businesses to achieve compliance;
 - proportionate and transparent, with frequent and clear communication
 - solutions sought at the lowest level likely to secure compliance;
 - penalty action in cases of serious breaches or where individuals or businesses are not co-operating in an open or timely way.

Operational Guidance

- 3.3 The Operational Guidance (Appendix C) provides more detail on how enforcement will be carried out in practice. It sets out an enforcement model which details how different forms of breach will be prioritised, investigated and escalated toward achieving a compliance solution.
- 3.4 The matrix model is set out for easy reference as follows:-

- Types of breaches listed in the left hand column, with individual lines showing the available enforcement options and escalation routes;
 - White section showing the initial priority to be given to reports of potential breaches;
 - Coloured sections showing increasing levels of action and formality of enforcement interventions, from green through amber to red, with escalation of potential penalty;
 - Checked boxes showing options which would normally be discounted as inappropriate due to the nature of the breach.
- 3.5 The model maximises the certainty of actions to be taken but cannot be absolutely prescriptive, as the Council must retain an element of flexibility and discretion in determining the best way to resolve a breach. National guidance suggests formal enforcement should be a matter of last resort and there may be circumstance where breaches could simply be tolerated due to little demonstrable harm to the public or environment.

4. KEY IMPACTS / RISKS

- 4.1 The introduction of a singular Corporate Enforcement Strategy for the 'Delivery' Directorate will enhance the certainty and consistency of the Councils activities around regulatory compliance and reduce the risk of process failures or customer confusion on outcomes and timescales.

5. WHAT ACTIONS WILL BE TAKEN FOR IMPLEMENTATION

- 5.1 The Corporate Enforcement Policy, as a key corporate policy, requires Council approval. Once, approved, the policy will become effective immediately. Its delivery will be monitored by the appropriate service Committees, primarily Licensing and Protection Committee and Development Management Committee. Key delivery indicators will also be routinely reported through the Council's standard performance management systems.

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

- 6.1 This policy will contribute to the Council's objectives of being an Efficient and Effective Council that is customer focussed and works strongly to enable growth, economic success and protect the environment.

7. CONSULTATION

- 7.1 This policy has been evolved through Member reference groups and direct consultation with the Executive Councillor and Chair and Vice Chair of the relevant service Committees.
- 7.2 Comments from the Overview and Scrutiny Panel (Communities and Environment), Development Management Committee, Licensing and Protection Committee and Licensing Committee have been positive, welcoming the development of a consistent and transparent approach to enforcement. Specific comments have now been incorporated into the attached document. The policy was also endorsed by the Cabinet at their meeting on 8th February 2018.
- 7.3 Members wished to ensure that the enforcement afforded appropriate priority to low level environmental issues, including fly-tipping and fly-posting. Members stressed the importance of working with partner organisations to ensure wider

enforcement consistence, where possible. Members requested that, wherever practical, the officers should provide information on timescales for enforcement action. The guidance document has been amended to reflect these points.

8. LEGAL IMPLICATIONS

- 8.1 The policy itself will be compliant with the general principles and objectives of national regulatory guidance, with Officers giving due consideration to detailed regulatory provisions relevant to that case when determining appropriate action on resolving a breach.

9. RESOURCE IMPLICATIONS

- 9.1 The introduction of this policy will enable existing Officer resource to be focused on clear prioritised and timely actions, with the expectation of responsiveness from those in breach. This should lead to more efficient and effective working on 'lean' principles within existing resource capacity.
- 9.2 Effective implementation of the policy will also hinge on Members taking a proactive and ambassadorial role within their communities as to how the Council responds to enforcement activity and managing expectation.

10. REASONS FOR THE RECOMMENDED DECISIONS

- 10.1 Adoption of a Corporate Enforcement Strategy responds directly to the need for the Council to have an effective and efficient enforcement process that operates with due efficacy. The objective is to maximise clarity, certainty and consistency for everyone in the process as to how the Council will operate in resolving known breaches of regulatory control.

LIST OF APPENDICES INCLUDED

Appendix A – Policy Statement
Appendix B – Enforcement Policy
Appendix C – Operational Guidance

BACKGROUND PAPERS

None

CONTACT OFFICER

Name/Job Title	Finlay Flett, Operational Manager
Tel No	01480 388377
Email	finlay.flett@huntingdonshire.gov.uk

HUNTINGDONSHIRE DISTRICT COUNCIL
STATEMENT OF CORPORATE ENFORCEMENT POLICY

Huntingdonshire District Council (HDC) is the statutory regulator and enforcement body for a range of service areas, with statutory duty to ensure compliance.

HDC views effective regulation as being essential in providing a safe environment for the district of Huntingdonshire, its residents, its visitors and its businesses. Our regulatory work will support our residents and businesses and support our wider strategic objectives for sustainable growth.

We will investigate reports of regulatory breaches in a timely and transparent manner, with priority being given to potentially serious breaches and situations where immediate action may be required to ensure public safety or prevent permanent damage to vulnerable sites.

If enforcement action is required, we will take sequential action which is proportionate and transparent.

Where we find regulatory breaches, we will seek to work constructively with the individuals or businesses involved to rectify the situation. We will:

- identify regulatory breaches and advise on steps required to comply with the relevant legislation.
- advise on an acceptable timetable for achieving compliance
- take all necessary steps if voluntary compliance is not achieved.

If enforcement action is required, we will take sequential action which is proportionate and transparent, and ultimately, Court action if necessary.

These policy principles will be detailed in an operational guidance document for Council officers, setting out expectations for investigating and taking enforcement action against identified regulatory breaches and the associated steps for action on each main type of scenario.

February 2018

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Corporate Enforcement Policy

Purpose of the Policy

The purpose of this policy is to provide certainty and consistency in an over-arching framework that explains the Council's approach to its regulatory duties, guides Officers in enforcement work and offers insight into the role of enforcement in the achievement of the Council's wider strategic objectives. The policy will help us achieve transparency and consistency and make sure that enforcement is effective and proportionate. It will help keep the public and environment safe while supporting the general aim of enabling growth.

Aim of the Policy

The aim of this policy is to establish a regulatory and enforcement framework that enables the Huntingdonshire area to be successful by ensuring expedient compliance with the various regulatory regimes within which the Council provides its services. In delivering effective regulation and enforcement, we will be proportionate, transparent, fair and effective, working at the lowest possible level to help individuals and businesses comply with the law and the associated regulatory guidance.

Establishing this policy is intended to clarify the Council's potential responses to different forms of regulatory breach without restricting its enforcement options.

The intent of the policy is to be clear that, in regulating activities, the Council will work with those being regulated to help achieve compliance. It is also to set clear expectations that, if required, the Council will escalate actions and take enforcement if non-compliance continues. We will be clear about process and clear about whether particular activities can continue or need to be ceased.

Helping to deliver Huntingdonshire's priorities

Effective regulation and appropriate enforcement linked with this policy will contribute to the delivery of Huntingdonshire District Council's strategic aims. This policy will make specific contributions to Huntingdonshire's priorities as outlined below:

Enabling Communities

Objective: - Create, protect and enhance our safe and clean built and green environment

Regulatory services impact on the environment and the use of land and premises. Effective regulation and enforcement will help protect these and make sure that individuals and businesses act responsibly when accessing and interacting with the environment.

Delivering Sustainable Growth

Objective: - Accelerate business growth and investment

Objective: - Support development of infrastructure to enable growth

Our aim is to develop and operate regulatory and enforcement services which help, not hinder businesses in their operation and growth. We aim to ensure compliance with the law through the provision of a range of services including, advice, information and appropriate support- with targeted and proportionate enforcement only when necessary.

Becoming a More Efficient and Effective Council

Objective: - Become more efficient and effective in the way we deliver services

Objective: - Become a customer focused organisation

The development and delivery of a corporate enforcement policy will help us focus on issues which are important and reflect the needs of our community, helping individuals and businesses comply with their legal responsibilities. This approach will help us become more efficient, removing duplication, streamlining processes and ensuring consistency and certainty of approach as we work within multiple legal frameworks.

Scope of the Policy

This policy provides an over-arching framework for enforcement linked to the Council's regulatory duties so will provide a banner under which these services operate. It will establish a set of common principles and objectives within which these will be provided, allowing our customers to understand our approach and have a reasonable expectation of how we will carry out regulatory and enforcement activity, whatever specific services are involved.

Some of our work is governed by specific legislation and statutory guidance which sets out prescribed procedural approaches which must be followed. This policy is not intended to over-write or contradict these, rather it is to explain the Council's approach to regulation and enforcement in general terms.

The policy will cover the following service areas:

- Animal Health and Welfare, including dog control;
- Animal licensing;
- Community Safety, including Anti-Social Behaviour and Enviro-Crime;
- Environmental Health, including food safety, pollution control, nuisance;
- Private sector housing ;
- Health and Safety;
- Licensing, including personal, premises and event licences, Hackney carriage and private hire regulation;
- Planning and Development Management

This is intended to be an indicative rather than an exhaustive list and will be subject to change over time should the Council's regulatory duties change in the light of legislation, statutory guidance or case law.

The policy will cover all incidents, accidents, activities, actions or acts of omission by individuals, organisations or businesses which are in breach of legislation and which have the potential, if unchecked, to result in legal action.

The policy will not include enforcement activities linked to off-street parking, benefit issues, fraud and serious crime, which are covered by service-specific protocols.

Regulation and Enforcement

Many aspects of our lives are controlled by the law. The Government has legislated to control individuals, businesses, processes and our impact upon the environment. Generally, this legislation is in place to protect the public and the environment from misuse and hazard. The Council has a statutory duty to monitor, regulate and enforce in a range of areas set out by the Government.

We will take an approach to regulation which is risk-focussed and intelligence-led. Our inspection activities will be targeted at areas, activities, individuals and businesses which pose the most significant risks and we will act appropriately on data and received information to target our work.

We believe that the vast majority of individuals, organisations and businesses want to comply with the law. Wherever possible, we will help them to do so. As a general rule, our contact will be supportive and, wherever possible, we aim to ensure compliance with legislation through the provision of support, advice and information- ensuring that we promote understanding of both statutory responsibilities (minimum standards) and good practice (desirable standards). Where things have gone wrong, our primary focus will be to ensure that they can be put right and that the public are protected from the impact of poor practice. In all cases, our activities will be delivered in a clearly articulated timescale and our officers will clearly communicate expectations and next steps.

On occasion, it will be necessary for us to take action under the relevant statutory framework. This may be due to finding serious problems, finding issues which present dangers to people or the environment, finding issues which have not been resolved satisfactorily despite previous advice or action, or finding evidence of criminal acts. In these cases, we will act in a manner which is fair, consistent and proportionate to the individual set of circumstances we are dealing with at the time.

Our approach to Enforcement

Enforcement will aim to protect and enhance the environment of Huntingdonshire and to protect and improve the quality of life of its residents and businesses.

The Council is committed to providing a timely, robust and proportionate, regulation and enforcement system for the issues which we are responsible for. When we are carrying out enforcement activity, we will do so fairly, in accordance with a nationally recognised set of principles, and by officers who are competent, suitably experienced and appropriately authorised to carry out this important work.

Where appropriate, we will work with partners and other appropriate external agencies to assess risk, exchange information, process data and provide appropriate and proportionate enforcement services.

Enforcement principles

The Council is committed to the principles of good enforcement set out in the **Enforcement Concordat** and other guidance issued by Government departments. These principles are:

- **Standards:** We will set clear standards for our level of service and performance. We will monitor our performance and strive to improve;
- **Openness:** We will Provide information on regulations and enforcement practice, discuss compliance failures or problems with anyone experiencing difficulties. We will disseminate information widely and we will be approachable to business;
- **Helpfulness:** We will provide clear advice, confirmed in writing if appropriate. We will distinguish between best practice advice and legal requirements. We will consider providing an opportunity for discussion before formal enforcement action. We will give a clear explanation of the need for any immediate action. We will focus on preventative activity.
- **Complaints:** We will welcome complaints regarding our enforcement and investigate them thoroughly where there are clear material issues;
- **Proportionality:** We will aim to tailor enforcement action to minimise costs of compliance. We will prosecute when proportionate to bring serious offenders to account;

- **Consistency:** We will have effective arrangements to promote consistency and, where appropriate, liaise with other enforcement bodies;

We will apply the principles of the **Regulators' Compliance Code** to promote an efficient and effective approach to regulatory inspection and enforcement, improving the outcome of regulation without imposing unnecessary burdens on individuals or businesses. These principles are:

- Regulators should allow, or even encourage, economic progress and only intervene when there is a clear case for protection;
- Regulators should use comprehensive risk assessment to concentrate resources on the areas that need them most;
- Regulators should provide authoritative advice easily and cheaply. No inspection should take place without a reason;
- Businesses should not have to give unnecessary information;
- Businesses that persistently break regulations should face meaningful sanctions;
- Regulators should be accountable for the effectiveness of their activities.

If necessary, enforcement may be carried out by the Council, in association with appropriate partners, or through the appropriate Primary Authority if one exists.

Responding to reports of possible regulatory breaches

Reports of potential breaches will receive an initial assessment in order to determine whether a prioritised (urgent) response is required, whether there is possible offending taking place and which officers should lead on any necessary investigation and enforcement.

Investigations

Where necessary, we will carry out investigations in order to determine whether the law has been broken and to gather an appropriate amount and standard of evidence to provide a sufficient standard of proof to meet the requirements of the level of enforcement which is deemed appropriate. These investigations will be carried out within a prescribed timescale, dependent upon the nature of the breach.

Investigations may involve: monitoring environmental or other physical data; conducting interviews, either informally or under PACE (Police and Criminal Evidence Act) conditions, taking photographs, taking video recordings; monitoring via overt or covert CCTV, using powers of entry to gain access to premises or other legally available means deemed necessary and proportionate. Investigations will prioritise the early identification of all relevant parties in order that any necessary action will not be delayed unduly.

All investigations will be undertaken in adherence with the relevant statutory requirements of the legislation involved and will be compliant with the Regulation of Investigatory Powers Act 2000 and the Protection of Freedoms Act 2012. All information shared with other agencies will be in accordance with agreed Information Sharing Protocols. All information will be handled in accordance with the Data Protection Act and all current data protection guidance.

Enforcement Action

Being committed to the principles outlined above, wherever possible our approach will be to resolve problems and ensure safe operations and appropriate protection of the public and the environment. We will aim to provide advice and information and be clear in this about the difference between good practice advice and legal requirements. Where intervention is required, we will aim to provide informal interventions, only proceeding to formal interventions and legal action where this is

necessary, proportionate and in the public interest. Instances of non-compliance and failure to co-operate will lead to an escalation of action.

Where we take action, this will have the objectives of achieving compliance with the relevant legislation within a reasonable, explicitly stated, timescale and, if appropriate, seeking appropriate redress from the individual, organisation or business which is subject to this action.

Action will be proportionate to the harm caused by the offence. Harm will be assessed in terms of direct impact of the offence and any potential indirect impact.

Informal action could include: providing verbal advice; accepting voluntary undertakings; giving verbal warnings. It is likely that advice requiring improvement works or acceptance of voluntary undertakings to carry out improvements will be time-bound, generally offering a period of up to one month to make such improvements as are deemed appropriate.

Informal action may be deemed appropriate in situations where, for example, a first offence, the offence considered is minor or has low impact, compliance is readily achievable, the offender has sought advice to resolve a problem.

Formal action could include; a warning letter; a 'letter before action' a statutory notice; a fixed penalty notice; amending licence conditions, referral to Licensing Panel; simple caution; civil court proceedings; criminal court proceedings. The requirements of warnings and notices will be time-bound, generally offering a period of up to one month to make such improvements as are deemed appropriate. Ordinarily, due to evidential requirements, all steps prior to court action will take place in a period of less than six months from the initial identification of a possible offence.

Formal action may be deemed appropriate in situations where, for example, the offence is serious, the offence has a high impact on individuals, the community or the environment, is a repeat offence, previous action has not resulted in compliance, compliance is considered unlikely, statutory process states that this is required.

Generally, formal action would be preceded by an informal stage involving information, advice or warning. However, immediate formal action may be taken in situations where this is appropriate and proportionate.

Where formal action includes court proceedings, the Council will seek to recover its costs following a successful prosecution. In preparing court proceedings, we will consider the appropriateness of the full range of sanctions including (but not limited to) injunctions, restorative justice, and use of the Proceeds of Crime Act against individuals being prosecuted.

These are outlined as examples of possible sanctions and scenarios, not as an exhaustive list.

We will generally aim to enforce at the lowest level which is consistent with achieving compliance or taking sanction against non-compliance. However, in serious cases, in cases where there has been repeated offending, or in cases where initial action has not been effective in achieving compliance, it may be necessary to take immediate action at higher levels.

When deciding the most appropriate enforcement method, we will consider the full circumstances of each individual case, taking account of a wide range of issues including:

- The seriousness of the situation;
- The circumstances of the case and the likelihood of recurrence;

- The different options for achieving compliance with the relevant law;
- The level of risk to the public and the environment;
- Any relevant previous history of the offender or location, including the existence of existing control measures, e.g. conservation area, area subject to public space protection order;
- The likelihood of achieving a satisfactory outcome;
- Any relevant precedents;
- The attitude of the offender;
- Legal imperatives, e.g. statutory requirements to follow a particular process;
- Relevant guidance;
- The availability of admissible evidence;
- The prevalence of the offence locally or nationally;
- The public interest.

We will put appropriate internal controls and management checks in place to ensure that enforcement activity is appropriately authorised, appropriately recorded, is carried out in accordance with the principles outlined in this policy and we will ensure that all formal enforcement is appropriately authorised, compliant with statute and subject to appropriate quality assurance checks.

Enforcement with other agencies

We will liaise appropriately with other agencies in cases where our investigations indicate that there is a possibility that investigation or enforcement may be required which is outside the Council's area of responsibility. This may be in addition to the Council's actions or may replace Council action if another agency is able to be more effective or apply more pertinent legislation. Similarly we will accept referrals from external agencies if their work indicates that investigation or enforcement may be required in an area which is within our remit. We will exchange information with these agencies in line with our responsibilities under locally agreed information sharing protocols and our statutory duties to share information.

Conflict of Interest and Undue Influence

We will be impartial in carrying out our enforcement duties. Our intention is to regulate and enforce "without fear or favour". The Council has a procedure to deal with conflicts of interest and allegations of undue influence being brought to bear on enforcement decisions. Complaints made in connection with these matters will be investigated using the Council's complaints procedure.

Equalities

We are committed to fair and objective enforcement and to enhancing good community relations. This policy will be applied in a non-discriminatory manner. An Equalities Impact Assessment has been carried out as part of the approval process and equalities issues will be monitored and reported to senior management periodically.

Implementation

This policy covers the roles of officers in providing a regulatory framework and in taking enforcement action linked to this framework. The policy covers actions up to the point of hand-over to the judicial (court) or quasi-judicial (e.g. Licensing Panel, Planning Committee) process. Where these quasi-judicial processes involve Council Members, we will ensure clear separation of roles between the regulation, investigatory and enforcement roles.

Review

This policy will be reviewed after 5 years or if there is a substantive change to underlying legislation which impacts on the operation of the policy.

Corporate Enforcement Policy – Operational Guidance

This guidance document provides operational guidance on the application of the council's Corporate Enforcement Policy. This guidance should be read in conjunction with the most up to date version of the policy.

Policy statement

The Council is committed to providing a speedy, robust and proportionate, regulation and enforcement system for the issues which we are responsible for. When we are carrying out enforcement activity, we will do so fairly, in accordance with a nationally recognised set of principles, and by officers who are competent, suitably experienced and appropriately authorised to carry out this important work.

In delivering effective regulation and enforcement, we will be proportionate, transparent, fair and effective, working at the lowest possible level to help individuals and businesses comply with the law and the associated regulatory guidance.

Scope

The corporate enforcement policy covers the following service areas.

- Animal Health and Welfare, including dog control
- Animal licensing
- Community Safety, including Anti-Social Behaviour and Enviro-Crime
- Environmental Health, including food safety, pollution control, nuisance
- Health and Safety
- Licensing, including personal, premises and event licences, Hackney carriage and private hire regulation
- Planning and Development Management
- Waste collection and disposal

This is intended to be an indicative rather than an exhaustive list and will be subject to change over time should the Council's regulatory responsibilities change in the light of legislation, statutory guidance or case law.

The policy covers all incidents, accidents, activities, actions or acts of omission by individuals, organisations or businesses which are in breach of the letter or spirit of current legislation and which have the potential, if unchecked, to result in legal action.

The policy does not cover the following services:

- Off-street parking
- Fraud
- Benefits issues

The policy does not cover offences which are outside the regulatory scope of the District Council.

The Investigation and Enforcement Model

The following model provides outline guidance on the expected approach to different types of regulatory brief. It is intended as guidance and may not be applicable in all cases, as every case is recognised as having individual circumstances.

The model is laid out with different breach types being in the left hand column. The first block (in white) notes the relative priority given to different types of breach and shows the response timescale which would normally be expected. The coloured blocks, working from left to right, provide an outline of how the investigation and enforcement of individual breach types would be expected to operate. The checked boxes are intended to show available enforcement options, not necessarily a progression. The blocked out boxes indicate that particular options would not normally be considered for the relevant breach.

Generally the intention of the model is to achieve compliance with the lowest necessary level of intervention. The model works through investigation, advice and information, direct enforcement and judicial enforcement, noting the likely timescales for each phase. These timescales are important as some are enshrined in statute and others are driven by the courts- for example, as a rule, if court action is to be considered evidence should not be more than six months old to be considered current.

The guidance under this model should be applicable to the majority of scenarios. It is intended that this will be a working model and will evolve over time to reflect operational experience and regulatory changes. Major changes will be authorised by the relevant Head of Service and such changes will be notified to the appropriate service committee on an annual basis.

Response to Complaint or Service Request

Initial screening

All complaints received will be subject to an initial screening which will highlight cases which require a high priority response. This initial screening will identify the most appropriate service and officer to lead and manage the Council response. This will be particularly important in cases which require input from more than one service.

Standards for response

Cases not requiring a high priority response will be dealt with in line with standard service targets, generally acknowledging a complaint and, if appropriate, starting an investigation within 10 working days.

A high priority will normally be given to cases where providing a standard response would endanger the public or would fail to stop a serious offence or breach of regulation being committed. The aim is to attend as soon as an appropriate officer is available and start an investigation into these cases within one working day.

Examples of cases requiring a high priority response would include:- situations placing the public in imminent danger; public health incidents; food safety incidents; incidents requiring a response under the council's emergency planning arrangements; reports of works being carried out to listed buildings or trees subject to preservation orders.

Investigation and Enforcement

Principles

Investigations and enforcement, where required, will be proportionate and transparent.

The privacy and confidentiality of individuals making complaints will be respected.

The broad process of investigation and enforcement is summarised in the model contained in this document, attached at Appendix 1. This model describes a process of fact-finding, followed by a spectrum of options for achieving compliance or, where appropriate, delivering enforcement.

In summary, the model outlines two levels of activity:- investigation/informal action; and formal action. Working through a spectrum of options, the model outlines 5 stages of investigation, informal action and formal enforcement activity. Each of the stages contains a number of options which may be selected as appropriate, following consideration of the specific circumstances.

The model presents a range of possible offences/issues and describes a generalised enforcement progression which can be followed in order either to gain compliance or take proportionate enforcement action. The steps shown are not necessarily a strict progression as, in many cases, several options exist at any given point and the model shows the range of options.

All complaints will be resolved at the lowest level/stage which is consistent with the severity and/or likely impact of the issue being considered.

All complaints will receive an initial assessment to determine whether an investigation is required and, if so, the most appropriate service and officer to lead the response.

All complaints passing initial assessment will be subject to Stage 1 (Fact Finding) in order to establish the circumstances and background.

Officers should be clear with individuals and companies involved in breaches and should communicate, as a minimum, the following information:

- The nature of the breach being considered
- Whether this is a statutory issue or whether guidance on best practice is being given
- What actions are required to correct the breach, if this is being allowed
- What enforcement actions are being taken, if this is the case
- The timetable for compliance to be achieved, or for the next stage in enforcement being taken
- If a “next step” is planned, what this is and when it will take place.

If the fact finding indicates that a breach is taking place or a regulatory issue exists, the case will generally escalate to Stage 2 (Officer Liaison) in order to seek resolution. This may involve working to achieve compliance informally or via education.

If this is the case, officers should consider serving notice to require details of individuals and companies connected with the breach at an early stage so that a lack of this information does not delay later enforcement, should this be required.

If the impact or severity of the issue warrants it, there can be immediate escalation to Stage 3 (Formal Process), Stage 4 (Quasi-Judicial Process), or Stage 5 (Judicial Process).

The model shows the following guidance for each of the offence types listed:

- The expected response (standard, urgent, or referral to another agency if the issues is not in the scope of the council's powers);
- The expected first level of engagement, considering the impact/severity of the offence type;
- The expected follow-up process in the event that the initial engagement does not achieve an appropriate outcome;
- Actions which would not normally be considered appropriate (shaded out on model)

Follow up actions may fall within the same level, or be at an escalated level, as appropriate to the specific circumstances. For example, Advice Letter and Written Warning are both aspects of Officer Liaison but the warning could be an appropriate follow-up step if advice does not achieve the desired outcome.

Some breaches may be considered relatively minor but warrant a relatively severe initial action due to the combination of severity/impact/background. For example, littering may warrant the immediate issuing of a Fixed Penalty Notice (FPN) because it occurs in an area with a history of littering which is protected by a Public Space Protection Order (PSPO). In this case, the issuing and publicising of the PSPO would be viewed as having, in itself, covered the earlier phases of the model. Similarly, an unauthorised advertising hoarding may merit immediate prosecution due to safety or amenity issues.

Some breaches may require referral to, or enforcement by, an external agency (e.g. the Planning Inspectorate, the Environment Agency, the Police). If this is the case, all relevant parties should be informed that this is being carried out.

Engagement by officers

We will aim to communicate effectively with individuals making complaints and with those who are being complained about. In doing so, we will aim to keep all parties informed of the progress of our interventions, while respecting confidentiality and observing all appropriate data protection principles.

In seeking regulatory compliance and/or undertaking enforcement, we will be clear as to whether the breaches being investigated constitute statutory breaches (situations where the law is being broken) or guidance breaches (situations where best practice is not being followed but the law is not being broken). In most situations, upon discovering a breach, we will advise on action which should be taken to rectify the breach and allow a realistic timescale for remedial action to be taken. Wherever possible, we will also give an indication of what the next stage of action will be, should compliance not be achieved within the notified timescale.

When notifying action timescales, we will consider the scale and nature of any actions required and statutory timescales which have to be taken into account. For example, it would not generally be appropriate to require that building works be undertaken which required planning consent or regulatory approval in a timescale which did not allow such consents to be obtained.

At all stages, individuals or companies found to be in breach should be clear about what has gone wrong, what they need to do to put it right, how long will be allowed to do this, and what is likely to happen next should compliance not be achieved.

Factors taken into consideration

When deciding the most appropriate enforcement method, the full circumstances of each individual case should be considered, including:

- The seriousness of the situation;
- The circumstances of the case and the likelihood of recurrence;
- Mitigation or circumstances which need to be considered, e.g. Disability;
- The different options for achieving compliance with the relevant law;
- The level of risk to the public and the environment;
- Any relevant previous history of the offender or location, including the existence of existing control measures, e.g. conservation area, area subject to public space protection order;
- The likelihood of achieving a satisfactory outcome, including deterring further offending;
- Any relevant precedents;
- The attitude of the offender;
- Legal imperatives, e.g. statutory requirements to follow a particular process;
- Relevant guidance;
- The availability of admissible evidence;
- The prevalence of the offence locally or nationally;
- The public interest.

Authorisation of enforcement and escalation

Actions in Stages 1, 2 and 3 can be carried out at the discretion of appropriately authorised officers.

Head of Service authorisation and formal legal advice is required for all cases proceeding to Stages 4 or 5.

Authorisation for exceptions

In cases where the model indicates that the appropriate action would fall in Stage 4 or 5 and the investigating officer wishes to carry out enforcement action at a lower stage, this must be authorised by a Head of Service.

Enforcement Examples

All cases will be treated individually. However, there are general principles which can be considered and adapted to provide an appropriate response in many different circumstances. The brief examples noted below relate to specific types of breach but elements will be applicable in other areas.

It is intended that, over time, a series of these case studies will be developed and included in the officer guidance.

Scenario 1: Noise nuisance.

Cases of reported noise nuisance will generally be investigated with an initial request for information to clarify the nature of the noise disturbance (where is the noise from, when is it occurring, how often and for how long?). Officers will investigate using a combination of statements, personal witness visits and the use of monitoring equipment.

Where a statutory nuisance is determined, the perpetrator will have this explained to them and offered the opportunity to rectify the situation. If this is not achieved within one week, the serving of a statutory notice is required. On serving, officers will ensure that the perpetrator is informed of the right of appeal against the notice. The notice will define the nuisance and the parameters which must be achieved in order to prevent a breach- this will generally be outlined in terms of specified noise limits and specified times of the day. If the perpetrator fails to comply with the terms of the notice, a court prosecution may follow, with proceedings being started within six months of the originally noted nuisance. Between serving of notice and commencement of legal proceedings, a period of 2-3 months will generally be allowed for the perpetrator to make any necessary adjustments in order to achieve compliance.

If a statutory nuisance is not determined, depending on the circumstances of the case, the noise may be viewed as constituting anti-social behaviour (ASB). If this is the case, officers have the option of issuing a written Community Protection Warning (CPW) defining the circumstances and explaining what must be done in order to mitigate the ASB. If the perpetrator fails to adhere to the terms of the CPW, a Community Protection Notice (CPN) can be served which formalises the terms of the previous warning. If this CPN is breached, officers can either issue a Fixed Penalty Notice or prosecute in court. The issue of CPNs and CPWs do not have statutory timescales but, should prosecution be considered, this would normally be within 6 months of the original issue.

Scenario 2: Abandoned vehicle (within HDC scope- generally on public land, but not a major trunk road)

Reports of abandoned vehicles will generally be investigated within 3 working days although cases where the vehicle is in a dangerous location or is deemed likely to cause nuisance or crime, will be investigated within 1 working day. Officers will investigate using a combination of statements, witnessing visits and database searches (e.g. DVLA information, Police information requests).

Vehicles which pose an immediate risk due to their location or condition will be scheduled for removal within 1 working day. If possible, the owner will be notified and offered the opportunity to reclaim the vehicle. If the vehicle does not pose an immediate risk, officers will attempt to contact the owner and ascertain whether it is abandoned.

If the vehicle is deemed to be abandoned, officers will arrange for the vehicle to be removed- generally within 2 working days of the decision. The vehicle will be taken to a secure depot and stored for a period of up to 1 month, allowing the owner to reclaim it. After this period the vehicle will be disposed of.

If the vehicle is not deemed to be abandoned, but is parked in an inappropriate or inconsiderate manner, the owner will be asked to move it to a more suitable location.

Reports of abandoned vehicles on private land will be investigated in a similar manner but the Council may not have the power to remove. In these cases the landowner may have to arrange removal.

Scenario 3: Licensing complaint- breach of conditions

Complaints regarding the operation of a licence will generally be investigated within 5 working days. Officers will investigate using a combination of statements and witnessing visits and, where available and appropriate, additional evidence such as CCTV. Depending upon the circumstances, material obtained during Police investigations may be considered. The investigation phase will generally be completed within 2 weeks. If it is considered that a breach of conditions has occurred, the licence holder would be invited to work with us to rectify the breach. Once a breach has been established, if it is confirmed as minor or one-off it may be dealt with by providing advice on how to comply appropriately with the licence or developing an action plan outlining how this will be delivered. If the breach is more serious but viewed as one-off, officers may issue a simple caution. For serious breaches, particularly if a pattern of breaches is established, officers may request a review of the licence by Committee. This would generally happen at the next available meeting.

Scenario 4: Food hygiene breach

Food hygiene issues can emerge as a result of routine inspection or via complaints. Complaints will generally be investigated within 3 days, with urgent cases receiving a same day response. Officers will investigate using a combination of statements and witnessing visits. Regulatory breaches will be assessed by risk. Issues not presenting imminent risk are likely to be dealt with by means of advice and/ action plan/hygiene improvement notice. Issues presenting imminent risk are likely to be dealt with by a combination of seizure/closure powers. Ordered closures require magistrates court orders to be obtained. Non-compliance with hygiene notices and/or patterns of poor hygiene practice can be dealt with by court prosecution.

Scenario 5: Works to a listed building

Cases of unauthorised work to listed buildings will generally be the subject of an initial site inspection within 3 working days. If the work involves demolition the site inspection will be made within 1 working day to try to avoid the loss of a protected building. Site inspections are prioritised in these cases to try to save the building from damage and to gather evidence because it is an offence to carry out work which affects the character of a listed building without listed building consent. Officers will, as appropriate, make a photographic record, carry out interviews and assess whether the work may be urgently necessary for any reason. If listed building consent is required the officer will generally request that work stops. When work is not stopped voluntarily an application can be made to the High Court for an injunction.

The investigation will then focus on three aspects: the acceptability of the works; whether remedial action is necessary to put right damage to the building and whether those responsible for carrying out unauthorised works should be prosecuted. If works are likely to be approved an application for listed building consent will be requested. This enables the acceptability of the works to be assessed through the normal planning process. If the works are clearly unacceptable an enforcement notice will generally be necessary requiring remedial action to be carried out. The decision about prosecution will be taking into account government guidance on when prosecution is appropriate

and the circumstances, including whether historic fabric has been irretrievably lost. Prosecution would normally be within 6 months of an offence.

Scenario 6: Unauthorised development

Investigations into complaints about unauthorised development will generally start with a site visit carried out within 10 working days. Development can involve new buildings and extensions or changes in the use of buildings or land. The complaint may relate to development being carried out entirely without planning permission or with permission, but not in accordance with plans which have been approved.

The purpose of the site visit is to find out what is happening and to assess the harm, if any, being caused. Officers take photographs and measurements and speak then or separately to the person carrying out the development and to the complainant to establish the facts. Depending on the findings the officer will consider whether it is appropriate to make an initial request for work to stop.

After the site visit, officers will assess the information and carry out any necessary research, for example into the site's planning history or uses. The investigation then identifies whether 'development' is involved, whether it is unauthorised (bearing in mind the government regulations which permit a wide range of development) and finally whether any unauthorised development is unacceptable because material harm has been identified. Development carried out without the benefit of any necessary planning permission is unauthorised but not unlawful. The options available in cases of unauthorised development are generally: (i) to take no formal action if the breach is remedied voluntarily, minor in nature or the development would be acceptable; (ii) to request a planning application, for example so that planning conditions can be imposed; (iii) to use the discretionary power to serve a formal enforcement notice. In straightforward cases the decision whether or not to take action can usually be made quickly, within a matter of weeks. More complex cases can take considerably longer if extensive investigation and legal assessment is required.

Example of Issue	Triage	Investigation and informal action								Formal Action							Notes					
	Assessment for priority and allocation of lead officer and service area	Stage 1: Fact Finding			Stage 2: Officer Liaison (Actions generally commencing within 1-2 weeks* ¹) Increasing severity within the stage					Stage 3: Formal Process (Actions generally commencing within 1-4 weeks* ¹) Increasing severity within the stage				Stage 4: Quasi-Judicial Process (Actions generally commencing within 4 months* ¹)				Stage 5: Judicial Process (Actions generally commencing within 6 months* ¹)				
		Standard Response (days)	Urgent Response (days)	Agency Referral Response	Information	Advice Letter	Permit to Operate	Invitation to Regularise	Verbal Warning	Written (inc. CPW) Warning	Formal Notice	CPN	FPN (or equivalent)	Simple Caution	Delegated Action	Committee* ² Hearing		Statutory referral (e.g. HSE)	Injunction Application	Offence Prosecution	Breach Prosecution	
Community Safety																						
Anti-Social Behaviour/Disorder	On receipt	3	1	x					x	x								x	x			
Breach of council order (e.g. PSPO)	On receipt	3	1								x									x		
Enviro-crime (e.g. fly tipping)	On receipt	5	1								x	x								x		
Community nuisance issues	On receipt	5			x				x	x										x	x	
Littering		3			x						x	x								x		
Abandoned vehicles	On receipt	3	1	x		x					x					x				x		
General dog control (excluding PSPO breach) issue	On receipt	5			x				x	x											x	
Breach of dog control PSPO	On receipt	5			x						x	x									x	
Stray dog	On receipt		1								x											
Environment Protection																						
Statutory nuisance - domestic	On receipt	5			x	x			x			x									x	
Statutory nuisance - business	On receipt	5			x	x			x			x									x	
Pollution	On receipt		1		x	x	x	x	x			x									x	
Pests - failure to control	On receipt	5			x	x			x			x									x	
Major incident	On receipt	5							x	x			x								x	
Environmental Permits																						
Operating without permit	On receipt		1				x	x	x			x									x	x
Breach of permit conditions	On receipt		1				x	x	x			x									x	x
Housing regulation																						
Conduct of responsible person/company	On receipt	3				x			x												x	
Housing safety hazards	On receipt	5	1			x			x	x												x
HMO licensing- operating without licence	On receipt	5				x		x	x													x
HMO licensing- breach of conditions	On receipt	5				x		x	x													x
Overcrowding	On receipt	5				x			x													x

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*¹ References to timescales are for guidance only. Serious or high risk breaches may require earlier interventions. Escalation may be delayed if compliance is recognised as requiring a longer timescale to be achieved (e.g. situations where additional approvals are required)

Tenant harassment	<i>On receipt</i>	3	1			x			x	x								x
Illegal evictions	<i>On receipt</i>		1			x			x									x
Empty properties	<i>On receipt</i>	5				x			x									x
Caravan site- operation without licence	<i>On receipt</i>	5						x	x									x
Caravan site- breach of conditions	<i>On receipt</i>	5				x			x									x
Activities regulated by Licencing Act 2003																		
Operating without licence	<i>On receipt</i>	5				x	x		x									x
Breach of licence conditions	<i>On receipt</i>	5				x	x		x									x
Conduct of licensee	<i>On receipt</i>	5				x	x		x									x
Serious Crime linked to licensable activity	<i>On receipt</i>		1	x														x
Licensing- other than under Licencing Act 2003																		
Operating without licence	<i>On receipt</i>	5				x	x		x									x
Breach of Conditions	<i>On receipt</i>	5				x	x		x									x
Conduct of the Operator	<i>On receipt</i>	5				x	x		x									x
Serious Crime linked to licensable activity	<i>On receipt</i>		1	x														x
Taxi and Private Hire																		
Operating without licence	<i>On receipt</i>	5				x	x		x									x
Breach of licence conditions	<i>On receipt</i>	5				x	x		x									x
Vehicle condition requirements	<i>On receipt</i>		1															x
Conduct of operator	<i>On receipt</i>		1															x
Food Hygiene																		
Operating without registration	<i>On receipt</i>	5				x	x		x									x
Operating without approval	<i>On receipt</i>		1			x	x		x									x
Contraventions of hygiene legislation	<i>On receipt</i>	3	1			x	x			x								x
Health and Safety- Local Authority enforced																		
Contravention of legislation	<i>On receipt</i>	5	1	x		x	x		x	x								x
Public Health																		
Infectious disease control	<i>On receipt</i>		1							x								x
Planning																		
Unauthorised development likely to cause a serious risk to health and safety , e.g. <ul style="list-style-type: none"> • traffic hazards • causing pollution or on contaminated land • at risk of or causing flooding 	<i>On receipt</i>	10	1 or 3						x	x	x							x
Unauthorised development likely to cause significant harm to amenity ,	<i>On receipt</i>								x	x	x	x						

Corporate response standard is 10 working days

Where more than one response is shown at a given stage, this indicates that these are available options, NOT that each should be followed in sequence. More than one response can be provided out at any stage and these may be sequential.

*² References to offences being dealt with by Committee may mean being dealt with by Tribunal for certain Housing offences

Abbreviations used:-

CPN Community Protection Notice

CPW Community Protection Warning

FPN Fixed Penalty Notice

PSPO Public Space protection Order

HMO House in Multiple Occupation

PACE Police and Criminal Evidence Act

DRAFT

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Public
Key Decision -No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Pay Policy Statement 2018/19

Meeting/Date: Council – 21 February 2018

Executive Portfolio: Councillor Stephen Cawley, Executive Councillor for Transformation and Customers

Report by: HR Business Partner (LGSS)

Ward(s) affected: N/A

The Localism Act 2011 requires each local authority to produce an annual Pay Policy Statement. The Statement must be agreed by full Council by 31st March 2018. It must set out the authority's policies relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of chief officers and of other employees.

The Statement must include policies on chief officers' remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments and transparency.

The Pay Policy Statement attached sets out the Council's current policies and standard practices and should satisfy the requirements of the Localism Act 2011. Much of the information required is already published by the Council on its website.

Once adopted, the Pay Policy Statement will be publicised on the Council's website along with the data on senior salaries that is already published under the Code of Recommended Practice for Local Authorities on Data Transparency 2011.

Recommendation:

The Council are

RECOMMENDED

to approve the attached Pay Policy Statement for 2018/19.

Appendix – HDC Pay Policy Statement 2018-19

CONTACT OFFICER

Laura Gammons, HR Manager
Tel No: 01480 388478

PAY POLICY STATEMENT 2018 - 19

This Pay Policy Statement forms part of Huntingdonshire District Council's pay and reward strategy and provides information about the Council's policies relating to the pay and reward of chief officers and other employees, as required by sections 38-43 of the Localism Act 2011.

The Statement is available on the Council's website and contains hyperlinks to associated documents. The Council's website also includes separately published data on pay and reward for senior Officers.

Terms and conditions of employment – decision making

Terms and conditions for employees are a non-executive function and responsibilities for decisions on these matters are delegated by full Council to Employment Committee and Senior Officers Committee. Information about these Committees and our staff consultative body is listed below.

Employment Committee:

The Employment Committee is a committee of Councillors appointed by Full Council to consider matters to do with the general terms and conditions of employment. Its membership is representative of the political balance of the Council. The Committee meets four times per year and is supported by the Managing Director (Head of Paid Services) and other officers as required. Full constitutional arrangements can be found in the Council's Constitution, which can be accessed from this link:

<http://www.huntingdonshire.gov.uk/council-democracy/meetings-and-decision-making/>

Senior Officers Committee:

The Senior Officers Committee is a committee of Councillors appointed by Full Council to consider matters to do with the appointment and termination of office of senior staff. The Committee meets as required and a Chair is elected during the first annual meeting of the Committee. Full constitutional arrangements can be found in the Council's Constitution.

Staff Council:

The Council places great emphasis on the value of strong employee consultation and engagement. The Council has established a staff consultative body which consists of up to 15 volunteer staff elected by staff – Staff Council. The Managing Director works with Staff Council representatives to address matters of staff interest and concern and to establish an agenda which is discussed during formal meetings with Members who are drawn from the Employment Panel. Staff Council is the body that undertakes collective bargaining and consultation on a formal basis. The Council also recognises that a significant number of the contracted workforce are members of Unison and maintains close contacts with this union as required.

The Council's senior managers

The Council's employees are managed by one Managing Director, two Corporate Directors, 1 Assistant Director, 7 Heads of Service (1 vacancy) and a Corporate Team Manager. The position of Head of Paid Service is held by the Managing Director. The Managing Director holds the positions of Returning Officer

and Electoral Registration Officer, s151 officer role is held by the Head of Resources and the Monitoring Officer is the joint Head of Legal, shared with Cambridge City Council and South Cambridgeshire District Council under the 3C shared services arrangement.

For the purposes of this Statement only, the Council has determined that the definition of the term “chief officer” in section 43 of the Localism Act includes the Managing Director post, two Corporate Directors, an Assistant Director, seven Heads of Service and the Corporate Team Manager who all report directly to the Managing Director or Corporate Directors.

Basic salary

The current salary scales for the Managing Director, Corporate Directors, Assistant Director, Heads of Service and Corporate Team Manager are shown in the table below.

Table 1

Post	Grade	Minimum Grade Point (£)	Maximum Grade Point (£)
Managing Director	MD	119,862	135,163
Corporate Directors (x2)	AD	78,548	88,749
Head of Digital & ICT Services & Assistant Director - Transformation	SMPLUS	70,000	74,999
Heads of Service (x7)	SM	60,186	68,347
Corporate Team Manager (x1)	GRADE I	48,466	54,549

Payment of professional fees

Huntingdonshire District Council do not pay personal subscription fees for any professional bodies with the exception of the Section 151 Officer.

Other allowances

Standby and closed attendance allowance arrangements are utilised in some services to ensure 24/7 cover and/or to provide additional cover at particular peaks in demand and/or to undertake duties outside the agreed normal working week.

Short-term allowance payments may be made for acting up or additional duties.

Travel expenses, overtime payments and a range of allowances are payable in accordance with the Council’s Expenses, Allowances and Overtime Policy. Payments made are in compliance with HMRC rules and the National Joint Council’s National Agreement on Pay and Conditions of Service. The Council’s Pay Policy allows short-term honorarium or acting up payments to be made for acting up or additional duties as well as the payment of market supplements to ensure that the Council is competitive within the local job market.

Mileage costs are aligned to the HMRC benchmark rates. Employees are not entitled to reimbursement for subsistence allowances whilst undertaking Council business, other than pre-approved overnight meal allowances.

Election fees

The Managing Director holds the positions of Returning Officer and Electoral Registration Officer. The salary for this post is inclusive of fees in respect of District Council elections. Additional fees may be payable for other elections, with fees for certain functions set by Statutory Instrument.

Other employees may receive additional payment for specific election duties according to scales set by the Returning Officer but derived from fees set by the Cabinet Office and other guidance.

Salaries on recruitment/appointment

As required by guidance under section 40 of the Localism Act, full Council are given the opportunity to vote before large salary packages in excess of £100,000 are offered in respect of new appointments. This is likely to only apply to appointments to posts on Grade MD in the current pay structure, but will include any posts where salary packages (including salary, bonuses, fees, allowances and any benefits in kind) exceed £100,000. This £100,000 threshold will be amended if Government guidance changes.

Head of Paid Service/ Managing Director

The full Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by a panel of the Council appointed for that purpose and before an offer of appointment is made to the selected candidate and any salary packages that exceed £100,000 are proposed. That panel must include the relevant Executive Councillor and salary will be within the pay grade MD in table 1.

Other Chief Officers

Salaries on appointment to all posts are determined in accordance with the Council's Pay Policy.

Recruitment of Chief Officers

The Council's policy and procedures with regard to recruitment of chief officers is outlined in the Employment Procedure Rules as set out in the Constitution.

Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through the relevant procurement processes ensuring the council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service.

Salary progression

The appraisal scheme at HDC currently provides employees with the opportunity to be advanced within their grade subject to exceptional performance.

The Pay Policy framework also sets out how salaries will be determined on promotion, regrading of current post to a higher grade, transfer or acting up.

Pension and pension entitlements

The employees within the scope of this Statement are entitled to join the Local Government Pension Scheme (LGPS). Employees contribute between 5.5% and 12.5% of their salary while the Council currently contributes 17.3% in respect of ongoing service.

Relationship to lowest paid employees

This Statement defines other employees, including “lowest-paid employees”, as all other contracted employees of the Council, with the lowest-paid employees as those on Grade A (spinal point 4).

The current highest total salary paid by the Council including allowances is £131,338 to the Managing Director. The maximum basic salary that could be paid is £135,163 at spinal column point 56 on the MD grade.

The Hutton Review of Fair Pay in the Public Sector recommends that public sector organisations should publish pay multiples which should be calculated on the basis of all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind. Pay multiples comparing the current highest total salary and the maximum total salary against mean, median and lowest salaries are listed on the next page.

The mean basic FTE salary paid by the Council for posts filled by contracted employees at 1st April 2017 is £26,419.00.

The ratio between the mean FTE salary and the current highest total salary is 1:5.0. The ratio between the mean FTE salary and the maximum possible basic salary is 1:5.1.

The median basic FTE salary is £22,569.00.

The ratio between the median basic FTE salary and the current highest total salary is 1:5.8. The ratio between the median basic FTE salary and the maximum possible basic salary is 1:6.0.

The lowest pay point on our salary scales is currently £14,523, which is the FTE salary for employees on Grade A. This is due to rise to a minimum of £15,106.29 from 1 April 2018 to ensure compliance with the National Living Wage.

The ratio between the lowest salary and the current highest salary is 1:9.0. The ratio between the lowest salary and the maximum possible salary is 1:9.3.

The Hutton Review of Fair Pay in the public sector analysed whether a 1 to 20 pay multiple might be justified as promoting fairness in public sector pay. Hutton’s Final Report concluded that this was not justified but that all public service organisations should publish their top to median pay multiples each year to allow the public to hold them to account. The Government has agreed with this type of approach.

In line with Hutton's recommendations, the Council does not have a policy to maintain or achieve a specific pay ratio between the highest and lowest paid employees but it will publish its pay multiples each year.

Re-engagement of ex Huntingdonshire District Council staff

All permanent or fixed term posts are advertised in accordance with the Council's recruitment policies and appointment is made on merit.

Interim management appointments are made in accordance with the Council's procurement policies and the provisions for services.

The Council will not engage an ex chief officer of Huntingdonshire District Council (as defined in this Statement) outside of these arrangements and the Council will not usually re-employ or re-engage a person who has been made voluntarily or compulsorily redundant into a similar role any time in the future. In exceptional circumstances re-engagement to a significantly different role with different responsibilities may be possible.

Employment of those in receipt of an LGPS pension

When a Local Government Pension Scheme pensioner is re-employed within the local government sector and combined earnings and pension exceeds final salary in the original employment when adjusted for inflation, the pension will be abated.

Receipt of Local Government Pension Scheme pension while employed

Employees aged 55 or over who are members of the Local Government Pension Scheme may apply to take flexible retirement where working hours or pay grade are reduced and pension benefits accrued prior to this point may be drawn down. Applications from all officers, including chief officers, will be considered on merit and only agreed where there is no detrimental effect on the service. It is the Council's policy not to accept any such applications if there is a cost to the Council unless a business case can be made on economic grounds.

Severance payments

Severance payments are made in accordance with the Council's Redundancy Policy as approved by Employment Panel in August 2014 and are the same for all staff.

Employees with more than two years' service will be entitled to redundancy pay in line with local government guidelines and statutory calculations. Where the employee is entitled to a redundancy payment, the calculation is based on the employee's actual weekly pay.

Settlement agreements will only be used in exceptional circumstances where they represent best value for the Council.

Review

The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each financial year. If it should be necessary to amend this 2018/19 Statement during the year that it applies, an appropriate resolution will be made by Full Council. This statement will be submitted to Full Council for approval by 31st March 2018.

January 2018

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Members' Allowances – Annual Adjustment
Meeting/Date: Council – 21st February 2018
Executive Portfolio: Councillor G J Bull – Executive Leader
Report by: Elections and Democratic Services Manager
Ward(s) affected: All

Executive Summary:

The Independent Remuneration Panel in their review of the Members' Allowances Scheme in 2010 recommended – 'that Basic and Special Responsibility Allowances should be adjusted annually with effect from the date of the Annual Council Meeting commencing in 2012 to reflect any increase in inflation using an automatic index mechanism the percentage change for spinal column point 33 approved by the National Joint Council for Local Government Staff Services and negotiated as the pay award for Local Government employees.'

Such mechanism should be applied until 30th April 2015 or until such time as the Independent Remuneration Panel recommends otherwise. This recommendation was approved by the Council at their meeting held on 15th December 2010.

The Independent Remuneration Panel undertook a further review of the Members' Allowances Scheme in May 2015 and Members recommended that the existing Members' Allowances Scheme be retained.

Recommendation:

the Council is requested to determine whether to apply to Members' Allowances the percentage increase of 2% as proposed by the NJC for Local Government Services.

1. PURPOSE OF THE REPORT

- 1.1 In accordance with the recommendation of the Independent Remuneration Panel in the review of the Members' Allowances Scheme the Basic and Special Responsibility Allowances should be adjusted annually with effect from the date of the Annual Council meeting.

2. BACKGROUND

- 2.1 Members agreed that any increase in Members' Allowances should reflect any increase in inflation using the percentage change for spinal column point 33 approved by the National Joint Council for Local Government Staff Services and the negotiated pay award for Local Government employees.

3. 2018-2019 NJC PAYSCALES AND ALLOWANCES

- 3.1 The National Joint Council for Local Government Services (the Employers') have put forward their proposals for changing the spinal column points (SCP) which increases the SCPs by different percentages. For SCP 33 (new SCP 27) the increase proposed is 2% with effect from 1st April 2018 and a further 2% from 1st April 2019. As yet no agreement has been reached on these proposals.
- 3.2 Although a departure from the scheme, should Members decide not to accept an increase, this would not set a precedent for future years nor require further reference to the Independent Remuneration Panel.

4. FINANCIAL IMPLICATIONS

- 4.1 An increase in line with NJC rates would cost £7,935 per year. Members should note that included in the budget is nil increase for Members Allowances and a 1% increase for staff.

5. REASONS FOR THE RECOMMENDED DECISIONS

- 5.1 Members are invited to determine whether to apply the increase to Members' Allowances in accordance with the recommendation of the Independent Remuneration Panel.

BACKGROUND PAPERS

District Council Constitution – 23rd March 2016

Report of the Independent Remuneration Panel – November 2010, May 2015

CONTACT OFFICER

Lisa Jablonska, Elections and Democratic Services Manager
Tel No: (01480) 388004
Email: lisa.jablonska@huntingdonshire.gov.uk

**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Lead and Deputy Independent Persons

Meeting/Date: Council – 21 February 2018

Executive Portfolio: Councillor G J Bull, Executive Leader

Report by: Elections and Democratic Services Manager and Deputy Monitoring Officer

Ward(s) affected: All

Executive Summary:

The Localism Act 2011 established the requirement for every principal authority to appoint one or more Independent Persons. Accordingly, the appointments of Lead and Deputy Independent Persons were confirmed by the Council in March 2016 for a two-year term. The terms of office of the Lead and Deputy Independent Persons expire on 30th April 2018. The Council is responsible for ensuring that the requirement to have Independent Persons is complied with. The Corporate Governance Committee has recommended that the current Lead and Deputy Independent Persons are reappointed.

RECOMMENDATION:

that the Council affirm the re-appointment of Mrs Gillian Holmes and Mr Peter Baker to the posts of Lead and Deputy Independent Persons respectively for a further two-year period to 30th April 2020 without the need for further ratification in each year by the Council at its Annual Meeting.

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1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 This report provides the Council with an opportunity to appoint Independent Persons as required by the Localism Act 2011.

2. BACKGROUND

- 2.1 The Localism Act 2011 requires every principal authority to appoint one or more Independent Persons. The Act contains strict rules preventing a person from being appointed if they are a friend or relative to any member or officer of the authority, or of any Parish Council within the authority's area. It also prescribes the role of Independent Persons. They must be consulted before the authority takes a decision to investigate any allegation.
- 2.2 Independent Persons, furthermore, may be consulted by a Member of the authority against whom an allegation has been made, as well as by a Parish Councillor in similar circumstances.
- 2.3 Given the valuable contributions of impartial advice made by Mrs Gillian Holmes and Mr Peter Baker, the Lead and Deputy Independent Persons respectively, and the excellent working relationship established with the Monitoring Officer and Deputy Monitoring Officer in the period since their appointment, the Corporate Governance Committee has recommended at their meeting on 17th January 2018 that their terms of office should be extended to 30th April 2020.

3. CONSULTATION

- 3.1 The Lead and Deputy Independent Persons have been consulted and have indicated they are willing to continue with their roles in assisting the Corporate Governance Committee and Code of Conduct investigations.

4. LEGAL IMPLICATIONS

- 4.1 Section 28 of the Localism Act 2011 requires the appointment of at least one Independent Person who may not be a member, a co-optee and officer or a close friend or relative of a member, co-optee or officer and may not have been any of those roles for a period of at least five years.

5. RESOURCE IMPLICATIONS

- 5.1 The Lead and Deputy Independent Persons receive an allowance of £1,000 and £500 respectively plus reimbursement of the costs involved in attending meetings and training events.

BACKGROUND PAPERS

District Council's Constitution
Standards Committee Reports/Minutes.

CONTACT OFFICER

Lisa Jablonska, Elections and Democratic Services Manager and Deputy Monitoring Officer
Tel No. (01480) 388004
Email: lisa.jablonska@huntingdonshire.gov.uk

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Cambridgeshire & Peterborough Combined Authority

Reports from Constituent Council Representatives on the Combined Authority

Member representatives

Meeting	Dates of Meeting	Representative
Audit and Governance Committee	18 December 2017	Councillor B S Chapman and T D Sanderson
Overview and Scrutiny Committee	18 December 2017	Councillors R C Carter and T Hayward
Combined Authority Board	20 December 2017	Councillors G J Bull and R Fuller

The above meetings have taken place in October.

Audit and Governance Committee –Monday 18 December 2017

The Audit and Committee met on Monday 18 December 2017. A summary of the committee's minutes are attached at **Appendix 1**

Overview and Scrutiny Committee –Monday 18 December 2017

The Overview and Scrutiny Committee met on Monday 18 December 2017. A summary of the committee's minutes are attached at **Appendix 2**.

Board meeting – Wednesday 20 December 2017

The Board met on Wednesday 20 December 2017 and the decision summary is attached at **Appendix 3**.

The agendas and minutes of the meetings are on the Combined Authority website:

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/audit-and-governance-committee-18-december-2017/?date=2017-12-18>

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-18-december-2017/?date=2017-12-18>

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-20-december-2017/?date=2017-12-20>

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Overview and Scrutiny Committee_ Decision Summary

Meeting: 18th December

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-18-december-2017/?date=2017-12-18>

Chair: Cllr John Batchelor

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Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	Apologies	Apologies received from Cllr Hayward and Cllr Riley. Apologies received from Cllr Baigent, substituted by Cllr Sargeant.
2.	Declaration of Interests	There were no declarations of interest.
3.	Minutes of the 27th November 2017	The minutes of the meeting held on Monday 27 th November 2017 were agreed as a correct record.
4.	Review of Combined Authority Board Agenda	The Committee reviewed the agenda due to come to the Board on Wednesday 20 th December 2017. The following points were raised during the discussion:- Agenda item 2.4, Establishing a new stronger public and private sector partnership in

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>Cambridgeshire and Peterborough was confidential as it related to matters about the Greater Cambridgeshire Greater Peterborough Enterprise Partnership (GCGP LEP) which was a private company. Therefore, the Chief Executive could not comment more than what was published in the public report.</p> <p>Subject to decisions taken at the GCGP LEP Board on Tuesday 19th December 2017 the Combined Authority Board may decide to discuss the exempt report in the public part of the meeting.</p> <p>In response to questions about agenda item 2.1, Transport: Developing our Decision Making and delivery arrangements, the following points were made:</p> <ul style="list-style-type: none"> • There were a number of options to consider as part of the strategic bus review to seek improvements in bus services. Some Combined Authorities had adopted the full franchising model while other had not pursued this model at all, for example the West Midlands CA. Other Combined Authorities have adopted a partnership model. • Where franchising models have been adopted it was done with significant public subsidy. • It would not be sensible to progress without further investigation into service needs and costs implications. • Earlier in the year it was agreed to commission a new transport plan which would start in January with the first strategic themes reported in May/June next year. • The report regarding the bus review was due to come to the Board in September/ October next year and it would be requested that a timetable for the project be included in that report. • The report was constructed in conjunction with Peterborough City Council and Cambridgeshire County Council and co-developed by officers at both authorities. • The Overview and Scrutiny Committee would be consultees for the Local Transport Plan. • All transport functions had gone back to Cambridgeshire County Council and Peterborough

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>City Council; and those councils are going through their usual budget plans.</p> <ul style="list-style-type: none"> In regard to funding for next year, some funding would come from government, and some from the councils to pass up to the Combined Authority. The Combined Authority will need to decide how to meet any shortfall. <p>The Committee agreed that the Chairman should raise the following questions at the Board meeting on Wednesday 20th December on behalf of the Committee:</p> <ol style="list-style-type: none"> 1) Could the Board clarify who had control of the transport budget, if the budget had been devolved to the County Council and Peterborough City Council were the Board aware of options under consideration for the removal of certain subsidies? 2) Clarity was sought on what the funding figures quoted referred to, did they include home to school transport? 3) The Committee requested assurance that they would have the opportunity to pre scrutinise integrated planning in advance of the May/June meeting. <p>In response to questions about agenda item 2.2, Establishing the Cambridgeshire and Peterborough Land Commission, the following points were made:</p> <p>Concerns were expressed about the relationship between Combined Authority and Local Plans, Cllr Yeulett advised the Committee that he had had a meeting with Cllr Herbert who had assured him that the local plans were sovereign.</p> <p>Cllr French suggested that Neighbourhood Plans should also be taken into account.</p>
5.	Key Priority Themes	<p>The report asked the Committee to consider whether they would like to continue with the Shadow Portfolio Holders system that was agreed at the June Overview and Scrutiny Committee meeting or move to a thematic based system to be applied to the work programme.</p> <p>The Committee agreed to:</p> <ol style="list-style-type: none"> (a) change to a system where members would cover key priority themes.

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>(b) notify the Combined Authority Board of the change in approach</p> <p>(c) the allocations set out in appendix B of the report but that this allocation would be flexible.</p>
6.	Overview & Scrutiny Work Programme	<p>The Committee received the report which provided the Committee with the draft work programme for the Overview & Scrutiny Committee for the remainder of the 2017/18 municipal year and asked them for comments and suggestions.</p> <p>Committee members raised the following points during the discussion:-</p> <ul style="list-style-type: none"> • The Monitoring Officer advised that the Committee did not need to follow the advice that had been provided. The Committee could invite anybody who provided a service to the Combined Authority but the committee cannot force them to attend. • Some members felt the remit was wider than just organisations that work with the Combined Authority. • Other Combined Authorities invited external organisations. • The Committee should be able to meet with people who have influenced the reports coming to the Board. • It was unacceptable that they could only consider items that were coming to the Board for consideration. <p>The Monitoring Officer responded to the committee to advise that the terms of reference for the committee differed to those of a local authority scrutiny committee and further clarification was being sought from the Centre for Public Scrutiny about this.</p> <p>It was important to understand what the purpose of any review was and why external organisations were being invited to attend.</p> <p>Cllr Bradley put forward a motion that the Mayor be invited to attend the Overview and Scrutiny Committee meeting quarterly, this motion was seconded by Cllr Nethsingha.</p> <p>The motion carried unanimously.</p>
7.	Combined Authority Forward Plan	<p>The Committee noted the forward plan of the Combined Authority Board.</p> <p>The current forward plan is at http://cambridgeshirepeterborough-</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		ca.gov.uk/assets/Combined-Authority/Forward-Plan-updated-20-December-2017.pdf
8.	Date & Location of Next Meeting	The next meeting would be held at Cambridgeshire County Council on 29 th January 2018.

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Decision Statement

Meeting: 20th December 2017

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-20-december-2017/?date=2017-12-20>

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Item	Topic	Decision
	Part 1 – Governance Items	
1.1	Apologies and Declarations of Interest	Apologies received from Councillors J Holdich and P Topping, and Jess Bawden substituted by Gary Howsam. Councillor Count declared a non-statutory disclosable interest under the Code of Conduct in relation to Item 2.4, as a member of the Local Enterprise Partnership Board.
1.2	Minutes – 29 November 2017	It was resolved to approve the minutes of the meeting of 29th November 2017 as a correct record.
1.3	Petitions	None received.
1.4	Public Questions	None received.
1.5	Forward Plan	It was resolved to approve the Forward Plan of Executive Decisions dated to be published on 22 December 2017.

Item	Topic	Decision
	Part 2 – Non-Key Decisions	
2.1	Transport: Developing our Decision Making and Delivery arrangements	<p>The Cambridgeshire and Peterborough Combined Authority Order 2017 transferred the local transport planning powers to the Combined Authority and created the C&P CA as the local transport authority for the area.</p> <p>This has created a complex environment with a variety of bodies with different powers and responsibilities promoting, developing and delivering a range of transport schemes. This encompasses the local road network, the strategic road network and the strategic rail network.</p> <p>It has been recognised that greater clarity and consensus is required on the role of the Combined Authority and how this relates to other bodies currently working within the transport environment. The report sought to:</p> <ul style="list-style-type: none"> (a) Set out the transport role of the Combined Authority (b) Make recommendations on the principles that should be adopted to create a simple understandable regime for decision making and delivery (c) Agree that further work should be undertaken to establish how the design of this will work in practice (d) Make proposals for the delegation of transport functions for the year 2018/19. <p>The report followed on from the Transport Update paper presented to the Board on the 29th November 2017.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> (a) Agree the strategic transport role of the Combined Authority - as set out in paragraphs 2.4 – 2.7 of the report; (b) Agree the principles that should be adopted to create a simple understandable regime for decision making and delivery – as set out in paragraphs 2.8 – 2.11; (c) Note that further work would be undertaken to determine how the design of these principles would work in practice and proposals would be brought back to the Combined Authority Board in February 2018 for consideration; (d) Agree the delegation of transport powers to Cambridgeshire County Council and Peterborough City Council for the 2018/19 financial year - as set out in paragraph 2.16 of the report

Item	Topic	Decision
2.2	Establishing the Cambridgeshire and Peterborough Land Commission	<p>The Combined Authority and its constituent partners have a collective ambition for significant levels of inclusive growth across Cambridgeshire and Peterborough. However our track record of delivery has not always met this ambition and the Combined Authority has committed to form a Land Commission to ensure land supply is now brought forward for development in line with our growth needs.</p> <p>The scope of the Land Commission will include bringing forward both public and private land for development. Within this scope there is particular opportunity for the Land Commission to establish a fresh and strategic approach to managing public sector assets across Cambridgeshire and Peterborough, reflecting our need to implement a cross-border and cross-sector approach to make better use of our collective estate. There are approximately 14,000 hectares of public estate across Cambridgeshire and Peterborough.</p> <p>This report asked the Board to agree the scope of the Cambridgeshire and Peterborough Land Commission that will:</p> <ul style="list-style-type: none"> (a) Identify specific barriers that are holding back the supply of land for key strategic development sites in Local Plans, primarily focussing on public land and work with partners to bring forward recommendations to overcome these (b) Develop a register of all publicly owned land across the area to ensure the long-term supply of land for future development needs (c) Identify any common factors that are holding back the supply of land for development across the geography and work with partners to bring forward recommendations to overcome these. <p>It was resolved to:</p> <ul style="list-style-type: none"> (a) Agree the Terms of Reference for the Land Commission (b) Agree the membership and appoint the portfolio holder for Spatial Planning as the Chair of the Land Commission (c) Agree the timetable for implementation of the Land Commission and ask the Chair of the Land Commission to bring regular progress reports to the Board (d) Approve a budget allocation of up to £80,000 to support the work of the Land Commission
2.3	Update on Peterborough University Business Cases and Project Progress	This report updates Board members on the extensive progress being made on the University of Peterborough project.

Item	Topic	Decision
		It was resolved to note the current progress being made by partners on the University project
2.4	Establishing a new Stronger Public and Private Sector Partnership in Cambridgeshire and Peterborough	<p>It was resolved to not exclude the press and public when considering Appendix 1 as the Board would be considering exempt information under categories 3 and 4 of schedule 12A of the Local Government Act 1972.</p> <p>The Greater Cambridgeshire and Greater Peterborough area has huge economic potential. If this potential is to be realised, a really powerful partnership needed to exist between the public and private sectors. The purpose of this paper was to consider how a series of new arrangements could strengthen the strategic leadership of the area, create a new model of local enterprise partnership and provide best value for the public purse.</p> <p>These new arrangements would set the standard for best practice models of the future for public and private sector partnerships. At the same time, they would restore trust and confidence, including that of the wider business community, local democratic leaders and central government.</p> <p>The current Local Enterprise Partnership Board agreed at its Board meeting on 19th December that Greater Cambridge and Greater Peterborough Enterprise Partnership Limited (the "Company"), that was established in 2010 to lead and manage the Greater Cambridge Greater Peterborough Local Enterprise Partnership (the "GCGP LEP") should be voluntarily wound up on a solvent basis with effect from 31st March 2018.</p> <p>This would allow for an effective transition from the current model to new arrangements. This report set out how the Combined Authority could work in partnership with a new LEP to deliver a new model of strategic leadership.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> (a) Note the decisions proposed to the Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership Board (GCGP LEP) regarding the future of its Company; (b) Note that the GCGP LEP had accepted the proposals made to it, and:

Item	Topic	Decision
		<ul style="list-style-type: none"> i. To note that it was proposed that a new Local Enterprise Partnership would be established in the form of a Business Board; ii. To note the future working relationship of the Combined Authority and the new Business Board, and the membership of the new Business Board; iii. Agree that the Combined Authority shall become the Accountable Body for the Business Board from 1st April 2018. <p>(c) note that periodic reports would be made to the Combined Authority Board from the New Year regarding the arrangements for the future working relationship between the two Boards.</p>
	Part 3 – Budget Decisions	
3.1	Budget 2018-19	<p>The Local Government Finance Act 1992 (LGFA 1992) placed a duty on Councils to set a balanced budget with regard to the advice of its Chief Finance Officer (section 151).</p> <p>This paper provided a draft ‘indicative’ budget for the Combined Authority produced in accordance with the ‘emerging strategic themes’ for 2018/19 as set out in the October Board meeting, to be consulted on by the consultees as approved by the Board.</p> <p>It was resolved to consider and approve the draft 2018/19 Combined Authority budget for consultation purposes.</p>
3.2	Budget 2018-19 (Mayor’s Budget)	<p>This paper sets out the Mayor’s draft budget for 2018/19 for review by the Combined Authority Board</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> 1. Review the Mayor’s draft budget for 2018/19 2. Approve the draft budget in its current form.
	Part 4 – Date of Next Meeting	
4.1	Date of Next Meeting	It was resolved to note the date of the next meeting – Wednesday, 31 January 2018 at 10.30 am in the Kreis Viersen Room, Shire Hall, Cambridge

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AUDIT & GOVERNANCE COMMITTEE - Decision Summary

Meeting: 18th December 2017

<http://cambridgeshirepeterborough-ca.gov.uk/assets/Audit-and-Governance-Committee/Audit-Governance-Agenda-181217.pdf>

Chair: John Pye (Chair and Independent Person)

Summary of decisions taken at this meeting

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Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	Apologies And Declarations Of Interests	<p>The Chairman welcomed the Mayor of the Combined Authority.</p> <p>Apologies were received from Cllr Fraser and Cllr Chapman.</p> <p>The Chairman advised the committee that the CA is in the process of recruiting a permanent s.151 officer. Adverts have been approved and the necessary processes put in place. The recruitment would begin in the new year. Several interviews had been conducted for an interim s.151 officer but to date, no suitable candidate had been identified. The Chief Executive and Monitoring Officer meet regularly with two experienced finance officers to monitor the financial position and the Audit and Governance Committee will provide the oversight for that position.</p>
2.	Minutes of the meeting held on 21st September 2017	<p>The minutes of the meeting held on the 21st September were agreed as a correct record.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
3.	Combined Authority Board Update	<p>The Chairman welcomed the Mayor and invited him to provide the committee with an overview of the Combined Authority activities for the last six months.</p> <p>The Mayor highlighted the following points:-</p> <ul style="list-style-type: none"> •The Combined Authority was an opportunity to do things differently; it was important to recognize that the Combined Authority was a delivery body not another local authority. •The Combined Authority would be a lean organisation which would have a staff of less than 20 people. •There had been some unexpected issues that the Combined Authority had had to deal with such as the situation with the Greater Cambridgeshire Greater Peterborough Enterprise Partnerships; this had been dealt with transparently and would hopefully result in a better system and provide an opportunity for integration that would solve staffing problems and remove the duplication of services that existed within the area. •The Combined Authority was a fast moving organisation; reports that were brought forward under the 100 day plan were already coming to fruition, reports such as the Mass Rapid Transport and the A10 study. •The Mayor outlined how he had been involved in talks with investors and central government who were keen to be involved with the authority. •The Combined Authority was unique and did not fall naturally into the defined tag of a metro mayor system. The Cambridgeshire and Peterborough area had a strong economy which needed to be harnessed. •There was a real opportunity to bring in significant investments from the private sector. •The Mayor felt that having a core staff and high levels of consultants was the way forward for the Combined Authority. •The post of the Section 151 officer needed someone with a deep understanding of the

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>Combined Authority.</p> <ul style="list-style-type: none"> •The Mayor gave his commitment that the Combined Authority would ensure it was transparent in all its activities. <p>The Chairman thanked the Mayor for attending to provide an update and asked him to return at a future date to keep the committee updated.</p>
4	Internal Audit Update	<p>The Committee received the report from the Chief Internal Auditor which outlined the ongoing review of the governance arrangements within the Combined Authority.</p> <p>Cllr Harrison asked whether the Code of Conduct could be reviewed as it seemed too lightweight in comparison to the Code of Conduct of other local authorities and was advised that the Monitoring Officer favoured a less complex code but that the Code of Conduct could be included within the review and would discuss this with the Chief Internal Auditor.</p> <p>The Chief Internal Auditor would bring a report back to the Audit and Governance Committee with a further update on the review in March.</p> <p>The Chairman raised the issue of the Overview and Scrutiny Committee requesting a review of the consultants used by the Combined Authority. Members of the committee requested this be extended to include a broad range of procurement activities.</p> <p>The Chairman advised that it was important that the remits of the Overview and Scrutiny Committee and the Audit and Governance Committee were clear to avoid duplication of work and that he would be meeting with the Overview and Scrutiny Committee Chairman in the New Year.</p>
5	External Audit 2016-17 Annual Audit Letter	<p>The Committee received the report which asked the committee to note the Annual Audit Letter, as prepared by Ernst and Young following the completion of their 2016/17 audit.</p> <p>The Committee noted the report.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
6	Audit Plan 2017/18	<p>The Committee received the report which asked for the approval of the 2017/18 Audit Plan as prepared by Ernst & Young LLP and to approve a proposed change to the Audit and Governance Committee meeting dates and work programme to accommodate the changed statutory deadline for approval of the Statement of Accounts.</p> <p>The external auditors outlined the three main risks in the report; the first two risks were common risks for all organisations and the third risk was the change of deadlines which the committee needed to be aware of.</p> <p>There would be a workshop in May which would provide the committee an opportunity to review the draft statement of accounts.</p> <p>A question was asked around the Planning Materiality and the committee were advised that this was a common approach taken by external auditors to make judgements. As the materiality had been set at the top range this meant the auditors felt there was currently low risk.</p> <p>As a result of the external deadlines being moved there would be more estimated figures used which did create more risk, however this should be mitigated by the committee having early sight of the accounts. If there was anything significant that could have an effect on the estimates this would be discussed with the committee.</p> <p>Risks around the Mayor operating without appropriate arrangements in place or the absence of the Section 151 Officer would be reflected in the risk audit carried out by the external auditor.</p> <p>Currently the external auditors had good engagement with the finance officers and were satisfied with the interim arrangements.</p> <p>The Chairman requested that he be consulted if the external auditors did develop any concerns.</p> <p>The Committee received and considered the External Audit Plan for 2017/18.</p> <p>The Committee noted the planned audit fees for the year and noted the changes in statutory deadlines for the preparation of draft accounts and publishing of audited accounts.</p> <p>The Committee approved the proposal to hold an informal workshop in mid-May to discuss and</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		comment on the draft accounts 2017/18.
7	Members Code of Conduct: Procedure for Hearings by the Audit Committee	<p>The Committee received the report which outlined a process for dealing with complaints about the Mayor, members of the combined authority, or members of combined authority committees.</p> <p>The Legal Counsel and Monitoring officer advised that most complaints dealt with were resolved with at the early stage following informal discussions with the member and the complainant.</p> <p>An annual report would be brought to the committee outlining the number of complaints received.</p> <p>The Chairman asked if all members of the Combined Authority had signed the Code of Conduct and was advised that all members should have signed this as part of the register of interest and officers would check to ensure this was completed.</p> <p>The Chairman asked if the process for how members were appointed to the hearings panel could be made clearer.</p> <p>Once the Independent person had been appointed the Committee requested that they attend the Audit and Governance Committee meetings.</p> <p>The Committee reviewed the process for dealing with complaints about the Mayor, Members of the Combined Authority or its Committees for breach of the Code of Conduct and recommend the Combined Authority Board amend the constitution to include the member complaints procedure;</p> <p>The Committee noted the process for recruiting an Independent Person for Complaints with a proposed allowance of £250 per annum.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
8.	Complaints Procedure	<p>The Committee received the report which asked the committee to comment on the proposed corporate complaints procedure for the combined authority</p> <p>The Committee noted the proposed complaints procedure for the combined authority as set out in Appendix 1 and that the Monitoring Officer has delegated authority to make any changes recommended by the Local Ombudsmen or resulting out of the Audit and Governance Committee function to monitor the complaints process.</p> <p>The Committee recommends:</p> <p>(a) that the combined authority board approve and adopt the complaints procedure</p> <p>(b) that the combined authority notify the local ombudsman of its decision to approve and adopt the complaints procedure.</p>
9.	Freedom of Information (FOI) and Data Protection Policy	<p>The Committee received the report which asked the committee to note the action taken to comply with freedom of information legislation.</p> <p>There was an intention to have a publication scheme with the aim to publish as much information as possible.</p> <p>Members requested that it was made clear in the policy whether there was the intention to publish FOI responses online.</p> <p>FOI and data Protection requests were being handled by the Democratic Service staff.</p> <p>The Chairman requested that the number of FOI requests received be included in the annual report brought to the committee.</p> <p>The Committee is agreed to:</p> <p>(a) note the Data Protection Policy at Appendix 1.</p> <p>(b) note the Freedom of Information Policy at Appendix 2.</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>(c) Note publication scheme listing the types of information that is available or will be made available on the Combined Authority website at Appendix 3</p> <p>(d) Recommend that the combined authority Board approves Appendices 1, 2 and 3</p>
10.	Treasury Management Strategy	<p>The Committee received the report which outlined the Combined Authority's draft Treasury Management Strategy for 2018/19.</p> <p>The following points were raised during the discussion: -</p> <ul style="list-style-type: none"> • Current version is limited in scope as it was drafted before Combined Authority had any capital programmes. The 2018/19 version had been expanded to include the borrowing powers of the Combined Authority. • Currently Peterborough City Council invest on behalf of the Combined Authority • Each capital project goes through a budget allocation and approval process with the Combined Authority Board. It is difficult to determine borrowing requirements for investments where there is uncertainty on the amounts and timing of the required funds. The Combined Authority is trying to establish current and future borrowing and investment profiles. • Substantial funding had been received for the housing programmes and the CEO expected that in January 2018 the Combined Authority would have a strong profile of delivery against those programme and therefore a much stronger understanding around capital deployment. Papers would be coming to the Combined Authority Board regarding this. • The other two areas of major capital were the transport projects and the Peterborough University. • The CEO advised that all feasibility studies for transport schemes had been commissioned and in 9-12 months the Combined Authority would have a view on the

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>feasibility of those projects and the likely delivery of those into capital programmes.</p> <ul style="list-style-type: none"> •The final business case for the Peterborough University would come to the Board in December 2018 and it was expected that it would include a view on funding strategy for university, which may involve tens of millions of pounds and would also provide an understanding of the timeframes. •The Combined Authority was accountable to the DCLG to ensure we have delivering value for money schemes. The role of the committee was to ensure systems were in place to allow for this. <p>The Committee members debated the need for the Treasury Management Strategy to be bolder, with some members feeling it should remain as proposed in the report while others felt it needed to take more risks.</p> <ul style="list-style-type: none"> •The Committee requested that the report return in March with two alternative options for the committee to consider and make recommendations on to the Board on the Treasury Management Strategy. <p>The Committee requested that advisor attend the march meeting to provide a development session on this topic to help inform the committees decision.</p> <p>The Committee reviewed the Combined Authority's draft Treasury Management Strategy for 2018/19 and note that an updated version will be brought back to the next Committee meeting to take account of any changes prompted by the DCLG November 2017 consultation.</p>
11.	Assurance Framework	<p>The Committee received the report from the Strategic Financial Advisor which outlined the progress to date on key areas of the review of the Assurance Framework and the Monitoring and Evaluation Framework.</p> <p>The following points were raised:-</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<ul style="list-style-type: none"> •There was major new investment coming into the Combined Authority; organisational changes which will have a significant effect on the structure of the organisation. •The Combined Authority wanted to avoid duplication of roles and envisage that we will have the quality within the organisation to oversee and manage others. •There was a perception from the government that the Combined Authority was another level of bureaucracy which needs to be corrected; the public sector reform programme would run alongside the Combined Authority. •It was important that the managing of the process was defined and in such a way that the public could understand the role of the Combined Authority. <p>The Committee requested that a report that acted as a blueprint for the processes being rolled out be brought to next meeting.</p> <p>The Committee noted the progress on the review of the implementation of structures and systems for the procurement and project management of capital projects in accordance with the requirements of the Assurance and the Monitoring and Evaluation Frameworks; and noted the matters arising and the work underway to ensure the requirements of the Frameworks are fulfilled as options are considered, selected and implemented.</p>
12.	Work Programme	<p>The Committee received the report which provided the draft work programme for Audit and Governance Committee for the remainder of the 2017/18 municipal year.</p> <p>The Committee agreed to add the following to the work programme:</p> <ul style="list-style-type: none"> - Update on the Assurance Framework Process - An annual report on the number of complaints and FOI request received. - Development session be held before the March meeting on the Treasury Management Strategy and a report to come with options for the committee to consider.

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
13.	Date of Next Meeting	Monday 26 th March 2018 at Peterborough City Council



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Cambridgeshire & Peterborough Combined Authority

Reports from Constituent Council Representatives on the Combined Authority

Member representatives

Meeting	Dates of Meeting	Representative
Overview and Scrutiny Committee	29 January 2018	Constituent council to insert their members' names
Combined Authority Board	31 January 2018	Constituent council to insert their members' names

The above meetings have taken place in January .

Overview and Scrutiny Committee –Monday 29 January 2018

The Overview and Scrutiny Committee met on Monday 29 January 2018. A summary of the committee's minutes are attached at **Appendix 1**.

Board meeting – Wednesday 31 January 2018

The Board met on Wednesday 31 January 2018 and the decision summary is attached at **Appendix 2**.

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Overview and Scrutiny Committee_ Decision Summary

Meeting: 29th January 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-29-january-2018/?date=2018-01-29>

Chair: Cllr John Batchelor

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Summary of decisions taken at this meeting

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
1.	Apologies	Apologies received from Cllr French, no substitute.
2.	Declaration of Interests	There were no declarations of interest.
3.	Minutes of the 18th December 2017	The minutes of the meeting held on Monday 18 th December 2017 were agreed as a correct record.
4.	Rapid Mass Transport	The Committee received a presentation from the consultants Steer Davies Gleave The Chairman invited the committee to ask questions of the consultants, the Director of Transport and the Mayor of the Combined Authority. Below is a summary of the points raised,

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<ul style="list-style-type: none"> • The report released in December outlined the emerging findings from the study to get feedback. The current report reflected the final detail of the study; the report belonged to Steer Davies. • The report was putting forward a concept idea so there was not the detail around how much land may be required but it was acknowledged that land in Cambridge was expensive and highly sensitive. • There were a number of examples of the suggested technology being trialed and was being adopted in the UK. The technology would be available at the time. • It was recognized that some form of demand management would be required but what format this would take had not been considered other than recognising it would be needed. • The route was not set yet but the underground would be linked up like the London Underground system. New routes would be where there were significant routes already but further routes across the county could be considered. • Although the system was Cambridge centric it was key to getting people from one side of the city to the other side which would relieve congestion in the surrounding area around the city. • To ensure that the market towns were connected existing infrastructure such as rail stations would be used and interchanges would be created. • There existed an extraordinary economy across the county but there was increasing pressure on housing prices. There was a need to create growth by having a high-quality transport system, which would in turn create high quality market towns. • Highways England now consider other interventions from others that will alleviate traffic and reduce their costs however funding for the project was more likely to come from outside investors rather than from central government. • Funding would not come from a precept levied by the Mayor nor would local district councils be asked to contribute. • Finance would come from the private sector; elected Mayors could come up with solutions

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		<p>for their own area and as Cambridgeshire has high land value if we can capture this it could be used for further financing of major projects.</p> <ul style="list-style-type: none"> • This system could only be delivered by the Combined Authority. The system would go into so many areas of county that it must be Combined Authority project. Leaders of District Councils sit on the Board so there would always be input from those areas. To maintain the speed required for successful development we cannot go through different organisations. • Existing road developments and planning projects could be affected; some would continue others may need to change so they would CAM project and others may need to be dropped but a detailed study of this would need to be done. The Combined Authority would work with colleagues at GCP to identify the different schemes; this was an important piece of work over the coming months. <p>Full detail of the discussion can be found in the minutes http://cambridgeshirepeterborough-ca.gov.uk/meetings/overview-and-scrutiny-committee-29-january-2018/?date=2018-01-29</p>
5.	Budget Consultation	<p>The Committee received the budget consultation from the Project Accountant to make any comments on.</p> <p>The Committee members raised concern that the budget consultation only contained two pages of information. The officer explained that the budget was made up of known expenditure and upcoming budget proposals.</p> <p>Cllr Murphy requested that a review of funding for housing in Peterborough was considered in the budget. Also, the member referred to Peterborough University; the City Council was looking at selling or leasing Bayard Place while the university project team were looking at accommodation so could the two organisations speak to each other.</p> <p>The LEP budget would be brought to the Board separately in March with both budgets being combined once the two organisations had become one. The budget had tried to reflect all major programmes and would cross reference the RMT budget as this was currently not reflected.</p> <p>The Committee agreed that they would like to hold an additional Overview and Scrutiny meeting before the additional Board meeting in February to scrutinise the budget and the consultation</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		results.
6.	Review of Combined Authority Board Agenda	<p>The Committee reviewed the agenda due to come to the Board on Wednesday 31st January 2018.</p> <p>Regarding the housing report members were advised that the paper with the next tranche of housing funding would come to the February Board meeting.</p> <p>In regard to the report on a ‘Stronger Public and Private Sector Partnership in Cambridgeshire and Peterborough’ the committee were advised that the Business Board would be a blend of business representatives and public-sector representatives but which organisations would be represented had yet to be decided. Once the Board was established it would be their decision as to who would sit on the Combined Authority Board to represent them.</p> <p>In regard to the different geography of the two organisations, the Mayor, deputy Mayor’s and the Chief Executive would be working with other authorities and central government to consider. This would be brought back to the Board to decide and allow for O&S to scrutinise if they wished.</p>
7.	Communities and Local Government Select Committee Report	<p>Members queried whether they could scrutinise the Mayor directly or only decisions of the Mayor made through the Board. The Monitoring Officer advised that under the order the Combined Authority has one role and the Mayor has a separate role, so the Mayor could make decisions separately although these could not be key decisions and would have fairly minor financial impact.</p> <p>The committee could look at the office of the Mayor but it would need to be focused and define exactly what they wanted to gain from scrutinising.</p> <p>Members raised concern around the amount of time the Board meetings went on for as in comparison to the O&S meeting they were very short.</p> <p>The Committee were advised that Board members were fully engaged with all reports prior to them being presented at the public meeting and that there was a robust debate between Board members.</p> <p>In regard to the RMT tender process the committee were advised that the Combined Authority needed to go through a procurement process. There was a framework that had been agreed to</p>

Item	Topic	Decision <i>[None of the decisions below are key decisions]</i>
		select the current provider. The Combined Authority would return to the framework to select the new contract, the current consultant had considerable knowledge so it would be a cost saving by using the same consultant if they met the criteria set out in the framework.
8.	Overview & Scrutiny Work Programme Report	<p>The Committee received the report which provided the Committee with the draft work programme for the Overview & Scrutiny Committee for the remainder of the 2017/18 municipal year and asked them for comments and suggestions.</p> <p>The Committee discussed the RMT report and whether the processes had been followed for the release of information and were advised that the law stated that supportive reports may come out late but must be published as soon as possible.</p> <p>The Committee agreed they would like to set up a review to consider the work around the Rapid Mass Transport, the terms of reference would be brought back to the additional meeting on the 12th February for the committee to consider and agree.</p>
9.	Combined Authority Forward Plan	<p>The Committee noted the forward plan of the Combined Authority Board.</p> <p>The current forward plan is at http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Forward-Plan-29-January-2018.pdf</p>
10.	Date & Location of Next Meeting	The next meeting would be held at East Cambridgeshire District Council on the 12 th February 2018.

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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Decision Statement

Meeting: 31st January 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/combined-authority-board-31-january-2018/?date=2018-01-31>

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Item	Topic	Decision
	Part 1 – Governance Items	
1.1	Apologies and Declarations of Interest	Apologies received from Councillor G Bull (Councillor R Fuller substituting) and J Ablewhite (Police and Crime Commissioner) (Councillor R Bisby substituting).

Item	Topic	Decision
1.2	Minutes – 20 December 2017	It was resolved to approve the minutes of the meeting of 20th December 2017 as a correct record.
1.3	Petitions	None received.
1.4	Public Questions	Two questions received, questions and responses published at the following link: Cambridgeshire and Peterborough Combined Authority meeting 31/01/2018
1.5	Forward Plan	It was resolved to approve the Forward Plan of Executive Decisions dated to be published on 29 January 2018.
1.6	Corporate Governance Framework	<p>Good corporate governance is essential to deliver an effective organisation. In authorities which serve the public it demonstrates a commitment to transparency of decision making and ethical conduct and therefore delivers public confidence.</p> <p>The purpose of the report was to seek Board approval to a number of measures designed to enhance the corporate governance framework of the Combined Authority. The Audit and Governance Committee had recommended the following policies and procedures for adoption:</p> <ul style="list-style-type: none"> (a) a Member Complaints Procedure (b) a corporate complaints procedure, (c) a Data Protection Policy, Freedom of Information Policy and a publication scheme. <p>It was resolved to:</p> <p><u>Member Complaints Procedure</u></p> <ul style="list-style-type: none"> (a) Approve the process for dealing with complaints about the Mayor, Members of the Combined Authority or its Committees for breach of the Code of Conduct (Appendix 1);

		<p>(b) Delegate authority to the Legal Counsel and Monitoring Officer to select a suitable Independent Person for Member Complaints and approve a proposed allowance of £250 per annum (in lieu of expenses claims);</p> <p>(c) Request the Legal Counsel and Monitoring Officer to seek to set up a panel of Independent Persons for Member Complaints from amongst Constituent Council Independent Persons;</p> <p>(d) Agree to amend the constitution to include the member complaints procedure;</p> <p><u>Corporate Complaints</u></p> <p>(e) Approve and adopt the complaints procedure;</p> <p>(f) Request Legal Counsel and Monitoring Officer to notify the Local Government and Social Care Ombudsman of the Combined Authority's complaints procedure and to make any changes recommended by the Ombudsman; and</p> <p><u>Data Protection Policy and Freedom of Information</u></p> <p>(g) Approve the Data Protection Policy (Appendix 3), the Freedom of Information Policy (Appendix 4) and the publication scheme listing the types of information that is available or will be made available on the Combined Authority website (Appendix 5).</p>
1.7	Appointment of Interim Chief Finance Officer and Section 151 Officer	<p>The purpose of this report was to ask the Board to appoint an interim statutory Chief Finance Officer for the Combined Authority.</p> <p>It was resolved to appoint Rachel Musson as interim statutory Chief Finance Officer and S151 Officer to the Combined Authority.</p>
	Part 2 – Key Decisions	
2.1	Mass Rapid Transport – Strategic Options Assessment	<p>Greater Cambridge and the wider Combined Authority Area are of enormous economic significance locally and nationally. The Combined Authority is committed to improving accessibility and connectivity to boost growth and prosperity whilst also addressing the congestion and delays that face residents and visitors to the area. The Mayor and the</p>

Combined Authority's ambition is to deliver world-class public transport across Cambridgeshire and Peterborough, the city region and future growth centres as well as into neighbouring counties.

In July 2017, the Combined Authority Board approved the commissioning of a strategic options assessment to investigate potential mass rapid transit solutions. This study has now been concluded, and has established that there is a strong case to develop this initiative further.

This Board paper set out the key findings from this study and requested approval to develop a Strategic Outline Business Case and Options Appraisal Report for the Cambridgeshire Autonomous Metro proposal.

It was resolved to:

- (a) Note the findings of the Cambridgeshire Mass Transit Strategic Options Assessment and the recommendation that the Cambridgeshire Autonomous Metro be carried forward for further development.
- (b) Approve £600,000 to develop a Strategic Outline Business Case and an Options Appraisal Report for the Cambridgeshire Autonomous Metro proposal.
- (c) agree to liaise with the Greater Cambridge Partnership (GCP) to ensure GCP's current and future plans for high quality public transport corridors were consistent and readily adaptable to the emerging proposition for a CAM Metro network.

	Part 3 – Non Key Decisions	
3.1	Housing: Off Site Manufacture	<p>Cambridgeshire and Peterborough has a strategic objective to accelerate the delivery of 100,000 new homes, including 40,000 affordable homes over the next twenty years. This objective is unlikely to be achieved by reliance on existing approaches alone and in particular the capacity of major house builders. It is therefore incumbent upon the Combined Authority to explore new interventions in the housing market. In this light, the Combined Authority Board agreed to commission in June 2017, the development of an Outline Business Case for the establishment of its own facility for the Off-Site Manufacture (OSM) of new homes. This report summarised the Outline Business Case findings from sector experts DLS Strategic Ltd.</p> <p>The report identified a strong commercial opportunity that could arise over the medium to long term. It is also clear that the market for such a venture is still immature. There are many potential partners, but few with either a strong track record of delivery or whose business is on a firm financial footing. The Combined Authority planned to bring forward its Housing Strategy in May 2018, and this proposition needed to be considered alongside other potential interventions.</p> <p>This report therefore concluded that the Board should defer further development of this initiative until late 2018 to allow for the development of a holistic delivery plan to be prepared and further exploratory discussions to take place with Housing Providers and Government.</p> <p>It was resolved to defer the report detailing the contents of the Outline Business Case and the potential medium to long term commercial opportunity.</p>
3.2	Establishing a new Stronger Public and Private Sector Partnership in Cambridgeshire and Peterborough – Business Board	<p>In December, the Combined Authority was advised that the current Local Enterprise Partnership Board had considered alternative proposals for delivery and how the Combined Authority could work in partnership to deliver a new model of strategic leadership.</p> <p>The Combined Authority noted that a new Local Enterprise Partnership would be established in the form of a Business Board and agreed that the Combined Authority shall</p>

		<p>become the Accountable Body for the Business Board from 1 April 2018.</p> <p>This report updated the Board progress towards establishing a combined staffing structure.</p> <p>It was resolved to agree:</p> <ul style="list-style-type: none"> (a) in principle to the establishment of a single shared Chief Executive role across the Combined Authority and the new Local Enterprise Partnership; (b) that the single staffing structure be reported to the February Board meeting; (c) that, in principle, the Combined Authority should explore new terms and conditions of employment for its new staffing structure; (d) that the salaries for the new staffing structure were to be met by the Combined Authority and the new Local Enterprise Partnership Business Board. (e) that Councillor Charles Roberts be appointed as the Chair of the Shadow Business Board.
Part 4 – Date of Next Meeting		
4.1	Date of Next Meeting	Date of the next meeting – Wednesday, 14 February 2018 at 10.30 am in the Civic Suite, Huntingdonshire District Council, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN

MEETINGS OF THE COUNCIL'S COMMITTEES AND PANELS SINCE THE LAST ORDINARY MEETING

DECEMBER 2017

DATE MEETING AND BUSINESS CONSIDERED

18 DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 1 Other Application
- ❖ 8 Applications Requiring Reference to the Development Management Committee
- ❖ Appeal Decisions

JANUARY 2018

DATE MEETING AND BUSINESS CONSIDERED

9 OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND ENVIRONMENT)

- ❖ Cambridgeshire Home Improvement Agency Funding
- ❖ Citizen's Advice Bureau
- ❖ Corporate Enforcement Policy

10 OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS)

- ❖ Draft 2018/19 Revenue Budget & Medium Term Financial Strategy (2019/20 to 2022/23); including the Capital Programme.

16 OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH)

- ❖ Car Parking Enforcement Overview Presentation
- ❖ Houghton and Wyton Neighbourhood Plan

16 GRANTS PANEL

- ❖ Second Round of Community Chest Grant Aid Awards 2017/18

17 CORPORATE GOVERNANCE COMMITTEE

- ❖ Community Governance Review – Great and Little Gidding Parish Council
- ❖ Lead and Deputy Independent Persons
- ❖ Update on Code of Conduct and Register of Disclosable Pecuniary Interests
- ❖ Annual Report on HDC Compliance with the Freedom of Information (FOIA) and Environmental Information Regulations (EIR) Acts

- ❖ Progress on issues arising from the 2016/17 Annual Governance Statement
- ❖ Non-Implementation of Internal Audit Actions
- ❖ Internal Audit Service: Interim Progress Report

18 CABINET

- ❖ Draft 2018/19 Revenue Budget & Medium Term Financial Strategy (2019/20 to 2022/23); including the Capital Programme
- ❖ Houghton and Wyton Neighbourhood Plan examination outcome and progression to referendum

22 DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 1 other Application
- ❖ 5 Applications requiring Reference to Development Management Committee
- ❖ Corporate Enforcement Policy
- ❖ Diversion of Public Rights of Way
- ❖ Proposed Changes to the Council's Scheme of Delegation
- ❖ Appeal Decisions

31 OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS)

- ❖ Final 2018/19 Revenue Budget and Medium Term Financial Strategy (2019/20 to 2022/23); including the Capital Programme.
- ❖ Integrated Performance Report 2017/18 – Quarter 3
- ❖ Treasury Management Strategy 2018/19
- ❖ Corporate Risk Register
- ❖ Commercialisation Business Case

FEBRUARY 2018

DATE MEETING AND BUSINESS CONSIDERED

6 OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND ENVIRONMENT)

- ❖ Citizens Advice Rural Cambs – Presentation on the Work of
- ❖ Cambridgeshire Home Improvement Agency Funding

7 LICENSING AND PROTECTION COMMITTEE

- ❖ Corporate Enforcement Policy
- ❖ Monitoring Report on the Delivery of the Food Law Enforcement and Health and Safety Service Plans
- ❖ Licensing and Protection Sub Committee
- ❖ Suspension and Revocation of Private Hire and Hackney Carriage and Drivers Licences under Delegated Powers.

7 LICENSING COMMITTEE

- ❖ Corporate Enforcement Policy
- ❖ Licensing Sub-Committees

7 EMPLOYMENT COMMITTEE

- ❖ Safeguarding Children and Adults at Risk Policy and Procedure
- ❖ Workforce Information Report Quarter 3 2017-18
- ❖ Employee Survey 2017 Action Plan Progress Report
- ❖ Pay Policy Statement 2018/19
- ❖ Staff Council Issues

8 CABINET

- ❖ Final 2018/19 Revenue Budget and Medium Term Financial Strategy (2019/20 to 2022/23); including the Capital Programme
- ❖ Treasury Management Strategy 2018/19
- ❖ Corporate Enforcement Policy
- ❖ Integrated Performance Report 2017/18 – Quarter 3
- ❖ Corporate Risk Register
- ❖ Procurement of a Partnership for the Commercial Development of HDC's CCTV Services

19 DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 2 Applications requiring Reference to Development Management Committee
- ❖ Appeal Decisions

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Representation of Political Groups on District Council Committees and Panels

Meeting/Date: Council – 21st February 2018

Executive Portfolio: Councillor G J Bull, Executive Leader

Report by: Elections and Democratic Services Manager

Wards affected: All

Executive Summary:

The Council is required to review regularly the political composition of the Council and to determine the size and constitution of its committees and panels that have been established for the purposes of discharging its functions. This is to ensure that the political balance is reflected and maintained in those committees and panels by allocating seats on each committee and panel to each group in direct proportion to each group's overall representation on the Council.

The report reflects the recent change in political representation of the Council following notification received from Councillor C E Bober of his resignation from the HDC Independent Group.

Recommendation:

- (a) that the Council be invited to determine the allocation of seats on District Council Committees and Panels to political groups and to the non-aligned Members in accordance with the distribution illustrated at Appendix A; and
- (b) that the requirements for appointments to advisory/sub-groups in paragraph 5.3 be noted.

The proportionality requirements do not apply to the Cabinet and its membership will be determined by the Executive Leader

1. PURPOSE OF THE REPORT

- 1.1 The Local Government and Housing Act 1989 and associated Regulations describe arrangements for achieving a balance on Committees and Panels, to reflect the representation of political groups and independent Members on the District Council. The Act requires the District Council to review the representation of different political groups at the time when the Authority holds its Annual Meeting and as soon as practicable and over one month after the last review if the Proper Officer receives a request to undertake a further review of the allocation of seats given a change to membership of a political group.
- 1.2 Since the last review was undertaken at the Council meeting on 17th May 2017, notification has been received from Councillor C E Bober of his resignation from the HDC Independent Group.

2. PRINCIPLES OF PROPORTIONALITY

- 2.1 In performing the duty to review representation, the Council must, so far as reasonably practicable, only determine the allocation of seats having regard to the following principles –
- ◆ that not all the seats are allocated to the same political group;
 - ◆ that the majority of seats are allocated to the political group which forms a majority of the Council's membership; and
 - ◆ that the number of seats allocated is in the same proportion as is borne by the number of Members of a political group to the membership of the Council.
- 2.2 Currently it is open to the Council to approve alternative arrangements otherwise than in accordance with the principles of proportionality providing that the alternative arrangements are approved without any Member voting against them.

3. CONSTITUTION OF POLITICAL GROUPS

- 3.1 Following the change in membership of the HDC Independent Group, the constitution of political groups on the Council is as follows:-

Name of Group	No. of Members
Conservative	33
Liberal Democrat	6
HDC Independent Group	6
UKIP	3
Labour	2

There are now 3 Members of the Council who are not aligned to a political group.

- 3.2 The membership of groups in proportion to the total membership of the Council is therefore as follows:-

	%
Conservative	61.54
Liberal Democrat	11.54
HDC Independent Group	11.54

UKIP	5.77
Labour	3.85

The Independent Members represent 5.77% of the membership of the Council.

4. LOCAL GOVERNMENT ACT 2000

- 4.1 Under the Local Government Act 2000, the proportionality requirements do not apply to the Cabinet or to any Sub-Groups or Sub-Committees, which the Cabinet may appoint. Appointment of the Cabinet also lies with the Executive Leader of the Council. Recent changes to the Constitution have varied the number of seats to which the Council can appoint to 84.
- 4.2 The following requirements of the Act also need to be adhered to by the Council in determining the membership of Panels, etc. –
- ◆ the Cabinet may not include either the Chairman or Vice-Chairman of the Council;
 - ◆ Overview and Scrutiny Panels may not comprise any Member of the Cabinet;
 - ◆ the Executive Leader, Deputy Executive Leader and any Member of the Cabinet shall not be elected as Chairman of any Committee or Panel other than any that may be appointed by the Cabinet.
- 4.3 The Constitution also provides for the Development Management Committee, Licensing and Protection Committee, the Employment Committee and the Licensing Committee to include the relevant Executive Councillor within their respective membership.

The Constitution provides that every Member of the Council shall be appointed to serve on a minimum of one Overview and Scrutiny Panel, or Committee of the Council or the Cabinet.

5. PROPORTIONALITY

- 5.1 Excluding the Cabinet, the aggregate number of seats on Committees is now 84. Using the proportionality percentage referred to in paragraph 3.2 and rounding up or down as appropriate, produces the following entitlement –

	Seats
Conservative Group	52
Liberal Democrat Group	10
HDC Independent Group	10
UKIP	5
Labour	2
Independent Members	5

- 5.2 Applying the principles of the Act and, similarly, rounding the figures as necessary, gives the distribution as set out in the Appendix.
- 5.3 The principles of proportionality apply similarly to advisory/sub-groups appointed or nominated by committees and regard must be given to the following examples of entitlements to seats:-

No. of Members on Sub-Group, etc	Proportion of Members from Political Groups					
	Cons	Lib Dem	UKIP	Indep Group	Lab	Indep
3	2	0/1	0	0/1	0	0
4	3	0/1	0	0/1	0	0
5	3	1	0	1	0	0
6	4	1	0	1	0	0
7	4	1	0/1	1	0	0/1
8	5	1	0/1	1	0	0/1
9	6	1	1	1	0	1
10	6	1	1	1	0	1

- 5.4 The Cabinet may not delegate any of its functions to non-Cabinet Members. Therefore any Sub-Group of the Cabinet that is exercising any decision-making powers delegated to it by the Cabinet must include only Cabinet Members. This does not prevent any Advisory Group appointed by the Cabinet that has no decision-making powers and whose terms of reference are merely advisory from including non-Cabinet Members.
- 5.5 It should be noted that the 2000 Act requires the appointment of a minimum of one Cabinet Member to a Joint Committee exercising executive functions. Other Members may be appointed to a Joint Committee and the political balance requirements do not apply although circumstances will vary as to whether those Members can vote on executive decisions.

6. REASONS FOR THE RECOMMENDED DECISIONS

- 6.1 The Council is invited to determine the allocation of seats on District Council Committees to political groups and to the non-aligned Members in accordance with the distribution illustrated in the attached Appendix and to note the requirements for appointments to advisory/sub groups etc, in paragraph 5.3. The proportionality requirements do not apply to the Cabinet and its membership will be determined by the Executive Leader
- 6.2 The opportunity otherwise is available currently to allocate seats in accordance with an alternative arrangement, with the exception of the Cabinet, provided this arrangement is approved by the Council with no Member voting against.

7. LIST OF APPENDICES INCLUDED

Appendix A - Allocation of seats on District Council Committees and Panels to political groups

BACKGROUND PAPERS

Local Government and Housing Act 1989
 Local Government Act 2000
 Localism Act 2011
 District Council Constitution

CONTACT OFFICER

Lisa Jablonska
 Elections and Democratic Services Manager
 ☎ (01480) 388004

APPENDIX

Committee / Panel	No. of Seats*	No. of Ex-officio	Title of Ex-officio	Cons	Ind Group	Lib Dem	UKIP	Lab	Inds	Cons	Ind Group	Lib Dem	UKIP	Lab	Inds
Corporate Governance Committee	12	0		7.38	1.38	1.38	0.69	0.46	0.69	7	1	1	1	1	1
Development Management Committee	16	1	Not defined	9.85	1.85	1.85	0.92	0.62	0.92	10	2	2	1	0	1
Employment Committee	8	1	Not defined	4.92	0.92	0.92	0.46	0.31	0.46	5	1	1	1	0	0
Licensing & Protection Committee / Committee	12	1	Not defined	7.38	1.38	1.38	0.69	0.46	0.69	7	2	1	0	1	1
Overview & Scrutiny Panel (Performance and Customers)	12	0		7.38	1.38	1.38	0.69	0.46	0.69	8	1	2	1	0	0
Overview & Scrutiny Panel (Economy and Growth)	12	0		7.38	1.38	1.38	0.69	0.46	0.69	7	1	2	1	0	1
Overview & Scrutiny Panel (Communities and Environment)	12	0		7.38	1.38	1.38	0.69	0.46	0.69	8	2	1	0	0	1
TOTAL	84									52	10	10	5	2	5

* The allocation of these seats must be balanced so that the total entitlement to seats on each group is not exceeded.

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