

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 10TH JANUARY 2018** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 8)

To approve as a correct record the Minutes of the meeting held on 6th December 2017.

**A Green
388008**

2. MEMBERS' INTERESTS

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 9 - 12)

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

**B Buddle
388007**

4. DRAFT REVENUE BUDGET 2018/19 AND MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2022/23 (Pages 13 - 56)

The Panel are to consider the Draft Revenue Budget 2018/19 and the Medium Term Financial Strategy 2019/20 to 2022/23.

**C Mason
388157**

5. OVERVIEW AND SCRUTINY PROGRESS (Pages 57 - 64)

Members are to receive the work programmes for all Overview and Scrutiny Panels.

**A Green
388008**

Dated this 2nd day of January 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.

2. Filming, Photography and Recording at Council Meetings

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with

guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

Please contact Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (*under Councils and Democracy*).

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

Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Wednesday, 6 December 2017.

PRESENT: Councillor D M Tysoe – Chairman.

Councillors Mrs B E Boddington, R C Carter, S Greenall, R B Howe, Mrs R E Mathews, J M Palmer, Mrs D C Reynolds and M F Shellens.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors K M Baker and Mrs S L Taylor.

IN ATTENDANCE: Councillors D Brown and J A Gray.

39. MINUTES

The Minutes of the meeting held on 1st November 2017 was approved as a correct record.

(At 7.00pm, during the consideration of this item, Councillor D Brown entered the meeting.)

40. MEMBERS' INTERESTS

No declarations of interest were received.

41. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st December 2017 to 31st March 2018.

In response to a question, the Head of Resources confirmed that Council Tax Base 2017/18 had been approved.

(At 7.01pm, during the consideration of this item, Councillor Mrs D C Reynolds left the meeting.)

42. REVIEW OF FEES AND CHARGES

With the aid of a report by the Head of Resources (a copy of which has been appended in the Minute Book) the Review of Fees and Charges was presented to the Panel.

In introducing the report the Executive Councillor for Strategic Resources stated that the fees and charges presented to Members was a draft and that there was an opportunity to suggest amendments.

In response to the question, why had the fees and charges which are set nationally been included, as there is nothing the Council can do to affect these, the Head of Resources reminded Members that it is a statutory requirement for Councils to publish a complete schedule of fees and charges including those that the Council has no control over.

The Panel welcomed the news that there will be no increase in car park charges next year and hopes that this stance is maintained as the schedule of fees and charges is finalised in the budget setting process.

Members noted that £140k of the £170k increase is being generated by One Leisure, in particular by swimming and swimming lessons. Concern was expressed that the increases would have an adverse impact upon customer numbers. In response, the Panel was informed that fees for swimming and swimming lessons have not increased in two years. Competitor analysis has been carried out and found that the fees at One Leisure remains cheaper than at leisure centres in Peterborough and Bedfordshire. In addition, it is not anticipated that customer numbers would be adversely affected by any fee increases as there are currently waiting lists for swimming lessons.

A Member suggested that to charge £5.50 per child to visit the Paxton Pits Visitor Centre was a little excessive. However they added that the fee for a zoo licence was not enough and that thought could be given to increasing it. The Executive Councillor responded by stating that the suggestions would be considered by Cabinet.

It was suggested that little increases in fees and often would perhaps be a better approach than no increase for a while followed by a large increase.

Concern was raised that there are large increases on room hire at the Countryside Park however there is no comparison data and it is difficult to establish what was raised in previous years. In response, the Panel was informed that where there is no obvious comparator the relevant Head of Service and Executive Councillor could decide to have an inflationary increase or a round number increase.

It was noted that the report does not contain information of the total revenue raised by fees and charges or how much is raised by each department.

The Panel welcomed reducing the charges for farmers' market traders to zero in order to encourage more traders.

A Member stated that the analysis in the report did not go into enough depth and where there are large increases the narrative to explain the reasons why was lacking. There was also no narrative on the competitor analysis and any stress testing carried out. In addition, the Cabinet may want to give thought to displaying the increase in fees and charges as a percentage of the total revenue raised.

(At 7.03pm, during the consideration of this item, Councillor J A Gray entered the meeting.)

(At 7.04pm, during the consideration of this item, Councillor Mrs D C Reynolds entered the meeting.)

43. REPRESENTATIVES ON EXTERNAL ORGANISATIONS - ANNUAL UPDATE REPORT

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Representatives on External Organisations – Annual Updates was presented to the Panel.

Following an introduction of the report from the Democratic Services Officer (Scrutiny), the Chairman stated that he thought that the area of representation on external organisations needed a bit of work.

The Panel agreed with the suggestion, by a Member, that the Cabinet could appoint Members from the non-majority Party to represent the Council.

Members raised the following points: attendance by the Council's representative is not always required as they may receive reports and Minutes from the external organisation; some Members are not aware whether the organisation they had been appointed to meets regularly or know of anyone to contact who knows that information and in some cases there is nothing of relevance to the Council emanating from the meetings and therefore there is no reason to provide a report.

The point was made that financial reports and Minutes of Internal Drainage Boards are available to the public however the Panel was reminded that the representatives are required by Cabinet to report back, in writing, to the relevant Overview and Scrutiny Panel.

A Member noted that they had been appointed as a representative of the Council on an external organisation and that they had notified the Council of a dereliction of duty on the part of the organisation. The Panel,

RESOLVED

- 1) to recommend to Cabinet that there are other methods of providing an update (e.g. publically available reports and Minutes)
- 2) to ask Cabinet to consider appointing non-majority Party Members as representatives on external organisations.
- 3) to ask Cabinet to ensure that appointed Members are aware of the reason for their appointment.
- 4) to recommend that a Task and Finish Group is formed in order to perform an audit of external organisations and the process of appointments.

(At 7.44pm, during the consideration of this item, Councillors J A Gray and M F Shellens left the meeting and did not return.)

44. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book), the Panel reviewed

all Panels' work programmes since the last meeting.

Councillor R C Carter provided an additional update on the One Leisure Value For Money Task and Finish Group and stated that since the update a further meeting had been held. The Group will ask previous Portfolio Holders questions with written answers provided. It is anticipated that the Group will report to the Panel in February 2018.

Chairman

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

Prepared by Councillor G J Bull, Executive Leader of the Council
Date of Publication: 20 December 2017
For Period: 1 January 2018 to 30 April 2018

Membership of the Cabinet is as follows:-

Councillor G J Bull	Executive Leader of the Council	Councillor R Fuller	Deputy Executive Leader and Executive Councillor for Housing and Planning
Councillor D Brown	Executive Councillor for Commercial and Shared Services	Councillor J A Gray	Executive Councillor for Strategic Resources
Councillor S Cawley	Executive Councillor for Transformation and Customers	Councillor J White	Executive Councillor for Operations
Councillor Mrs A Dickinson	Executive Councillor for Community Resilience, Well-Being, and Regulatory Services		

Notice is hereby given of:

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

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

Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

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

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

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

1. Information relating to any individual

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

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

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

10 Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2017/18 - Phase 2	Grants	16 Jan 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		A Dickinson/ J A Gray	Performance and Customers / Communities and Environment
Draft Revenue Budget 2018/19 and Medium Term Financial Strategy 2019/20 to 2022/23***	Cabinet	18 Jan 2018		Clive Mason, Head of Resources Tel No. 01480 388157 or email: clive.mason@huntingdonshire.gov.uk		Cllr J A Gray	Performance and Customers
Community Resilience Plan	Cabinet	18 Jan 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		A Dickinson	Communities and Environment

Subject/Matter for Decision	Decision/recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Houghton and Wyton Neighbourhood Plan***	Cabinet	18 Jan 2018		Clara Kerr, Planning Services Manager Tel No. 01480 388430 or email: clara.kerr@huntingdonshire.gov.uk			
Revenue Budget 2018/19 and Medium Term Financial Strategy 2019/20 to 2022/23	Cabinet	8 Feb 2018		Clive Mason, Head of Resources Tel No. 01480 388157 or email: clive.mason@huntingdonshire.gov.uk		J A Gray	Performance and Customers
Treasury Management Strategy 2018/19	Cabinet	8 Feb 2018		Clive Mason, Head of Resources Tel No. 01480 388157 or email: clive.mason@huntingdonshire.gov.uk		J A Gray	Performance and Customers
Business Case for CCTV Commercialisation*** ##	Cabinet	8 Feb 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		D Brown	Performance and Customers
Memoranda of Understanding with the Local Enterprise Partnership***	Cabinet	8 Feb 2018		Andy Moffat, Head of Development Tel No. 01480 388400 or email: andy.moffat@huntingdonshire.gov.uk		G Bull	Economy and Growth
Corporate Enforcement Policy	Cabinet	8 Feb 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		A Dickinson	Communities and Environment

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Corporate Plan Refresh	Cabinet	8 Feb 2018		Adrian Dobbyne, Corporate Team Manager, Corporate Team Manager Tel No. 01480 388001 or email: adrian.dobbyne@huntingdonshire.gov.uk		G Bull	Performance and Customers
Lettings Policy Review	Cabinet	8 Feb 2018		Jon Collen, Housing Needs and Resources Manager Tel No. 01480 388220 or email: jon.collen@huntingdonshire.gov.uk		R Fuller	Performance and Customers
Business Case for Document Centre Commercialisation*** ##	Cabinet	22 Mar 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		D Brown	Performance and Customers
Endorsement of the Huntingdonshire Local Plan to 2036	Cabinet	22 Mar 2018		Clara Kerr, Planning Services Manager Tel No. 01480 388430 or email: clara.kerr@huntingdonshire.gov.uk		R Fuller	Economy and Growth

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Draft 2018/19 Revenue Budget & Medium Term Financial Strategy (2019/20 to 2022/23); including the Capital Programme.
Meeting/Date:	Overview and Scrutiny Panel (Performance and Customers) – 10th January 2018
Executive Portfolio:	Executive Councillor for Strategic Resources
Report by:	Head of Resources
Wards affected:	All

Executive Summary

This report sets out the Councils Revenue and Capital budget proposals for the 2018/19 Draft Budget and the Medium Term Financial Strategy (2019/20 to 2022/23). The proposals:

- include savings and additional income, growth, non-realised savings from earlier years, the implications of other budget adjustments and the Commercial Investment Strategy, and the governments financial settlement, and their
- impact on Council Tax and Reserves for 2018/19 and over the medium term.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the revenue and capital proposals, the Council Tax and levels of Reserves from the Cabinet report attached at **Appendix A**.

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Draft 2018/19 Revenue Budget & Medium Term Financial Strategy (2019/20 to 2022/23); including the Capital Programme

Meeting/Date: Cabinet – 18th January 2018

Executive Portfolio: Executive Councillor for Strategic Resources

Report by: Head of Resources

Wards affected: All

Executive Summary:

Revenue Budget

In order for the Council to:

- set the Council Tax for the area, the Council is required to set an annual Budget for the forthcoming year; ,
- ensure effective future financial planning, the Council approves a Medium term Financial Strategy (MTFS) for the subsequent 4 years.

Consequently, this report sets out the Draft Budget for 2018/19, including details of the draft service budgets, and the revised MTFS for the period 2019/20 to 2022/23 for Cabinet approval.

At this point in the Budget setting process, the draft Net Service Expenditure for 2018/19 is £17.2m (the detailed Draft Budget 2018/19 and MTFS is shown in **Appendix 1**).

When comparing the Draft 2018/19 Net Service Expenditure Budget to the 2017/18 Forecast Outturn and the Original Budget, there has been a net decrease of £817k (4.5%) and £40k (0.2%) respectively. The draft figures include:

- on-going impacts of previous years Zero Based Budget and line by line savings approved in previous years,
- non-realisation of previously approved Zero Based Budgeting (ZBB) savings (£453k).
- growth (£2.2m).
- savings and additional income (£1.9m),
- the impact of all other budget adjustments (£51k; inflation and employee related expenditure).
- the increased income from the Commercial Investment Strategy (£197k).

Government Funding

In December 2015 the Government offered to local authorities a Four Year Financial settlement on submission and approval of a Four Year Efficiency Plan and the Council received approval for its Plan in November 2016.

On 19 December 2017, the Secretary of State for Communities and Local Government announced the provisional finance settlement for 2018/19. Revenue Support Grant (RSG) and New Homes Bonus (NHB) allocations were broadly in line with the indicative Four Year Settlement announced the previous year. Members should note that, as reported last year, the Council will no longer receive RSG from 2019/20.

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

Council Tax

The Council Tax base (i.e. the number of Council Tax Band D properties) is 60,984 for 2018/19 with a detailed breakdown by parish shown in **Appendix 2**, for the period of the MTFS this has been increased by 1.3% per annum.

As highlighted to Council in October 2016, the Four Year Efficiency Plan included a proposal to increase Council Tax by 2%. The 2018/19 draft Budget and MTFS therefore includes a 2% increase in Council Tax and this would make the 2018/19 Council Tax £138.56 (an increase of £2.66) and over the life of the MTFS would raise £2.7m.

Reserves

The Council's policy with regard to the General Fund Reserve is to maintain this at a minimum level of 15% of net revenue expenditure of the authority. There are therefore minor adjustments to the General Fund over the MTFS to maintain this level. Any excess budget (or reserve contribution required) after the General Fund adjustment is taken to, or made from, the Budget Surplus Earmarked Reserve. Where surpluses can be invested, these are then transferred to the CIS Earmarked Reserve.

Capital Programme

There is a capital requirement of £5.6m in 2018/19, £3m funded from borrowing and the balance from external sources (grants and contributions) and internal contributions (capital receipts, capital reserve and earmarked reserves). The Minimum Revenue Provision (MRP) has been calculated at £2.17m. The revenue implications of the capital proposals are built into the corresponding revenue budgets.

The Commercial Investment Strategy (CIS) has programmed £31.5m of CIS acquisitions in 2018/19. This is to be funded from borrowing of £28.2m and a contribution from the CIS Earmarked Reserve of £3.3m.

Comments of the Overview and Scrutiny Panel (Performance and Customers will be detailed in Section 10 of this report.

Recommendations:

It is recommended that the Cabinet approves:

- Overall Draft Budget 2018/19 and MTFS 2019/20 to 2022/23 (**Appendix 1**)
- Savings and growth proposals (4.1 to 4.6 **Appendices 3 and 4**),
- Draft Capital Programme 2018/19 to 2022/23 (9.1 to 9.2), and
- Planned increase in Council Tax of 2% for 2018/19 and for the duration of the MTFS (7.1 to 7.3, **Table 6**).

1. PURPOSE OF THE REPORT

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

- the draft 2018/19 Revenue Budget and Medium Term Financial Strategy (MTFS) for the period 2019/20 to 2022/23,
- how the Budget has moved in comparison to the 2017/18 Original Budget and the 2017/18 Forecast Outturn,
- draft Capital Programme 2018/19 to 2022/23, and the
- impact on reserves.

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

2.1 The draft 2018/19 budget and MTFS have been set on the following basis:

- on-going impacts of Zero Based Budget and line by line savings approved in previous years,
- non-realisation of previously approved Zero Based Budgeting (ZBB) savings (£453k),
- growth (£2.2m),
- savings and additional income (£1.9m).
- the impact of all other budget adjustments (£51k; inflation and employee related),
- the increased income from the Commercial Investment Strategy (£197k),
- the Four Year Settlement that was agreed by government in the Autumn of 2016; reflecting new grant income streams for Revenue Support Grant, New Homes Bonus and Business Rates, and
- the Draft Capital Programme 2018/19 to 2022/23.

2.2 The detailed analysis of the draft 2018/19 Budget and MTFS (2019/20 to 2022/23) is attached at **Appendix 1**.

3. REFLECTIONS ON THE 2017/18 FORECAST OUTTURN

3.1 As at September 2017, the forecast outturn that was reported to Cabinet in December, was an overspend of £778k and by the end of November this has not changed. The main reasons for this overspend and the actions being taken by Cabinet to address these budget challenges are shown in **Table 1** below:

Table 1	2017/18 Forecast Outturn		
Service	Pressure	Management Action	£000
Customer Services	<ul style="list-style-type: none"> Homelessness Customer Service Centres 	<ul style="list-style-type: none"> Higher use of B&B. Long term solutions being developed. Centres to remain open for the time being. 	234
Operations	<ul style="list-style-type: none"> Round rescheduling savings not fully achieved Ongoing dispute with recycling contractor. 	<ul style="list-style-type: none"> Waste service review currently being undertaken. Dispute being followed through legal redress. 	470
Leisure & Health	<ul style="list-style-type: none"> Issues with swimming lessons income at OLSN due to redevelopment Redevelopment at OLH. 	<ul style="list-style-type: none"> Alternative provision at OLS for OLSN swimming. 	188
3C's ICT (HDC)	<ul style="list-style-type: none"> Higher agency staff costs; also business case inconsistencies when 2017/18 budget established. 	<ul style="list-style-type: none"> Reduced reliance on hired staff and business case being reworked. 	310
Resources	<ul style="list-style-type: none"> Higher insurance premiums. 	<ul style="list-style-type: none"> Contract review. 	22
Other Services – net underspends for Community and Directors and Corporate Services. Minor overspend on Development			(446)
Total			778

4. REVENUE: SERVICE SAVINGS, INCOME AND GROWTH

4.1 Over the Autumn of 2017/18 Portfolio Holders were challenged to establish savings and income proposals in respect of their budgets as well as budgetary growth proposals. The conclusions of these, as well as the changes from the 2018/19 budget that was part of the 2017/18 MTFS, are shown in **Table 2** below, with further commentary in paragraphs 4.2 to 4.6.

Table 2 Service savings, income and growth					
Service	Adjusted 2017/18 MTFS Totals for 2018/19	Savings and Income	Inflation and Employee related growth	Other Growth	2018/19 Budget
	£000	£000	£000	£000	£000
Community	1,906	(147)	0	8	1,767
Customer Services	2,333	(171)		378	2,540
Development	1,056	(424)	1	438	1,071
Operations	3,813	(251)	12	236	3,810
Leisure and Health	(284)	(313)	23	384	(190)
Directors and Corporate Team	1,650	(87)		79	1,642
ICT	1,730	(4)	5	376	2,107
Resources (including Corporate Resources)	4,606	(483)	10	291	4,424
Total	16,810	(1,881)	51	2,191	17,171

Savings and Additional Income

- 4.2 Following the audit of the 2016/17 accounts, the Council again received an unqualified “Value for Money” opinion; this reflects the Councils continuous efforts to manage its ongoing service pressures and their impact over the medium term.
- 4.3 As part of the process of continuous review, the Council has previously undertaken a Zero Based Budgeting review of all its services, as well as a Line-by-Line review last year. However, reflecting on the November forecast outturn for 2017/18 as shown in **Table 1**, in the setting of the 2018/19 Budget identifying service savings has become very challenging. At this time:
- i. £1.9m of savings proposals have been developed, £1.5m was reported to the Policy Development Group in early December and since then a further £343k in Transformational savings has been identified.
 - ii. £170k in additional income (Fees and Charges) has also been identified. This was reported to Cabinet in December 2017. Services are currently reviewing their services for other sources of incremental income and the conclusions of this review will be reported to Cabinet in February.
- 4.4 A summary of the savings and additional income proposals is shown in **Table 3** below:

Service	Service Savings Proposals			
	Savings and additional income	Subsequent Savings and additional income	Total for Service	
	£000 (*)	£000 (*)	£000	% Change in Budget (**)
Community	25	122	147	8
Customer Services	171	0	171	7
Development	390	34	424	37
Operations	153	98	251	6
Leisure & Health	313	0	313	196
Directors & Corporate Team	87	0	87	5
3C's ICT (HDC element)	4	0	4	0
Resources (incl Corporate Resources)	395	89	380	188
Total	1,538	343	1,881	
<p>* Detailed analysis of savings proposals is shown in Appendix 3. 2017/18 Gross Expenditure to 2018/19 Gross Expenditure.</p> <p>**</p>				

Growth

- 4.5 As noted under ‘Savings’ above, the pressure on services continues at pace with some specific issues coming to the fore over the past year, with their pressures continuing into next year and the period covered by the MTFS. This has meant that there has been some growth for 2018/19 (totalling £2.2m), of which some extends over the MTFS period; this is summarised in **Table 4** below with more detailed commentary in paragraph 4.6.

Table 4	Service Growth Proposals				
Service	Unavoidable Growth			Total for Service	
	Inflation £000	Employee Related £000	Other Growth £000	£000	% Change in Budget (*)
Community	0	0	10	10	0
Customer Services	0	0	378	378	16
Development	0	1	438	439	39
Operations	7	5	236	248	6
Leisure & Health	5	18	384	407	(255)
Directors & Corporate Team	0	0	79	79	5
3C's ICT (HDC element)	5	0	376	381	22
Resources (incl Corporate Resources)	4	6	291	301	
Total	21	30	2,192	2,243	

* 2017/18 Gross Expenditure to 2018/19 Gross Expenditure
The detailed analysis of Other Growth is shown at **Appendix 4**

- 4.6 The “Unavoidable Growth” is made-up of:
- Inflation:
 - Employee Inflation of 1% is included over the entire budget period; across the current establishment this reflects an increase of £236k for 2018/19 (including national insurance and pension).
With regard to Pension, the Council is in the second year of the current Triennial period.
 - Business Rates Inflation of 3% has been included; this is reflective of the current proposals included in the Chancellor’s budget of November 2017.
 - Employee Related Growth

As a consequence of the Chancellor’s budget of November 2017, the Chancellor increased the ‘national minimum wage’ from £7.50 to £7.83 per hour. This effectively increased the pay-bill by £31k.

5. REVENUE: COMMERCIAL INVESTMENT STRATEGY

5.1 The Commercial Investment Strategy (CIS) continues to be a main income stream for the Council. For 2017/18 the net income from additional CIS investment was estimated to be £2.8m; however, due to very challenging market conditions the actual net income generated in the year was £1.1m.

5.2 The main reasons for the reduction in income have been due to a lack of 'quality' commercial property coming onto the market. Over the past year, the Council has reviewed 75 propositions; of these it has submitted 'bids' on 43 and 1 have been successful.

5.3 The Council has a robust process of acquisition; as well as considering initial yield and ongoing income, the Council undertakes considerable due diligence to ensure that the proposition being reviewed represents fair value of money and will award the Council a fair return over the medium term. As part of the audit of the 2016/17 accounts, the external auditor undertook a governance review of the Councils approach to the acquisition of commercial assets and its conclusions were:

"We.....considered the governance arrangements in relation to the properties purchased under the Commercial Investment Strategy during the year. Over all we have concluded that the arrangements are appropriate".

5.4 Over the past few months there has been considerable government and private sector commentary in respect of local government's activity in the commercial property investment market. Certainly local government's activity has added heat to the market but also questions have been raised about whether Councils should be investing outside of their Council boundary (although Councils have been doing this for a long time). In response, since early Autumn there have been two significant consultations in respect of the technical arrangements around such activity; the:

- i. Chartered Institute of Public Finance and Accountancy (CIPFA) undertook a consultation into its Prudential Code and MRP and Treasury Management.
- ii. Department of Communities and Local Government (DCLG) has also commenced a consultation into proposed changes to the Prudential Framework of capital finance; the consultation closed just before Christmas.

Local government awaits the conclusions and recommendations of both sets of consultations.

5.5 In light of the above, the Treasury and Capital Management Group still considers that CIS investment should be a core approach to underpinning the financing of service provision; consequently it has chosen not to amend its CIS income targets. However, it has chosen to redefine its investment activity; to:

- concentrate its CIS acquisition activity within the Councils boundary going forward – but this is not to say that if the Council became aware of quality propositions outside of its boundary that it would not follow-up such propositions (providing they remain affordable and within regulation).

- pursue housing development. To provide a mix tenure housing development portfolio through a range of partnerships.

6. CORPORATE AND GOVERNMENT FUNDING OPTIONS

6.1 This section of the report provides details on the funding and options from the Council's proposed Budget for 2018/19 and the MTFS 2019/20 to 2022/23.

Council Tax Base

6.2 The approved Council Tax base for 2018/19 is 60,984, an increase of 1.45% from the 2017/18 base with a detailed breakdown by town and parish councils shown in **Appendix 2**. For future years the Council Tax base has been increased by estimated growth of 1.33%, this reflects:

- allowing for future new build planning projections included within the current Planning Trajectory produced by the Planning Service, and
- advice from the Local Taxation Team.

Council Tax Increase

6.3 On the 19 December, the Secretary of State for Communities and Local Government announced the Local Government Financial Settlement. As part of this year's settlement for second tier authorities (District Councils), he increased the Council Tax threshold from 2% to 3% before a referendum is required. For the 2018/19 budget and MTFS, a Council Tax increase of 2% has been included. This level of increase has been included after taking into account the:

- a) requirements of the MTFS,
- b) requirement of the Council to set a balanced Budget over the medium term,
- c) Council's objective of setting a financially sustainable Budget over the medium term and,
- d) reflecting the following "local" key employment indicators.
 - Average Wage growth (April 2016 to April 2017)
 - Huntingdonshire – 4.2%
 - Cambridgeshire – 1.8%
 - National – 2.1%
 - Pensions are subject to the governments triple lock policy whereby the increase is by the greater of the following; thus resulting in a minimum increase of 3%:
 - earnings - the average percentage growth in wages (in Great Britain)
 - prices - the percentage growth in prices in the UK as measured by the Consumer Prices Index (CPI)
 - 3%

6.4 A 2% increase on Council Tax in 2018/19 would increase it to £138.56 per Band D equivalent property, an increase of £2.72 per week per household and resulting in an additional income of £166k for the Council. Over the MTFS period, this generates a further £2.7m when compared to a nil increase in Council Tax over a similar period; which would need to be found from additional savings and/or increases in fees and charges.

- 6.5 The current referendum rules are that District Councils are allowed to increase Council Tax by 3% or £5, whichever is greater, before a referendum is triggered. If the Council chose to increase its Council Tax by £5, this would be an increase of 3.7% and give a Band D equivalent of £140.85 for 2018/19; over the MTFs period this would generate £4.7m.

Government Grant

- 6.6 On the 19 December the Provisional Local Government Financial Settlement was issued by the Secretary of State for Communities and Local Government. The outcome of this settlement has been built into the funding section of the budget and MTFs. The main messages from the settlement for HDC were as follows:

Revenue Support Grant (RSG)

- Revenue Support Grant (RSG) was confirmed and was unchanged from the provisional settlement in 2016/17 and ends after 2018/19.
- However, from 2020/21 the RSG goes in to a negative position (2020/21 £150k, 2021/22 £304k and 2022/23 £397k). The Government understands the concerns around this but there is no straightforward or easy solution. It is currently reviewing appropriate solutions and expects to consult local government in due course on its approach to correct this issue. However, to ensure that the Council is appropriately managing this potential future pressure, negative RSG is included in the draft MTFs from 2020/21 onwards.

New Homes Bonus (NHB)

- The Government has confirmed, following their recent consultation on proposals for NHB, that they will not withhold NHB where homes have been granted on appeal (they considered that this was not the right measure to reflect planning performance). They will consider what further changes can be made to the NHB for 2019/20 to ensure it continues to deliver the maximum amount of new housing and will consult on any further changes before implementation.
- The number of years over which NHB is paid is reduced from 5 years in 2017/18 to 4 years from 2018/19.
- A 'deadweight' factor of 0.4% growth has been maintained and thereby meaning that any authority will only get paid NHB on growth above 0.4%.

Business Rates (NDR)

- Business rates – the Council's Business Rates comes from its share of actual bills raised and not government grant. The Government calculates its assumed level of Business Rates income and then has inflated this by 2%. The MTFs includes internally calculated Business Rates figures as at the end of November, this is considered to be more accurate approach to NDR estimating. Future 'annual' NDR growth is modelled based on inflation of 2%; this reflects the RPI growth that will be applied to the business rates multiplier.

- From 2020/21 the Government was going to allow local government to retain 100% NDR, but this has been reduced to 75%. This Draft Budget keeps the NDR number in the MTFS as the same approach as last year. As the rates retention process is confirmed over 2018/19, further reports to Cabinet will address this issue.

6.7 The Provisional Financial Settlement issued on 19 December included some other announcements that may be of interest to Members:

- The higher threshold of 3% for “core” Band D is justified on the grounds that it keeps pace with inflation. CPI inflation is currently running at 3.1% (November 2017) but is projected to fall over the next 12 months. It is possible that the Government will continue with a policy of pegging “core” increases to CPI in future years, but the effect will be lessened or even eliminated if CPI actually falls back to around 2%.
- Police and Crime Commissioners will be able to increase their Band D council tax by the higher of 3% or £12.
- Adult Social Care Precept arrangements will remain unchanged. In previous years upper tier authorities were able to add up to 3% on to their “core” Band D increase (up to a maximum of 6% over the period 2017-18 to 2019-20). From 2018-19 onwards, social care authorities will be able to increase their Band D council tax by up to 6% (i.e. 3% + 3%).
- Any controls on parish and town councils are going to be deferred “for 3 years”.

Collection Fund Surplus/Deficit

6.8 The Collection Fund is the statutory account through which Council Tax and Business Rates income and the payments to preceptors of their respective shares are accounted for. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process as shown in **Table 5**.

Table 5	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)

6.9 The main reason for the surplus on Business Rates is due to the estimated level of appeals that were calculated in January 2017. The level of appeals as at November 2017 shows that this has reduced. For Council Tax the estimated deficit is due to the surplus brought forward being used to cover deficits and there is not enough to cover 2017/18.

7. DRAFT BUDGET 2017/18 AND MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2022/23

7.1 This section brings together all the service budget conclusions, CIS and Corporate & Government Funding proposals into the 'consolidated' Draft Budget 2017/18 and MTFS 2019/20 to 2022/23. This is shown in **Table 7** below.

7.2 It is proposed that the MTFS assumption of a 2% Council Tax increase is applied for 2018/19 and that the policy to increase the Council Tax by 2% over the period of the MTFS (as per the 4 Year Efficiency Plan) is continued,

7.3 Some comments are made in paragraph 8.1 below in respect of the implications of next year's budget and the MTFS on Reserves. However, there are some conclusions that can be directly born out from the 2018/19 budget and MTFS shown in **Table 6**; principally:

- In 2018/19, the Council produces a surplus budget of £3.1m, £1.3 being a direct contribution to the CIS Earmarked Reserve and £1.9m being a contribution to the General Fund (this is an increased contribution of £1.2m over that estimated last year).
- Last year, the total draw down from the General Fund between 2019/20 and 2021/22 was estimated to be £3.6m; this budget round the total draw down is estimated to be £3.1m – a saving of £0.5m (it is also fair to comment that each annual draw-down is less than last year).
- For the approved 2017/18 MTFS, the estimated budget gap at the end of the MTFS period (2021/22) was £1.4m. For 2018/19 MTFS, the gap for 2021/22 is £1.1m; a reduction of £0.3m (17%).
- The approach in previous years to managing the budget gap has been via the Plan-on-a-Page, more detail on this will be provided in the Final Budget report that will come before members in February. In respect of the Draft Budget 2018/19 and MTFS, last year's budget gap for 2021/22 was £1.4m; this year's MTFS is forecasting a budget gap for 2022/23 of £954k – a reduction of £410k (30%).

Table 6	Budget 2017/18 £'000	Forecast Outturn 2017/18 £'000	2018/19 Budget and MTFS				
			Medium Term Financial Strategy				
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Community Services	1,953	1,843	1,769	1,765	1,808	1,847	1,881
Customer Services	2,396	2,630	2,540	2,611	2,750	2,829	2,891
Development Services	1,133	1,109	1,071	1,169	1,111	1,154	1,197
Operational Services	4,032	4,502	3,809	3,644	3,758	3,875	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	4,737	5,038	5,088	5,102	4,950
Net Expenditure	17,211	17,989	17,172	17,391	17,674	18,083	18,251

	Budget 2017/18 £'000	Forecast Outturn 2017/18 £'000	Funding Streams and a 2% Council Tax increase				
			Medium Term Financial Strategy				
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Net Expenditure	17,211	17,989	17,172	17,391	17,674	18,083	18,251
Contribution to/(from) Earmarked Reserves:	(65)	(65)	0	0	0	0	
- Commercial Investment Strategy	0	0	1,260	2,673	2,673	2,673	2,673
- Other	0	0	0	0	0	0	
General Reserves	3,032	2,254	1,876	(971)	(992)	(1,130)	(954)
Budget Requirement	20,178	20,178	20,308	19,094	19,356	19,627	19,971
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)	(1,533)	(966)	0	0	0	0
Council Tax Requirement	8,166	8,167	8,450	8,734	9,027	9,330	9,643
- Base (*)	60,111	60,111	60,984	61,795	62,617	63,450	64,293
- Per Band D	135.84	135.86	138.56	141.33	144.15	147.04	149.98

8. RESERVES

8.1 **Table 7** below shows the estimated impact on the Councils General Fund and key Earmarked Reserves over the life of the MTFS. The primary conclusions are:

i. General Fund

The Council maintains a General Fund of 15% of Net Expenditure over the MTFS period.

ii. Budget Surplus Reserve

At the end of 2022/23 members will see that the Reserve maintains a 'credit' balance, this demonstrates that the Council has a 'balanced budget' over the MTFS period.

iii. Commercial Investment Reserve

Between 2019/20 and 2022/23, members will see that there is an annual contribution to the Reserve of £2.7m; this is the same amount as the New Homes Bonus shown in **Table 6**. This clearly demonstrates that the Council is not relying on central government resourcing to finance the delivery of Council services.

Further, in 2018/19 members will see that the Reserve has a contribution of £1.3m; this is a direct allocation from an element of New Homes Bonus for that year. Consequently it can be concluded that the Council objective of becoming self-financing is actually achieved during 2018/19.

Table 7	Reserves and MTFS						
	2017/18 £'000	Forecast Outturn 2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
General Fund							
b/f	2568	2,582	2,698	2,576	2,609	2,651	2,712
Contribution to Reserve	3,032	2,254	1,876				
Contribution from Reserve				(971)	(992)	(1,130)	(954)
Contribution to(from) Budget Surplu:	(3,018)	(2,137)	(1,998)	1,004	1,034	1,191	980
c/f	2,582	2,698	2,576	2,609	2,651	2,712	2,738
Net Expenditure	17,211	17,989	17,172	17,391	17,674	18,083	18,251
15%	2,582	2,698	2,576	2,609	2,651	2,712	2,738
Budget Surplus Reserve							
b/f	75	75	2,212	4,210	3,207	2,174	984
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	1,998	(1,004)	(1,034)	(1,191)	(980)
Contribution from (to) CIS Reserve	0	0	0	0	0	0	0
c/f	3,093	2,212	4,210	3,207	2,174	984	5
Commercial Investment Reserve							
b/f	3,997	3,997	2,798	4,058	6,731	9,404	12,077
Contribution to Reserve (former NHB)			1,260	2,673	2,673	2,673	2,673
Contribution (from) Reserve			0	0	0	0	0
- Fareham	(699)	(699)					
- To Housing Dev ER	(500)	(500)					
Contribution to(from) General Fund	0	0	0	0	0	0	0
Contribution to(from) Budget Surplu:	0	0	0	0	0	0	0
c/f	2,798	2,798	4,058	6,731	9,404	12,077	14,750

9. CAPITAL PROGRAMME

9.1 The detailed draft Capital Programme for the period 2018/19 to 2022/23 is included in **Appendix 5** and summarised in **Table 8** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the Minimum Revenue Position (MRP) is £2.17m. This does not include the MRP for the Commercial Investment Strategy (CIS) of £1.9m as it is calculated separately under the CIS / MRP policy. In addition there is an MRP increase in 2019/20 of £0.27m as the 2018/19 Capital Programme has increased from last year due to additional projects and delays from 2017/18.

Table 8	Capital Programme Summary					
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000
Gross Expenditure						
Community Development	510	0	0	0	0	0
Leisure and Health Resources	3,320	1,900	1,900	1,950	1,950	2,000
Customer Services	2,032	1,216	317	317	317	317
3C ICT	1,738	318	59	49	31	31
Operations	482	0	0	0	0	0
Transformation	1,159	50	0	0	0	0
	2,750	1,918	1,623	1,131	1,124	1,124
	0	180	0	0	0	0
	11,991	5,582	3,899	3,447	3,422	3,472
Sources of Finance						
Grants and Contributions	(1,641)	(1,774)	(1,242)	(1,293)	(1,301)	(1,301)
Use of Capital Reserves	(1,985)	0	0	0	0	0
Capital Receipts	(820)	(820)	(820)	(770)	(720)	(720)
Use of Earmarked Reserves	(1,441)	0	0	0	0	0
	(5,887)	(2,594)	(2,062)	(2,063)	(2,021)	(2,021)
Net to be funded by borrowing (Internal)	6,104	2,988	1,837	1,384	1,401	1,451

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

10. COMMENTS OF OVERVIEW & SCRUTINY

10.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

11. KEY IMPACTS / RISKS

11.1 The setting of the budget and the Council Tax will directly impact on how Council services are to be delivered to both the residents and businesses of Huntingdonshire. Consequently the delivery of the 2018/19 Budget, when approved, will be proactively managed via the Council's budgetary monitoring processes throughout the year. In addition to the budget itself, it is essential that the Council maintains adequate reserves to ensure that it has an effective safety net to meet unforeseen risks.

12. TIMETABLE FOR IMPLEMENTATION

12.1 The 2018/19 Budget forms an integral part of service planning process for 2018/19 and therefore actions and timescales required to ensure savings are achieved and service spending is in line with the approved budget will be contained within the final service plans.

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

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

- Becoming a more efficient and effective Council.

13.2 This will assist the Council to:

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

14. CONSULTATION

14.1 A consultation process is currently underway.

15. LEGAL IMPLICATIONS

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

16. RESOURCE IMPLICATIONS

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

17. OTHER IMPLICATIONS

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

18. REASONS FOR THE RECOMMENDED DECISIONS

18.1 To enable Cabinet to comment on the Draft Budget 2018/19 and the MTFS:

- the impact of Budget changes on service budgets.
- Draft Capital Programme 2018/19 to 2022/23.
- Increasing the Council Tax over the life of the MTFS

19. LIST OF APPENDICES INCLUDED

Appendix 1: Draft Budget 2018/19 and Medium term financial Strategy 2019/20 to 2022/23

Appendix 2: Council Tax Base 2018/19

Appendix 3: Savings proposals

Appendix 4: Service Growth proposals

Appendix 5: Capital Programme 2018/19

BACKGROUND PAPERS

Working papers in Resources; Accountancy Services

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Draft Revenue Operational Budgets and Medium Term Financial Strategy

APPENDIX 1

Subjective Analysis of Spend and Income

Huntingdonshire District Council										
Actuals 2016/17	Subjective Analysis : Controllable Only *			2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£				£	£	£	£	£	£	£
(18,258,135)	Income & Fees	Fees & charges	(17,370,706)	(16,716,433)	(17,281,171)	(17,303,871)	(17,368,563)	(17,344,512)	(17,423,026)	
(1,133,180)		Sales	(2,183,855)	(2,853,706)	(1,235,776)	(1,254,476)	(1,267,476)	(1,267,476)	(1,267,476)	
(2,680,744)		Rent	(3,358,261)	(5,245,835)	(5,468,224)	(5,547,013)	(5,611,423)	(5,616,423)	(5,616,423)	
74,867		Bad Debts Provision	159,224	135,046	146,046	169,046	169,046	169,046	169,046	
(35,420,319)		Government grants	(34,294,340)	(35,228,598)	(28,660,098)	(24,112,722)	(18,476,673)	(13,712,315)	(12,873,123)	
(2,598,924)		Other grants and contributions	(3,457,941)	(2,929,290)	(3,315,366)	(3,329,599)	(3,354,676)	(3,380,125)	(3,405,952)	
(100,859)		Commented sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	
(361,799)		Interest	(434,439)	(367,715)	(456,500)	(456,500)	(456,500)	(456,500)	(456,500)	
(124)		Loan Repayments	0	0	0	0	0	0	0	
(60,479,218)	Income & Fees Total		(60,940,318)	(63,357,862)	(56,422,419)	(51,986,466)	(46,517,596)	(41,759,636)	(41,024,784)	
16,320,246	Employees	Salary	17,683,705	18,318,220	18,785,525	18,774,774	18,962,794	19,152,521	19,473,692	
1,393,141		National Insurance	1,528,790	1,600,071	1,634,457	1,644,072	1,660,476	1,677,049	1,693,765	
3,971,955		Pension	4,306,432	4,485,289	4,535,154	4,552,337	4,768,706	4,989,741	5,214,274	
1,746,949		Hired Staff	1,526,359	286,392	182,459	168,859	168,859	168,859	168,859	
173,054		Employee Insurance	186,239	172,907	187,016	205,717	226,289	248,918	248,918	
111,083		Recruitment	52,352	7,850	7,742	7,742	7,742	7,742	7,742	
180,605		Training	246,204	235,864	196,974	196,974	196,974	196,974	196,974	
71,431		Uniform & laundry	45,311	48,622	44,780	39,280	44,780	39,280	44,780	
222,746		Other staff costs	342,301	209,675	197,784	196,134	196,134	196,134	196,134	
332,026		Severance payments	281,877	207,000	199,000	189,650	180,768	172,329	164,313	
24,523,237	Employees Total		26,199,570	25,571,890	25,970,891	25,975,539	26,413,522	26,849,547	27,409,451	
238,534	Buildings	Rents	246,681	173,512	195,959	171,959	170,959	170,959	194,959	
1,125,563		Rates	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	Catering	28,531	29,421	29,321	29,321	29,321	29,321	29,321	
392,823		Members Allowances	383,618	404,864	404,864	404,864	404,864	404,864	404,864	
637,292		Office expenses	658,732	554,240	611,800	575,000	575,000	575,000	610,400	
881,971		Communication and computing	1,144,087	821,280	1,182,731	1,129,731	1,130,731	1,130,731	1,173,731	
4,601,422		Services	5,364,992	7,383,503	5,894,394	6,460,576	6,478,917	6,483,953	6,081,805	
4,697,362		Equipment, furniture & materials	4,180,730	3,625,768	3,950,729	3,935,279	3,934,379	3,931,779	3,935,679	
122,685		Rents	255,277	249,471	255,199	255,199	255,199	255,199	255,199	
268		Uniform & laundry	200	380	380	380	380	380	380	
0		Expenses	64	0	1,061	1,061	1,061	1,061	1,061	
106,290		Insurance - service related	81,455	81,442	80,945	82,659	84,562	86,611	86,611	
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	Mileage Allowance	67,783	63,849	59,521	59,521	59,521	59,521	59,521	
37,272		Pool Car	28,689	34,031	34,600	34,600	34,600	34,600	34,600	
81,391		Vehicle Insurance	148,326	76,888	82,166	87,212	92,574	97,574	97,574	
28,198		Public Transport	30,055	21,011	20,678	20,678	20,678	20,790	20,909	
957,770		Operating Costs	868,206	851,816	870,219	840,363	840,363	840,363	840,363	
92,334		Contract Hire & operating leases	84,857	18,807	18,100	18,100	18,100	18,100	18,100	
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	Irrecoverable V A T	116,500	116,500	116,500	116,500	116,500	116,500	116,500	
389,748		Levies	393,313	391,016	392,467	392,467	392,467	392,467	392,467	
9,364		Services	7,387	6,900	7,900	7,900	7,900	7,900	7,900	
1,331,509		Contributions paid	1,676,855	1,487,799	1,727,900	1,727,900	1,727,900	1,727,900	1,727,900	
344,520		Grants	288,000	251,000	251,300	251,300	251,300	251,300	251,300	
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	
37,137,170	Benefit & Transfer Payments Total		36,500,228	37,549,047	30,821,407	26,185,897	20,497,597	15,646,897	14,792,497	
28,714	Renewals Fund Contribution	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	17,171,780	17,391,410	17,674,390	18,083,249	18,250,900	
77,549,112	Gross Service Expenditure		79,129,433	80,568,427	73,594,200	69,377,876	64,191,986	59,842,885	59,275,684	
(60,479,218)	Gross Service Income		(60,940,318)	(63,357,862)	(56,422,419)	(51,986,466)	(46,517,596)	(41,759,636)	(41,024,784)	
17,069,894	Net Service Expenditure		18,189,115	17,210,565	17,171,780	17,391,410	17,674,390	18,083,249	18,250,900	

Budget Totals by Head of Service									
1,857,238	Head of Community		1,870,854	1,953,162	1,768,902	1,765,474	1,808,462	1,846,584	1,881,165
2,534,331	Head of Customer Services		2,652,192	2,395,879	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959
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	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953
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	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502
17,069,894	Net Service Expenditure Total		18,189,115	17,210,565	17,171,780	17,391,410	17,674,390	18,083,249	18,250,900

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		362,239	414,682	309,602	345,943	513,594
2018/19 MTFS Totals		17,171,780	17,391,410	17,674,390	18,083,249	18,250,900
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)
		<u>(53,571)</u>	<u>4,507</u>	<u>68,959</u>	<u>83,488</u>	<u>556,842</u>
Other Growth						
Head of Community		8,147	8,147	8,147	8,147	8,147
Head of Customer Services		378,380	395,380	444,380	444,380	444,380
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		(7,514)	147,430	179,211	242,587	82,046
		<u>2,160,161</u>	<u>2,176,301</u>	<u>2,234,759</u>	<u>2,305,966</u>	<u>2,144,412</u>
Savings						
Head of Community		(147,095)	(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		(246,747)	(247,587)	(249,088)	(250,610)	(252,153)
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)
		<u>(1,739,787)</u>	<u>(1,735,893)</u>	<u>(1,970,541)</u>	<u>(2,033,306)</u>	<u>(2,161,830)</u>
Other Minor Changes						
		(4,564)	(30,233)	(23,575)	(10,205)	(25,830)
Total Movement		362,239	414,682	309,602	345,943	513,594

Service Budgets by Head of Service

Head of Community										
Actuals 2016/17	Subjective Analysis : Controllable Only *			2017/18 Forecast	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)	(891,634)	(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)	(1,101,416)	(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	1,768,902	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)	(1,101,416)	(1,111,716)	(1,106,816)	(1,106,116)	(1,111,716)
1,857,238	Net Service Expenditure			1,870,854	1,953,162	1,768,902	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	83,900	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	1,768,902	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		(137,332)	(140,029)	(143,768)	(145,751)	(111,170)
2018/19 MTFS Totals - Head of Community		1,768,902	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		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Pest Control removal of means testing		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
		(147,095)	(149,235)	(150,308)	(151,395)	(156,598)
Other Minor Changes		1,617	1,616	59	(1,607)	(1,607)
Total Movement		(137,332)	(140,029)	(143,768)	(145,751)	(111,170)

Head of Customer Services

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	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)	(28,604,176)	(24,056,800)	(18,420,751)	(13,656,393)	(12,817,201)
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)	(30,260,185)	(25,578,556)	(19,805,988)	(14,925,213)	(14,065,516)
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	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959

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)	(30,260,185)	(25,578,556)	(19,805,988)	(14,925,213)	(14,065,516)
2,534,331	Net Service Expenditure	2,652,192	2,395,879	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959

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)	(129,000)	(129,000)	(129,000)	(129,000)	(129,000)
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	928,408	977,021	1,039,533	1,097,241	1,130,564
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	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959

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		206,966	253,090	335,709	364,104	425,242
2018/19 MTFS Totals - Head of Customer Services		2,539,739	2,611,026	2,749,650	2,829,821	2,890,959
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		48,380	48,380	48,380	48,380	48,380
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
		378,380	395,380	444,380	444,380	444,380
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		206,966	253,090	335,709	364,104	425,242

Head of 3C's ICT Shared Service

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	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
		<u>4,661</u>	<u>7,109</u>	<u>12,419</u>	<u>12,594</u>	<u>69,418</u>
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

Head of Development

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(2,197,358)	Income & Fees	Fees & charges	(1,794,605)	(1,696,254)	(1,921,254)	(1,896,709)	(1,972,168)	(1,972,631)	(1,973,099)
(922)		Other grants and contributions	(50,000)	0	0	0	0	0	0
(7,046)		Sales	(7,156)	(7,500)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)
(7)		Interest	0	0	0	0	0	0	0
(105,965)		Rent	(109,783)	(109,030)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)
(20,000)		Government grants	(20,000)	(40,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
(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	Salary	1,669,440	1,739,255	1,775,304	1,823,856	1,842,384	1,861,095	1,879,993
151,618		National Insurance	166,012	174,461	177,758	181,499	183,343	185,205	187,087
268,557		Pension	286,936	301,232	307,156	315,554	337,471	359,796	382,534
53,790		Hired Staff	49,818	16,170	11,500	0	0	0	0
56		Training	0	0	0	0	0	0	0
87		Uniform & laundry	264	350	350	350	350	350	350
2,535		Other staff costs	434	275	275	275	275	275	275
11,343		Recruitment	9,780	5,000	5,000	5,000	5,000	5,000	5,000
16,973		Severance payments	0	0	0	0	0	0	0
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	Rents	7,344	2,200	3,000	3,000	3,000	3,000	3,000
8,068		Repairs & Maintenance	5,000	5,000	5,000	5,000	5,000	5,000	5,000
26,590		Energy Costs	25,500	23,800	26,400	26,400	26,400	26,400	26,400
0		Rates	0	629	648	667	687	708	729
27,388		Water Services	28,000	28,000	28,000	28,000	28,000	28,000	28,000
62,397	Buildings Total		65,844	59,629	63,048	63,067	63,087	63,108	63,129
23,377	Supplies & Services	Rents	23,655	23,577	23,577	23,577	23,577	23,577	23,577
1,136		Catering	550	650	650	650	650	650	650
17,479		Communication and computing	13,437	13,750	11,250	11,250	11,250	11,250	11,250
473,513		Services	654,908	390,347	513,828	538,828	513,828	513,828	513,828
18,175		Equipment, furniture & materials	13,730	12,691	4,000	4,000	4,000	4,000	4,000
39,391		Office expenses	35,242	39,955	33,455	33,155	33,155	33,155	33,155
573,072	Supplies & Services Total		741,522	480,970	586,760	611,460	586,460	586,460	586,460
8,580	Transport	Mileage Allowance	7,144	8,900	8,875	8,875	8,875	8,875	8,875
8,741		Pool Car	8,353	8,770	8,770	8,770	8,770	8,770	8,770
2,193		Public Transport	2,444	3,500	3,500	3,500	3,500	3,500	3,500
1,995		Contract Hire & operating leases	0	0	0	0	0	0	0
21,508	Transport Total		17,941	21,170	21,145	21,145	21,145	21,145	21,145
199,341	Benefit & Transfer Payments	Contributions paid	167,415	168,311	162,811	162,811	162,811	162,811	162,811
4,299		Services	0	0	0	0	0	0	0
38,779		Grants	48,000	11,000	11,000	11,000	11,000	11,000	11,000
5,800		Irrecoverable V A T	5,800	5,800	5,800	5,800	5,800	5,800	5,800
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	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)	(36,191)	(36,191)
	<u>(423,515)</u>	<u>(386,505)</u>	<u>(487,113)</u>	<u>(487,730)</u>	<u>(488,356)</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

Head of Leisure & Health

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	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	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 Active Lifestyles	(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
		<u>22,896</u>	<u>28,662</u>	<u>33,598</u>	<u>39,077</u>	<u>130,577</u>
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
		<u>384,221</u>	<u>346,390</u>	<u>316,390</u>	<u>316,390</u>	<u>316,390</u>
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)
		<u>(310,172)</u>	<u>(328,627)</u>	<u>(414,318)</u>	<u>(490,881)</u>	<u>(570,621)</u>
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)

Head of Operations

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	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)	(4,385,419)	(4,405,419)	(4,405,419)	(4,405,419)	(4,405,419)
(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)	(208,481)	(208,481)	(208,481)	(208,481)	(208,481)
(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)	(5,043,887)	(5,063,887)	(5,063,887)	(5,063,887)	(5,063,887)
3,826,553	Employees	Salary	4,041,930	4,086,093	4,069,043	3,965,357	4,005,893	4,046,841	4,088,212
337,180		National Insurance	364,909	368,554	369,567	362,337	366,002	369,701	373,440
625,970		Pension	670,526	700,583	738,540	720,271	769,858	820,356	871,781
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	5,489,510	5,356,575	5,450,363	5,545,508	5,642,043
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	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953

9,147,593	Gross Service Expenditure	8,983,670	8,862,127	8,852,978	8,708,143	8,822,388	8,938,601	9,056,840
(4,833,132)	Gross Service Income	(4,504,844)	(4,830,635)	(5,043,887)	(5,063,887)	(5,063,887)	(5,063,887)	(5,063,887)
4,314,460	Net Service Expenditure	4,478,826	4,031,492	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953

1,069,070	Facilities Management	1,112,673	1,067,592	797,331	811,499	829,295	847,513	866,175
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	1,121,351	1,087,219	1,111,779	1,136,695	1,161,976
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	2,196,241	2,038,965	2,077,068	2,115,723	2,154,938
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	226,846	228,866	232,637	236,464	240,346
(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	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953

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		(3,986)	(174,504)	(165,412)	(155,948)	(37,709)
2018/19 MTFS Totals - Head of Operations		3,809,091	3,644,256	3,758,501	3,874,714	3,992,953
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	0
Misc Staff Changes	49,544	49,544	49,544	49,544	49,544	49,544
Higher Deisel Costs	6,500	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>	<u>56,044</u>
Savings						
Additional Car Park Income	(70,000)	(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)	(7,272)
Lower Vehicle Maintenance Costs	(37,376)	(37,376)	(37,376)	(37,376)	(37,376)	(37,376)
Lower Premises Expenditure	(34,099)	(34,099)	(34,099)	(34,099)	(34,099)	(34,099)
Bus Stations Departure Levy	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Restructures	(84,000)	(84,840)	(86,341)	(87,863)	(87,863)	(89,406)
	<u>(246,747)</u>	<u>(247,587)</u>	<u>(249,088)</u>	<u>(250,610)</u>	<u>(250,610)</u>	<u>(252,153)</u>
Other Minor Changes	(4,741)	(2,741)	(1,213)	2,205	2,205	2,205
Total Movement		(3,986)	(174,504)	(165,412)	(155,948)	(37,709)

Head of Resources

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	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
		<u>10,009</u>	<u>9,855</u>	<u>12,977</u>	<u>13,484</u>	<u>43,911</u>
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
		<u>273,404</u>	<u>280,404</u>	<u>280,404</u>	<u>280,404</u>	<u>280,404</u>
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)
		<u>(336,058)</u>	<u>(365,819)</u>	<u>(434,315)</u>	<u>(438,806)</u>	<u>(438,291)</u>
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)

Directors and Corporate Team

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

Head of Resources (Corporate Budgets)

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	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	392,467	392,467	392,467	392,467	392,467
390,819	Benefit & Transfer Payments Total		467,168	464,871	468,467	468,467	468,467	468,467	468,467
3,705,955	Grand Total		4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502

4,316,103	Gross Service Expenditure	4,796,207	4,937,051	5,174,133	5,474,727	5,524,466	5,538,401	5,386,002
(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	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502

3,705,955	Corporate Finance	4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502
3,705,955	Grand Total	4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502

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		(132,153)	53,441	121,340	176,277	23,878
2018/19 MTFS Totals - Corporate Budgets		4,737,633	5,038,227	5,087,966	5,101,901	4,949,502
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)
		(103,785)	(63,785)	(18,785)	(18,785)	(2,627)
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
		(7,514)	147,430	179,211	242,587	82,046
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)
		(23,000)	(32,350)	(41,233)	(49,671)	(57,687)
Other Minor Changes		2,146	2,146	2,147	2,146	2,146
Total Movement		(132,153)	53,441	121,340	176,277	23,878

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2018/19 Tax Base Calculation by Town/Parish Council area:

Based on the information contained within this report, it is recommended that pursuant to the Revenues and Benefits 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	1911
Brington & Molesworth	158
Broughton	90
Buckden (incorporating Diddington)	1173
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	1198
Folksworth & Washingley	353
Glatton	130
Godmanchester	2530
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	1274
Hilton	450
Holme	235
Holywell-cum-Needingworth	973
Houghton & Wyton	793
Huntingdon	7387

Kimbolton & Stonely	591
Kings Ripton	83
Leighton Bromswold	79
Little Paxton	1557
Morborne	10
Offord Cluny & Offord D'Arcy	505
Old Hurst	104
Old Weston	96
Perry	271
Pidley-cum-Fenton	165
Ramsey	2822
St Ives	5920
St Neots	10963
Sawtry	1871
Sibson-cum-Stibbington	229
Somersham	1377
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	1428
Waresley-cum-Tetworth	145
Water Newton	44
Winwick	46
Wistow	225
Woodhurst	157
Woodwalton	84
Wyton-on-the-Hill	420
Yaxley	2930
Yelling	151
	60984

Analysis of Savings by Service		
	2018/19 £000	Comments
Community		
Misc. Staff Savings	(25)	Impact of turnover and restructures more than off-set the impact of increments etc.
CCTV restructure of staffing	(20)	New saving item identified
CCTV Commercialisation	(50)	New saving item identified
Document Centre Commercialisation	(40)	New saving item identified
Closed Churchyards	(10)	New saving item identified
Pest Control removal of discretionary discounts	(2)	New saving item identified
Total	(147)	
Customer Services		
Impact of Housing Benefit Cases migrating to Universal Credit	(163)	Not all HB payments are covered by subsidy, as caseloads migrate to universal credit, HDC costs will reduce
Other Minor Changes	(9)	
Total	(171)	
Development		
Higher Application Fee Income - Price Increase	(260)	Off-set by higher expenditure (growth item)
Economic Development Marketing Post removed	(37)	
JSPU - No Longer required	(6)	
Apprentices - One Year Saving	(37)	Corporate apprentice scheme covering 2 budgeted posts for 1 year only
DM Consultants Fees Adjustment	(30)	
Adjustment to Staff Exp Funded from Fees increase	(10)	
Adjustment to Exp Funded from Fees increase	(10)	
Economic Development to be undertaken by LEP	(34)	New saving item identified
Total	(424)	
Operations		
Additional Car Park Income	(70)	Volume change (mainly at Huntingdon multi storey car park)
Car Parks NDR Savings following Appeals	(7)	
Lower Vehicle Maintenance Costs	(37)	Newer fleet incurring lower maintenance costs
Lower Premises Expenditure	(34)	Mainly lower maintenance costs
Bus Stations Departure Levy	(14)	New saving item identified
Restructures	(84)	
Other Minor Changes	(5)	
Total	(251)	
Leisure and Health		
Additional Savings on Gas/Electric	(5)	
Swimming Lessons Fees Increase	(83)	Partially off-set by growth item
Burgess Hall Income	(67)	Partially offset by growth items
Other One Leisure Income	(38)	Partially off-set by growth item
Equipment Purchases	0	
Apprentices - One Year Saving	(56)	Corporate apprentice scheme covering 3 budgeted posts for 1 year only
OL Active Lifestyles External Funding Changes	(47)	Off-set by higher expenditure (growth item)
OL Active Lifestyles Income Changes	(15)	Off-set by higher expenditure (growth item)
Other Minor Changes	(3)	
Total	(313)	
Directors and Corporate Team		
Land Charges Fee increase	(10)	
Delete Fixed Term Post	(19)	Service saving identified
Remove BA (part funding)	(16)	Service saving identified
Lower Land Charges Office Expenses	(2)	
Electoral Registration Printing	(5)	Service saving identified
Electoral Registration Grant Income	(20)	Additional grant awarded
Electoral Registration Postage	(15)	Service saving identified
Total	(87)	
ICT		
Change to Partner Contributions	(4)	
Total	(4)	
Resources (including Corporate Resources)		
Changes to Insurance Premiums	(5)	
Misc. Staff Savings	(12)	Impact of turnover more than off-sets the impact of increments etc.
Lower HR Consultants	(27)	
Adjust Financial Services Salaries	(7)	
Adjust HR Salaries	(4)	
Commercial Estates Savings Bid	(193)	Off-set by higher expenditure (growth item)
Audit Vacant Post and Retirement	(43)	New saving item identified
Restructures	(16)	
Procurement - improved procurement spend	(30)	New saving item identified
Bad Debt Provision Changes	(15)	Improvements in debt recovery is reducing outstanding older debt resulting in a lower contribution to the provision being required
Pensions Act Increases adjustment	(8)	
Interest Rate income	(104)	Luminus loan repayments
MRP Changes	(21)	Linked to capital programme expenditure
Total	(483)	
Total	(1,881)	

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Analysis of Other Growth by Service		
	2018/19 £000	Comments
Community		
Lower Licencing Income	8	This is net of any savings on expenditure
Total	8	
Customer Services		
Change to HB Admin Grant	48	Assumed reduction as caseloads migrate to universal credit
Higher Bad Debt Provision Contribution	26	Increase use of B & B accommodation over the past few years is increasing the outstanding debt resulting in a higher contribution to the provision being required
Removal of Credit Budget on CSC	25	The 2017/18 line by line review doubled up on a saving already included in the ZBB savings figures
Growth Bid - Homeless Increase in B&B	100	Not all housing benefit payments on homeless accommodation is covered by subsidy
Growth Bid - Customer Service Centre provision	90	Member decision to keep the satellite CSC's open in St Neots, Ramsey and Yaxley
Growth Bid - Homeless Reductions Act implementation	89	New requirements of the Act will require additional staff to carry out the work
Total	378	
Development		
Higher Cost of Building Control Shared Service	61	As per notification of expected 2018/19 costs from Cambridge City Council
Expenditure Funded from Additional Application Fees	260	Off-set by higher income (savings item)
Lower Application Fee Income	100	Lower anticipated volume of applications
Misc. Staff Savings	3	
Changes to Hired Staff	12	Contractual obligation to cover vacant post extended to 2018/19
Other minor changes	2	
Total	438	
Operations		
Growth Bid - Waste Management 2018/19 only	180	Round rescheduling savings not fully achieved, service review will be carried out in 2018/19
Misc. Staff Changes	50	Impact of increments, more people joining the pension scheme and the re-grading of some posts
Higher Diesel Costs	7	Price increase
Total	236	
Leisure and Health		
General Swimming Income Changes	102	Volume change
Membership Income	16	Volume change
Ten Pin Bowling Income	7	Volume change
Fitness Classes Income	23	Volume change
Parties Income	30	Volume change
Income Sensitivity Analysis Adjustments	53	Off-set by higher income generated by new posts and swimming lessons price increase (savings items). This recognises that other factors may prevent the full income expectations being achieved
Purchases off-set by additional income	67	Off-set by higher income generated (savings item).
Misc. Staff changes - One leisure	46	Partially off-set by higher income but some increase is due to the impact of increments etc.
OL Active Lifestyles Expenditure Funded from additional Income	40	Off-set by higher income (savings item)
Total	384	
Directors and Corporate Team		
Lower Land Charges Income	73	Volume change
4 Yearly Election Cycle	2	
Other minor changes	4	
Total	79	
ICT		
Growth Bid (HDC Element)	376	Re-phasing of savings to later years and the impact of Council Anywhere programme
Total	376	
Resources (including Corporate Resources)		
Higher Corporate Subscriptions	3	
Higher cost of Legal Shared Service	12	As per notification of expected 2018/19 costs from Cambridge City Council
Finance Software Costs	27	Additional costs associated with the implementation of the new FMS
Growth Bid - Commercial Estates	231	Additional maintenance costs partially off-set by additional income (saving item)
Additional Audit Fees	3	
Cash Collection Increased Costs	10	Price increase
Other minor changes	5	
Total	291	
Total	2,191	

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Capital Programme	Budget	Medium Term Financial Strategy				
	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s
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 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					
Council Anywhere						
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	Budget	Medium Term Financial Strategy				
	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s
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

Panel	Study	Date	Status	Action	Date for Future Action
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57	Performance & Customers	Forward Programme			
		January (10th) 2018	Draft Revenue Budget 2018/19 and Medium Term Financial Strategy 2019/20 to 2022/23	C Mason – Head of Resources	10/01/18
		January (31st) 2018	Final Revenue Budget 2018/19 and Medium Term Financial Strategy 2019/20 to 2022/23	C Mason – Head of Resources	31/01/18
			Integrated Performance Report 17/18 – Quarter 3	D Buckridge – Policy, Performance and Transformation Manager (Scrutiny)	"
			Treasury Management Strategy 2018/19	A Forth – Finance Manager	"
			Corporate Risk Register	D Harwood – Audit and Risk Manager	"
			Lettings Policy Review	J Collen – Housing Needs and Resource Manager	"
		March 2018	CCTV Commercialisation Business Case (Exempt Item)	C Stopford – Head of Community	"
		Document Centre Commercialisation Business Case (Exempt Item)	C Stopford – Head of Community	07/03/18	

Performance & Customers	One Leisure Value For Money	05/07/17	The Panel agreed to create the Task and Finish Group. The following are Members of the Group: Councillors R C Carter, D B Dew, Mrs L A Duffy, M Francis, Mrs D C Reynolds and R J West.		
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Panel	Study	Date	Status	Action	Date for Future Action
		12/09/17	The first meeting of the Task and Finish Group was held.	A second meeting was held in November. The Group has decided to question previous Portfolio Holders. Also a substantial amount of evidence has been presented to the Group for review and their findings will be presented to the Panel in their final report.	07/03/18
Performance & Customers 58	Social Value In Procurement			A report has been draft and will be presented to a meeting of the Panel.	To be decided
Communities & Environment	Forward Programme January 2018		<p>Below are a list of reports to be presented at future Panel meetings:</p> <p>Cambridgeshire Home Improvement Agency Funding</p> <p>Citizens Advice Bureau – Presentation</p> <p>Corporate Enforcement Policy – Discussion Paper</p> <p>Huntingdonshire Living Well Area Partnership</p>	<p>Cambridgeshire County Council and Clinical Commission Group (External)</p> <p>Citizens Advice Bureau (External)</p> <p>C Stopford – Head of Community</p> <p>J Wisely – Head of Leisure and Health</p>	<p>09/01/18</p> <p>"</p> <p>"</p> <p>"</p>

Panel	Study	Date	Status	Action	Date for Future Action
	February 2018		Twelve Month Review of Bearscroft Farm Local Lettings Plan	J Collen – Housing Needs and Resource Manager	06/02/18
			Community Resilience Plan	Cllr A Dickinson – Executive Councillor	"
	March 2018		Luminus/Places For People Presentation	Luminus/Places for People (External)	06/03/18
			Final report of the Tree Group	Tree Group (Cllrs Alban, Chapman, Davies and Tavener)	"
	April 2018		Hinchingbrooke County Park	N Sloper – Head of Operations	03/04/18
			Paxton Pits	N Sloper – Head of Operations	"

59 Communities & Environment	Future of Hinchingbrooke Country Park, Paxton Pits, Godmanchester Nursery and Public Rights of Way	01/11/16	The Panel received an exempt report on the contractual arrangements and potential improvement programme of Hinchingbrooke Country Park. The Cabinet received the same report but including the Panel's comments at its meeting in November 2016.	The Cabinet made a decision on the report. The decision remains confidential whilst negotiations are taking place.	
		07/03/17	Cambridgeshire County Council's Highways Maintenance Manager, Mr Jonathan Clarke, was in attendance to update Members on the maintenance of Huntingdonshire's Public Rights of Way.	A report on Hinchingbrooke Country Park is expected at the Panel meeting in April 2018.	03/04/18
				A report on Paxton Pits is expected at the Panel meeting in April 2018.	03/04/18
				A report on Godmanchester Nursery is expected at the Panel meeting in June 2018.	June 2018

Panel	Study	Date	Status	Action	Date for Future Action
Communities & Environment	Community Resilience Plan including relationships with Parish and Town Councils and the County Council	04/07/17	The Executive Councillor for Community Resilience and Well-Being gave Members an update on the Community Resilience Plan and encouraging Members to become ambassadors for the Council.	The Portfolio Holder has agreed to attend the Panel meeting in January to update Members on the work carried out.	06/02/18
Communities & Environment	Reports Due and Regular Items				
69	Representatives on External Organisations	Annual	Selected Members represent the Council on various External Organisations. The Panel received updates at its meetings in November 2016 and March 2017.	Next report is due at the Panel meeting in December 2018.	04/12/18
	Huntingdonshire Community Safety Partnership	04/10/16	Annual review of the work of the Partnership. The 2016/17 report is scheduled to be presented to the Panel in June 2018.	A six month update report is due at a future meeting of the Panel.	05/06/18
	Corporate Enforcement Policy	06/12/16		The Panel are to consider a discussion paper at the meeting in January.	09/01/18
	Air Quality in Huntingdonshire	05/09/17	The Panel received a presentation from the Senior Public Health Manager – Environment and Planning at Cambridgeshire County Council on Air Quality in Huntingdonshire.	The Panel resolved to revisit the issue at a future Panel meeting.	To be decided

Panel	Study	Date	Status	Action	Date for Future Action
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Economy & Growth 61	Forward Programme		Below are a list of reports to be presented at future Panel meetings:		
	January 2018		Civil Parking Enforcement Presentation	R.T.A. Associates (External)	16/01/18
			Houghton and Wyton Neighbourhood Plan	C Kerr – Planning Service Manager (Policy)	"
			Huntingdonshire Economic Growth Plan 2013-2023	S Bedlow – Economic Development Manager	"
	February 2018		Local Plan Update and Infrastructure Planning	C Kerr – Planning Service Manager (Policy)	01/02/18
		Memoranda of Understanding with the Local Enterprise Partnership	A Moffat – Head of Development	"	
March 2018		Endorsement of the Local Plan	C Kerr – Planning Service Manager (Policy)	08/03/18	

Economy & Growth	Strategic Review of Car Parking	03/11/16	Following Cabinet's agreement to set up a Strategic Task and Finish Group, the Panel discussed the Strategic Review of Car Parking. The Panel appointed Councillors D B Dew, R Fuller, I D Gardener and T D Sanderson to the group.		
		06/04/17	A project overview and scoping document was presented to the Overview and Scrutiny Panel.	It was agreed that the Task and Finish Group will not be led by Overview and Scrutiny; however the Panel will be responsible for the scrutiny of the Task and Finish Group's work. To date the	

Panel	Study	Date	Status	Action	Date for Future Action
		05/10/17	The Car Parking Vision was presented to Overview and Scrutiny and then to Cabinet on 12th October when it was approved.	Group have held four meetings to finalise the Car Parking Vision. Work on the Strategy is progressing. The Group has held two meetings (October and November) since the Vision was presented to Members. The strategy is due to be presented to the Panel in June.	07/06/18
Economy & Growth 62	Local Plan To 2036	06/10/16	Members agreed to keep the Local Plan to 2036 on the work programme. A task and finish group has not be established however the Panel have agreed that the Chairman should become the Panel expert on the topic.		
		12/12/17	The Panel received and discussed the Huntingdonshire Local Plan to 2036.	The Panel is to receive a Local Plan prior to its endorsement by Council.	08/03/17
Economy & Growth	Devolution	06/10/16	Members agreed to keep Devolution on the work programme however before appointing a Panel expert, Members would like to invite the relevant Executive Councillor responsible to a future Panel meeting to update the Panel on what work has been done so far.		
		02/11/17	The Panel are to receive an update on the work of the Combined Authority from Councillors R B Howe and T Hayward.	The Panel are to receive an six month update on the work of the Combined Authority.	07/06/18

Panel	Study	Date	Status	Action	Date for Future Action
Economy & Growth	Reports Due and Regular Items		Below are a list of reports to be presented at future Panel meetings:		
	Representatives on External Organisations	Annual	Selected Members represent the Council on various External Organisations. The Panel received updates at its meetings in November 2016 and February 2017.	Next report is due at the Panel meeting in December 2017.	06/12/18
	Marketing Strategy Work Programme	Annual	The Panel have requested annual updates on the work programme.	Report was presented in July 2017 and the next one is due at the Panel meeting in July 2018.	06/12/18

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