

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 8TH JANUARY 2019** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 6)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 4th December 2018.

**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 7 - 10)

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.

**Democratic Services
388169**

4. DRAFT REVENUE BUDGET 2019/20 AND MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2023/24 (Pages 11 - 56)

The Panel are to consider the Draft Revenue Budget 2019/20 and the Medium Term Financial Strategy 2020/21 to 2023/24.

**C Mason
388157**

5. ALTERNATIVE PROPOSALS FOR THE COUNCIL BUDGET 2019/20 (Pages 57 - 62)

A report on the alternative proposals for the Council Budget 2019/20, by the Independent Group Leader, is to be presented to Members.

**Cllr T Sanderson
436822**

6. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 63 - 76)

The Overview and Scrutiny Work Programme is to be presented to the Panel. In addition, the draft scoping document on accelerating the delivery of affordable housing will be discussed by the Panel.

**A Green
388008**

Dated this 28th day of
December 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.

This page is intentionally left blank

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Tuesday, 4th December 2018.

PRESENT: Councillor D B Dew – Chairman.

Councillors S J Corney, Dr P L R Gaskin, J Neish, S Wakeford and D J Wells.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors J C Cooper-Marsh, D A Giles, M S Grice, K P Gulson and J P Morris.

IN ATTENDANCE: Councillor R Fuller.

37. MINUTES

The Minutes of the meeting held on 6th November 2018 were approved as a correct record and signed by the Chairman.

38. MEMBERS' INTERESTS

No declarations of interest were received.

39. 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 2018 to 31st March 2019.

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

40. USE OF SPECIAL URGENCY PROVISIONS VERBAL UPDATE - COMMERCIAL INVESTMENT STRATEGY ASSET

The Panel was informed that the Chairman of the Panel approved that an urgent item could be considered at Cabinet without prior Overview and Scrutiny.

41. RURAL SETTLEMENT LIST - BUSINESS RATES

With the aid of a report by the Revenue and Benefits Manager (a copy of which is appended in the Minute Book) the Rural Settlement List – Business Rates was presented to the Panel.

It was explained that as the population of Hemingford Grey now exceeds 3,000 and that this means rural rate relief would no longer be applied to qualifying businesses if the parish as a whole was considered to be one settlement. If Hemingford Grey was split into

two areas, the population would remain beneath 3,000 and rural rate relief could be awarded.

The Panel was informed that the principle behind rural rate relief is to support small rural businesses. In order to do so, the business would have to be located in a rural location and be of a certain size. Rural rate relief cannot be applied to businesses located in urban locations such as Huntingdon.

In response to a question about the splitting Hemingford Grey for the purpose of rural rate relief, Members were informed that the split would be beneficial and that the process would not need to be repeated for a while.

42. OVERVIEW AND SCRUTINY WORK PROGRAMME

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel. In addition, draft scoping documents for task and finish work on affordable housing policy and improving skills were also presented to the Panel.

The Executive Councillor for Housing, Planning and Economic Development and the Planning Service Manager (Policy) were in attendance to address the Panel in relation to the draft scoping document on affordable housing policy. After a thorough discussion Members decided that the scoping document should be amended to reflect the emphasis on rural exception sites and investigating ways of accelerating the delivery of affordable housing. The amended scoping document will be presented to the Panel at their meeting in January.

In addressing the improving skills scoping document, Members were satisfied with the document and agreed to invite Mr John T Hill from the Combined Authority to discuss the Combined Authority's skills strategy once it is published. Members will then invite the Executive Councillor for Housing, Planning and Economic Development and the Economic Development Manager to discuss what the Council's objectives are.

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: 18 December 2018
For Period: 1 January 2019 to 30 April 2019

Membership of the Cabinet is as follows:-

Councillor Mrs M L Beuttell	Executive Councillor for Regulation and Operations	Councillor J A Gray	Executive Councillor for Resources
Councillor G J Bull	Executive Leader of the Council	Councillor J M Palmer	Executive Councillor for Partnerships and Well-Being
Councillor R Fuller	Deputy Executive Leader and Executive Councillor for Housing, Planning and Economic Development	Councillor D M Tysoe	Executive Councillor for Digital and Customer

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

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 (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
∞							
<i>Hinchingsbrooke Country Park Long Term Business Plan##</i>	Cabinet	17 Jan 2019		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk	3	J M Palmer	Customers and Partnerships
<i>HDC Ventures - SSL Business Plans ##</i>	Cabinet	14 Feb 2019		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk	3	D M Tysoe	Performance and Growth
Treasury Management Strategy 2019/20	Cabinet	14 Feb 2019		Clive Mason, Head of Resources Tel No. 01480 388157 or email: clive.mason@huntingdonshire.gov.uk		J A Gray	Performance and Growth
Final Revenue Budget 2019/2020 and Medium Term Plan Financial Strategy 2019/20 to 2022/23	Cabinet	14 Feb 2019		Clive Mason, Head of Resources Tel No. 01480 388157 or Email: Clive.Mason@huntingdonshire.gov.uk		J A Gray	Performance and Growth

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 (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Off Street Car Parking Investment and Affordability	Cabinet	14 Feb 2019		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk		M Beuttell	Performance and Growth
Cambridgeshire Housing Adaptions & Repairs Policy	Cabinet	21 Mar 2019		Andy Moffat, Head of Development Tel No. 01480 388400 or Email: Andy.Moffat@huntingdonshire.gov.uk		R Fuller	Customers and Partnerships
Cambridgeshire Home Improvement Agency Performance Report 2017/18 and Shared Service Contract extension	Cabinet	21 Mar 2019		Andy Moffat, Head of Development Tel No. 01480 388400 or Email: Andy.Moffat@huntingdonshire.gov.uk		R Fuller	Customers and Partnerships

This page is intentionally left blank

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Draft 2019/20 Revenue Budget & Medium Term Financial Strategy (2020/21 to 2023/24); including the Capital Programme.

Meeting/Date: Overview and Scrutiny Panel (Performance and Growth) – 8th January 2019

Executive Portfolio: Executive Councillor for Strategic Resources (JG)

Report by: Head of Resources (CM)

Ward affected: All

Executive Summary

This report sets out the Councils Revenue and Capital budget proposals for the 2019/20 Draft Budget and the Medium Term Financial Strategy (2020/21 to 2023/24). 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 2019/20 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 2019/20 Revenue Budget & Medium Term Financial Strategy (2020/21 to 2023/24); including the Capital Programme

Meeting/Date: Cabinet – 17 January 2019

Executive Portfolio: Executive Councillor for Strategic Resources (JG)

Report by: Head of Resources (CM)

Ward 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 2019/20, including details of the draft service budgets, and the revised MTFS for the period 2020/21 to 2023/24 for Cabinet approval.

At this point in the Budget setting process, the draft Net Service Expenditure for 2019/20 is £17.3m (the detailed Draft Budget 2019/20 and MTFS is shown in **Appendix 1**).

When comparing the Draft 2019/20 Net Service Expenditure Budget to the 2018/19 Forecast Outturn and the Original Budget, there has been a net decrease of £590k (3.2%) and net increase of £36k (0.2%) respectively. The draft figures include:

- growth (£1.6m).
- savings and additional income (£1.7m),
- the impact of all other budget adjustments (£60k; inflation and employee related expenditure).

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. The 2019/20 financial year is the last year of the 4 year settlement.

On 13 December 2018 the Secretary of State for Housing, Communities and Local

Government announced the provisional finance settlement for 2019/20. The settlement confirmed Revenue Support Grant (RSG) of zero. New Homes Bonus (NHB) has reduced by £680k compared to 2018/19, this is a result of earlier years growth no longer being included in the calculation due to the numbers of years dropping from 6 to 4 and an increase in empty homes. Further prudent adjustments have been made reducing funding income by £650k and £150k to allow for the effects of the fair Funding Review (from 2020/21 onwards) and potential negative Revenue Support Grant (from 2020/21 onwards) respectively. These adjustments have been informed by the expertise of the consultants Pixel (specialist in local government finance).

Any NHB received for the term of the MTFS 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 61,749 for 2019/20 with a detailed breakdown by parish shown in Appendix 2, for the period of the MTFS this has been increased by 1.25% per annum.

The 2019/20 draft Budget and MTFS includes a 2.6% increase in Council Tax and this would make the 2019/20 Band D Council Tax £142.16 (an increase of £3.60) which over the life of the MTFS would raise £3.6m.

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 £7.7m in 2019/20, £5m 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 £2.42m. The revenue implications of the capital proposals are built into the corresponding revenue budgets.

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

Recommendation(s):

It is recommended that the Cabinet approves:

- Overall Draft Budget 2019/20 and MTFS 2020/21 to 2023/24 (**Appendix 1**)
- Savings and growth proposals (4.1 to 4.6 **Appendices 3 and 4**),
- Draft Capital Programme 2019/20 to 2023/24 (9.1 to 9.2), and

- Planned increase in Council Tax of 2.6% for 2019/20 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 2019/20 Revenue Budget and Medium Term Financial Strategy (MTFS) for the period 2020/21 to 2023/24,
- how the Budget has moved in comparison to the 2018/19 Original Budget and the 2018/19 Forecast Outturn,
- draft Capital Programme 2019/20 to 2023/24, and the
- impact on reserves.

2. PREPARATION OF THE DRAFT BUDGET 2019/20 AND MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2023/24

2.1 The draft 2019/20 budget and MTFS have been set on the following basis:

- growth (£1.6m),
- savings and additional income (£1.7m).
- the impact of all other budget adjustments (£60k; inflation and employee related),
- 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 2019/20 to 2023/24.

2.2 The detailed analysis of the draft 2019/20 Budget and MTFS (2020/21 to 2023/24) is attached at **Appendix 1**.

3. REFLECTIONS ON THE 2018/19 FORECAST OUTTURN

3.1 As at November 2018, the forecast outturn was an over spend of £626k. 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	2018/19 Forecast	
Service	Net Variance	Comments/Management Action
	£'000	
Community	(18)	<ul style="list-style-type: none"> ● CCTV camera maintenance costs high pending replacement of cameras ● Document Centre fire has impacted income, insurance claim pending ● General staff savings across all services are off-setting the higher costs
Customer Services	149	<ul style="list-style-type: none"> ● Higher volume of benefit payments for homeless accommodation
3C's ICT Shared Service	26	<ul style="list-style-type: none"> ● Software and licensing costs reducing at a slower pace than expected.
Development	(371)	<ul style="list-style-type: none"> ● Staff savings ● Additional fee income
Leisure & Health	416	<ul style="list-style-type: none"> ● Burgess Hall usage/ income lower than budgeted, management issues dealt with and the situation is improving ● Utility costs have increased, causes are being investigated ● Income at the three larger sites is generally lower than expected, partially due to delays to capital schemes. However, initiatives are being implemented to generate additional income to the end of the year. Where possible, and where there is no negative impact on customer service, adjustments to expenditure, e.g. staffing levels, are being made to compensate.
Operations	669	<ul style="list-style-type: none"> ● Section 106 funding is reducing ● Emergency works for Watercourses ● Increased cost of recycling due to lower recycle values and higher contamination levels ● Costs of housing growth in recycling and waste collection round requirements ● Cost of covering sickness absence (no budget provision) to maintain recycling and waste collections ● Lower parking income due to uncontrolled parking in old Waitrose car park (Huntingdons) and free all-day parking at Park and Ride (St Ives) ● Higher fuel costs ● Income from letting of spare office space yet to materialise, ● negotiations are on-going
Resources	(106)	<ul style="list-style-type: none"> ● Lower loan repayments to PWLB ● One-off costs relating to the implementation of the new FMS ● Apprentice scheme savings arising as existing apprentices gain permanent posts
Directors & Corporate	(139)	<ul style="list-style-type: none"> ● Staff savings where there is no back-fill for seconded staff ● One -off additional income for previous years election costs ● Savings on members special duty allowances
Total	626	

4. REVENUE: SERVICE SAVINGS, INCOME AND GROWTH

4.1 Over the Autumn of 2018/19 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 2019/20 budget that was part of the 2018/19 MTFS, are shown in **Table 2** below, with further commentary in paragraphs 4.2 to 4.6.

Service	Adjusted 2018/19 MTFS Totals for 2019/20	New Growth/ Savings Bids	Inflation & Employee Related Growth/ Savings	Other Service Growth/ Savings	2018/19 Budget
	£000	£000	£000	£000	£000
Community	1,744	(31)	0	29	1,742
Customer Services	2,604	153	10	17	2,784
Development	1,169	(153)	(5)	(1)	1,010
Operations	3,649	93	0	0	3,742
Leisure and Health	(263)	147	(116)	165	(67)
Directors and Corporate Team	1,664	(45)	35	(28)	1,626
ICT	2,138	66	(177)	118	2,145
Resources	(359)	(209)	(38)	39	(567)
Corporate Resources	5,048	(158)	0	14	4,904
Total	17,394	(137)	(291)	353	17,319

Savings and Additional Income

4.2 Following the audit of the 2017/18 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 Initial budget suggestions for 2019/20 were considered by the Policy Development Group in late October 2018. Further work was then undertaken on the proposals ahead of a Member’s away day in November. Following this work, the draft budget and MTFS as detailed in this report were compiled which included savings and unavoidable growth proposals as detailed in paragraph 2.1. As with previous years, finding the required savings to balance the budget proved very challenging. The proposals also reflected the November forecast outturn position for 2018/19.

4.4 A summary of the savings and additional income proposals is shown in **Table 3** below:

Table 3 Service	Savings and Additional Income	
	£000 (*)	% Change in Budget (**)
Community	71	6.5
Customer Services	166	0.5
Development	153	7.4
Operations	562	11.2
Leisure & Health	179	2.4
Directors & Corporate Team	50	21.0
3C's ICT (HDC element)	20	0.4
Resources (incl Corporate Resources)	575	10.1
Total	1,776	
<p>* Detailed analysis of savings proposals is shown in Appendix 3.</p> <p>** 2018/19 Gross Expenditure to 2019/20 Gross Expenditure.</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 2019/20 (totalling £1.6m), 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			
	Employee Related £000	Other Growth £000 (*)	Total £000	% Change in Budget (**)
Community	29	40	69	2.4
Customer Services	26	319	345	1.1
Development	(7)	0	(7)	-0.2
Operations	0	655	655	7.3
Leisure & Health	49	327	376	4.4
Directors & Corporate Team	7	5	12	0.6
3C's ICT (HDC element)	(59)	86	27	1.3
Resources (incl Corporate Resources)	15	208	223	2.1
Total	60	1,640	1,700	
* 2018/19 Gross Expenditure to 2019/20 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 £234k for 2019/20 (including national insurance and pension). With regard to Pension, the Council is in the third year of the current Triennial period.
 - Business Rates Inflation of 2% has been included; this is reflective of the current proposals included in the Chancellor's budget of November 2018.
 - Employee Related Growth

As a consequence of the Chancellor's budget of November 2018, the Chancellor increased the 'national minimum wage' from £7.83 to £8.21 per hour. This has a minimal effect on cost.

5. REVENUE: COMMERCIAL INVESTMENT STRATEGY

- 5.1 The Commercial Investment Strategy (CIS) continues to be a main income stream for the Council. For 2018/19 the net income from additional CIS investment was estimated to be £1.2m; 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 70 propositions; of these it has submitted 'bids' on 3 and 1 has 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. Again, as part of the audit of the 2017/18 accounts, the external auditor undertook a governance review of the Councils approach to the acquisition of commercial assets.
- 5.4 Considerable government and private sector commentary in respect of local government's activity in the commercial property investment market, specifically over whether councils should be investing outside of their boundaries, led to a consultation being carried out by both the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Ministry of Housing, Communities and Local Government (MHCLG). As a result of the consultation the following new/updated guidance has been issued:
- i. CIPFA Prudential Code 2017
 - ii. CIPFA Treasury Management Code 2017
 - iii. Statutory Guidance on Local Government Investments (3rd Edition) (Issued by MHCLG)

Whilst the above documents have attempted to clarify the position on out of area purchases, the result has not been entirely conclusive with the position probably requiring testing in the courts in the future. However, the Council sought its own independent counsel advice which confirmed it can continue to purchase commercial assets outside of its boundary.

- 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 2019/20 and the MTFS 2020/21 to 2023/24.

Council Tax Base

6.2 The approved Council Tax base for 2019/20 is 61,749, an increase of 1.25% from the 2018/19 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 1.25%, 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 In announcing the Local Government Financial Settlement for this financial year (2018/19) the Secretary of State for Housing, Communities and Local Government increased the Council Tax threshold from 2% to 3% before a referendum is required. For the 2019/20 budget and MTFS, a Council Tax increase of 2.6% 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 majority groups manifesto commitment council tax has been set based on the following "local" key employment indicators.
 - Average Wage growth (April 2017 to April 2018)
 - Huntingdonshire – 3.5%
 - Cambridgeshire – 4.8%
 - National – 2.7%
 - 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 2.6%:
 - 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)

6.4 A 2.6% increase on Council Tax in 2019/20 would increase it to £142.16 per Band D equivalent property, an increase of £3.60 per year per household and resulting in an additional income of £222k for the Council. Over the MTFS period, this generates a further £3.6m 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 3.6% and gives a Band D equivalent of £143.56 for 2019/20; over the MTFS period this would generate £4.8m, an additional £1.2m over the £3.6m that would be generated from an increase of 2.6% (6.4).

Government Grant

- 6.6 On the 13th December the Provisional Local Government Financial Settlement was issued by the Secretary of State for Housing, 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)

- The Council will receive zero Revenue Support Grant (RSG) for 2019/20 as was expected.
- However, from 2020/21 the RSG goes in to a negative position. It is understood that it is unlikely that a negative charge will be levied on councils in a negative position but in order to be prudent a negative sum of £150k has been included from 2020/21 onwards.

New Homes Bonus (NHB)

- NHB is paid over a 4 year cycle. However, compared to 2018/19 there has been a £680k reduction in the level of grant due to a previous year dropping out on a cyclical basis and an increase in the level of empty homes. The Government's intention is to phase out the grant over the 4 year period with the first reduction occurring in 2020/21. It is expected that the grant will be reduced to zero by 2023/24.

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 system of Business Rates Retention will be reformed following the Fair Funding Review (FFR). Initially the Government was going to allow local government to retain 100% NDR, but it is now thought that the FFR will be based on 75% retention and a number of grants such Section 31 Grants may be rolled up. This Draft Budget keeps the NDR number in the MTFS as the same approach as last year. However, to be prudent and based on external expertise a £650k reduction in funding income is included for the years 2020/21 to 2023/24. As the rates retention process is developed, further reports to Cabinet will address this issue.

Collection Fund Surplus/Deficit

- 6.7 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	(4,225)	(635)
Business Rates	(1,588)	(354)
Total	(5,813)	(989)

- 6.8 Members will note from previous quarterly monitoring reports that actual collection rates for both Council Tax and Business Rates are ahead of estimates. Consequently the forecast Collection Fund surplus is reflective of this trend.

7. DRAFT BUDGET 2019/20 AND MEDIUM TERM FINANCIAL STRATEGY 2020/21 TO 2023/24

- 7.1 This section brings together all the service budget conclusions, CIS and Corporate & Government Funding proposals into the 'consolidated' Draft Budget 2019/20 and MTFS 2020/21 to 2023/24. This is shown in **Table 6 and 7** respectively below.

- 7.2 It is proposed that the MTFS assumption of a 2.6% Council Tax increase is applied for 2019/20 and that the policy to increase the Council Tax by 2.6% over the period of the MTFS 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 2019/20 budget and MTFS shown in **Table 6** principally:

- In 2019/20, the Council produces a surplus budget of £3.1m, £2.0m being a direct contribution to the CIS Earmarked Reserve and £1.0m being a contribution to the General Fund (this is an increased contribution of £1m over that estimated last year).
- Last year, the total draw down from the General Fund between 2020/21 and 2022/23 was estimated to be £3.1m; this budget round the total draw down is estimated to be £4.0m – an increase of £0.9m.
- For the approved 2018/19 MTFS, the estimated budget gap at the end of the MTFS period (2022/23) was £1.0m. For 2019/20 MTFS, the gap for 2022/23 is £1.4m; an increase of £0.4m.

- The budget gap at end of the 'new' MTFS period (2023/24) is estimated at £1.3m.
- 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.

Table 6	Council Services Net Expenditure Budget (2019/20) and MTFS						
	2018/19		2019/20	Medium Term Financial Strategy			
	Budget	Forecast (November)	Budget	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000	£000	£000
Community Services	1,758	1,740	1,742	1,772	1,792	1,826	1,866
Customer Services	2,533	2,682	2,783	3,266	3,369	3,388	3,286
Development Services	1,071	700	1,010	920	960	1,000	1,042
Leisure and Health	(190)	226	(67)	(502)	(715)	(744)	(735)
Operational Services	3,911	4,580	3,742	3,532	4,087	4,059	4,161
Corporate Team and Directors	1,642	1,503	1,626	1,631	1,658	1,660	1,683
ICT	2,128	2,154	2,145	2,104	2,120	2,136	2,192
Resources	(318)	(232)	(567)	(707)	(249)	(211)	(352)
Corporate Finance	4,747	4,555	4,904	4,906	5,107	5,204	5,636
Net Expenditure	17,282	17,908	17,318	16,922	18,129	18,318	18,779

	Council Funding Statement Budget (2019/20) and MTFS						
	2018/19		2019/20	Medium Term Financial Strategy			
	Budget	Forecast (November)	Budget	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000	£000	£000
Net Expenditure	17,282	17,908	17,318	16,922	18,129	18,318	18,779
Contribution to/(from) Earmarked Reserves:	0						
- Commercial Investment Strategy	1,135	1,135	2,038	1,474	881	427	0
General Reserves	1,891	1,265	1,085	(947)	(1,678)	(1,375)	(1,328)
Budget Requirement	20,308	20,308	20,441	17,449	17,332	17,370	17,451
Non-Domestic Rates	(5,841)	(5,841)	(5,958)	(6,077)	(6,199)	(6,323)	(6,449)
Non-Domestic Rates (Growth Pilot)	0	0	(949)	0	0	0	0
S31 Grant	(1,729)	(1,729)	(1,729)	(1,579)	(1,579)	(1,579)	(1,579)
Revenue Support Grant (RSG)	(604)	(604)	0	150	150	150	150
Fair Funding Review Adjustment	0	0	0	650	650	650	650
New Homes Bonus	(2,718)	(2,718)	(2,038)	(1,474)	(881)	(427)	0
Collection Fund (Surplus) / Deficit	(966)	(966)	(989)	0	0	0	0
Council Tax Requirement	8,450	8,450	8,778	9,119	9,473	9,841	10,223
- Base (*)	60,984	60,984	61,749	62,521	63,302	64,094	64,895
- Per Band D	138.56	138.56	142.16	145.86	149.65	153.54	157.53
- Increase £			£ 3.60	£ 3.70	£ 3.79	£ 3.89	£ 3.99
- Increase %			2.60%	2.60%	2.60%	2.60%	2.60%

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 (this is subject to review, with a report coming to Cabinet in February).

ii. Budget Surplus Reserve

At the end of 2023/24 members will see that the Reserve maintains a 'credit' balance only after contributions from the Commercial Investment reserve, this demonstrates that the Council has a 'balanced budget' over the MTFS period.

Members should note that in 2019/20 a contribution of £723k is made to Earmarked Reserve (the Collection Fund Earmarked Reserve). This is to meet a potential liability as a result of a national appeal against Valuation Office rating for ATM's. By setting this aside, the Council will be able to directly meet this obligation without impacting on service delivery.

iii. Commercial Investment Reserve

Between 2020/21 and 2022/23, members will see that there is an annual contribution to the Reserve of £2.8m; 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 2019/20 members will see that the Reserve has a contribution of £2m; this is a direct allocation from an element of New Homes Bonus for that year. As noted in (ii) the Commercial investment Reserve makes a contribution to the budget surplus reserve from 2022/23 onwards.

Table 7	Reserves and MTFS						
	2018/19		2019/20 Budget £000	Medium Term Financial Strategy			
	Budget £000	Forecast £000		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
GENERAL FUND							
b/f	2,698	2,658	2,686	2,598	2,538	2,719	2,748
Contribution to Reserve	1,891	1,265	0	0	0	0	0
Contribution from Reserve	0	0	1,085	(947)	(1,678)	(1,375)	(1,328)
Contribution from (to) Budget Surplus	(1,997)	(1,237)	(1,174)	887	1,859	1,404	1,397
c/f	2,592	2,686	2,598	2,538	2,719	2,748	2,817
Net Expenditure	17,282	17,908	17,318	16,922	18,129	18,318	18,779
Minimum Level of Reserves (15%)	2,592	2,686	2,598	2,538	2,719	2,748	2,817
BUDGET SURPLUS RESERVE							
b/f	2,212	2,212	3,449	3,634	2,747	888	1
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	1,997	1,237	1,174	(887)	(1,859)	(1,404)	(1,397)
Contribution from (to) CIS Reserve	0	0	(266)	0	0	517	1,397
Contribution from (to) Earmarked Reserves	0	0	(723)	0	0	0	0
c/f	4,209	3,449	3,634	2,747	888	1	1
COMMERCIAL INVESTMENT RESERVE							
b/f	2,798	3,598	4,733	7,037	8,511	9,392	9,302
Contribution to Reserve (former NHB)	1135	1,135	2,038	1,474	881	427	0
Contribution from Reserve	0	0	0	0	0	0	0
Contribution from (to) General Fund	0	0	0	0	0	0	0
Contribution from (to) Budget Surplus Reserve	0	0	266	0	0	(517)	(1,397)
c/f	3,933	4,733	7,037	8,511	9,392	9,302	7,905

9. CAPITAL PROGRAMME

- 9.1 The detailed draft Capital Programme for the period 2019/20 to 2023/24 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 £2.42m. 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.

Table 8	Capital Programme Summary					
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Budget	Budget	Budget	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Gross Expenditure						
Community	686	56	0	0	0	0
Development	3,765	2,656	2,450	2,400	2,350	2,300
Leisure and Health	1,566	1,489	306	296	285	300
Resources	1,468	2,118	1,549	6,531	11,531	10,613
Customer Services	0	0	0	0	0	0
3C ICT	585	50	0	0	0	0
Operations	2,118	1,324	2,698	1,508	1,324	1,815
Transformation	80	0	0	0	0	0
	10,268	7,693	7,003	10,735	15,490	15,028
Sources of Finance						
Grants and Contributions	(2,237)	(1,475)	(1,293)	(1,301)	(1,301)	(1,301)
Use of Capital Reserves	(1,532)	0	0	0	0	0
Capital Receipts	(834)	(1,204)	(770)	(720)	(720)	(720)
Use of Earmarked Reserves	(680)	0	0	0	0	0
	(5,283)	(2,679)	(2,063)	(2,021)	(2,021)	(2,021)
Net to be funded by borrowing (Internal)	4,985	5,014	4,940	8,714	13,469	13,007

- 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 2019/20 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 2019/20 Budget forms an integral part of service planning process for 2019/20 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 2019/20 and the MTFS:

- the impact of Budget changes on service budgets.
- Draft Capital Programme 2019/20 to 2023/24.
- Increasing the Council Tax over the life of the MTFS

19. LIST OF APPENDICES INCLUDED

Appendix 1: Draft Budget 2019/20 and Medium term financial Strategy 2020/21 to 2023/24

Appendix 2: Council Tax Base 2019/20

Appendix 3: Savings proposals

Appendix 4: Service Growth proposals


Appendix 5: Capital Programme 2019/20

BACKGROUND PAPERS


Working papers in Resources; Accountancy Services

CONTACT OFFICER

Clive Mason, Head of Resources

 01480 388157

Paul Loveday, Finance Manager

 01480 388605

This page is intentionally left blank

Revenue Operational Budgets and Medium Term Financial Strategy

Subjective Analysis of Spend and Income

Huntingdonshire District Council									
Actuals 2017/18	Subjective Analysis : Controllable Only *		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(18,404,123)	Income & Fees	Fees & charges	(17,797,278)	(17,258,136)	(17,968,041)	(17,874,576)	(18,012,139)	(18,126,221)	(18,210,070)
(949,954)		Sales	(1,011,643)	(1,235,961)	(1,038,857)	(1,051,794)	(1,053,794)	(1,055,794)	(1,055,794)
(3,312,262)		Rent	(3,582,160)	(5,468,224)	(5,593,223)	(5,855,633)	(5,399,977)	(5,386,977)	(5,553,977)
(34,027,375)		Government grants	(31,473,365)	(28,666,912)	(24,242,536)	(18,137,251)	(13,371,893)	(12,531,701)	(12,530,701)
(3,314,684)		Other grants and contributions	(3,637,140)	(3,315,366)	(3,106,264)	(3,114,046)	(3,137,495)	(3,163,323)	(3,163,323)
(463,707)		Interest	(469,499)	(456,500)	(532,500)	(532,500)	(532,500)	(532,500)	(532,500)
0		Commuted sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(60,472,104)	Income & Fees Total		(57,971,085)	(56,552,430)	(52,632,751)	(46,717,130)	(41,659,128)	(40,947,846)	(41,197,695)
17,286,514	Employees	Salary	17,168,515	18,849,598	18,468,223	18,522,074	18,647,839	18,888,459	18,958,115
1,494,190		National Insurance	1,531,148	1,643,299	1,597,516	1,609,829	1,619,357	1,629,895	1,635,193
4,199,334		Pension	2,707,082	2,962,239	2,933,718	3,126,100	3,318,206	3,508,445	3,695,497
1,755,253		Hired Staff	1,166,911	182,459	319,359	319,359	319,359	319,359	319,359
192,267		Employee Insurance	195,277	187,016	195,345	215,917	238,546	238,546	238,546
104,173		Recruitment	57,986	7,742	15,150	15,150	15,150	15,150	15,150
221,795		Training	190,385	196,974	178,567	175,567	175,567	175,567	175,567
59,303		Uniform & laundry	47,332	44,780	40,876	46,226	40,876	46,226	46,376
322,573		Other staff costs	1,819,237	1,779,979	1,796,563	1,812,403	1,828,401	1,844,559	1,860,879
388,278		Severance payments	193,714	199,000	177,650	168,767	160,329	152,313	152,313
26,023,680	Employees Total		25,077,588	26,053,086	25,722,966	26,011,391	26,363,629	26,818,518	27,096,994
231,887	Buildings	Rents	207,395	195,959	172,859	172,359	172,359	196,359	196,359
837,040		Rates	1,114,018	1,157,059	1,196,853	1,232,971	1,269,960	1,308,053	1,347,087
743,189		Repairs & Maintenance	783,520	680,267	650,060	642,660	657,460	642,660	642,660
701,443		Energy Costs	736,158	745,284	894,276	944,276	905,276	905,276	905,276
142,250		Water Services	142,538	140,769	164,558	164,558	164,558	164,558	164,558
265,129		Premises Cleaning	215,549	225,507	240,790	240,910	240,910	240,910	240,910
75,148		Premises Insurance	91,799	74,653	96,453	103,590	108,038	108,038	108,038
24,476		Ground Maintenance Costs	229,400	21,900	23,910	20,910	20,910	20,910	20,910
3,020,561	Buildings Total		3,520,377	3,241,398	3,439,759	3,522,234	3,539,471	3,586,764	3,625,798
35,158	Supplies & Services	Catering	24,461	29,321	21,579	21,579	21,579	21,579	21,579
379,540		Members Allowances	376,742	404,864	402,364	402,364	402,364	402,364	402,364
571,879		Office expenses	532,205	613,605	437,841	426,483	436,883	461,883	461,883
1,140,397		Communication and computing	1,215,440	1,182,731	1,022,610	1,001,710	1,000,110	1,044,710	1,043,110
4,820,041		Services	4,746,574	6,157,493	6,887,405	6,704,223	7,287,756	7,042,532	7,444,901
4,255,482		Equipment, furniture & materials	4,700,797	3,981,293	3,819,349	3,727,649	3,721,949	3,728,949	3,728,449
519		Uniform & laundry	246	380	780	780	780	780	780
188		Expenses	623	1,061	0	0	0	0	0
109,905		Insurance - service related	82,310	80,945	76,967	78,870	80,919	80,919	80,919
11,313,110	Supplies & Services Total		11,679,397	12,451,693	12,668,895	12,363,658	12,951,940	12,783,716	13,183,985
59,323	Transport	Mileage Allowance	60,492	59,521	65,608	65,483	65,483	65,483	65,483
(115)		Pool Car	27,752	34,600	31,925	31,925	31,925	31,925	31,925
157,956		Vehicle Insurance	176,866	82,166	167,166	172,528	177,528	177,528	177,528
34,025		Public Transport	21,167	20,678	28,036	27,536	27,648	27,767	27,767
1,025,103		Operating Costs	1,006,652	870,219	921,587	921,587	939,549	939,549	939,549
110,193		Contract Hire & operating leases	26,320	18,100	18,798	18,798	18,798	18,798	18,798
1,386,485	Transport Total		1,319,248	1,085,284	1,233,120	1,237,857	1,260,931	1,261,050	1,261,050
145,547	Benefit & Transfer Payments	Irrecoverable V A T	108,413	116,500	116,500	116,500	116,500	116,500	116,500
402,406		Levies	403,065	402,278	407,868	407,868	407,868	407,868	407,868
1,086,903		Contributions paid	1,168,251	1,028,000	1,349,011	702,011	702,011	702,011	702,011
937,508		Grants	913,555	951,200	860,939	830,939	830,939	830,939	830,939
33,836,410		Benefits	31,395,312	28,325,340	24,040,830	18,210,530	13,359,830	12,505,430	12,505,430
0		Discretionary Relief	0	0	39,000	39,000	0	0	0
36,408,774	Benefit & Transfer Payments Total		33,988,596	30,823,318	26,814,148	20,306,848	15,417,148	14,562,748	14,562,748
0	Renewals Fund Contribution	Renewals Fund Contribution	8,232	33,232	33,232	33,232	33,232	33,232	33,232
0	Renewals Fund Contribution Total		8,232	33,232	33,232	33,232	33,232	33,232	33,232
169,253	Reserve-Revenue Transfers	Bad Debts Provision	135,290	146,046	152,046	167,046	187,046	187,046	177,046
0		Reserve-Revenue Transfers	0	0	(113,000)	(4,000)	34,000	34,000	34,000
169,253	Reserve-Revenue Transfers Total		135,290	146,046	39,046	163,046	221,046	221,046	211,046
17,849,758	Net Expenditure		17,757,644	17,281,627	17,318,415	16,921,136	18,128,269	18,319,228	18,777,158
78,321,862	Gross Service Expenditure		75,728,728	73,834,057	69,951,166	63,638,266	59,787,397	59,267,074	59,974,853
(60,472,104)	Gross Service Income		(57,971,085)	(56,552,430)	(52,632,751)	(46,717,130)	(41,659,128)	(40,947,846)	(41,197,695)
17,849,758	Net Service Expenditure		17,757,644	17,281,627	17,318,415	16,921,136	18,128,269	18,319,228	18,777,158
1,836,325	Budget Totals by Head of Service		1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913
2,504,242	Head of Community		2,486,240	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567
1,080,527	Head of Customer Services		808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943
127,058	Head of Development		101,479	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)
4,832,479	Head of Leisure & Health		4,590,286	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369
1,455,022	Head of Operations		1,459,811	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992
1,729,551	Directors & Corporate Team		2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543
(142,688)	Head of 3C's ICT Shared Service		(191,391)	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)
4,427,242	Head of Resources		4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,427,242	Head of Resources (Corporate Budgets)		4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
17,849,758	Net Service Expenditure Total		17,757,644	17,281,627	17,318,415	16,921,136	18,128,269	18,319,228	18,777,158

Analysis of Budget Variations - HDC Total Budget

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	17,281,627	17,394,096	17,677,091	18,085,962	18,253,626	18,253,626
New Bids Added						
Community		(31,000)	(31,000)	(49,000)	(49,000)	(49,000)
Customer Services		153,000	494,000	514,000	469,000	309,000
3C's ICT		66,000	5,000	5,000	5,000	5,000
Development		(153,000)	(184,000)	(185,000)	(187,000)	(188,000)
Leisure & Health		147,616	(118,384)	(338,384)	(371,384)	(450,384)
Operations		93,384	(229,616)	211,384	66,384	51,384
Resources		(209,000)	(339,000)	60,000	73,000	(94,000)
Resources (Corporate Items)		(158,000)	(204,000)	(15,000)	237,000	654,000
Directors & Corporate Team		(45,000)	(65,000)	(55,000)	(65,000)	(65,000)
Adjustment to Inflation		(1)	(3,624)	(8,721)	(14,643)	280,748
Other Budget Adjustments						
General Salary Changes (All Services)		(292,309)	(301,853)	(305,484)	(309,172)	(137,203)
Other Service Operational Adjustments:-						
Community		29,604	15,604	15,604	15,604	15,604
Customer Services		16,924	18,160	19,160	20,160	21,160
3C's ICT		118,192	123,192	123,192	123,192	123,192
Development		(1,121)	(1,121)	(1,121)	(1,121)	(1,121)
Leisure & Health		164,538	40,801	27,106	29,087	23,288
Operations		0	0	0	0	0
Resources		39,269	39,269	39,456	39,456	39,456
Resources (Corporate Items)		13,722	14,116	13,614	13,538	13,907
Directors & Corporate Team		(28,499)	(28,499)	(28,499)	(28,499)	(28,499)
New MTFS Totals	17,281,627	17,318,415	16,921,136	18,128,269	18,319,228	18,777,158

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

Service Budgets by Head of Service

Head of Community									
Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(951,266)	Income & Fees	Fees & charges	(865,110)	(881,634)	(972,848)	(957,948)	(957,248)	(962,848)	(962,848)
(37,438)		Sales	(500)	(109,100)	(600)	(600)	(600)	(600)	(600)
(94,225)		Other grants and contributions	(92,131)	(95,275)	(64,975)	(64,975)	(64,975)	(64,975)	(64,975)
(848)		Interest	0	0	0	0	0	0	0
(1,083,777)	Income & Fees Total		(957,741)	(1,086,009)	(1,038,423)	(1,023,523)	(1,022,823)	(1,028,423)	(1,028,423)
1,562,423	Employees	Salary	1,567,330	1,696,259	1,732,721	1,750,038	1,749,527	1,767,011	1,784,669
150,103		National Insurance	149,254	156,290	161,295	162,908	164,538	166,183	167,845
259,704		Pension	264,373	285,595	279,047	298,126	317,561	337,355	357,513
5,693		Hired Staff	30,530	5,000	5,000	5,000	5,000	5,000	5,000
4,697		Training	7,333	4,400	4,400	4,400	4,400	4,400	4,400
1,746		Uniform & laundry	589	700	700	700	700	700	700
14,083		Other staff costs	6,511	1,112	6,112	6,112	6,112	6,112	6,112
6,646		Recruitment	8,800	0	0	0	0	0	0
98,140		Severance payments	0	0	0	0	0	0	0
2,103,235	Employees Total		2,034,719	2,149,356	2,189,275	2,227,284	2,247,838	2,286,761	2,326,239
8,518	Buildings	Rents	763	780	780	780	780	780	780
29,403		Repairs & Maintenance	2,375	2,500	2,500	2,500	2,500	2,500	2,500
4,378		Energy Costs	5,316	4,000	4,000	4,000	4,000	4,000	4,000
42,298	Buildings Total		8,454	7,280	7,280	7,280	7,280	7,280	7,280
1,391	Supplies & Services	Catering	246	521	521	521	521	521	521
102,920		Communication and computing Services	107,283	60,701	56,145	31,145	31,145	31,145	31,145
41,771		Equipment, furniture & materials	69,794	40,462	29,820	29,820	29,820	29,820	29,820
241,642		Office expenses	175,442	137,451	228,989	230,489	228,989	230,489	230,489
24,497		Uniform & laundry	(17,276)	99,550	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
138		Insurance - service related	246	380	380	380	380	380	380
308			0	0	0	0	0	0	0
412,664	Supplies & Services Total		335,735	339,065	303,855	280,355	278,855	280,355	280,355
17,415	Transport	Mileage Allowance	20,615	19,951	16,451	16,451	16,451	16,451	16,451
40,239		Operating Costs	43,585	41,399	10,113	10,113	10,113	10,113	10,113
4,002		Pool Car	3,996	7,100	4,500	4,500	4,500	4,500	4,500
3,029		Public Transport	1,274	1,261	1,261	1,261	1,261	1,261	1,261
64,685	Transport Total		69,470	69,711	32,325	32,325	32,325	32,325	32,325
15	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
297,039		Grants	276,305	271,525	241,525	241,525	241,525	241,525	241,525
166		Irrecoverable V A T	0	0	0	0	0	0	0
297,220	Benefit & Transfer Payments Total		276,305	271,525	241,525	241,525	241,525	241,525	241,525
0	Renewals Fund Contribution	Renewals Fund Contribution	6,612	6,612	6,612	6,612	6,612	6,612	6,612
0	Renewals Fund Contribution Total		6,612	6,612	6,612	6,612	6,612	6,612	6,612
1,836,325	Grand Total		1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

2,920,102	Gross Service Expenditure	2,731,296	2,843,549	2,780,872	2,795,381	2,814,435	2,854,858	2,894,336
(1,083,777)	Gross Service Income	(957,741)	(1,086,009)	(1,038,423)	(1,023,523)	(1,022,823)	(1,028,423)	(1,028,423)
1,836,325	Net Service Expenditure	1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

87,459	Head of Community	85,754	85,288	86,076	87,538	89,021	90,526	92,052
311,601	Commercial Team	238,045	276,784	266,776	271,242	275,771	280,363	285,021
573,757	Community Team	572,025	615,019	584,272	590,699	597,220	603,836	610,546
96,208	Corporate Health & Safety	103,241	104,997	105,509	107,154	108,823	110,516	112,232
133,624	Environmental Health Admin	145,177	143,662	146,997	149,267	133,568	135,721	137,905
330,798	Environmental Protection Team	313,840	342,384	314,123	320,981	324,914	331,924	337,512
(182,448)	Licencing	(120,217)	(103,951)	(115,622)	(96,335)	(91,185)	(92,272)	(87,694)
5,906	Emergency Planning	12,067	11,575	11,575	11,575	11,575	11,575	11,575
299,844	Document Centre	297,047	194,849	247,662	253,107	258,630	264,231	269,912
255	Closed Churchyards	2,000	2,000	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
(59,330)	CCTV	(68,665)	(70,393)	(89,496)	(89,496)	(89,496)	(89,496)	(89,496)
238,650	CCTV Shared Service	193,241	155,326	197,577	179,126	185,771	192,511	199,348
1,836,325	Grand Total	1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

Analysis of Budget Variations - Community

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165	1,881,165
MFD Budgets to 3C ICT	(21,362)	(21,362)	(21,362)	(21,362)	(21,362)	(21,362)
Adjusted Previous MTFS Totals	1,757,540	1,744,112	1,787,100	1,825,222	1,859,803	1,859,803
New Bids Added						
Document Centre Reduced Income		40,000	40,000	40,000	40,000	40,000
Hackney Carriage New Income Pilot		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Closed Churchyard Levy		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Community Information MS Replacement		(26,000)	(26,000)	(44,000)	(44,000)	(44,000)
Community Chest		(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Inflation		0	136	276	229	22,922
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(267)	18	(490)	(201)	16,584
Document Centre		17,000	17,000	17,000	17,000	17,000
CCC Contract Terminated		5,300	5,300	5,300	5,300	5,300
CCTV Costs (Excluding Salaries)		11,764	(13,236)	(13,236)	(13,236)	(13,236)
Licensing		0	10,000	10,000	10,000	10,000
Other Minor Adjustments		(4,460)	(3,460)	(3,460)	(3,460)	(3,460)
New MTFS Totals	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

Head of Customer Services

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(2,187,453)	Income & Fees	Fees & charges	(2,092,453)	(1,782,055)	(2,031,202)	(1,247,683)	(1,131,266)	(1,110,761)	(1,110,761)
(33,712,958)		Government grants	(31,433,349)	(28,610,990)	(24,189,614)	(18,084,329)	(13,318,971)	(12,478,779)	(12,477,779)
(35,900,410)	Income & Fees Total		(33,525,802)	(30,393,045)	(26,220,816)	(19,332,012)	(14,450,237)	(13,589,540)	(13,588,540)
2,287,684	Employees	Salary	2,401,948	2,527,668	2,532,965	2,557,146	2,581,569	2,569,896	2,476,569
216,777		National Insurance	229,678	239,202	237,666	239,931	242,219	241,905	233,325
359,562		Pension	380,686	398,433	398,983	426,266	454,055	475,958	484,399
73,063		Hired Staff	29,491	0	0	0	0	0	0
1,535		Training	4,705	1,350	1,350	1,350	1,350	1,350	1,350
228		Uniform & laundry	191	200	(2,300)	200	(2,300)	200	200
24,770		Other staff costs	21,063	20,220	20,220	20,220	20,220	20,220	20,220
591		Recruitment	0	0	0	0	0	0	0
3,646		Severance payments	0	0	0	0	0	0	0
2,967,857	Employees Total		3,067,761	3,187,073	3,188,884	3,245,113	3,297,113	3,309,529	3,216,063
26,409	Buildings	Rents	17,412	19,400	0	0	0	0	0
21,034		Repairs & Maintenance	11,119	82	82	82	82	82	82
398		Energy Costs	33	600	0	0	0	0	0
436		Water Services	200	200	0	0	0	0	0
2,700		Rates	0	4,443	0	0	0	0	0
822		Premises Cleaning	0	1,000	0	0	0	0	0
0		Premises Insurance	0	200	0	0	0	0	0
51,799	Buildings Total		28,764	25,925	82	82	82	82	82
524	Supplies & Services	Catering	0	100	100	100	100	100	100
114,168		Communication and computing	102,810	105,500	105,500	105,500	105,500	105,500	105,500
123,143		Services	129,886	128,505	198,505	198,505	198,505	198,505	198,505
95,082		Equipment, furniture & materials	19,864	7,431	7,431	7,431	7,431	7,431	7,431
35,382		Office expenses	46,389	47,560	47,560	47,560	47,560	47,560	47,560
368,300	Supplies & Services Total		298,948	289,096	359,096	359,096	359,096	359,096	359,096
1,391	Transport	Mileage Allowance	2,356	3,100	3,000	3,000	3,000	3,000	3,000
13,306		Pool Car	9,249	9,110	9,110	9,110	9,110	9,110	9,110
10,857		Public Transport	7,110	8,280	8,280	8,280	8,280	8,280	8,280
25,554	Transport Total		18,715	20,490	20,390	20,390	20,390	20,390	20,390
1,010,746	Benefit & Transfer Payments	Contributions paid	1,092,251	952,000	1,273,000	626,000	626,000	626,000	626,000
33,836,410		Benefits	31,395,312	28,325,340	24,040,830	18,210,530	13,359,830	12,505,430	12,505,430
34,847,156	Benefit & Transfer Payments Total		32,487,563	29,277,340	25,313,830	18,836,530	13,985,830	13,131,430	13,131,430
143,987	Reserve-Revenue Transfers	Bad Debts Provision	110,290	126,046	122,046	137,046	157,046	157,046	147,046
143,987	Reserve-Revenue Transfers Total		110,290	126,046	122,046	137,046	157,046	157,046	147,046
2,504,242	Grand Total		2,486,240	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

38,404,652	Gross Service Expenditure	36,012,042	32,925,970	29,004,328	22,598,257	17,819,557	16,977,573	16,874,107
(35,900,410)	Gross Service Income	(33,525,802)	(30,393,045)	(26,220,816)	(19,332,012)	(14,450,237)	(13,589,540)	(13,588,540)
2,504,242	Net Service Expenditure	2,486,240	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

63,378	Head of Customer Services	10,549	98,042	106,909	108,804	110,727	112,678	114,656
(156,193)	Council Tax Support	(129,076)	(127,354)	(126,354)	(125,354)	(124,354)	(123,354)	(122,354)
(226,059)	Local Tax Collection	(226,499)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)
1,123,120	Housing Benefits	966,570	919,948	1,160,561	1,549,180	1,606,756	1,594,947	1,472,468
863,797	Housing Needs	1,010,732	1,018,645	1,066,215	1,140,892	1,171,723	1,182,709	1,184,994
836,200	Customer Services	853,965	851,414	803,951	820,493	832,238	848,823	863,573
2,504,242	Grand Total	2,486,240	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

Analysis of Budget Variations - Customer Services

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145	2,884,145
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145	2,884,145
New Bids Added						
Higher Net Cost of Homeless Benefits		129,000	575,000	575,000	575,000	575,000
Coneygear Court Homeless Accommodation		(44,000)	(44,000)	(44,000)	(44,000)	(44,000)
Crown Gardens Homeless Accommodation		0	(142,000)	(142,000)	(142,000)	(142,000)
Homeless Prevention		30,000	30,000	30,000	30,000	30,000
Homeless Bad Debt Provision		2,000	17,000	37,000	37,000	27,000
Joint Commissioning - Housing Support		40,000	40,000	40,000	40,000	40,000
Call Centre Interventions		39,000	39,000	39,000	39,000	39,000
Closure of Satellite Offices		(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Recovery Officer		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Universal Credit Admin Grant Impact		79,000	101,000	101,000	101,000	101,000
Universal Credit Other Savings		0	0	0	(45,000)	(45,000)
Revenues Shared Service - to explore the potential for a Revs & Bens Shared Service		0	0	0	0	(150,000)
Robotics Pilot		(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Inflation		0	(370)	(726)	(1,065)	31,788
Minor Budget Adjustments						
Misc. Salary , NI & Pension		9,376	11,619	13,879	15,793	39,474
Grant Reduction - Council Tax Support		1,000	2,000	3,000	4,000	5,000
One-off Grant Budget removed		16,000	16,000	16,000	16,000	16,000
Other Minor Adjustments		(76)	160	160	160	160
New MTFS Totals	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

Head of Development

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(2,015,409)	Income & Fees	Fees & charges	(1,981,531)	(1,921,254)	(1,922,209)	(1,998,668)	(2,000,132)	(2,002,600)	(2,003,600)
(13,104)		Sales	(7,014)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)
(50,000)		Other grants and contributions	0	0	0	0	0	0	0
(20,000)		Government grants	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
(115,247)		Rent	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)
(2,213,760)	Income & Fees Total		(2,118,615)	(2,058,624)	(2,059,579)	(2,136,038)	(2,137,502)	(2,139,970)	(2,140,970)
1,634,034	Employees	Salary	1,628,650	1,775,304	1,805,946	1,824,293	1,842,823	1,861,538	1,880,153
161,715		National Insurance	167,177	177,758	177,698	179,504	181,326	183,169	185,001
283,309		Pension	281,492	307,156	309,684	330,861	352,429	374,395	396,767
41,860		Hired Staff	30,418	11,500	0	0	0	0	0
40		Training	69	0	0	0	0	0	0
89		Uniform & laundry	266	350	350	350	350	350	350
3,384		Other staff costs	1,457	0	0	0	0	0	0
13,450		Recruitment	9,373	5,000	0	0	0	0	0
2,137,880	Employees Total		2,118,901	2,272,068	2,293,678	2,335,008	2,376,928	2,419,452	2,462,271
5,552	Buildings	Rents	1,750	3,000	3,000	3,000	3,000	3,000	3,000
18,551		Repairs & Maintenance	7,000	5,000	5,000	5,000	5,000	5,000	5,000
22,837		Energy Costs	26,400	26,400	27,900	27,900	27,900	27,900	27,900
32,315		Water Services	31,518	28,000	28,000	28,000	28,000	28,000	28,000
0		Rates	648	648	667	687	708	729	751
79,255	Buildings Total		67,316	63,048	64,567	64,587	64,608	64,629	64,651
527	Supplies & Services	Catering	481	650	400	400	400	400	400
19,082		Communication and computing	9,962	11,250	5,250	5,250	5,250	5,250	5,250
811,172		Services	493,064	537,405	523,796	498,796	498,796	498,796	498,796
8,242		Equipment, furniture & materials	3,710	4,000	4,000	4,000	4,000	4,000	4,000
57,658		Office expenses	40,043	33,730	33,430	33,430	33,430	33,430	33,430
896,681	Supplies & Services Total		547,259	587,035	566,876	541,876	541,876	541,876	541,876
6,685	Transport	Mileage Allowance	7,351	8,875	8,875	8,875	8,875	8,875	8,875
10,557		Pool Car	8,232	8,770	8,770	8,770	8,770	8,770	8,770
1,754		Public Transport	3,123	3,500	3,500	3,500	3,500	3,500	3,500
18,995	Transport Total		18,707	21,145	21,145	21,145	21,145	21,145	21,145
4	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
152,983		Grants	167,311	173,811	115,550	85,550	85,550	85,550	85,550
8,488		Irrecoverable V A T	5,800	5,800	5,800	5,800	5,800	5,800	5,800
161,475	Benefit & Transfer Payments Total		173,111	179,611	121,350	91,350	91,350	91,350	91,350
0	Renewals Fund Contribution	Renewals Fund Contribution	1,620	1,620	1,620	1,620	1,620	1,620	1,620
0	Renewals Fund Contribution Total		1,620	1,620	1,620	1,620	1,620	1,620	1,620
1,080,527	Grand Total		808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

3,294,287	Gross Service Expenditure	2,926,913	3,129,527	3,069,236	3,055,586	3,097,527	3,140,072	3,182,913
(2,213,760)	Gross Service Income	(2,118,615)	(2,058,624)	(2,059,579)	(2,136,038)	(2,137,502)	(2,139,970)	(2,140,970)
1,080,527	Net Service Expenditure	808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

83,628	Head of Development	84,197	84,715	86,369	87,895	89,441	91,009	92,600
227,862	Building Control	97,829	152,540	152,540	152,540	152,540	152,540	152,540
169,834	Economic Development	148,127	160,822	181,240	184,047	186,893	189,779	192,389
446,328	Planning Policy	665,146	721,388	721,386	729,165	742,127	755,277	768,616
(99,217)	Development Management	(455,541)	(343,260)	(365,687)	(446,334)	(426,687)	(407,741)	(387,018)
178,162	Housing Strategy	190,835	212,478	182,709	186,135	189,611	193,138	196,716
23,834	Public Transport	21,586	26,100	26,100	26,100	26,100	26,100	26,100
50,096	Transportation Strategy	56,120	56,120	25,000	0	0	0	0
1,080,527	Grand Total	808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

Analysis of Budget Variations - Development

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735	1,196,735
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735	1,196,735
New Bids Added						
Increase in Pre-Application Fees		(24,000)	(25,000)	(26,000)	(28,000)	(29,000)
LEP Contribution removed		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
LEAN Review savings (increase discharge of conditions fees and remove recruitment budget)		(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Reduce Appeals costs		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Housing Strategy Savings		(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Transportation Grants Savings		(31,000)	(56,000)	(56,000)	(56,000)	(56,000)
Great Fen Contribution Saving		(15,000)	(20,000)	(20,000)	(20,000)	(20,000)
Adjustment to Inflation		0	(277)	(564)	(861)	23,352
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(5,581)	(6,263)	(6,954)	(7,651)	10,977
Other Minor Adjustments		(1,121)	(1,121)	(1,121)	(1,121)	(1,121)
New MTFS Totals	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

Head of Leisure & Health

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(5,945,429)	Income & Fees	Fees & charges	(6,111,044)	(6,559,526)	(6,686,649)	(7,219,518)	(7,489,043)	(7,602,152)	(7,685,001)
(715,670)		Sales	(803,196)	(905,488)	(816,884)	(829,821)	(831,821)	(833,821)	(833,821)
(84,946)		Other grants and contributions	(147,498)	(94,290)	(36,471)	(19,341)	(17,523)	(17,723)	(17,723)
(5,000)		Rent	(4,166)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(6,751,045)	Income & Fees Total		(7,065,903)	(7,564,304)	(7,545,004)	(8,073,680)	(8,343,387)	(8,458,696)	(8,541,545)
3,639,046	Employees	Salary	3,635,264	3,963,583	3,982,719	4,016,626	4,056,791	4,097,362	4,138,334
206,625		National Insurance	218,098	226,302	221,129	222,706	224,935	227,184	229,456
397,706		Pension	411,115	447,275	475,283	507,779	540,887	574,607	608,942
9,629		Hired Staff	23,876	11,750	11,750	11,750	11,750	11,750	11,750
22,171		Training	23,776	25,800	3,200	200	200	200	200
8,505		Uniform & laundry	8,657	10,800	8,600	11,450	8,600	11,450	11,600
14,733		Other staff costs	8,716	0	0	0	0	0	0
3,385		Recruitment	28,689	1,150	150	150	150	150	150
12,480		Severance payments	0	0	0	0	0	0	0
4,314,281	Employees Total		4,358,191	4,686,660	4,702,831	4,770,661	4,843,313	4,922,703	5,000,432
10,728	Buildings	Rents	18,162	14,475	10,475	9,975	9,975	9,975	9,975
228,267		Repairs & Maintenance	219,912	236,400	200,100	199,700	214,500	199,700	199,700
453,925		Energy Costs	500,227	488,649	630,357	676,357	637,357	637,357	637,357
95,589		Water Services	98,653	93,339	117,328	117,328	117,328	117,328	117,328
468,821		Rates	473,480	466,236	480,222	494,628	509,468	524,751	540,494
24,254		Ground Maintenance Costs	226,231	21,300	23,310	20,310	20,310	20,310	20,310
120,416		Premises Cleaning	119,569	116,147	132,430	132,550	132,550	132,550	132,550
1,402,001	Buildings Total		1,656,235	1,436,546	1,594,222	1,650,848	1,641,488	1,641,971	1,657,714
23,719	Supplies & Services	Catering	16,264	24,050	16,250	16,250	16,250	16,250	16,250
98,031		Communication and computing	76,767	80,186	82,395	86,495	84,895	86,495	84,895
187,887		Services	178,842	190,193	222,505	221,147	220,707	220,267	220,267
618,437		Equipment, furniture & materials	635,300	685,956	591,859	559,659	555,459	560,959	560,459
118,356		Office expenses	146,512	144,054	142,178	140,820	140,820	140,820	140,820
382		Uniform & laundry	0	0	400	400	400	400	400
64		Expenses	2	0	0	0	0	0	0
0		Insurance - service related	700	0	0	0	0	0	0
1,046,875	Supplies & Services Total		1,054,387	1,124,439	1,055,587	1,024,771	1,018,531	1,025,191	1,023,091
9,073	Transport	Mileage Allowance	10,297	10,345	9,640	9,515	9,515	9,515	9,515
6,696		Operating Costs	10,033	8,575	8,410	8,410	8,410	8,410	8,410
3,330		Public Transport	1,554	1,543	1,530	1,030	1,030	1,030	1,030
178		Contract Hire & operating leases	60	100	0	0	0	0	0
19,276	Transport Total		21,944	20,563	19,580	18,955	18,955	18,955	18,955
26	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
95,644		Irrecoverable V A T	76,625	81,000	81,000	81,000	81,000	81,000	81,000
95,670	Benefit & Transfer Payments Total		76,625	81,000	81,000	81,000	81,000	81,000	81,000
0	Renewals Fund Contribution	Renewals Fund Contribution	0	25,000	25,000	25,000	25,000	25,000	25,000
0	Renewals Fund Contribution Total		0	25,000	25,000	25,000	25,000	25,000	25,000
127,058	Grand Total		101,479	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)
6,878,103	Gross Service Expenditure		7,167,381	7,374,208	7,478,220	7,571,235	7,628,287	7,714,820	7,806,192
(6,751,045)	Gross Service Income		(7,065,903)	(7,564,304)	(7,545,004)	(8,073,680)	(8,343,387)	(8,458,696)	(8,541,545)
127,058	Net Service Expenditure		101,479	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)
80,531	Head of Leisure & Health		81,333	81,788	82,576	84,038	85,521	87,026	88,552
197,463	One Leisure Active Lifestyles		354,267	205,371	176,686	149,571	145,633	141,299	146,915
(150,936)	One Leisure		(334,121)	(477,255)	(326,046)	(736,054)	(946,254)	(972,201)	(970,820)
127,058	Grand Total		101,479	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)

Analysis of Budget Variations - Leisure & Health

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)	(279,826)
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)	(279,826)
New Bids Added						
OLSI Outdoor - Fitness Offering		(68,000)	(106,000)	(162,000)	(179,000)	(179,000)
OLR 3G Pitch		(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
Removal of The Club Alconbury Weald		6,000	6,000	6,000	6,000	6,000
Additional Utility Costs		177,616	223,616	184,616	184,616	184,616
General Price Increases		0	0	0	0	(75,000)
Burgess Hall Income Realignment		143,000	65,000	0	0	0
Exercise Referral & Physio Follow-on Income		(7,000)	(8,000)	(9,000)	(10,000)	(10,000)
OL Concessionary Pricing Scheme		(10,000)	(15,000)	(20,000)	(25,000)	(25,000)
Children & Families Activities Offer		0	(15,000)	(15,000)	(15,000)	(15,000)
Group Exercise Classes Income		(9,000)	(32,000)	(53,000)	(53,000)	(53,000)
OL St Ives Impressions Income		(38,000)	(144,000)	(167,000)	(167,000)	(167,000)
Swimming Pool Changing Rooms		(4,000)	(14,000)	(20,000)	(23,000)	(23,000)
OL Sawtry		(39,000)	(74,000)	(78,000)	(85,000)	(89,000)
Adjustment to Inflation		1	(606)	(1,280)	(1,941)	62,791
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(115,987)	(121,769)	(120,796)	(119,812)	(91,222)
Adjustments to match current Income Trends		239,124	129,133	119,848	117,779	114,930
Changes to Operational Costs		(75,078)	(88,029)	(92,579)	(88,029)	(89,979)
Other Minor Adjustments		492	(303)	(163)	(663)	(1,663)
New MTFS Totals	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)

Head of Operations

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(4,206,773)	Income & Fees	Fees & charges	(4,238,844)	(4,372,384)	(4,531,885)	(4,566,885)	(4,566,885)	(4,566,885)	(4,566,885)
(175,833)		Sales	(196,066)	(208,666)	(208,666)	(208,666)	(208,666)	(208,666)	(208,666)
(42,610)		Other grants and contributions	(4,946)	(5,260)	(5,260)	(5,260)	(5,260)	(5,260)	(5,260)
(144,943)		Rent	(160,604)	(277,474)	(277,474)	(277,474)	(277,474)	(277,474)	(277,474)
(30,623)		Government grants	(13,000)	(15,922)	(15,922)	(15,922)	(15,922)	(15,922)	(15,922)
0		Commuted sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(4,600,782)	Income & Fees Total		(4,613,460)	(5,031,037)	(5,190,538)	(5,225,538)	(5,225,538)	(5,225,538)	(5,225,538)
4,006,262	Employees	Salary	3,963,414	4,136,976	4,167,323	4,121,877	4,221,436	4,225,050	4,267,186
363,245		National Insurance	357,866	378,660	364,733	368,424	376,610	377,417	381,191
658,511		Pension	690,006	750,292	742,099	788,288	845,449	886,481	935,447
546,861		Hired Staff	379,859	131,909	188,309	188,309	188,309	188,309	188,309
9,960		Training	2,157	4	0	0	0	0	0
47,408		Uniform & laundry	37,320	32,200	32,200	32,200	32,200	32,200	32,200
208,454		Other staff costs	157,207	148,247	145,145	145,145	145,145	145,145	145,145
14,492		Recruitment	1,950	0	0	0	0	0	0
5,816		Severance payments	0	0	0	0	0	0	0
5,861,009	Employees Total		5,589,779	5,578,288	5,639,809	5,644,243	5,809,149	5,854,602	5,949,478
11,129	Buildings	Rents	11,187	13,104	13,104	13,104	13,104	13,104	13,104
356,729		Repairs & Maintenance	321,413	292,559	292,559	285,559	285,559	285,559	285,559
215,538		Energy Costs	198,086	220,635	225,019	229,019	229,019	229,019	229,019
13,695		Water Services	11,623	18,830	18,830	18,830	18,830	18,830	18,830
342,311		Rates	609,051	668,521	688,377	708,834	729,902	751,606	773,960
222		Ground Maintenance Costs	3,169	600	600	600	600	600	600
136,383		Premises Cleaning	83,099	93,720	93,720	93,720	93,720	93,720	93,720
37		Premises Insurance	81	140	140	140	140	140	140
1,076,044	Buildings Total		1,237,708	1,308,109	1,332,349	1,349,806	1,370,874	1,392,578	1,414,932
267	Supplies & Services	Catering	3,669	0	0	0	0	0	0
21,793		Communication and computing	10,383	7,545	7,545	7,545	7,545	7,545	7,545
457,499		Services	539,524	331,570	116,570	(75,430)	275,570	180,570	165,570
394,667		Equipment, furniture & materials	292,452	298,194	335,794	330,794	330,794	330,794	330,794
54,513		Office expenses	48,795	51,432	51,432	51,432	51,432	51,432	51,432
124		Expenses	0	0	0	0	0	0	0
9,185		Insurance - service related	7,363	4,000	4,000	4,000	4,000	4,000	4,000
938,048	Supplies & Services Total		902,185	692,741	515,341	318,341	669,341	574,341	559,341
1,272	Transport	Mileage Allowance	2,991	3,800	3,800	3,800	3,800	3,800	3,800
977,925		Operating Costs	952,958	820,245	902,821	902,821	920,783	920,783	920,783
803		Public Transport	1,059	1,080	1,080	1,080	1,080	1,080	1,080
109,217		Contract Hire & operating leases	26,260	18,000	18,000	18,000	18,000	18,000	18,000
(31,430)		Pool Car	3,280	5,000	5,000	5,000	5,000	5,000	5,000
11,613		Vehicle Insurance	11,536	1,429	1,429	1,429	1,429	1,429	1,429
1,069,400	Transport Total		998,085	849,554	932,130	932,130	950,092	950,092	950,092
43	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
3,231		Irrecoverable V A T	8,050	9,200	9,200	9,200	9,200	9,200	9,200
485,486		Grants	467,939	503,864	503,864	503,864	503,864	503,864	503,864
488,761	Benefit & Transfer Payments Total		475,989	513,064	513,064	513,064	513,064	513,064	513,064
4,832,479	Grand Total		4,590,286	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

9,433,262	Gross Service Expenditure	9,203,746	8,941,756	8,932,693	8,757,584	9,312,520	9,284,677	9,386,907
(4,600,782)	Gross Service Income	(4,613,460)	(5,031,037)	(5,190,538)	(5,225,538)	(5,225,538)	(5,225,538)	(5,225,538)
4,832,479	Net Service Expenditure	4,590,286	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

85,000	Head of Operations	91,334	79,568	80,329	81,742	83,175	84,630	86,105
1,315,242	Green Spaces	1,315,710	1,138,441	1,024,402	945,706	959,076	927,792	941,736
82,659	Environmental & Energy Mgt	64,437	82,760	0	1,757	3,540	5,347	7,180
817,756	Street Cleansing	822,658	772,646	721,433	673,050	651,237	658,602	671,147
3,668	Public Conveniences	9,752	13,400	18,400	6,400	6,400	6,400	6,400
2,738,335	Waste Management	2,503,852	2,196,001	2,399,322	2,403,246	2,932,720	2,894,002	2,934,993
1,081,090	Facilities Management	985,813	870,109	964,033	985,156	1,002,690	1,020,648	1,038,092
268,714	Fleet Management	259,278	238,846	265,383	269,167	273,005	276,900	280,850
(45,474)	Markets	(55,781)	(60,998)	(64,783)	(77,968)	(76,118)	(74,233)	(72,310)
(1,514,511)	Car Parks	(1,406,767)	(1,420,054)	(1,666,364)	(1,756,210)	(1,748,743)	(1,740,949)	(1,732,824)
4,832,479	Grand Total	4,590,286	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

Analysis of Budget Variations - Operations

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	3,905,941	3,643,946	3,758,204	3,874,430	3,992,682	3,992,682
Insurance from Resources	4,778	4,778	4,778	4,778	4,778	4,778
Adjusted Previous MTFS Totals	3,910,719	3,648,724	3,762,982	3,879,208	3,997,460	3,997,460
New Bids Added						
In Cab Technology		35,000	35,000	35,000	35,000	35,000
Climate Change Levy		28,000	28,000	28,000	28,000	28,000
Utility Bills		4,384	8,384	8,384	8,384	8,384
St Ives Park		35,000	30,000	30,000	35,000	35,000
Street Cleaning - Litter Minimisation		38,000	0	0	0	0
Waste Management						
Cost of Recycling		0	0	400,000	400,000	400,000
Agency Staff		60,000	60,000	60,000	60,000	60,000
Recycling Contamination		110,000	110,000	110,000	110,000	110,000
Household Waste Collection		0	0	90,000	90,000	90,000
Dry Recycling Collection		90,000	90,000	90,000	90,000	90,000
Residual Waste collection		90,000	90,000	90,000	90,000	90,000
Fuel		80,000	80,000	80,000	80,000	80,000
Household Recycling Rate (60%)		80,000	80,000	80,000	0	0
Increase Green Bin charge		(15,000)	(30,000)	(30,000)	(30,000)	(30,000)
Increase Bulky Waste charge		(10,000)	(15,000)	(15,000)	(15,000)	(15,000)
Replacement Bin Delivery charge		(25,000)	(30,000)	(30,000)	(30,000)	(30,000)
New Development Bins		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Bag Delivery charge		(2,000)	(12,000)	(12,000)	(12,000)	(12,000)
Hire Vehicles		(5,000)	(15,000)	(15,000)	(15,000)	(15,000)
Split vehicles to sell parts		0	(5,000)	(5,000)	(5,000)	(5,000)
Car Park charges increase		(225,000)	(300,000)	(300,000)	(300,000)	(300,000)
Huntingdon Bus Station - short stay parking		(30,000)	(50,000)	(55,000)	(60,000)	(65,000)
Divest Subsidised Car Park		0	(7,000)	(7,000)	(7,000)	(7,000)
Hinchingbrooke Country Park Master Plan		0	(70,000)	(80,000)	(90,000)	(100,000)
Paxton Pits Master Plan		0	0	0	(50,000)	(50,000)
Street Cleaning - increase charges by RPI		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Management reduction (Street Cleaning)		0	(23,000)	(23,000)	(23,000)	(23,000)
Litter bin removal programme		(47,000)	(47,000)	(81,000)	(86,000)	(86,000)
Godmanchester Nursery- Disinvestment		(34,000)	(34,000)	(34,000)	(34,000)	(34,000)
Open Spaces - Events Management		0	(27,000)	(27,000)	(27,000)	(27,000)
Cease Highway weed spraying		(34,000)	(34,000)	(34,000)	(34,000)	(34,000)
Arboriculture Team changes		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Community Toilet Scheme		5,000	(7,000)	(7,000)	(7,000)	(7,000)
Commercial Waste - Trade Option		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Adjustment to Inflation		47	2,303	3,662	5,716	82,845
Minor Budget Adjustments						
Misc. Salary , NI & Pension		0	(3,623)	(7,272)	(10,421)	29,680
Other Minor Adjustments		0	0	0	0	0
New MTFS Totals	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

Head of 3C's ICT

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(2,317,130)	Income & Fees	Fees & charges	(2,063,674)	(1,357,641)	(1,400,175)	(1,413,211)	(1,426,433)	(1,439,843)	(1,439,843)
(38)		Sales	(4,731)	(5,407)	(5,407)	(5,407)	(5,407)	(5,407)	(5,407)
(3,042,903)		Other grants and contributions	(3,392,566)	(3,120,541)	(2,999,558)	(3,024,470)	(3,049,737)	(3,075,365)	(3,075,365)
(7,679)		Government grants	0	0	0	0	0	0	0
(5,367,750)	Income & Fees Total		(5,460,971)	(4,483,589)	(4,405,140)	(4,443,088)	(4,481,577)	(4,520,615)	(4,520,615)
2,163,038	Employees	Salary	2,231,583	2,467,508	2,338,560	2,361,946	2,385,565	2,409,421	2,433,515
220,854		National Insurance	234,318	253,457	233,597	235,933	238,292	240,675	243,082
354,290		Pension	379,724	401,841	404,606	432,274	460,455	489,156	518,385
609,791		Hired Staff	134,429	0	92,000	92,000	92,000	92,000	92,000
47,484		Training	28,694	44,563	44,065	44,065	44,065	44,065	44,065
1,326		Uniform & laundry	310	530	1,326	1,326	1,326	1,326	1,326
29,259		Other staff costs	36,364	22,000	36,686	36,686	36,686	36,686	36,686
59,613		Recruitment	8,710	1,592	15,000	15,000	15,000	15,000	15,000
171		Employee Insurance	33	0	171	171	171	171	171
3,485,826	Employees Total		3,054,163	3,191,491	3,166,011	3,219,401	3,273,560	3,328,500	3,384,230
300	Buildings	Rents	0	0	300	300	300	300	300
6,317		Repairs & Maintenance	116,848	21,224	6,317	6,317	6,317	6,317	6,317
6,617	Buildings Total		116,848	21,224	6,617	6,617	6,617	6,617	6,617
508	Supplies & Services	Catering	101	0	508	508	508	508	508
629,431		Communication and computing	829,105	788,386	695,612	695,612	695,612	695,612	695,612
147,945		Services	(41,038)	(234,215)	43,409	43,409	43,409	43,409	43,409
2,820,420		Equipment, furniture & materials	3,525,475	2,801,927	2,600,942	2,544,942	2,544,942	2,544,942	2,544,942
(15,838)		Office expenses	43,984	36,374	13,386	13,386	13,386	13,386	13,386
0		Expenses	620	1,061	0	0	0	0	0
3,582,466	Supplies & Services Total		4,358,247	3,393,533	3,353,857	3,297,857	3,297,857	3,297,857	3,297,857
10,292	Transport	Mileage Allowance	3,249	0	10,292	10,292	10,292	10,292	10,292
243		Operating Costs	75	0	243	243	243	243	243
2,682		Pool Car	2,508	3,820	3,745	3,745	3,745	3,745	3,745
8,366		Public Transport	2,641	1,624	8,365	8,365	8,365	8,365	8,365
798		Contract Hire & operating leases	0	0	798	798	798	798	798
22,380	Transport Total		8,474	5,444	23,443	23,443	23,443	23,443	23,443
11	Benefit & Transfer Payments	Contributions paid	0	0	11	11	11	11	11
11	Benefit & Transfer Payments Total		0	0	11	11	11	11	11
1,729,551	Grand Total		2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

7,097,300	Gross Service Expenditure	7,537,732	6,611,692	6,549,939	6,547,329	6,601,488	6,656,428	6,712,158
(5,367,750)	Gross Service Income	(5,460,971)	(4,483,589)	(4,405,140)	(4,443,088)	(4,481,577)	(4,520,615)	(4,520,615)
1,729,551	Net Service Expenditure	2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

1,729,551	ICT Shared Service	2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543
1,729,551	Grand Total	2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

Analysis of Budget Variations - 3C's ICT

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFs Totals	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126	2,169,126
MFD Budgets from Community	21,362	21,362	21,362	21,362	21,362	21,362
Adjusted Previous MTFs Totals	2,128,103	2,137,878	2,155,166	2,172,702	2,190,488	2,190,488
New Bids Added						
Income Management System Replacement		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Security Enhancements		30,000	25,000	25,000	25,000	25,000
Eastnet Upgrade		27,000	10,000	10,000	10,000	10,000
Community Information MS Replacement		29,000	(10,000)	(10,000)	(10,000)	(10,000)
Adjustment to Inflation		0	(1,773)	(3,565)	(5,374)	26,019
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(177,271)	(177,344)	(177,418)	(177,493)	(153,156)
Reduced Income from Partners		99,902	99,902	99,902	99,902	99,902
Operational Costs		18,290	23,290	23,290	23,290	23,290
New MTFs Totals	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

Directors & Corporate Team

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(474,976)	Income & Fees	Fees & charges	(278,210)	(217,000)	(245,500)	(245,500)	(245,500)	(245,500)	(245,500)
(3,366)		Sales	(136)	0	0	0	0	0	0
(232,935)		Government grants	(7,016)	(20,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
(711,277)	Income & Fees Total		(285,361)	(237,000)	(262,500)	(262,500)	(262,500)	(262,500)	(262,500)
1,001,955	Employees	Salary	846,194	1,013,982	910,771	912,033	921,307	1,060,548	1,071,154
80,987		National Insurance	92,968	93,171	95,237	95,400	96,364	97,338	98,311
139,767		Pension	146,374	152,501	156,908	166,438	177,288	188,339	199,593
18,635		Hired Staff	13,010	22,300	22,300	22,300	22,300	22,300	22,300
6,848		Training	5,884	4,600	8,600	8,600	8,600	8,600	8,600
992		Other staff costs	197	0	0	0	0	0	0
2,051		Recruitment	0	0	0	0	0	0	0
1,251,235	Employees Total		1,104,627	1,286,554	1,193,816	1,204,771	1,225,859	1,377,125	1,399,958
44,603	Buildings	Rents	24,141	25,200	1,200	1,200	1,200	25,200	25,200
75		Repairs & Maintenance	260	0	0	0	0	0	0
44,678	Buildings Total		24,401	25,200	1,200	1,200	1,200	25,200	25,200
6,033	Supplies & Services	Catering	3,675	4,000	3,800	3,800	3,800	3,800	3,800
148,150		Communication and computing	75,708	126,463	67,463	67,463	67,463	110,463	110,463
34,654		Services	(59,892)	(158,333)	69,440	73,440	69,440	(171,833)	(171,833)
13,441		Equipment, furniture & materials	957	500	500	500	500	500	500
271,123		Office expenses	195,855	169,400	130,800	120,800	130,800	156,200	156,200
0		Insurance - service related	5,285	3,300	3,300	3,300	3,300	3,300	3,300
379,540		Members Allowances	376,742	404,864	402,364	402,364	402,364	402,364	402,364
852,942	Supplies & Services Total		598,330	550,194	677,667	671,667	677,667	504,794	504,794
11,813	Transport	Mileage Allowance	12,904	12,700	12,800	12,800	12,800	12,800	12,800
165		Pool Car	100	200	200	200	200	200	200
3,465		Public Transport	2,811	2,240	2,540	2,540	2,540	2,540	2,540
15,443	Transport Total		15,815	15,140	15,540	15,540	15,540	15,540	15,540
2,000	Benefit & Transfer Payments	Grants	2,000	2,000	0	0	0	0	0
2,000	Benefit & Transfer Payments Total		2,000	2,000	0	0	0	0	0
1,455,022	Grand Total		1,459,811	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

2,166,299	Gross Service Expenditure	1,745,172	1,879,088	1,888,223	1,893,178	1,920,266	1,922,659	1,945,492
(711,277)	Gross Service Income	(285,361)	(237,000)	(262,500)	(262,500)	(262,500)	(262,500)	(262,500)
1,455,022	Net Service Expenditure	1,459,811	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

715,266	Democratic & Elections	650,381	810,780	811,207	801,391	813,495	800,689	808,271
278,106	Corporate Team	303,867	339,256	318,853	325,060	331,357	337,744	344,056
461,651	Directors	505,562	492,052	495,663	504,227	512,914	521,726	530,665
1,455,022	Grand Total	1,459,811	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

Analysis of Budget Variations - Directors & Corporate Team

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084	1,718,084
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084	1,718,084
New Bids Added						
<i>Transformation</i> - Member IT/Postage & Printing Savings		(10,000)	(20,000)	(10,000)	(20,000)	(20,000)
Democratic Services - Code of Conduct		5,000	5,000	5,000	5,000	5,000
Corporate Team Staff Savings		(15,000)	(25,000)	(25,000)	(25,000)	(25,000)
Civic Allowance Grant		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Shared Service with Other Councils		(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Adjustment to Inflation		0	208	313	418	13,880
Minor Budget Adjustments						
Misc. Salary , NI & Pension		35,347	35,328	35,242	35,157	44,528
Charge to HDC Ventures		(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
Other Minor Adjustments		(4,500)	(4,500)	(4,500)	(4,500)	(4,500)
New MTFS Totals	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

Head of Resources

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(276,590)	Income & Fees	Fees & charges	(166,125)	(166,642)	(177,573)	(225,163)	(195,632)	(195,632)	(195,632)
(4,505)		Sales	0	0	0	0	0	0	0
(544)		Interest	0	0	0	0	0	0	0
(3,047,072)		Rent	(3,307,321)	(5,075,680)	(5,200,679)	(5,463,089)	(5,007,433)	(4,994,433)	(5,161,433)
(3,328,711)	Income & Fees Total		(3,473,445)	(5,242,322)	(5,378,252)	(5,688,252)	(5,203,065)	(5,190,065)	(5,357,065)
992,072	Employees	Salary	894,132	1,268,318	1,129,218	1,141,435	1,053,774	1,064,236	1,074,804
92,962		National Insurance	81,789	118,459	118,360	119,544	109,739	110,837	111,943
161,435		Pension	153,312	219,146	189,908	203,896	198,188	210,541	223,122
449,721		Hired Staff	525,300	0	0	0	0	0	0
129,060		Training	117,767	116,257	116,952	116,952	116,952	116,952	116,952
26,898		Other staff costs	3,725	4,400	4,400	4,400	4,400	4,400	4,400
3,945		Recruitment	464	0	0	0	0	0	0
192,096		Employee Insurance	195,245	187,016	195,174	215,746	238,375	238,375	238,375
2,048,189	Employees Total		1,971,733	1,913,597	1,754,012	1,801,973	1,721,428	1,745,341	1,769,596
124,647	Buildings	Rents	133,981	120,000	144,000	144,000	144,000	144,000	144,000
82,812		Repairs & Maintenance	104,592	122,502	143,502	143,502	143,502	143,502	143,502
4,367		Energy Costs	6,095	5,000	7,000	7,000	7,000	7,000	7,000
75,111		Premises Insurance	91,718	74,313	96,313	103,450	107,898	107,898	107,898
7,509		Premises Cleaning	12,882	14,640	14,640	14,640	14,640	14,640	14,640
215		Water Services	545	400	400	400	400	400	400
23,207		Rates	30,839	17,211	27,587	28,822	29,882	30,967	31,882
317,869	Buildings Total		380,652	354,066	433,442	441,814	447,322	448,407	449,322
2,189	Supplies & Services	Catering	26	0	0	0	0	0	0
6,821		Communication and computing	3,421	2,700	2,700	2,700	2,700	2,700	2,700
438,847		Services	595,723	2,399,820	2,395,198	2,392,198	2,395,298	2,395,404	2,395,404
63,551		Equipment, furniture & materials	47,584	45,834	49,834	49,834	49,834	49,834	49,834
26,185		Office expenses	27,303	31,505	31,055	31,055	31,055	31,055	31,055
97,670		Insurance - service related	69,637	73,065	69,087	70,990	73,039	73,039	73,039
635,264	Supplies & Services Total		743,694	2,552,924	2,547,874	2,546,777	2,551,926	2,552,032	2,552,032
1,383	Transport	Mileage Allowance	728	750	750	750	750	750	750
590		Pool Car	386	600	600	600	600	600	600
2,422		Public Transport	1,594	1,150	1,480	1,480	1,592	1,711	1,711
146,343		Vehicle Insurance	165,330	80,737	165,737	171,099	176,099	176,099	176,099
150,738	Transport Total		168,038	83,237	168,567	173,929	179,041	179,160	179,160
2	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
33,961		Irrecoverable V A T	17,938	20,500	20,500	20,500	20,500	20,500	20,500
33,962	Benefit & Transfer Payments Total		17,938	20,500	20,500	20,500	20,500	20,500	20,500
0	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0	0	(113,000)	(4,000)	34,000	34,000	34,000
0	Reserve-Revenue Transfers Total		0	0	(113,000)	(4,000)	34,000	34,000	34,000
(142,688)	Grand Total		(191,391)	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

3,186,023	Gross Service Expenditure	3,282,054	4,924,324	4,811,395	4,980,993	4,954,217	4,979,440	5,004,610
(3,328,711)	Gross Service Income	(3,473,445)	(5,242,322)	(5,378,252)	(5,688,252)	(5,203,065)	(5,190,065)	(5,357,065)
(142,688)	Net Service Expenditure	(191,391)	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

88,804	Head of Resources	88,219	88,705	88,525	89,987	91,470	92,975	94,501
870,030	Finance	745,027	589,930	665,689	627,058	623,917	632,678	641,565
663,230	Audit & Risk Management	622,349	539,902	623,696	660,754	696,995	699,140	701,316
207,904	Legal	222,897	223,940	223,940	223,940	223,940	223,940	223,940
605,559	HR and Payroll Services	646,456	865,695	497,109	503,018	512,010	518,089	524,256
60,524	Procurement	59,954	30,868	25,534	26,236	26,945	27,664	28,391
(2,638,739)	Commercial Estates	(2,576,293)	(2,657,038)	(2,691,350)	(2,838,252)	(2,424,125)	(2,405,111)	(2,566,424)
(142,688)	Grand Total	(191,391)	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

Analysis of Budget Variations - Resources

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)	(267,798)
Insurance to Operations	(4,778)	(4,778)	(4,778)	(4,778)	(4,778)	(4,778)
Adjusted Previous MTFS Totals	(317,999)	(359,151)	(366,134)	(303,518)	(272,576)	(272,576)
New Bids Added						
Internal Audit - Insurance Admin		6,000	6,000	6,000	6,000	6,000
Higher Insurance Premium Costs		91,000	94,000	94,000	94,000	94,000
NDR Vacant Properties		13,000	13,000	13,000	13,000	13,000
Repairs to Industrial Units		18,000	18,000	18,000	18,000	18,000
Caxton Road irrecoverable costs		2,000	2,000	2,000	2,000	2,000
Lower Consultants costs		(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Oaktree Car Park Development		0	0	0	0	(99,000)
Oaktree Lease Expiry		0	0	492,000	492,000	492,000
St Ives Redevelopment		0	0	0	0	(20,000)
Huntingdon Redevelopment		0	0	0	15,000	(31,000)
Alms Close		0	(85,000)	(85,000)	(85,000)	(85,000)
Commercial Estates Service		0	0	(81,000)	(83,000)	(85,000)
Resources Review		(29,000)	(40,000)	(52,000)	(52,000)	(52,000)
Apprenticeship Scheme (removal)		(299,000)	(299,000)	(299,000)	(299,000)	(299,000)
Debt Recovery		0	(37,000)	(37,000)	(37,000)	(37,000)
Internal Audit Shared Service		0	0	0	0	0
Adjustment to Inflation		(49)	(1,575)	(3,111)	(5,961)	8,733
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(37,926)	(39,819)	(41,675)	(44,544)	(34,068)
Ground Rent		23,300	23,300	23,300	23,300	23,300
HR Operational Costs		10,375	10,375	10,375	10,375	10,375
Estates Additional Costs		4,006	4,006	4,006	4,006	4,006
Other Minor Adjustments		1,588	1,588	1,775	1,775	1,775
New MTFS Totals	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

Head of Resources (Corporate Budgets)

Actuals 2017/18	Subjective Analysis : Controllable Only	2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£ (29,098) (462,315) (23,180) (514,593)	Income & Fees Fees & charges Interest Government grants	£ (289) (469,499) 0 (469,787)	£ 0 (456,500) 0 (456,500)	£ 0 (532,500) 0 (532,500)	£ 0 (532,500) 0 (532,500)	£ 0 (532,500) 0 (532,500)	£ 0 (532,500) 0 (532,500)	£ 0 (532,500) 0 (532,500)
921 1,585,050 0 268,196 0 1,854,167	Employees National Insurance Pension Other staff costs Severance Payments Salary	0 0 1,584,000 193,714 0 1,777,714	0 0 1,584,000 199,000 0 1,783,000	0 0 1,584,000 177,650 (132,000) 1,594,650	0 (12,200) (22,800) 1,599,840 168,767 (163,320) 1,562,937	0 (14,522) (28,106) 1,615,838 160,329 (164,953) 1,568,441	0 (14,667) (28,387) 1,631,996 152,313 (166,603) 1,574,505	0 (14,814) (28,671) 1,648,316 152,313 (168,269) 1,588,727
2,577,122 0 5 2,743 2,579,870	Supplies & Services Services Equipment, furniture & materials Office expenses Insurance - service related	2,840,672 14 600 (675) 2,840,611	2,922,086 0 0 580 2,922,666	3,288,162 0 0 580 3,288,742	3,322,338 0 0 580 3,322,918	3,556,211 0 0 580 3,556,791	3,647,594 0 0 580 3,648,174	4,064,963 0 0 580 4,065,543
13 13	Transport Pool Car	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
76,057 4,056 402,406 0 482,519	Benefit & Transfer Payments Contributions paid Irrecoverable V A T Levies Discretionary Relief	76,000 0 403,065 0 479,065	76,000 0 402,278 0 478,278	76,000 0 407,868 39,000 522,868	76,000 0 407,868 39,000 522,868	76,000 0 407,868 0 483,868	76,000 0 407,868 0 483,868	76,000 0 407,868 0 483,868
25,265 25,265	Reserve-Revenue Transfers Bad Debts Provision	25,000 25,000	20,000 20,000	30,000 30,000	30,000 30,000	30,000 30,000	30,000 30,000	30,000 30,000
4,427,242	Grand Total	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,941,835 (514,593) 4,427,242	Gross Service Expenditure Gross Service Income Net Service Expenditure	5,122,390 (469,787) 4,652,603	5,203,944 (456,500) 4,747,444	5,436,260 (532,500) 4,903,760	5,438,723 (532,500) 4,906,223	5,639,100 (532,500) 5,106,600	5,736,547 (532,500) 5,204,047	6,168,138 (532,500) 5,635,638
4,427,242	Corporate Finance	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,427,242	Grand Total	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638

Analysis of Budget Variations - Resources (Corporate Budgets)

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313	4,959,313
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313	4,959,313
New Bids Added						
Minimum Revenue Provision changes		(18,000)	32,000	314,000	566,000	983,000
Strategic Restructure		(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
NDR Hardship Relief Reimbursement		39,000	39,000	0	0	0
Pension Early Retirements		(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Bad Debt Provision		10,000	10,000	10,000	10,000	10,000
BFG, Income scheme from the loan		(66,000)	(66,000)	(66,000)	(66,000)	(66,000)
Interest Rate Changes		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transformation - Customer Portal for HDC		29,000	(67,000)	(121,000)	(121,000)	(121,000)
Adjustment to Inflation		0	(1,670)	(3,726)	(5,804)	8,418
Minor Budget Adjustments						
Misc. Salary , NI & Pension		0	0	0	0	0
Bank Charges		8,000	8,000	8,000	8,000	8,000
IDB Levies		5,590	5,590	5,590	5,590	5,590
Other Minor Adjustments		132	526	24	(52)	317
New MTFS Totals	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638

This page is intentionally left blank

Appendix 2

2019/20 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 2019/20 be 61,749 and shall be as listed below for each Town or Parish of the District:

Abbotsley	261
Abbots Ripton	136
Alconbury	561
Alconbury Weston	292
Alwalton	115
Barham & Woolley	30
Bluntisham	735
Brampton	2075
Brington & Molesworth	167
Broughton	92
Buckden (incorporating Diddington)	1176
Buckworth	53
Bury	628
Bythorn & Keyston	145
Catworth	152
Chesterton	60
Colne	362
Conington	72
Covington	45
Denton & Caldecote	26
Earith	586
Easton	82
Ellington	237
Elton	288
Farcet	527
Fenstanton	1229
Folksworth & Washingley	350
Glatton	131
Godmanchester	2661
Grafham	238
Great & Little Gidding	127
Great Gransden	449
Great Paxton	366
Great Staughton	328
Haddon	24
Hail Weston	247
Hamerton & Steeple Gidding	51
Hemingford Abbots	330
Hemingford Grey	1280
Hilton	455
Holme	237
Holywell-cum-Needingworth	979
Houghton & Wyton	777
Huntingdon	7510
Kimbolton & Stonely	597

Kings Ripton	84
Leighton Bromswold	79
Little Paxton	1553
Morborne	11
Offord Cluny & Offord D'Arcy	534
Old Hurst	101
Old Weston	98
Perry	268
Pidley-cum-Fenton	172
Ramsey	2843
St Ives	5985
St Neots	10980
Sawtry	1879
Sibson-cum-Stibbington	225
Somersham	1397
Southoe & Midloe	154
Spaldwick	251
Stilton	773
Stow Longa	70
The Stukeleys	654
Tilbrook	123
Toseland	38
Upton & Coppingford	84
Upwood & The Raveleys	433
Warboys	1470
Waresley-cum-Tetworth	143
Water Newton	45
Winwick	46
Wistow	227
Woodhurst	157
Woodwalton	82
Wyton-on-the-Hill	422
Yaxley	2947
Yelling	152
	61749

Analysis of Savings by Service		
Service	2018/19 £'000	Comments
Community		
Hackney Carriage New Income Pilot	(10,000)	Income Growth
Closed Churchyard Levy	(5,000)	New Income
Community Information MS Replacement	(26,000)	Service Efficiency
Community Chest	(30,000)	Service Reduction
	<u>(71,000)</u>	
Customer Services		
Coneygear Court Homeless Accommodation	(44,000)	Service Efficiency
Closure of Satellite Offices	(90,000)	Service Reduction
Recovery Officer	(2,000)	Service Efficiency
Robotics Pilot	(30,000)	Service Efficiency
	<u>(166,000)</u>	
3C's ICT		
Income Management System Replacement	(20,000)	Service Efficiency
	<u>(20,000)</u>	
Development		
Increase in Pre-Application Fees	(24,000)	Income Growth
LEP Contribution Removed	(20,000)	Service Reduction
LEAN Review savings (increase discharge of conditions fees and remove recruitment budget)	(16,000)	Service Efficiency
Reduce Appeal costs	(25,000)	Service Efficiency
Housing Strategy Savings	(22,000)	Service Efficiency
Transportation Grants	(31,000)	Service Reduction
Great Fen Contribution	(15,000)	Service Reduction
	<u>(179,000)</u>	
Leisure and Health		
OLSI Outdoor – Fitness Offering	(68,000)	New Income
OLR 3G Pitch	(4,000)	Income Growth
Exercise Referral & Follow-on Income	(7,000)	Income Growth
OL Concessionary Pricing Scheme	(10,000)	Income Growth
Group Exercise Classes Income	(9,000)	Income Growth
OL St Ives Impressions Income	(38,000)	Income Growth
Swimming Pool Changing Rooms	(4,000)	Income Growth
OL Sawtry	(39,000)	Service Reduction
	<u>(179,000)</u>	
Operations		
Increase Green Bin charge	(15,000)	Income Growth
Increase Bulky Waste charge	(10,000)	Income Growth
Replacement Bin Delivery charge	(25,000)	New Income
New Development Bins	(50,000)	Income Growth
Bin Delivery charge	(2,000)	New Income
Hire Vehicles	(5,000)	New Income
Car Park charges increases	(225,000)	Income Growth
Huntingdon Bus Station – short stay parking	(30,000)	New Income
Street Cleaning – increase charges by RPI	(10,000)	Income Growth
Litter bin removal programme	(47,000)	Service Reduction

Godmanchester Nursery – Disinvestment	(34,000)	Service Reduction	
Cease Highway weed spraying	(34,000)	Service Reduction	
Arboriculture Team changes	(25,000)	Service Efficiency	
Commercial Waste – Trade Option	(50,000)	Income Growth	
	(562,000)		
Resources			
Lower Consultants costs	(11,000)	Service Efficiency	
Resources Review	(29,000)	Service Efficiency	
Apprenticeship Scheme (Removal)	(299,000)	Service Reduction	
	(339,000)		
Resources Corporate			
Minimum Revenue Provision Changes	(18,000)	Expenditure	Growth from
			2020/21 onwards
Service Restructuring	(130,000)	Service Efficiency	
Pension Early Retirements	(12,000)	Service Efficiency	
BFG, Income scheme from the loan	(66,000)	Service Efficiency	
Interest Rate Changes	(10,000)	Income Growth	
	(236,000)		
Directors & Corporate Team			
Transformation – Member IT/Postage & Printing	(10,000)	Service Efficiency	
Corporate Team Staff Savings	(15,000)	Service Efficiency	
Civic Allowance Grant	(2,000)	Service Efficiency	
Shared Service with Other Councils	(23,000)	Service Efficiency	
	(50,000)		
HDC Total	(1,776,000)		

Analysis of Growth by Service		
Service	2018/19 £'000	Comments
Community		
Document Centre Reduced Income	40,000	Income reduction
	40,000	
Customer Services		
Higher Net Cost of Homeless Benefits	129,000	Expenditure Growth
Homeless Prevention	30,000	Expenditure Growth
Homeless Bad Debt Provision	2,000	Expenditure Growth
Joint Commissioning - Housing Support	40,000	Expenditure Growth
Call Centre Interventions	39,000	Expenditure Growth
Universal Credit Admin Grant Impact	79,000	Income reduction
	319,000	
3C's ICT		
Security Enhancements	30,000	Expenditure Growth
Eastnet Upgrade	27,000	Expenditure Growth
Community Information MS Replacement	29,000	One-off Expenditure Growth, savings from 2020/21 onwards
	86,000	
Development		
-	0	
	0	
Leisure & Health		
Removal of The Club Alconbury Weald	6,000	Income reduction
Additional Utility Costs	177,616	Expenditure Growth
Burgess Hall Income Realignment	143,000	Income reduction
	326,616	
Operations		
In Cab Technology	35,000	Expenditure Growth
Climate Change Levy	28,000	Expenditure Growth
Utility Bills	4,384	Expenditure Growth
St Ives Park	35,000	Expenditure Growth
Street Cleaning - Litter Minimisation	38,000	Expenditure Growth
Waste Management		
Agency Staff	60,000	Expenditure Growth
Recycling Contamination	110,000	Income reduction
Dry Recycling Collection	90,000	Expenditure Growth
Residual Waste collection	90,000	Expenditure Growth
Fuel	80,000	Expenditure Growth
Household Recycling Rate (60%)	80,000	Expenditure Growth
Community Toilet Scheme	5,000	Service efficiency 2020/21 onwards
	655,384	
Resources		
Internal Audit - Insurance Admin	6,000	Expenditure Growth
Higher Insurance Premium Costs	91,000	Expenditure Growth
NDR Vacant Properties	13,000	Expenditure Growth
Repairs to Industrial Units	18,000	Expenditure Growth
Caxton Road irrecoverable costs	2,000	Income reduction
	130,000	
Resources Corporate		
NDR Hardship Relief Reimbursement	39,000	Expenditure Growth
Bad Debt Provision	10,000	Expenditure Growth
Transformation - Customer Portal for HDC	29,000	Service efficiency 2020/21 onwards
	78,000	
Directors & Corporate Team		
Democratic Services - Code of Conduct	5,000	Expenditure Growth
	5,000	
HDC Total	1,640,000	

This page is intentionally left blank

Appendix 5

Capital Programme	Budget	Medium Term Financial Strategy				
	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Gross Expenditure						
Community						
CCTV Camera Replacements	220					
CCTV Pathfinder House Resilience	20					
CCTV Wi-Fi	250					
Lone Worker Software	20					
Scanner		16				
Printing Equipment	176					
Environmental Health Software		40				
Development						
Alconbury Weald Remediation	980					
Disabled Facilities Grants	2,232	2,250	2,250	2,200	2,150	2,100
Huntingdon West Development	553					
A14 Upgrade		200	200	200	200	200
Housing Company		206				
Leisure and Health						
One Leisure St Neots Synthetic Pitch	390					
One Leisure Improvements	406	317	306	296	285	300
One Leisure Huntingdon Changing Facilities	9					
One Leisure Huntingdon Development	21					
One Leisure St Neots Pool	279					
One Leisure St Ives Burgess Hall	2					
One Leisure St Ives - New Fitness Offering	125					
One Leisure St Ives - New Fitness Offering (Rephase)		125				
One Leisure Ramsey 3G	334					
One Leisure Ramsey 3G (Rephase)		266				
One Leisure St Ives Swimming Changing Rooms		250				
One Leisure Impressions Equipment		531				
Resources						
Industrial Unit Roof Replacement	162					
Income Management Software		62				
Oak Tree Car Park Development			1,500	6,500		
Alms Close Development		1,022				
Huntingdon Redevelopment					8,000	8,095
St Ives Redevelopment					3,500	2,500
Financial Management System Replacement	46					
FMS Archive Solution	14					
Capita Upgrade	1					
Oak Tree Remedial Works		950				
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	44	25	25	10	10	
VAT Partial Exemption	241	59	24	21	21	18
Customer Services						
E-forms						
Pathfinder House Reception DWP						
3C ICT						
Flexible Working - 3CSS	65					
Telephones - 3CSS						
Robotics		50				
ICT Transformation	520					

Operations						
Hinchingbrooke Country Park Wooden Bridge	55					
Fencing		10	12	13	13	13
Building Efficiencies - Salix	38					
Building Efficiencies - Salix (Rephase)		19				
Wheeled Bins	240	236	238	254	254	254
Vehicle Fleet Replacement	1,012	35	2,358	1,131	1,027	1,518
Play Equipment	40	35	53	30	30	30
Re-Fit Buildings	455					
Re-Fit Buildings (Rephase)		37				
Parking Strategy		315	37	80		
Bridge Place Car Park Godmanchester	27	107				
Bridge Place Car Park Godmanchester (Rephase)		277				
Operations Back Office	112					
Operations Back Office (Rephase)		253				
Pathfinder House Reception	139					
Transformation						
Customer Relationship Management	80					
Total Gross Expenditure	10,268	7,693	7,003	10,735	15,490	15,028

Capital Programme	Budget	Medium Term Financial Strategy				
	2017/18 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Financing						
Grants and Contributions						
DFGs	(1,248)	(1,150)	(1,200)	(1,200)	(1,200)	(1,200)
Pathfinder House Reception	(256)					
Wheeled Bins	(120)	(92)	(93)	(101)	(101)	(101)
Health and Safety Works on Commercial Properties	(20)					
Play Equipment	(14)					
One Leisure Huntingdon Changing Rooms	(9)					
Synthetic Pitch	(274)	(116)				
One Leisure 3G Ramsey	(184)					
Back Office Reserve	(112)	(117)				
Total Grants and Contributions	(2,237)	(1,475)	(1,293)	(1,301)	(1,301)	(1,301)
Use of Capital Reserves						
Alconbury Remediation Works Reserve	(979)					
Community Infrastructure Levy Reserve	(553)					
Total Capital Reserves	(1,532)	0	0	0	0	0
Capital Receipts						
Bridge Place Sale	(14)	(384)				
Loan Repayments	(320)	(320)	(320)	(320)	(320)	(320)
Housing Clawback Receipts	(500)	(500)	(450)	(400)	(400)	(400)
Total Capital Receipts	(834)	(1,204)	(770)	(720)	(720)	(720)
Use of Earmarked Reserves						
Financial Management System Replacement	(46)					
Capital Grant to Huntingdon Town Council						
Investment in Trading Company	(100)					
ICT Transformation	(520)					
FMS Archive	(14)					
To Earmarked Reserves	(680)	0	0	0	0	0
Net to be funded by borrowing (Internal)	4,985	5,014	4,940	8,714	13,469	13,007

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Alternative Proposals For The Council Budget 2019/20

Meeting/Date: Overview and Scrutiny Panel (Performance and Growth) –
8th January 2019

Overview and Scrutiny Panel (Performance and Growth) –
5th February 2019

Cabinet – 14th February 2019

Council – 27th February 2019

Executive Portfolio: Councillor Jonathan Gray, Executive Councillor for
Resources

Report by: Councillor Tom Sanderson, Independent Group Leader

Wards affected: All Wards

Executive Summary:

The Council is required to set an annual Budget for the forthcoming year, in order to set the Council Tax for the area and approve its Medium Term Financial Strategy (MTFS) covering the following four years.

This report is to provide Members with details for some alternative ideas for the draft Budget for 2019/20.

Recommendation:

The Overview and Scrutiny Panel (Performance and Growth) is

RECOMMENDED

to comment on the proposed alternative budget and council tax proposals and to recommend to Cabinet that the proposals are adopted.

1. PURPOSE OF THE REPORT

- 1.1 To provide the Overview and Scrutiny Panel (Performance and Growth) with the detail of the some alternative ideas for the draft Budget for 2019/20 from the Independent Group for the panel to consider when making its recommendations to Cabinet. All suggested savings, new investment and changes to the Band D Council Tax charge has been fully costed by the council's finance team.

2. PROPOSED ALTERNATIVES

- 2.1 The current (2018/19) budget for Active Lifestyles is £205,000. We propose moving £100,000 from this budget line to the Community Chest with new governance arrangements in place to allow for greater transparency and a cross party input to allocating funding for good causes in Huntingdonshire. Clearly there would be no impact on the level of the Band D Council Tax charge.

- 2.2 The total budget for grounds maintenance is currently £425,000. We propose moving all the grounds maintenance and planting to the relevant town/parish council to manage as soon as practicable and take 20% out of the grounds maintenance budget. The remaining 80% of the budget should be put into commuted sums to allow parish/town councils to meet the costs of this new arrangement. This budget currently includes both fleet costs, an element of support costs and the provision of a commuted sum. This obviously is a straight saving to the General Fund of £85,000. The impact on a Band D Council Tax charge would be a reduction of £1.38 per annum.

- 2.3 The budget for leisure and play facilities for young people is currently 2018/19 £25,000 with forward provision for the period 2019/20 to 2022/23 of £25,000, £53,000, £30,000, and £30,000 respectively. If the method of funding any additional cost were to be via prudential borrowing there would then be an impact on the General Fund. As an example, for every extra £5,000 spent on these facilities funded by borrowing the added pressure on the General Fund would be £715 (Minimum Revenue Provision) with £0.43 added to a Band D Council Tax per annum.

- 2.4 We propose introducing a small budget for the Local Highway Improvements Scheme For Huntingdonshire (LHI) that the County Council runs. They pay the bulk of the costs for minor highway and environmental enhancements if a specific project is approved and part funding is available elsewhere.

- 2.5 Any contribution to this scheme would be a capital cost. If borrowing is chosen as the method of funding such a cost then there would be an added pressure on the General Fund. As an example, if £100,000 were to be spent on LHI contributions by this Council the cost would be a Minimum Revenue Provision of £5,000 per annum. The impact on the Band D council tax would be an increase of £0.08 per annum.

- 2.6 Council Tax

The 2018/19 level of Band D Council Tax is £138.56. We propose a 3% increase to be applied and the following charges would be levied for the period of the new budget and MTFs.

2019/20	£142.72
2020/21	£147.00
2021/22	£151.41
2022/23	£155.95
2023/24	£160.63

If the 3% increase is applied this would generate £257,000 more income in 2019/20 and £4.3m more income across the budget and MTFS period (up to 2023/24).

3. COMMENTS OF OVERVIEW & SCRUTINY

3.1 Comments will be added here following the Overview and Scrutiny Panel meeting on 8th January 2019.

4. LIST OF APPENDICES INCLUDED

Appendix 1 – Summary of alternative budget proposals

CONTACT MEMBER/OFFICER

Paul Loveday, Interim Finance Manager
 Tel No: 01480 388605
 Email: Paul.Loveday@huntingdonshire.gov.uk

Cllr Tom Sanderson, Independent Group Leader
 Tel No: 01480 436822
 Email: Tom.Sanderson@huntingdonshiredc.org.uk

This page is intentionally left blank

Summary of Proposals for the 2019/20 Budget			
Budget Proposal	Growth/(Saving) Impact on General Fund £ 000	Impact on Council Tax Band D £	Assumptions/notes
Diversion of half Active Lifestyles budget to the wider community e.g. Community Chest.	nil	Nil	A diversion between services with no net effect on cost to the General Fund.
Handing responsibility for grounds maintenance and planting to parishes and town councils.	(85)	(1.38)	Current budget for this function is £425k. This assumes a 20% saving to the General Fund with the remainder being used as a commuted sum to fund parishes and town councils.
Provide an additional £100k for leisure/play facilities for young people from the capital programme.	27	0.43	This assumes that the equipment would be funded from prudential borrowing. This would then require a statutory Minimum Revenue Provision (MRP) charge to the General Fund over the useful life of the asset.
Provide a contribution to LHI scheme from the capital programme of £100k.	5	0.08	This assumes that the capital would be funded from prudential borrowing. This would require a statutory Minimum Revenue Provision (MRP) charge to the General Fund over the useful life of the asset.
Increase Council Tax by the maximum permitted (3%) without the need for a referendum.	(257)	4.16	A 3% increase in Council Tax would increase the Band D charge to £142.72 for 2019/20. If the practice was repeated over the lifetime of the MTFs (up to 2023/24) then a potential £4.3m extra revenue can be generated.

This page is intentionally left blank

Overview and Scrutiny Work Programme 2018/2019

O&S (Customers and Partnerships) – Active

O&S (Customers and Partnerships)	Summary of Scope	Advisors	Progress
<p>Health</p> <ul style="list-style-type: none"> Identify ways in which the Council can improve the lifelong health of residents. Identify the benefits of a whole system approach for the Council. 	<ul style="list-style-type: none"> Identify what the main health issues facing the residents of Huntingdonshire are (and if there are any problem areas). To discover what leisure activities/provision residents enjoy and/or want. Identify what leisure provision/facilities are most effective. (Investment shouldn't be made in a particular facility if the benefits are minimal.) Discuss with the CCG in order to establish if collaboration between the Council and the CCG is worthwhile. 	<p>CCG CCC Public Health Jayne Wisely Cllr J Palmer Cllr Jill Tavener</p>	<p>The Task and Finish Group are meeting on 10th January to review and agree the scoping document. 10th January 2019</p>

O&S (Customers and Partnerships) – Inactive

O&S (Customers and Partnerships) idea	Objective test ideas	Advisor potential	Suggested Scope	Progress
<p>Health – What are the issues facing the young and elderly populations of Huntingdonshire. How can HDC, either with partners or on its own initiative, assist with the health and well-being of residents in the District.</p>	<p>1. Reducing isolation</p> <ul style="list-style-type: none"> reducing age-specific dependency rates by 1 per cent per year would reduce public expenditure by £940m per year by 2031 reducing the rate of institutionalisation by 1 	<p>Age UK</p>	<p>Identifying opportunities (particularly technology) to deliver key activities identified by Age UK, to address isolation:</p> <ul style="list-style-type: none"> Creating a new social link Developing wider social networks Meeting like-minded people through clubs and groups Meeting people with similar needs and supporting each other Using local services and facilities Changing social attitudes so that users become 	<p>Dependent upon outcome of bid for inclusion in CCC digital services programme – Spring 2018</p>

CS

Agenda Item 6

	<p>per cent a year could save £3.8bn.</p> <p>2. Improving mental health Contributes to addressing: - Worklessness - Homelessness - Poor health outcomes - Self-reliance</p> <p>3. Reducing hospital admissions in over 65's</p>	<p>CCG</p> <p>Sports England/Active Lifestyles/CCG</p>	<p>accepted and valued as full members of the community in their own right.</p> <ul style="list-style-type: none"> - Quantifying the cost and impacts of isolation - Recommendations for our services to address - Designing communities for the future <p>Identifying non health interventions that can support mental health – e.g. social referral, links to community activities, volunteering activities.</p> <ul style="list-style-type: none"> - Opportunities to improve impact of DFG's? - Assisted collections. Investigate if having an assisted collection is an indicator that a resident may require a DFG. - Closer partnership working with health - Establishing greater community resilience 	
<p>Homelessness – Investigating the links between homelessness and housing supply. Finding triggers for homelessness. Discovering options and opportunities to reduce homelessness in Huntingdonshire.</p>	<p>1. Increase supply of affordable property.</p> <p>2. Reduce number of homelessness presentations.</p> <p>3. Increase number of homelessness preventions – solutions that prevent people</p>	<p>Development Advisor</p> <p>Jon Collen / Helen Brown</p> <p>Jon Collen</p>	<ul style="list-style-type: none"> - Engagement with Places for People/Luminus - Working with Private Sector landlords to understand reasons behind end of AST and incentives to address - Looking to develop options to incentivise Private landlords to take social tenants. - Strategies around use of HMOs - Testing effectiveness of Trailblazer - Testing Homelessness pilot work - Looking at opportunities for partners to signpost and intervene 	

	<p>losing their home</p> <p>4. Increase number of empty properties brought back into use</p>		<ul style="list-style-type: none"> - Taking evidence from best practice providers elsewhere - Working with Registered Providers to maximise housing stock utilisation and fit 	
<p>Environment – What are the environmental (and lifestyle) quality issues facing Huntingdonshire,</p>	<p>1. Reducing air pollution</p> <p>2. Reducing long term flood issues</p> <p>3. The community role in grounds maintenance and cleansing</p> <p>4. Definition of ‘Place’ and ‘People’ vision for Huntingdonshire</p>	<p>Chris Stopford</p> <p>Environment Agency</p> <p>Neil Sloper</p>	<ul style="list-style-type: none"> - Transport options - Natural environment – exploring opportunities to enhance HDC country parks (Hinchingbrook / Paxton Pits) - Role of Great Fen as a regionally significant habitat / tourism destination - A14 and Cam Ox corridor – actively influencing Govt and key transport agencies on investment pipeline and funding options - Exploring the options and Council/communities appetite for scalable growth linked to new infrastructure and ‘healthy places’ with sustainable living choices - Role of Neighbourhood Plans and Market Town Master Plans in promoting and directing employment and housing growth - Influencing long term utility provision – water/power 	

O&S (Performance and Growth) – Active

O&S (Performance and Growth)	Summary of Scope	Advisors	Progress
<p>Delivery of Affordable Housing <i>(Accelerating the delivery of Affordable Housing across Huntingdonshire communities primarily through Rural Exception Site mechanisms)</i></p> <ul style="list-style-type: none"> Increase in the number of affordable houses built in the District – positively impacting on the quality of developments. 	<ul style="list-style-type: none"> To explore methods that maximise the effectiveness of the Council’s approach to achieving additional affordable housing provision beyond allocated sites. To advise on a strategic programme and range of mechanisms to promote and secure rural exception sites (RES) appropriate to settlement scale and need across the District. To explore how RES sites can best be promoted locally, including the role of Ward Members and Parish /Town Councils. 	<p>Andy Moffat Cllr Corney (a builder by trade)/Developers</p>	<p>The Panel are to review and agreed the draft scoping document. 8th January 2019</p>

<p>Skills</p> <ul style="list-style-type: none"> Increase in educational attainment, and achievement of key skills. 	<ul style="list-style-type: none"> Combined Authority strategy impacts, particularly advancing recommendations from CPIER. Alignment to future skills and sectoral demand identified through EMSI study. Role of EDGE programme and wider Combined Authority skills and business support advisory services. Relationship to CPBS 'Grand Challenges' outcomes. 	<p>Andy Moffat John T Hill - CPCA CA Business Board / Company CEOs – reasons for locations choices and future workforce aspiration</p>	<p>Once the Combined Authority has published their skills strategy, Mr John T Hill will be invited to discuss the strategy with Members. To be confirmed</p>
---	---	--	---

67 O&S (Performance and Growth) – Inactive

O&S (Performance and Growth)	Objective test ideas	Advisor potential	Suggested Scope	Progress
<p>Housing – Increasing quality of housing developments and increasing supply of Affordable/Social housing – specifically in the villages.</p>	<ol style="list-style-type: none"> Increase in the number of affordable houses built in the District – positively impacting on the quality of developments Reduce voids of all types, inc empty homes and RP turnaround times Increase the availability of social housing Reduce Council spend on Homelessness 	<p>Andy Moffat Cllr Corney (a builder by trade)/Developers Homes England Registered Providers</p>	<ul style="list-style-type: none"> Review the effectiveness of rural exception sites and 60/40 policy Explore viability assessment mechanisms to ensure proper value is created form development sites Review of CIL charging regime and utilisation of funds Relationships with RPs (Registered Providers) and options to increase pace and tenure type of supply plans Utilisation of HDC non-operational land assets to increase supply and generate system savings (eg reduction in B&B spend. Improving infrastructure on developments to enhance liveability, including digital, environmental 	

	<p>5. Enhanced infrastructure and liveability on developments</p>		<p>– flooding etc, energy use, health land and space for wildlife. Supporting positive transport choices, and community self-reliance.</p>	
<p>Wider Economic Environment – How to best position Huntingdonshire as an attractive place to do business</p>	<p>1. A Local Industrial Strategy for Cambridgeshire within which Huntingdonshire is prominent</p> <p>2. GVA (Gross Value Added) net increase</p> <p>3. Increase in business rates receipts and invest to accumulate utilisation thereof (subject to Govt regs)</p> <p>4. Increase average earnings and percentage earnings derived in Huntingdonshire/Cambridgeshire</p> <p>5. Opportunities to enhance the Councils industrial portfolio and Corporate Investment Strategy in facilitating, retaining and securing new business opportunities</p> <p>A package of ‘Deals’:</p> <ul style="list-style-type: none"> - HDC & Govt/CA - HDC and Local Councils - HDC and communities 	<p>Andy Moffat / Clive Mason</p> <p>CA Business Board / Company CEOs – reasons for locations choices and future workforce aspirations</p>	<ul style="list-style-type: none"> - Creation of an Investment prospectus for Huntingdonshire - Input into a Local Industrial Strategy - Digital infrastructure and Connected Cambridgeshire roll-out across market towns - Better Business for All pilot initiative matching regulatory services to advice and promotion - Roads and rail infrastructure investment deal with Govt / CA - Business rates retention and utilisation of AW Enterprise Zone NNRD receipts - Role of strategic sites such as Alconbury Weald in delivering floor space and clusters - Sector analysis - what are the indicators of existing success and productivity. Sectors to nurture and attract. - Understanding locational advantages of Huntingdonshire and investment decisions of business leaders to stay/relocate here. - Scope and mechanisms for HDC interventions in infrastructure/redevelopment programmes 	

Ideas

Health – What are the issues facing the young and elderly populations of Huntingdonshire. How can HDC, either with partners or on its own initiative, assist with the health and well-being of residents in the District.

Evidence

Local Authority Health Profile 2018 published by Public Health England. We have three key indicators where we perform significantly worse than the national average:

- Killed and seriously injured on roads
- Alcohol-specific hospital stays (under 18s)
- Excess weight in adults (aged 18+)

Not significantly worse, but underperforming national average

- Hip fractures in older people (aged 65+)

We have a number of projects already underway or receiving support which are directly contributing to these outcomes (Ramsey Think Healthy / Live Healthy project).

Support for activity through our leisure centres and for community initiatives such as Park Run. With a new run supported to start in St Neots this year. One Leisure Active Lifestyles Team creating opportunities for social engagement, particularly ageing population, through its class programmes, particularly 'Right Start'

Homelessness – Investigating the links between homelessness and housing supply.

Finding triggers for homelessness. Discovering options and opportunities to reduce homelessness in Huntingdonshire.

A large amount of work is happening in this space already, as a key corporate priority. Our own net spend on Homelessness is has more than doubled since 2015/16. This is in line with national figures. Housing affordability is an issue locally. With private rentals being very limited within the rates that national benefits pay. Huntingdonshire's average house price increased by **36%** in four years from April 2014 and the average household would now need to borrow **7.1** times its income to purchase the average house based on median values.

Environment – What are the environmental (and lifestyle) quality issues facing Huntingdonshire,

Evidence

2036 Local Plan and associated studies, particularly Infrastructure Delivery Plan

Combined Authority strategies and CPIER report

Affordable Housing – Increasing quality of housing developments and increasing supply of Affordable/Social housing – specifically in the villages.

Wider Economic Environment – How to best position Huntingdonshire as an attractive place to do business

This page is intentionally left blank

**OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)
TASK AND FINISH GROUP SCOPING DOCUMENT**

Task and Finish Group Title:	Accelerating the delivery of Affordable Housing across Huntingdonshire communities primarily through Rural Exception Site mechanisms
Membership of Working Group:	<ul style="list-style-type: none"> • Cllr S Corney • Cllr D Dew • Cllr J Morris • Cllr S Wakeford • Cllr Mrs A Diaz (C&P Member) • Cllr Mrs S Smith (C&P Member)
Aim:	<ul style="list-style-type: none"> • To explore methods that maximise the effectiveness of the Council's approach to achieving additional affordable housing provision beyond allocated sites. • To advise on a strategic programme and range of mechanisms to promote and secure rural exception sites (RES) appropriate to settlement scale and need across the District. • To explore how RES sites can best be promoted locally, including the role of Ward Members and Parish /Town Councils
Key Officer Contacts: <i>(Lead and support)</i>	<ul style="list-style-type: none"> • Lead – Andy Moffat, Head of Development • Support – Adam Green, Democratic Services Officer (Scrutiny)
Scoping form completed by:	<ul style="list-style-type: none"> • Councillor Doug Dew, Chairman of the Overview and Scrutiny Panel (Performance and Growth) • Councillor Jon Neish, Vice-Chairman of the Overview and Scrutiny Panel (Performance and Growth) • Nigel McCurdy, Director – Delivery • Adam Green, Democratic Services Officer (Scrutiny)
Scrutiny requested by:	Overview and Scrutiny Panel (Performance and Growth)
Criteria for inclusion in work programme:	
Customer Feedback:	N/A
Council Priority:	The Council has pledged in the Corporate Plan 2018-2022, under the Place section to ' improve the supply of new and affordable housing, jobs and community facilities to meet current and future need '. In addition, a specific performance indicator commits the Council to measure the number of new affordable homes delivered.

<p>Importance to local people:</p>	<p>A range of housing types and tenures that are affordable is a key contributor to the creation of sustainable places, economic success and personal well-being. The East of England is a high growth area with pressurised housing stock and by meeting targets that improve the supply of affordable housing provision, the wider housing needs of Huntingdonshire will be better met, minimising the need for outward migration to lower value areas in order to achieve home ownership.</p> <p>The Council's rural exceptions housing policy also allows for proportional market housing alongside affordable, which helps meet the financial viability of schemes whilst also importantly, can facilitate sustainability of rural communities by allowing for downsizing for older residents who wish to remain in their locality and consequent reuse of larger family housing.</p>
<p>Value for Money Concerns:</p>	<p>A balanced housing market can have direct contribution to improved health and well-being for Huntingdonshire residents that could reduce demand on the health services in future years and also the period people can remain economically active. Availability of appropriate housing can also help attract and retain a more diverse workforce and thereby business investment and confidence in the area and increased localised spend.</p>
<p>Contributes to tackling inequalities:</p>	<p>With Huntingdonshire's average house price increased by 36% since April 2014, this has made it increasingly difficult for some residents to be able to afford a property within the District or have choice of location. Delivering on affordable housing targets will enable more residents to purchase or rent their own properties and will reduce the risk of residents becoming disadvantaged or homeless or being lost from the district to other locations.</p>
<p>Improving partnership working:</p>	<p>Members and officers will work collaboratively with partners to review opportunities and understand complementary work programmes, ambitions and initiatives.</p>
<p>Tackling underperformance in services:</p>	<p>N/A</p>
<p>Cross-cutting issue:</p>	<p>The increased supply of affordable housing, particularly affordable rent, could help towards alleviation of homelessness problems within Huntingdonshire and contribute to attracting or retaining a more diverse workforce and skill-set .</p>

<p>Summary of overall anticipated benefits and intended outcomes:</p>	<p>Through the development of a strategic approach and range of delivery mechanisms, alongside ideas to engender greater local ambition and support for exception affordable housing, the Task and Finish Group will have a greater understanding of what methods could support and accelerate the additionality of supply and delivery of affordable housing provision within the district beyond just allocated Local Plan provisions.</p>
<p>Indicators of success:</p>	<ul style="list-style-type: none"> • The development of an effective and realistic strategic approach for Members and Officers to collaborate and promote in accelerating delivery of affordable housing. • Increase in number of RES sites completed and actively in the pipeline. • Greater clarity on how long (on average) a RES site should take to come to fruition from identification/concept to construction/occupancy • Range of settlement sizes and locations across the District that have affordable housing provision.
<p>Scope:</p>	
<p>In Scope: <i>(Define what the scope of the review will be)</i></p>	<ul style="list-style-type: none"> • The development of a strategic approach to promote and accelerate RES across the district. • The number of and geographical spread of new affordable homes delivered by RES sites, taking into account proximity to employment and transport • Review the effectiveness of mechanisms to promote additionality of affordable housing (e.g. Community Land Trusts, Neighbourhood Plans etc) in delivering greater supply • Exploring what funding mechanisms are available that can leverage greater supply or acceleration of affordable housing on RES and allocated sites (e.g. Homes England /Combined Authority)
<p>Excluded from Scope: <i>(Define the exclusions from the scope of the review)</i></p>	<ul style="list-style-type: none"> • Redefining what affordable housing is. • Investigating previous decisions of the Development Management Committee / Panel. • Viability matters (although leverage funding can be explored) • Matters already tested through the Local Plan EiP

<p>Benefits:</p>	<ul style="list-style-type: none"> • A strategy for the promotion of affordable housing options will accelerate and deliver a greater number of affordable units in Huntingdonshire. • Huntingdonshire’s residents will have access to a wider supply of size, tenure and locational choice of affordable housing including properties with affordable rent. In doing this the Council will also be fulfilling the pledge made within the Corporate Plan. • Improved placemaking through diversity of house types and tenures. • RES also allow potential opportunities for downsizing, allowing older residents to remain in their communities and support networks and families to grow in their home communities. • RES also allows the open market housing to be a balanced housing option.
<p>Council and Partner Involvement</p>	
<p>Who would need to be involved from the Council?</p>	<p>Head of Service and/or his nominated representative. Appropriate Members</p>
<p>Which of our partners, stakeholders and members of the community should we discuss this with?</p>	<ul style="list-style-type: none"> • Parish Councils • Registered Providers • Landowner representatives • Local Developers • Combined Authority
<p>Review Resources</p>	
<p>Evidence:</p>	<ul style="list-style-type: none"> • Statistics on the number of affordable housing delivered in Huntingdonshire. • Information on other methods (e.g. Neighbourhood Plans, Community Land Trusts, Rural Exception Sites). <i>Have they delivered affordable housing? If yes, then how much?</i>
<p>Witnesses:</p>	<ul style="list-style-type: none"> • Portfolio Holder • Head of Development (supported by Housing Manager & PSM (Growth) • Combined Authority (Roger Thompson)
<p>Site visits:</p>	<p>N/A</p>
<p>Consultation:</p>	<ul style="list-style-type: none"> • The Council will actively participate in any government funding opportunities to accelerate delivery of affordable housing. • The strategy will need to recognise the opportunity to work with partners, stakeholders and the community to

	maximise opportunities to increase the supply and delivery of affordable homes..
Expert Advice:	<ul style="list-style-type: none"> • Head of Development
Timescales:	
Anticipated Review Start Date:	February 2019
Anticipated Reporting Date:	<p>June 2019</p> <p>It is important that the work and conclusions of the T&F exercise do not conflict with the final stages towards adoption of the Council's Local Plan 2036 and existing evidence testing already concluded through that process.</p>
Frequency of Meetings:	<p>Each month with the recommended timetable:</p> <ul style="list-style-type: none"> • January 19 O&S - Discuss and review scope • February / March 19 - Review initial evidence and Interview expert witnesses • April – formulation of draft strategic objectives • May 19 - Action any loose ends and discuss recommendations for final report • June 19 - Issue Final Report
Date to evaluate impact:	April 2020 – Review of recommendations

This page is intentionally left blank