

CABINET

17 FEBRUARY 2011

BUDGET 2011/12 AND MEDIUM TERM PLAN 2012 to 2016

(Report by the Head of Financial Services)

1 PURPOSE

- 1.1 The purpose of this report is to allow the Cabinet to determine its recommendations to Council on 23 February in relation to the Council's Budget and Council Tax for 2011/12, Medium Term Plan for 2012/16 and associated matters.

2 BACKGROUND

- 2.1 Both the Financial Strategy in September and the Draft Budget in December were considered by Overview & Scrutiny and Cabinet before being approved by Council. Both reports highlighted a continuing high level of uncertainty on a number of issues, especially the impact on RSG of the new Comprehensive Spending Review.

3 OVERVIEW

Government funding reductions have now been confirmed. Our Revenue Support Grant will be reduced to £10.4m for 2011/12 (£0.7m less than predicted in December) and will be further reduced in subsequent years.

An estimated £0.9m will be received for the New Homes Bonus

Since December, Executive Councillors, Overview & Scrutiny and officers have continued to investigate and refine the savings ideas that were set out in the draft budget. This has led to plans being amended to reduce the impact of the savings on our customers and the identification of some extra savings. Overall, the revised savings ideas incorporated into the budget are now more certain, particularly for next year, and result in a higher level of savings being achieved.

The budget is based on a zero increase in Council Tax for 2011/12. Total funding (net of savings) is £22.6m and is funded by £11.5M from various Government Grants, £7.4M from Council Tax and the deficit, of £3.6m, from revenue reserves.

Expenditure in future years is defined in total by the funds available to the Council. Whilst some figures are now clearer the overall position is dependent upon further government funding decisions, including a new allocation formula, and this Council's decision on future Council Tax increases.

Whilst the 2011/12 budget successfully balances the income available to the Council, including the use of reserves, with its spending plans this is not the case for future years. Planned expenditure will exceed forecast income and use of reserves by £0.8m in 2012/13. In addition, a number of the savings identified for future years remain the subject of consultation and debate. Should some of these savings proposals not be acceptable to the Council there will inevitably be a need to identify new and additional savings.

Overall Summary	Forecast	Budget	MTP			
	10/11	11/12	12/13	13/14	14/15	15/16
	£M	£M	£M	£M	£M	£M
Net Spending before savings	23.5	25.6	26.4	27.4	28.7	29.5
Proposed Savings (Annex A)	-0.4	-3.0	-4.3	-5.5	-5.7	-6.6
Savings still required		0.0	-0.8	-1.0	-1.5	-2.0
Net Spending after Savings	23.1	22.6	21.3	21.0	21.5	20.9
Funded by:						
New Homes Grant		-0.9	-1.5	-2.1	-2.7	-3.4
Formula Grant (RSG)	-12.9	-10.4	-9.3	-9.2	-8.7	-8.9
Special Council Tax Grant		-0.2	-0.2	-0.2	-0.2	0.0
Council Tax	-7.2	-7.4	-7.6	-7.9	-8.1	-8.4
SHORTFALL Met from Reserves	3.0	3.6	2.7	1.6	1.7	0.3
Council Tax	£124.17	£124.17	£127.27	£130.46	£133.72	£137.06
<i>Increase</i>		£0.00	£3.10	£3.18	£3.26	£3.34
Remaining Reserves EOY	13.0	9.4	6.6	5.0	3.3	3.0

4 STARTING FROM THE DECEMBER DRAFT BUDGET

4.1 The table below summarises the draft budget and MTP approved at the December meeting of the Council. It serves as the base to highlight the further adjustments that are now proposed in funding, savings and other items that have now emerged.

DRAFT REPORT December 2010	Forecast	Budget	MTP			
	10/11	11/12	12/13	13/14	14/15	15/16
	£M	£M	£M	£M	£M	£M
Net Spending before savings	24.5	25.2	26.4	27.5	28.4	29.1
Proposed savings	-0.4	-2.3	-3.9	-4.9	-5.9	-6.4
Savings still required		-0.5	-1.6	-2.6	-3.6	-4.3
Net Spending after Savings	24.1	22.4	20.9	20.0	19.0	18.3
Funded by:						
Government support	-12.9	-11.1	-10.5	-10.4	-9.7	-10.0
Special Grant		-0.2	-0.2	-0.2	-0.2	0.0
Council Tax	-7.2	-7.4	-7.6	-7.8	-8.1	-8.4
SHORTFALL Met from Reserves	3.9	3.7	2.7	1.6	1.0	0.0
Council Tax	£124.17	£124.17	£127.27	£130.46	£133.72	£137.06
<i>Increase</i>		£0.00	£3.10	£3.18	£3.26	£3.34
Remaining Reserves EOY	12.0	8.3	5.6	4.0	3.0	3.0

5 PROGRESS SINCE DECEMBER – SAVINGS

5.1 December Council highlighted that the proposed savings would be the subject of further discussions between officers and Executive Councillors to reflect the comments of Overview & Scrutiny and individual members.

5.2 As a result of these discussions and the refinement of certain calculations and assumptions a number of variations have been made at this stage. These are shown in the table below, and the Savings Table at Annex A incorporates them to give net figures. There are notes on some of the savings included as notes to the Controllable Budget at Annex D:

SAVINGS	BUDGET	MTP			
	2011/12	12/13	13/14	14/15	15/16
	£M	£M	£M	£M	£M
Savings Identified (December)	-2.280	-3.867	-4.906	-5.901	-6.442
Reduced pay award 2010	-0.156	-0.156	-0.156	-0.156	-0.156
Staff turnover savings – increased	-0.114	-0.114	-0.114	-0.114	-0.114
Homelessness Grant - increased	-0.085	-0.085			
Environmental Health Savings	-0.081	-0.008	-0.008	-0.008	-0.008
Community Grants Reductions	0.010		-0.060	0.015	0.015
Members Allowances	-0.030	-0.030	-0.030	-0.030	-0.030
Central Services savings	0.030	0.030	0.030	0.030	0.030
LGA Sub reduction	-0.002	-0.002	-0.002	-0.002	-0.002
Provincial Council Sub deletion	-0.012	-0.012	-0.012	-0.012	-0.012
Licensing efficiencies and income	-0.007	0.006	0.009	0.012	0.015
Document Centre savings	-0.033	-0.015		-0.010	
Countryside savings adjustment	0.012	0.064	0.064	0.064	0.064
Operations Division Reorganisation	-0.096				
Rephasing parking charges increase		-0.150	-0.300	0.200	
Extra Benefits Admin Grant	-0.011				
Rephase Call Centre Hours saving	0.020				
Rephase St Ives CSC savings	-0.028	0.007			
Rephase Ramsey CSC savings	-0.030	-0.042	0.003	0.008	0.008
Delete closure of St Neots CSC		0.055	0.055	0.055	0.055
Financial Services savings	-0.024	-0.030			
IMD Staff Savings	0.005	0.012	0.019	0.029	0.029
IMD Contract Savings	-0.035	0.005	-0.055	0.095	-0.020
IMD Desk Top Virtualisation	0.002	0.012	0.012	0.012	0.012
IMD Shared Services	-0.010	0.050	0.010		
IMD Infrastructure Savings		-0.015	-0.015	-0.015	-0.015
subtotal	-0.675	-0.418	-0.550	0.173	-0.129
Updated Identified Savings	-2.955	-4.285	-5.456	-5.728	-6.571

Negative figures represent more income or less expenditure

5.3 A number of the savings items are still being discussed and the following paragraphs comment on the latest position.

5.4 Senior Manager Reorganisation (£260k rising to £730k)

The voluntary redundancy has been agreed of the Chief Executive and two Heads of Service so the 2011/12 planned saving will be achieved. Further reductions will be required to achieve the saving proposed in subsequent years.

5.5 Pay and Allowances Review (£375k)

Proposals are not yet finalised but negotiations will need to progress promptly if the saving is to be achieved for next year.

5.6 CCTV (£300k)

The immediate savings for 2011/12 can be achieved whilst still maintaining a substantial CCTV service. Further investigation and

discussion is taking place with the aim that savings can be made whilst still maintaining this service in future years.

5.7 Increase in Car Park Charges (rising to £500k)

It is felt that a large increase in 2014/15 would be too concentrated and so the proposal has been rephased to give smaller annual increases. There is no **extra** increase proposed in 2011/12 and 2014/15 because there is already an assumed inflationary increase built into the financial plan every three years. In total car park income is targeted to rise by:

2011/12	10%
2012/13	8%
2013/14	8%
2014/15	9%
2015/16	9%

5.8 Community Grants Reduction (rising to £294k)

The saving has been slightly rephased to reflect the contractual obligations on some grants. The bulk of grants are contracted until 2013 and these will be honoured. Whilst this saving provides for a substantial reduction of grants after this time, further discussion will take place before this approach is confirmed.

5.9 Customer Services and Call Centre (£173k rising to £314k)

There is some rephasing of the proposals (changes to the call centre will be delayed a year but staff savings in St Ives and Ramsey can be achieved in the budget year). The closure of the St Neots CSC is no longer proposed following further consideration of the volumes of use.

5.10 Special Reserve

The Special Reserve will be more than adequate to fund the level of voluntary redundancies that will be approved.

6. PROGRESS SINCE DECEMBER – FUNDING AND OTHER ITEMS

6.1 The table below shows the variations in funding and other items, whilst the paragraphs that follow explain the major changes:

FUNDING and OTHER CHANGES	BUDGET	MTP			
	2011/12 £M	12/13 £M	13/14 £M	14/15 £M	15/16 £M
Proposed Variations					
New Homes Reward Grant	-0.940	-1.527	-2.129	-2.745	-3.377
RSG	0.680	1.165	1.154	1.084	1.112
Taxbase	-0.039	-0.038	-0.038	-0.037	-0.036
Homelessness increased bid	0.028				
Deferred Savings adjustment	0.335				
Total Variations	0.064	-0.400	-1.013	-1.698	-2.302

Negative figures represent more income or less expenditure

6.2 New Homes Reward Grant

The Government commenced a consultation on this new grant before Christmas. It is intended to reward Councils that support growth and does not replace S106 agreements or the Community Infrastructure Levy, which ensure that the costs of growth are generally met by developers.

It is based on giving grant equivalent to the national average Council Tax for 6 years for additional homes completed in the previous year. It will grow as each additional year is completed until year 7, when the 6 years of payment for year 1 will have been completed and it thus falls out of the calculation. It also gives an extra 25% supplement for social housing. In a growth area such as Huntingdonshire the sums will be significant as shown in the table above.

Part of the consultation revolves around how the grant will be allocated to the various local authorities. The Government have proposed that 80% goes to Districts and 20% to Counties. It is expected that Districts will propose that 100% goes to them as they make the relevant planning decisions, but that Counties will propose that they get a larger share.

It is not yet clear when confirmation of the scheme will be received.

6.3 Government Formula Grant (RSG)

The table below compares the assumptions in the Draft budget with what was announced on 13 December.

Government Grant * - % change in CASH TERMS	Budget	MTP			
	11/12 £M	12/13 £M	13/14 £M	14/15 £M	15/16 £M
Draft Budget/MTP	-11%	-6%	-1%	-6%	+2.5%#
Proposed Grant Settlement	-14%	-11%	-1%	-6%	+2.5%#

*Grant includes Revenue Support Grant and NNDR which are in aggregate distributed in line with the grant formula. Adjusted for transfer of Concessionary Fares.

assumed that there will be an inflationary increase after this 4 year spending round.

Government Grant - Cash change	Budget	Budget	MTP			
	10/11 £M	11/12 £M	12/13 £M	13/14 £M	14/15 £M	15/16 £M
Current Approved MTP (February)	-12.9	-12.4	-12.6	-12.6	-12.9	-13.3
Forecast (September)	-12.9	-11.7	-11.3	-10.7	-10.2	-9.7
Draft Budget/MTP (December)	-12.9	-11.1	-10.5	-10.4	-9.7	-10.0
This Report	-12.9	-10.4	-9.3	-9.2	-8.7	-8.9

minus signs represent income

The Government Grant Proposals have been even more front-ended than implied in the Comprehensive Spending Review (CSR). District Councils have fared badly as they have not had the protection that Counties have on some elements of social services and education.

The proposals have only been made for two years as the Government proposes to review the whole grant mechanism. This is not before time for two important reasons:

- the system is extremely opaque e.g. it is impossible to say what the impact of the grant changes relating to the transfer of Concessionary Fares has been.
- the over-reliance on complex protection arrangements for authorities that should gain or lose grant. e.g. the “true” loss of grant for Huntingdonshire after adjustment for the transfer of concessionary fares has been £3.3M (£12.6M down to £9.3M) which represents 27% in cash terms.

Officially the grant figures are only provisional at this stage but in previous years there have been only very minimal changes at the final stage. There are however, significant concerns being voiced by many authorities this year but this still may have little impact on the result.

6.4 Homelessness increased bid

A sum of £28k has been included to preserve the current levels of homelessness prevention given the continuing demand on this service.

6.5 Deferred Savings adjustment

The draft budget contained provision for some of the savings that will be achieved in the current year to be earmarked via a reserve to help meet an outstanding shortfall on the savings target in 2011/12. Assuming that the New Homes Reward Grant is allocated at least 80% to Districts this will not now be necessary and those savings will simply be added to general revenue reserves.

6.6 Employer’s Pension Contributions

The information from the independent actuary’s revaluation of the pension fund has been received and it estimates that the fund is 70% funded. The current contribution level exceeds the underlying cost for ongoing service but is insufficient to bring the fund up to 100% funding in a reasonable time scale.

Given the Government’s plans to review public sector pension schemes with a view to making them more affordable, the actuary is prepared to allow authorities to stabilise their current contribution levels for the next 3 years rather than insist they be increased.

Whilst this is a pragmatic approach, it is not a particularly prudent one and so it is proposed that the level of contribution contained in the draft budget be maintained pending the results and quantification of any changes to the pension scheme. However, the basis of this payment will be amended to 17.8% (which reflects the ongoing cost of the current scheme) on pay plus a lump sum towards covering the outstanding deficit. The table below illustrates the change:

Pension Contributions	Budget	Budget	MTP			
	10/11	11/12	12/13	13/14	14/15	15/16
Draft Budget/MTP (December)						
% of pay	20.4%	21.9%	23.4%	24.9%	26.4%	26.4%
cost		£3.9M	£4.2M	£4.6M	£5.0M	£5.2M
This Report						
% of pay		17.8%	17.8%	17.8%	17.8%	17.8%
cost		£3,254k	£3,344k	£3,486k	£3,635k	£3,790k
PLUS lump sum payments of		+£660k	+£896k	+£1,139k	+£1,378k	+£1,418k
Total Cost		= £3.9M	= £4.2M	= £4.6M	= £5.0M	= £5.2M

This is still less than the actuary's estimate of 17.8% plus £1.9M per year for 20 years which is what would be required if there were to be no changes to the scheme as a result of the Hutton review.

6.7 Other Changes

The tax base has also been increased to reflect the latest Council Tax data, as reported to Corporate Governance Panel in December.

Interest rates have been adjusted to reflect latest information, though it is clear that uncertainty will remain for some time to come.

The calculation of interest and inflation are both affected by the phasing of expenditure and savings.

7. PROPOSED BUDGET AND MTP

7.1 The plan is based on a zero Council Tax increase for next year which will result in a reward grant from the Government equivalent to a 2.5% tax increase but this will only continue for four years. It is anticipated that many other Councils will also have zero increases and it is expected to be proposed for the County Council, the Police Authority, the Fire Authority and all of the Cambridgeshire District. It is therefore likely that the only increases will be from Town and Parish Councils.

7.2 Whilst the previous paragraphs cover most of the changes from the draft budget position there are inevitably resultant impacts on the inflation calculations and interest as the levels of reserves change in any particular year. These items are also taken account of in the table below which summarises the overall position. Further detail and additional years are shown in Annex B.

Overall Summary	Forecast	Budget	MTP			
	10/11 £M	11/12 £M	12/13 £M	13/14 £M	14/15 £M	15/16 £M
Net Spending before savings	23.5	25.6	26.4	27.4	28.7	29.5
Proposed Savings (Annex A)	-0.4	-3.0	-4.3	-5.5	-5.7	-6.6
Savings still required		0.0	-0.8	-1.0	-1.5	-2.0
Net Spending after Savings	23.1	22.6	21.3	21.0	21.5	20.9
Funded by:						
New Homes Grant		-0.9	-1.5	-2.1	-2.7	-3.4
Formula Grant (RSG)	-12.9	-10.4	-9.3	-9.2	-8.7	-8.9
Special Council Tax Grant		-0.2	-0.2	-0.2	-0.2	0.0
Council Tax	-7.2	-7.4	-7.6	-7.9	-8.1	-8.4
SHORTFALL Met from Reserves	3.0	3.6	2.7	1.6	1.7	0.3
Council Tax	£124.17	£124.17	£127.27	£130.46	£133.72	£137.06
<i>Increase</i>		£0.00	£3.10	£3.18	£3.26	£3.34
Remaining Reserves EOY	13.0	9.4	6.6	5.0	3.3	3.0

7.3 Annex C gives fuller details of next years revenue budget, including all recharges, whilst Annex D shows the controllable budgets for Direct Services and Support Services with their MTP bids over the 5 year MTP. It also highlights those schemes where further approval is required before they can commence.

8. RISKS AND SENSITIVITY

8.1 The Financial Forecast, by its very nature, takes a long-term view and, within that time frame, many of its assumptions will turn out to be

imprecise. At key stages of each year the plan will be updated. The current assumptions are shown in Annex E.

8.2 Financial Plan – Sensitivity and Risks

Annex F considers the sensitivity of the plan in the longer term to variations in inflation, pay awards and interest rates and highlights other significant risks to the Council's financial position. Some of these issues are clearly outside the Council's control and there is little alternative to simply keeping them under review and reacting appropriately if and when they occur. Others, particularly the identification of spending adjustments, are clearly within the Council's own control and so can be programmed and dealt with. The most significant risks relate to:

Most significant risks and unknowns	Timescale
Length and depth of recession – impact on interest rates, pay inflation, house building, Council income and expenditure.	Ongoing
Government grant totals for 2013/14 onwards	November 2012
Review of grant formula	November 2012
Pension changes from Hutton review	Possibly March or June 2011
Difficulty in delivering the savings already identified or the further spending targets inherent in this plan.	Ongoing

8.3 Reserves and the Robustness of the 2011/12 Budget

The Local Government Act 2003 requires the Director of Commerce and Technology (as the Council's Chief Financial Officer) to report to the Council on the robustness of the estimates and the adequacy of reserves when it considers its budget and the consequent Council Tax. His comments are contained in Annex G and confirm that the budget is adequately robust and that the level of revenue reserves is currently above the minimum level required.

9. TOWN AND PARISH COUNCILS

9.1 There is an opportunity for Town and Parish Councils to reduce the impact on their area of some of the savings proposals contained in this budget. The Council will work constructively with any who wish to do this. The main opportunities probably relate to:

- Contributions to monitoring of CCTV
- Maintaining Parks services
- Mitigating increases in car park charges
- Mitigating reductions in grounds maintenance standards
- Taking over Community Grants
- Subsidising provision of Customer Service Centres
- Supporting Town Centre partnerships

10. DELIVERY OF SAVINGS

10.1 Officers will continue to work closely with Executive Councillors to ensure that all of the existing savings proposals are effectively reviewed and any proposed changes are formally reported.

10.2 Work will also commence on identifying proposals to meet the savings targets for future years so that there is adequate time for member debate before final decisions need to be made.

11. CONSULTATION AND COMMENTS

11.1 This report will be considered at a meeting of the Overview and Scrutiny (Economic Wellbeing) Panel on the 10 February and a consultation meeting with members of the business community on the same day. Comments from both meetings will be reported to Cabinet.

12. PRUDENTIAL CODE

12.1 The Prudential Code sets various limits relating to the budget and this has been included as an annex to the Treasury Management Strategy elsewhere on the Cabinet's agenda.

13. CONCLUSIONS

13.1 The Council approved the draft Budget, MTP and Financial Strategy figures in December but the need for further discussion on various savings proposals was highlighted.

13.2 The December figures have been amended for the items highlighted in sections 5 and 6 of this report. These include some significant revisions to the savings proposals, though other aspects, that affect subsequent years, are still being debated. A much worse grant settlement than expected was received but the estimated benefit from the New Homes Grant proposed by the Government is of significant benefit.

13.3 There is no increase in the Council Tax in 2011/12 which will result in the Council receiving a grant to cover the impact of a 2.5% rise for 4 years.

13.4 The main challenge is to finalise the position on the identified savings proposals, deliver those savings and commence the process for the additional savings required for the future.

13.5 The combination of sound budget practices, the success so far in identifying savings and significant revenue reserves means that the proposed 2011/12 budget is robust and that the Council is well-placed, **in the short term**, to deal with any unforeseen expenditure.

14. RECOMMENDATION

The Cabinet is asked to recommend to February Council:

- **Approval of the proposed MTP, budget and Financial Plan (Annexes B, C, and D)**
- **No increase in Council Tax for 2011/12 i.e. Band D charge remains at £124.17.**

ACCESS TO INFORMATION ACT 1985

Grant Settlement Information – Files in Financial Services
Working Papers - Files in Financial Services
Project Appraisals
2010/11 Revenue Budget and the 2011/15 MTP
Forecast Report
Draft Budget and MTP Report.

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ANNEXES

- A** Savings Financial Summary
- B** Overall Financial Summary to 2024/25
- C** Proposed Revenue Budget 2011/12– Full service costs basis
- D** Proposed Budget and MTP – Controllable Budget basis showing Direct Services and Support Services with their MTP bids over the 5 year MTP period. Those schemes, where further approval is required before they can commence, are highlighted.
- E** Financial Plan – Main assumptions
- F** Financial Plan - Sensitivity and Risks
- G** Reserves and the Robustness of the 2011/12 Budget

SAVINGS		REVENUE						NET CAPITAL						CAPITAL GRANTS & CONTRIBUTIONS					
		2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015
Bid No.	Scheme	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
#	Reorganisation - Senior managers		-260	-400	-730	-730	-730												
#	Pay & allowances Review		-375	-375	-300	-350	-350												
	Reduced pay award 2010		-156	-156	-156	-156	-156												
	Turnover savings		-114	-114	-114	-114	-114												
#	Increased charges for bulky waste		-20	-20	-20	-20	-20												
#	Reduce refuse collection by one round		0	-100	-100	-100	-100												
969	Recycling Gate Fees	-194	-18																
965	Consultants (markets)		-5	-5	-5	-5	-5												
966	CCTV Van - remove satellite system		-8	-8	-8	-8	-8												
967	Reduction in CCTV Cameras		-15	-15	-15	-15	-15												
#	Reduce CCTV to a basic service		-129	-172	-172	-172	-172												
#	Mothball CCTV		0	-300	-300	-300	-300												
#	Countryside - reduce staff and increase income		-101	-149	-199	-199	-199												
#	Transfer Countryside to a trust		0	0	0	-100	-100												
#	Increase in car park charges		0	-150	-300	-300	-500												
931	St Ives Guided Bus impact on car park income	-40																	
#	Reduced grounds maintenance standards		0	-150	-150	-150	-150												
#	Operations Division Reorganisation		-196	-250	-250	-250	-250												
879	Environment Strategy Funding		-20	-20	-20	-20	35												
#	Small scale environmental improvements staff saving		0	-25	-50	-50	-50												
#	Rental of space in PFH		0	-75	-150	-150	-150												
#	A14 improvements - assumed cancellation		-100	0	0	0	0												
	Planning Enforcement - staff savings	-38	-77	-77	-77	-77	-77												
#	Planning efficiencies		-48	-48	-48	-48	-48												
#	Transport efficiencies		0	-95	-95	-95	-95												

SAVINGS (cont.)		REVENUE						NET CAPITAL						CAPITAL GRANTS & CONTRIBUTIONS					
		2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015
Bid No.	Scheme	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
#	IMD Staff savings		-17	-23	-36	-36	-101												
#	IMD Contract Savings		-35	-35	-110	-35	-75												
#	IMD Shared Service Income		-10	-15	-20	-30	-30												
	IMD Infrastructure Savings			-15	-15	-15	-15												
#	Town Centre Partnerships - reduced funding		-40	-80	-100	-100	-100												
#	District wide - E version only		-50	-50	-50	-50	-50												
951	Hunts. Matters - cease production	-8	-10	-10	-10	-10	-10												
968	Increased licensing income	-35	-35	-35	-35	-35	-35												
#	Licensing - efficiency and higher charges		-7	-14	-21	-28	-35												
#	Document Centre - efficiency and external work		-33	-40	-50	-60	-75												
825	Members Allowances Review	-2				-6	4												
	Members Allowances		-30	-30	-30	-30	-30												
	Subscriptions		-14	-14	-14	-14	-14												
#	Central Services - Reorganisation		-170	-220	-220	-270	-270												
853	Huntingdon Town Hall	-10																	
923	Extra Car Parking, Huntingdon Town Centre		20	-18	21	19	-62		-2,166	2,166							1,300		
976	ICT Replacements and Server Virtualisation	10	10	10	10	10	10	-27	58	-60	-60	-60							
380	Replacement Printing Equip.							-92		70									
895	Multi-functional Devices							-2	2	3	1	2							
948	Provision for Bin Replacements							-114	-101	-118	-157	-204	56						
886	Vehicle fleet replacements.							197	-217	-442	64	-101							
973	Housing Capital Grant (non-earmarked)							-64						64					
625	Huntingdon Bus Station							-890	190	150						-150	-150		
864	Crime and Disorder - Lighting improvements							-20	2				25						
365	Huntingdon Marina Improvements								-62										
854	Play Equipment & Safety Surface Renewal								-5	-48	-37	-33	-48						

SAVINGS (cont.)		REVENUE						NET CAPITAL						CAPITAL GRANTS & CONTRIBUTIONS					
		2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015
Bid No.	Scheme	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
863	Community Facilities Grants								-69	-69	-69	-69	-69						
864	Crime and Disorder - Lighting improvements								-25	-24	-25	-25	-25						
867	Repairs Assistance								-90	-90	-90	-90	-90						
869	Social Housing Grant								-500	-500	-500	-500	-500						
865	CCTV - Camera replacements								-81	-81	-75	-82							
870	Local Transport Plan								-83	-83	-83	-89							
871	Safe Cycle Routes								-194	-93	-93	-95	-95						
872	St Neots Transport Strategy Phase 2								-90	-90	-80								
873	Accessibility Improvement /Signs in footpaths and car parks								-35	-30	-30	-30							
874	Huntingdon Transport Strategy								-90	-90	-90								
362	St Ives Transport Strategy								-80	-80	-80								
363	Ramsey Transport Strategy								-80	-41	-45								
899	Bus Shelters - extra provision								-41	-42	-42								
52	St Ives Town Centre 2 - Completion								-20	-425	-509								
876	Small Scale - District Wide Partnership								-79	-79	-80	-60		-10	-10	-10	-10	-10	
877	AJC Small scale improvements								-86	-86	-86	-86	-90						
878	Village Residential Areas								-57	-60	-60	-76			-10	-10	-10		
302	New Public Conveniences								-100						-150				
	total	-397	-2,955	-4,285	-5,456	-5,728	-6,571	-1,107	-3,939	-242	-2,226	-1,598	-836	54	-310	1,130	-20	-20	0

ANNEX B

FINANCIAL SUMMARY	FORECAST	BUDGET	MTP				FORECAST								
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
2009/10 BUDGET/MTP	24,848	23,660	23,127	22,278	21,342	21,811	22,408	23,021	23,651	24,099	24,765	25,449	26,153	26,875	27,818
Variations:															
Interest	-105	-298	-421	-374	-411	-544	-676	-796	-926	-1,058	-1,188	-1,320	-1,454	-1,586	-1,718
Provision for Loan Repayments	-61	158	365	506	656	782	830	866	998	1,098	1,153	1,183	1,186	1,121	1,065
Inflation	0	22	33	165	401	222	240	132	174	361	402	574	640	784	839
Unidentified Savings	0	1,000	1,849	3,239	4,595	4,688	5,166	4,938	4,847	4,867	4,934	4,799	4,870	4,899	4,818
MTP schemes	-1,533	-1,927	-3,605	-4,815	-5,130	-6,010	-6,175	-6,133	-6,097	-6,083	-6,129	-6,075	-6,094	-6,082	-6,082
total	-1,699	-1,045	-1,779	-1,280	111	-862	-615	-993	-1,003	-815	-827	-839	-852	-864	-1,078
NEW FORECAST	23,149	22,615	21,348	20,998	21,453	20,949	21,793	22,028	22,648	23,284	23,938	24,610	25,301	26,011	26,740
FUNDING															
Use of revenue reserves	-2,971	-3,606	-2,714	-1,604	-1,736	-300	0	0	0	0	0	0	0	0	0
Remaining revenue reserves EOY	12,960	9,354	6,640	5,036	3,300	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
New Homes Grant		-940	-1,527	-2,129	-2,745	-3,377	-4,025	-3,749	-3,843	-3,939	-4,037	-4,138	-4,241	-4,348	-4,456
Special Council Tax Grant		-184	-184	-184	-184	0	0	0	0	0	0	0	0	0	0
Formula Grant (RSG)	-12,939	-10,449	-9,296	-9,203	-8,651	-8,867	-9,089	-9,316	-9,549	-9,788	-10,032	-10,283	-10,540	-10,804	-11,074
Collection Fund Deficit (- surplus)	35	-53	0	0	0	0	0	0	0	0	0	0	0	0	0
Council Tax	-7,274	-7,383	-7,627	-7,878	-8,137	-8,404	-8,679	-8,963	-9,256	-9,557	-9,868	-10,189	-10,519	-10,860	-11,210
COUNCIL TAX LEVEL	£124.17	£124.17	£127.27	£130.46	£133.72	£137.06	£140.49	£144.00	£147.60	£151.29	£155.07	£158.95	£162.92	£166.99	£171.17
% increase		0.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
£ increase		£0.00	£3.10	£3.18	£3.26	£3.34	£3.43	£3.51	£3.60	£3.69	£3.78	£3.88	£3.97	£4.07	£4.17

Forecast Capital Spending	7,133	11,933	3,321	3,005	2,441	2,777	4,101	4,131	4,272	4,417	4,566	4,718	4,875	5,035	5,200
Accumulated "Borrowing" EOY net of MRP	17,717	28,618	30,512	31,838	32,300	32,825	34,463	35,923	37,206	38,335	39,347	40,254	41,075	41,865	42,604
Net Interest and Borrowing Costs															
- total	-61	589	1,316	1,893	2,454	2,790	3,059	3,344	3,730	4,087	4,407	4,710	4,995	5,226	5,480
- as % of total net spending	0%	3%	6%	9%	11%	13%	14%	15%	16%	18%	18%	19%	20%	20%	20%
Unidentified Spending Adjustments still required	0	0	-751	-961	-1,524	-1,975	-2,028	-2,632	-3,215	-3,759	-4,071	-4,535	-5,121	-5,381	-5,776

PROPOSED BUDGET – SERVICE BASIS

BUDGET SUMMARY	2010/11		2011/12
	Original	Forecast	Budget
	£000	£000	£000
Environmental Services			
Refuse Collection	3,372	3,257	3,253
Recycling	282	183	533
Drainage & Sewers	572	560	600
Public Conveniences	18	67	53
Environmental Health	2,545	2,317	2,214
Closed Churchyards	11	8	9
Street Cleaning & Litter	1,368	1,386	1,474
	8,168	7,778	8,136
Planning			
Development Control	1,197	1,310	1,193
Building Control	164	194	195
Planning Policy & Conservation	1,532	1,264	1,332
Economic Development	-601	-216	-364
Planning Delivery Grant	35	0	9
	2,327	2,552	2,365
Community Services			
Countryside	631	607	575
Tourism	142	113	100
Community Initiatives	799	993	1,019
Parks	1,746	1,716	1,825
Leisure Policy	468	460	391
Leisure Centres	2,887	2,714	2,856
Community Facilities	141	65	25
	6,814	6,668	6,791
Community Safety			
Community Safety	1,031	983	908
	1,031	983	908
Housing Services			
Housing Services	959	869	884
Private Housing Support	2,300	2,396	1,664
Homelessness	538	621	587
Housing Benefits	1,191	1,241	1,381
	4,988	5,127	4,516
Highways & Transportation			
Transportation Strategy	1,234	1,092	368
Public Transport	964	867	229
Highways Services	96	143	129
Car Parks	-526	-519	-608
Environmental Improvements	421	508	344
	2,189	2,091	462
Corporate Services			
Local Taxation & Benefits	1,228	1,150	1,271
Corporate Management	1,739	1,607	1,490
Democratic Services	1,432	1,455	1,434
Central Services	549	608	612
Non Distributed Costs	250	242	252
	5,198	5,062	5,059
Other Expenditure			
Contingency	-484	53	-90
Other Expenditure	-5,415	-6,729	-5,361
Investment Interest and Borrowing Costs	108	-341	-93
Unallocated Grants	-76	-95	-78
	-5,867	-7,112	-5,622
Council Total	24,848	23,149	22,615

The Service Based Budget includes direct expenditure plus the recharge of all support costs (e.g. HR, finance, legal and offices) plus depreciation on assets.

Note

Due to the nature of and/or the late stage in the process of some changes there will be a need to make some minor reallocations between service budgets for 2011/12 after the budget is approved. These relate to the allocation of support costs and inflation adjustments. The items particularly subject to such changes are shown with a ##

SERVICE BUDGET		2010/11		2011/12
		Budget	Forecast	Budget
		£000	£000	£000
Environmental Services				
Refuse Collection	Abandoned Vehicles	59	58	59
	Domestic Refuse	3,295	3,205	3,209
	Trade Refuse	18	-6	-15
		3,372	3,257	3,253
Recycling	Recycling	370	278	616
	Recycling Sites	-88	-95	-83
		282	183	533
Drainage & Sewers	Internal Drainage Boards	358	374	367
	Nightsoil Collection	10	10	11
	Watercourses	204	176	222
		572	560	600
Public Conveniences	Public Conveniences ##	18	67	53
		18	67	53
Environmental Health	Air Quality	109	111	141
	Animal Welfare	178	185	153
	Contaminated Land	175	177	142
	Health & Safety	243	239	239
	Energy Efficiency	405	385	374
	Environmental Health General	-4	-13	12
	Food Safety	483	443	471
	Health Promotion	48	25	31
	Licences	156	60	43
	Nuisances	335	301	254
	Pest Control	135	127	144
	Private Sector Housing	267	263	195
	Travellers	15	14	15
			2,545	2,317
Closed Churchyards	Closed Churchyards	11	8	9
		11	8	9
Street Cleaning & Litter	Littering	69	69	88
	Street Cleaning	1,299	1,317	1,386
		1,368	1,386	1,474
	Environmental Services	8,168	7,778	8,136
Planning				
Development Management	Advice	729	628	652
	Application Processing	222	413	265
	Enforcement	246	269	276
		1,197	1,310	1,193
Building Control	Promotion & Enforcement	235	207	216
	Applications	-71	-13	-21
		164	194	195
Planning Policy & Conservation	A14 Inquiry	153	4	0
	Conservation & Listed Buildings	136	151	156
	Local Plan	740	631	718
	Planning Projects/Implementation	305	268	250
	Trees	198	210	208
		1,532	1,264	1,332

SERVICE BUDGET		2010/11		2011/12
		Budget	Forecast	Budget
		£000	£000	£000
Economic Development	Business & Enterprise Support	260	305	308
	Markets	-50	-5	-44
	NNDR Discretionary Relief	29	47	29
	Property Development and Management	-1,068	-849	-964
	Town Centre Management	228	286	307
		-601	-216	-364
Planning Delivery Grant	Planning Grant Unallocated	35	0	9
	Planning	2,327	2,552	2,365
Community Services				
Countryside	Barford Road Pocket Park			
	Countryside Management	260	245	189
	Hinchingbrooke Country Park	222	269	244
	Paxton Pits	106	59	112
	Miscellaneous Countryside sites	43	34	30
		631	607	575
Tourism	Tourism	142	113	100
		142	113	100
Community Initiatives	Community Projects	99	155	170
	Community Initiatives Mgt	221	273	266
	Equal Opportunities	38	66	75
	Sustainable Communities	69	71	75
	Miscellaneous Grants	372	428	433
		799	993	1,019
Parks	Parks & Open Spaces	1,690	1,671	1,755
	Pavilions	53	43	68
	Unallocated Land Survey	3	2	2
		1,746	1,716	1,825
Leisure Policy	Arts Development ##	157	120	60
	Leisure Development	311	340	331
		468	460	391
Leisure Centres	One Leisure Huntingdon	562	588	621
	One Leisure Ramsey	445	359	405
	One Leisure Sawtry	497	457	460
	One Leisure St Ives	708	629	726
	One Leisure St Neots	666	631	627
	Leisure Centres Overall	9	50	17
		2,887	2,714	2,856
Community Facilities	Leisure Grants ##	120	44	4
	Priory Centre	21	21	21
		141	65	25
	Community Services	6,814	6,668	6,791

SERVICE BUDGET		2010/11		2011/12
		Budget	Forecast	Budget
		£000	£000	£000
Community Safety				
Community Safety	C C T V ##	701	683	558
	Community Safety	330	300	350
		1,031	983	908
	Community Safety	1,031	983	908
Housing Services				
Housing Services	Choice Based Lettings	105	45	23
	Housing Advice	255	310	311
	Housing Strategy	327	186	193
	Waiting List	235	256	274
	Other housing services	37	72	83
		959	869	884
Private Housing Support	Home Improvement Agency	84	95	106
	Housing Associations	783	890	356
	Housing Surveys	26	18	27
	Renovation/Improvement Grants	1,407	1,393	1,150
	Safer homes scheme	0	0	25
		2,300	2,396	1,664
Homelessness	Accommodation For Homeless	70	37	23
	Homelessness Management	311	365	312
	Homeless Prevention	56	118	148
	Hostel Support	101	101	104
		538	621	587
Housing Benefits	Housing Benefits Admin	1,127	1,361	1,512
	Rent Allowance Local Scheme	18	13	14
	Rent Allowance National Scheme	-53	-285	-285
	Temporary Accommodation Support	99	152	140
		1,191	1,241	1,381
	Housing Services	4,988	5,127	4,516
Highways & Transportation				
Transportation Strategy	Cycling	29	24	26
	Transportation Management	160	122	195
	Transport Schemes ##	1,045	946	147
		1,234	1,092	368
Public Transport	Bus Shelters	96	109	123
	Bus Stations	72	115	78
	Concessionary Fares ##	796	643	28
		964	867	229
Highways Services	Street naming	96	143	129
		96	143	129
Car Parks	Car Park Assets	116	93	120
	Car Park Management	-753	-634	-752
	Car Park Policy	111	22	24
		-526	-519	-608
Environmental Improvements	Management Schemes	83	85	96
		338	423	248
		421	508	344
	Highways & Transportation	2,189	2,091	462

SERVICE BUDGET		2010/11		2011/12
		Budget	Forecast	Budget
		£000	£000	£000
Corporate Services				
Local Taxation & Benefits	Council Tax	891	950	995
	Council Tax Benefits	339	215	288
	N N D R Administration	-2	-15	-12
		1,228	1,150	1,271
Corporate Management	Chief Executive & Management Team	800	707	641
	External Audit	153	146	158
	Public Accountability	669	641	574
	Treasury Management	117	113	117
	1,739	1,607	1,490	
Democratic Services	Corporate Committees	538	552	522
	Member Allowances & Support	894	903	912
	1,432	1,455	1,434	
Central Services	Elections	514	518	531
	Emergency Planning	70	86	90
	Land Charges	-35	4	-9
		549	608	612
Non Distributed Costs	Pensions	250	239	218
	ICT services to other organisations	0	3	34
	250	242	252	
Corporate Services		5,198	5,062	5,059
Other Expenditure				
Contingency	Efficiency Savings Contingency	-255	0	0
	Other Contingencies	-229	53	-90
		-484	53	-90
Other Expenditure	Capital Charges Reversed	-6,787	-6,960	-5,497
	MRP (Provision for repaying borrowing)	0	247	682
	Pensions Liabilities Reversed	1,229	0	0
	V A T Partial Exemption	143	0	0
	Items still to be allocated or recharged to Services ##	0	-66	-586
	Other Expenditure	0	50	40
	-5,415	-6,729	-5,361	
Investment Interest and borrowing costs	Interest Paid	927	399	523
	Interest Received	-819	-740	-616
	108	-341	-93	
Unallocated grants		-76	-95	-78
		-76	-95	-78
Other Expenditure		-5,867	-7,112	-5,622
COUNCIL TOTAL		24,848	23,149	22,615

CONTROLLABLE BUDGET

The Controllable budget disaggregates the Service Budget so that each element is allocated to the Head of Service or, in a few cases, Chief Officer responsible for managing and controlling the spending. For example: Leisure Centres in the Service budget includes support services such as HR and accountancy whilst in the Controllable Budget these support service costs are shown under the Head of Service that controls them.

The Controllable Budget is the fundamental focus of budgetary control within the authority.

It shows the individual variations included in the MTP allocated to each budget area and colour codes those schemes where further approval is required before they can commence.

Approval required by:

COMT and then Cabinet
Service Director following consultation with Director of C&T and Executive Councillors for Service and Finance.
COMT
Head of Service

PROPOSED BUDGET – Controllable Format		REVENUE						NET CAPITAL							
		Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
		2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
		2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
CEO															
	Corporate Management	276	266	158	158	158	158	158							
	TOTAL	276	266	158	158	158	158	158							
		276	266	158	158	158	158	158							
CENTRAL SERVICES															
Director of Central Services															
	Management Units	176	177	184	184	184	184	184							
	TOTAL	176	177	184	184	184	184	184							
		176	177	184	184	184	184	184							
Head of Central & Democratic Services															
	Environmental Health (Licensing) ①	-212	-259	-267	-267	-267	-267	-267							
	MTP Variations														
968	Increased licensing income			-35	-35	-35	-35	-35							
#	Licensing - efficiency and higher charges			-7	-14	-21	-28	-35							
				-42	-49	-56	-63	-70							
	TOTAL	-212	-259	-267	-274	-281	-288	-295							
		-212	-259	-267	-274	-281	-288	-295							
	Democratic representation ②	601	536	534	534	534	534	534							
	MTP Variations														
825	Members Allowances Review			-5	-5	-5	-5	-1							
826	Electoral Administration Act				-8	-8	-8	-8							
##	Members Allowances 2011			-30	-30	-30	-30	-30							
##	LGA Sub			-2	-2	-2	-2	-2							
##	Provincial Council Sub			-12	-12	-12	-12	-12							
				-49	-57	-57	-57	-53							
	TOTAL	601	536	534	526	526	526	530							
		601	536	534	526	526	526	530							
	Central services (elections/land charges) ②	22	-2	10	10	10	10	10							
	MTP Variation														
824	Land Charges - Extra net cost			29	29	29	29	29							
885	District Elections - No elections every 4th year					-80									
				29	29	-51	29	29							
	TOTAL	22	-2	10	10	-70	10	10							
		22	-2	10	10	-70	10	10							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Document Centre ③	587	547	604	604	604	604	604							
MTP Variation														
380 Replacement Printing Equip.								230	138		70			208
894 Replacement Equipment Document Centre								29	6	78		30	54	
895 Multi-functional Devices								15	13	45	41	21	45	41
# Document Centre - efficiency and external work			-33	-40	-50	-60	-75							
			-33	-40	-50	-60	-75							
TOTAL	587	547	604	597	587	577	562	274	157	123	111	51	99	249
Management Units ④	854	817	688	688	688	688	688							
MTP Variations														
# Central Services - Reorganisation			-70	-70	-70	-70	-70							
			-70	-70	-70	-70	-70							
TOTAL	854	817	688	688	688	688	688							
Head of Law, Property and Governance														
Economic Development ①	-1,403	-1,412	-1,529	-1,529	-1,529	-1,529	-1,529							
MTP Variation														
239 New Industrial Units			-37	-65	-65	-65	-65	575	825					
509 Industrial Estate Repairs									10	16				
657 Creative Industries Centre, St Neots					-30	-6	-6							
Industrial Rents - shortfall			-60	-60	-60	-60	-60							
			-97	-125	-155	-131	-131							
TOTAL	-1,403	-1,412	-1,529	-1,557	-1,587	-1,563	-1,563	575	835	16				
Corporate Management	2	4	2	2	2	2	2							
TOTAL	2	4	2	2	2	2	2							
Management Units ②	520	500	449	449	449	449	449							
MTP Variations														
Central Services - Reorganisation			-80	-80	-80	-80	-80							
			-80	-80	-80	-80	-80							
TOTAL	520	500	449	449	449	449	449							
	-881	-908	-1,078	-1,106	-1,136	-1,112	-1,112	575	835	16				

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

DIRECTORATE OF ENVIRONMENTAL AND COMMUNITY SERVICES														
Director of Environmental & Community Services														
Management Units														
	172	172	178	178	178	178	178							
TOTAL	172	172	178	178	178	178	178							
	172	172	178	178	178	178	178							
Head of Housing Services														
Housing Services														
	30	-4	-5	-5	-5	-5	-5							
MTP Variations														
702 Mobile Home Park, Eynesbury			-10	-10	-10	-10	-10	-168						
			-10	-10	-10	-10	-10							
TOTAL	30	-4	-5	-5	-5	-5	-5	-168						
Private housing support ① ② ③														
		-11	29	29	29	29	29							
MTP Variation														
70 Housing Needs Survey			-5	-5	-5	-5	-5							
730 Housing Need Study			8	8	8	8	8							
866 Disabled Facilities Grants								1,000	1,000	800	800	800	800	950
867 Repairs Assistance								190	160	100	100	100	100	100
869 Social Housing Grant								500	547					
910 Safer Homes Scheme			25	25	25	25	25							
932 Decent Homes - Thermal Efficiency/H&S														
973 Housing Capital Grant (non-earmarked)									-64					
974 Decent Homes - Thermal Efficiency Imps.											64			
Mortgage Fall-out				1	2	3	3							
			28	29	30	31	21							
TOTAL		-11	29	30	31	32	22	1,690	1,643	900	964	900	900	1,050
Homelessness ④														
	220	241	173	173	173	173	173							
MTP Variations														
## Homelessness Grant			-85	-85										
Priority Needs Scheme-end of temp. savings			28	59	61	61	61							
			-57	-26	61	61	61							
TOTAL	220	241	173	204	291	291	291							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Management Units 5	1,120	1,078	1,095	1,095	1,095	1,095	1,095							
MTP Variations														
960 Transfer of some housing calls to call centre			-11	-11	-11	-11	-11							
# Housing staff efficiency savings			-45	-100	-100	-100	-100							
			-56	-111	-111	-111	-111							
TOTAL	1,120	1,078	1,095	1,040	1,040	1,040	1,040							
	1,370	1,304	1,292	1,269	1,357	1,358	1,348	1,522	1,643	900	964	900	900	1,050
Head of Environmental & Community Health Services														
Environmental Health	265	233	176	176	176	176	176							
MTP Variations														
911 House Condition Survey			-50	-50	-50	-50	5							
927 Air Quality Monitoring Equipment			20	-10	20	20	20	20	25		30			
			-30	-60	-30	-30	25							
TOTAL	265	233	176	146	176	176	231	20	25		30			
Community initiatives 1 2 3	405	416	409	409	409	409	409							
MTP Variation														
423 Community Information Project								11		11				
863 Community Facilities Grants			-14	-65	-308	-308	-308	37	40					
952 Loves Farm Community Centre										45	-45			
954 Ramsey Community Information Centre Ramsey Library Development			10	10	10	10	10	-10	110					
			-4	-55	-298	-298	-298							
TOTAL	405	416	409	358	115	115	115	38	150	56	-45			
Leisure policy	316	292	213	213	213	213	213							
MTP Variation														
845 Physical Activity Initiatives for Adults			-23	-23	-30	-32	-32							
Arts Development Service			-93	-93	-93	-93	-93							
			-116	-116	-123	-125	-125							
TOTAL	316	292	213	213	206	204	204							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

	Community Safety ④	116	88	114	114	114	114	114							
	MTP Variations														
864	Lighting improvements								24	4					
	TOTAL	116	88	114	114	114	114	114	24	4					
	Management Units ⑤	1,603	1,537	1,517	1,517	1,517	1,517	1,517							
	MTP Variation														
#	Environmental Health staff savings			-201	-201	-201	-201	-201							
#	Environmental & Community Health savings					-75	-75	-75							
	TOTAL	1,603	1,537	1,517	1,517	1,442	1,442	1,442							
		2,705	2,566	2,429	2,348	2,053	2,051	2,106	82	179	56	-15			
	Head of Operations														
	Refuse collection & Recycling ①	1,991	1,832	2,188	2,188	2,188	2,188	2,188							
	MTP Variations														
650	Recycling Credits			-17	-17	-17	-17	-17							
948	Provision for Bin Replacements			175	175	175	175	175	144	30	31	33	38	48	340
969	Recycling Gate Fees			15	33	33	33	33							
971	Reduction in glass sales			34	40	40	40	40							
#	Increased charges for bulky waste			-20	-20	-20	-20	-20							
#	Reduce refuse collection by one round Wheeled Bins for New Properties				-100	-100	-100	-100		125	126	143	143	139	79
	TOTAL	1,991	1,832	2,188	2,112	2,112	2,112	2,112	144	155	157	176	181	187	419
	Drainage and sewers	10	10	11	11	11	11	11							
	TOTAL	10	10	11	11	11	11	11							
	Street cleaning and litter ②	982	945	1,002	1,002	1,002	1,002	1,002							
	TOTAL	982	945	1,002	1,002	1,002	1,002	1,002							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Markets ③	-161	-138	-165	-165	-165	-165	-165							
MTP Variations														
965 Consultants			-5	-5	-5	-5	-5							
			-5	-5	-5	-5	-5							
TOTAL	-161	-138	-165	-165	-165	-165	-165							
CCTV ④	502	458	365	365	365	365	365							
MTP Variations														
865 CCTV - Camera replacements								81	159					
966 CCTV Van - remove satellite system			-8	-8	-8	-8	-8							
967 Reduction in CCTV Cameras			-15	-15	-15	-15	-15							
# Reduce CCTV to a basic service			-129	-172	-172	-172	-172							
# Mothball CCTV			-300	-300	-300	-300	-300							
			-152	-495	-495	-495	-495							
TOTAL	502	458	365	22	22	22	22	81	159					
Countryside ⑤	496	416	384	384	384	384	384							
MTP Variations														
807 Hinchingsbrooke Park - Café extension			-17	-17	-17	-17	-17							
855 St Neots Green Corridor (HGF)								102						
# Reduce staff and increase income			-101	-149	-199	-199	-199							
# Transfer Countryside to a trust			-118	-166	-216	-316	-316							
TOTAL	496	416	384	336	286	186	186		102					
Parks ⑥	4	-17	11	11	11	11	11							
MTP Variations														
365 Huntingdon Marina Improvements								62						
808 Huntingdon Riverside									41					
854 Play Equipment & Safety Surface Renewal								69	155	50	20	20	20	20
914 Pavilion Repairs and Renewals			8	8	8	8	8							
			8	8	8	8	8							
TOTAL	4	-17	11	11	11	11	11	131	196	50	20	20	20	20

BUDGET - Controllable		REVENUE							NET CAPITAL						
		Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
		2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
		2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Car parks ⑦	-1,206	-1,085	-1,220	-1,220	-1,220	-1,220	-1,220							
	MTP Variations														
480	Implementation of car park strategy			-10	-20	-44	-68	-102							
924	Additional Car Park Charges (net)			10	10	10	10	10	31	31					
	Loss of Income due to VAT change			30	30	30	30	30							
	TOTAL	-1,206	-1,085	-1,220	-1,230	-1,254	-1,278	-1,312	31	31					
	Central services (emergency planning)	29	29	30	30	30	30	30							
	TOTAL	29	29	30	30	30	30	30							
	Management Units ⑧	1,594	1,469	1,423	1,423	1,423	1,423	1,423							
	MTP Variations														
#	Operations Division Reorganisation			-196	-250	-250	-250	-250							
	TOTAL	1,594	1,469	1,423	1,369	1,369	1,369	1,369							
	Grounds Maintenance ⑨	871	828	917	917	917	917	917							
	MTP Variations														
#	Reduced grounds maintenance standards				-150	-150	-150	-150							
	TOTAL	871	828	917	767	767	767	767							
	Other internal services ⑩														
	MTP Variations														
886	Vehicle fleet replacements.								218	415	551	807	921	908	1,059
	TOTAL								218	415	551	807	921	908	1,059
		5,112	4,747	4,946	4,265	4,191	4,067	4,033	605	1,058	758	1,003	1,122	1,115	1,498
	Head of Planning Services														
	Development Management ⑪	-996	-770	-948	-948	-948	-948	-948							
	MTP Variations														
904	CIL Preparations			5	-30	-30	-30	-30							
	TOTAL	-996	-770	-948	-983	-983	-983	-983							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Planning Policy and Conservation ②	655	396	418	418	418	418	418							
MTP Variations														
358 Ramsey Rural Renewal				-2	-5	-5	-5	43	63					
852 Corporate Commercial Property Advice			-15	-15	-15	-15	-15							
853 Huntingdon Town Hall			-10	-10	-10	-10	-10							
875 A14 Inquiry			-149	-149	-149	-149	-149							
903 LDF examinations					-200	-200	-200							
907 St Neots Extension - Suppl. Plan			-25	-25	-25	-25	-25							
908 H'don Town Centre - Retail Strategy			-30	-30	-30	-30	-30							
909 Great Fen Project - Governance							-20							
Parish Planning			7	7	7	7	7							
			-222	-224	-427	-447	-454							
TOTAL	655	396	418	416	213	193	186	43	63					
Economic Development ③	86	86	2	2	2	2	2							
MTP Variations														
224 Town Centre Developments									5	210	80			
401 Huntingdon Town Centre Development			-86	-86	-86	-86	-86		1	12				
703 Heart of Oxmoor								-1,829	-1,366		-169			
850 Huntingdon West Development (HGF)									9	4,723	-1,279	-430	-750	-1,800
			-86	-86	-86	-86	-86							
TOTAL	86	86	2	2	2	2	2	-1,829	-1,351	4,945	-1,368	-430	-750	-1,800
Planning delivery grant	35		9	9	9	9	9							
TOTAL	35		9	9	9	9	9							
Transportation Strategy ④	93	81	95	95	95	95	95							
MTP Variation														
351 St Neots Pedestrian Bridges								537	530					
362 St Ives Transport Strategy								140	126					
363 Ramsey Transport Strategy								45	6					
870 Local Transport Plan								83	73					
871 Safe Cycle Routes								286	100					
872 St Neots Transport Strategy Phase 2								90	94					

BUDGET - Controllable		REVENUE							NET CAPITAL						
		Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
		2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
		2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
873	Accessibility Improvement - Signs								35	20					
874	Huntingdon Transport Strategy								80	52					
	TOTAL	93	81	95	95	95	95	95	1,296	1,001					
	Public transport incl. concessionary fares 5	747	610	10	10	10	10	10							
	MTP Variations														
818	Railway Stations - Improvements								26	20	26				
912	Concessionary Fares			-737	-737	-737	-737	-737							
	TOTAL	747	610	10	10	10	10	10	26	20	26				
	Car parks (policy)	89													
	MTP Variation														
923	Extra Car Parking, H'don Town Centre			20	150	150	57	-129	380	380	900	2,450			
#	Increase in car park charges				-150	-300	-300	-500							
	TOTAL	89		20	-20	-170	-263	-629	380	380	900	2,450			
	Management units 6	2,386	2,203	2,251	2,251	2,251	2,251	2,251							
	MTP Variations														
655	Electronic Document Imaging			17	21	21	21	21							
656	Planning Enforcement Monitoring Officer			23	27	27	27	27							
739	Proposed use of Planning Delivery Grant			-34	-107	-107	-107	-107							
#	Planning efficiencies			-48	-48	-48	-48	-48							
#	Transport efficiencies				-95	-95	-95	-95							
	Enforcement - staff savings			-77	-77	-77	-77	-77							
	TOTAL	2,386	2,203	2,251	2,091	2,091	2,091	2,091							
		3,095	2,606	1,837	1,620	1,267	1,154	761	-84	113	5,871	1,082	-430	-750	-1,800
	Head of Environmental Management														
	Drainage and sewers	415	416	425	425	425	425	425							
	TOTAL	415	416	425	425	425	425	425							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Public conveniences ①	25	20	20	20	20	20								
MTP Variations														
302 New Public Conveniences								100						
Transfer to other Councils			20	20	20	20	20							
			20	20	20	20	20							
TOTAL	25	20	20	20	20	20	20	100						
Environmental Health (energy efficiency)	149	121	83	83	83	83	83							
MTP Variations														
879 Environment Strategy Funding			-20	-20	-20	-20	-20	50	77	55	55	55	55	
880 Sustainable Homes Retrofit			-5	-15	-15	-15	-15	40	226	-485				
881 Climate Change Adaptation Study			-15	-15	-15	-15	-15							
882 Energy and Water Efficiency					-20	-20	-20							
915 St Neots ESCO Study			-50	-50	-50	-50	-50							
918 Building Efficiency Imps. (Salix Grant)			-25	-58	-77	-103	-129		45	55	58	77	78	62
918 Building Effic. Imps (Potential LC proportion)			25	46	38	51	65							
			-90	-112	-159	-172	-184							
TOTAL	149	121	83	61	14	1	-11	90	348	-375	113	132	133	62
Closed Churchyards	5	5	5	5	5	5	5							
TOTAL	5	5	5	5	5	5	5							
Building Control	-526	-489	-530	-530	-530	-530	-530							
TOTAL	-526	-489	-530	-530	-530	-530	-530							
Community initiatives	6	6	6	6	6	6	6							
TOTAL	6	6	6	6	6	6	6							
Public transport	87	131	101	101	101	101	101							
MTP Variations														
625 Huntingdon Bus Station								890		40				
899 Bus Shelters - extra provision			3	3	3	3	3	41	43					
			3	3	3	3	3							
TOTAL	87	131	101	101	101	101	101	931	43	40				

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

	Highways Services (street naming)	34	38	45	45	45	45							
	MTP Variations													
844	Street naming and numbering			10	10	10	10							
				10	10	10	10							
	TOTAL	34	38	45	45	45	45							
	Car parks (assets)	44	44	45	45	45	45							
	MTP Variations													
166	St Neots - Cambridge Street Car Park							80	9	80				
461	Car Park Repairs									86	60	60	31	
	TOTAL	44	44	45	45	45	45	80	9	166	60	60	31	
	Environmental Improvements ②	41	129	42	42	42	42							
	MTP Variations													
52	St Ives Town Centre 2 - Completion							10	12					
876	Small Scale - District Wide Partnership							79	78					
877	AJC Small scale improvements							86	86					
878	Village Residential Areas							57	74					
	TOTAL	41	129	42	42	42	42	232	250					
	Management units ③	1,618	1,670	1,698	1,698	1,698	1,698							
	MTP Variations													
831	Technical Services Restructuring			-42	-81	-81	-81							
#	Small scale env. Imps. staff saving				-25	-50	-50							
				-42	-106	-131	-131							
	TOTAL	1,618	1,670	1,698	1,634	1,609	1,609							
	Offices ④	1,120	713	1,012	1,012	1,012	1,012							
	MTP Variations													
890	Headquarters			70	70	70	70	-115	9	2	-1,810			
#	Rental of space in PFH				-75	-150	-150							
				70	-5	-80	-80							
	TOTAL	1,120	713	1,012	937	862	862	-115	9	2	-1,810			

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Pool Cars	19	19	19	19	19	19	19							
TOTAL	19	19	19	19	19	19	19							
	3,012	2,828	2,971	2,810	2,663	2,650	2,638	1,318	659	-167	-1,637	192	164	62
DIRECTORATE OF COMMERCE AND TECHNOLOGY														
Director of Commerce & Technology														
Management units	129	125	131	131	131	131	131							
TOTAL	129	125	131	131	131	131	131							
Head of Customer Services														
Economic Development (NDR relief)	29	47	29	29	29	29	29							
TOTAL	29	47	29	29	29	29	29							
Housing benefits	-632	-727	-592	-592	-592	-592	-592							
MTP Variations														
813 Reduction in Benefits Admin Grant			-21	36	36	36	36							
			-21	36	36	36	36							
TOTAL	-632	-727	-592	-535	-535	-535	-535							
Local Taxation & Benefits	-825	-988	-942	-942	-942	-942	-942							
TOTAL	-825	-988	-942	-942	-942	-942	-942							
Community initiatives ①	114	112	44	44	44	44	44							
MTP Variations														
916 Replacement. Scanning Eqpt. - Customer Services								33						
# Reduce Yaxley Customer Service Centre costs			-35	-35	-55	-55	-55							
# Reduce Ramsey Customer Service Centre costs			-30	-42	-42	-37	-37							
			-65	-77	-97	-92	-92							
TOTAL	114	112	44	32	12	17	17	33						

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Call Centre ②	626	594	641	641	641	641	641							
MTP Variations														
# Reduce call centre hours				-20	-20	-20	-20							
# Reduce call centre system costs				-10	-30	-30	-30							
				-30	-50	-50	-50							
TOTAL	626	594	641	611	591	591	591							
Customer Service Centres ③	626	567	578	578	578	578	578							
MTP Variations														
# Reduce St Ives costs			-28	-28	-43	-43	-43							
# Reduce hours at Huntingdon					-7	-14	-14							
			-28	-28	-50	-57	-57							
TOTAL	626	567	578	578	556	549	549							
Management Units ④	2,234	2,262	2,204	2,204	2,204	2,204	2,204							
MTP Variations														
626 Wireless Working (Revs & Bens)										24				
# Customer Services - Staff savings			-80	-90	-115	-115	-115							
			-80	-90	-115	-115	-115							
TOTAL	2,234	2,262	2,204	2,194	2,169	2,169	2,169			24				
	2,172	1,867	1,962	1,967	1,880	1,878	1,878	33		24				
Head of Financial Services														
Environmental Improvements	5	5												
MTP Variations														
920 East of Sapley - Preliminary Costs			-5	-5	-5	-5	-5					-15		
			-5	-5	-5	-5	-5							
TOTAL	5	5										-15		
Corporate Management	207	195	209	209	209	209	209							
TOTAL	207	195	209	209	209	209	209							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

Contingency	-486	53	-90	-90	-90	-90	-90							
MTP Variations														
Provision for extra specific grants deleted			250	250	250	250	250							
Temp. non-achievement of T/O allowance					-250	-250	-250							
			250	250										
TOTAL	-486	53	-90	-90	-340	-340	-340							
Interest and borrowing costs	93	-341	-93	-93	-93	-93	-93							
MTP Variations														
Interest			327	847	1,283	1,694	1,904							
			327	847	1,283	1,694	1,904							
TOTAL	93	-341	-93	427	863	1,274	1,484							
Other expenditure	209	360	251	251	251	251	251							
MTP Variations														
950 Doubtful Debts Provision			40	30	20	10								
VAT Partial Exemption			1	4	7	7	7	377	344	182	34	53	34	96
Variation in MRP			158	365	506	656	782							
			199	399	533	673	789							
TOTAL	209	360	251	450	584	724	840	377	344	182	34	53	34	96
Area based grant	-76	-95	-78	-78	-78	-78	-78							
TOTAL	-76	-95	-78	-78	-78	-78	-78							
Management units ①	1,230	1,188	1,189	1,189	1,189	1,189	1,189							
MTP Variations														
964 Internal Audit saving			-24	-24	-24	-24	-24							
# Internal Audit saving			-23	-23	-23	-23	-23							
# Further Financial Services savings			-24	-48	-48	-48	-48							
Procurement Support to ECDC			-7	-5	-5	-5	-5							
			-78	-100	-100	-100	-100							
TOTAL	1,230	1,188	1,189	1,167	1,167	1,167	1,167							
Insurance	390	380	395	395	395	395	395							
TOTAL	390	380	395	395	395	395	395							

BUDGET - Controllable		REVENUE							NET CAPITAL						
		Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
		2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
		2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Financial services		94	52	90	90	90	90								
TOTAL		94	52	90	90	90	90								
		1,666	1,797	1,873	2,570	2,891	3,442	3,768	377	344	182	19	53	34	96
Head of IMD															
Helpdesk ①		436	395	379	379	379	379	379							
MTP Variations															
495	Corporate EDM			-36	-36	-36	-36	-36	25	25					
600	Network and ICT Services			-38	-59	-59	-59	-59							
958	Help Desk Saving			-75	-75										
#	IMD Staff and Contract savings (part)				-6	-92	-17	-16							
	ICT Replacements (part)								122	122	122	122	122	122	117
				-149	-176	-187	-112	-111							
TOTAL		436	395	379	352	341	416	417	147	147	122	122	122	122	117
Network Services ①		624	591	634	634	634	634	634							
MTP Variations															
891	Business Systems			79	45	45	21	1	270	198	225	230	190	195	200
892	Government Connect			33	44	44	44	44	20	104	12				
970	Telephony and ICT Network Renewal														100
##	IMD Infrastructure savings				-15	-15	-15	-15							
#	IMD Staff and Contract savings (part)			21	21	20	20	-86							
	ICT Replacements (part)			10	10	10	10	10	185	158	188	70	70	70	70
				143	105	104	80	-46							
TOTAL		624	591	634	596	595	571	445	475	460	425	300	260	265	370
Web & Business Systems ①		232	305	254	254	254	254	254							
MTP Variations															
913	Web Advertising income shortfall			3											
#	IMD Shared Service Income			-10	-15	-20	-30	-30							
				-7	-15	-20	-30	-30							
TOTAL		232	305	254	246	241	231	231							

BUDGET - Controllable	REVENUE							NET CAPITAL						
	Budget	F'Cast	Budget	MTP				Budget	F'Cast	Budget	MTP			
	2010	2010	2011	2012	2013	2014	2015	2010	2010	2011	2012	2013	2014	2015
	2011	2011	2012	2013	2014	2015	2016	2011	2011	2012	2013	2014	2015	2016
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Leisure Savings Target not yet identified			27	1	54	31	17							
			-287	-713	-1,024	-1,172	-1,701							
TOTAL	974	782	820	394	83	-65	-594	4,312	2,813	3,706	382	657	382	838
Management units ①	212	196	210	210	210	210	210							
TOTAL	212	196	210	210	210	210	210							
	1,186	978	1,030	604	293	145	-384	4,312	2,813	3,706	382	657	382	838
Non-Allocated Items														
Recharges to non-revenue accounts	-1,299	-1,057	-848	-848	-848	-848	-848							
MTP Variations														
Revenue staff charged to capital			50	50	50	50	50	100	100	50	50	50	50	50
Rule change re Capital Overheads			50	50	50	50	50	-117	-117	-117	-117	-117	-117	
TOTAL	-1,299	-1,057	-848	-848	-848	-848	-848	-17	-17	-67	-67	-67	-67	50
Other items ① ②	-1	1	-2											
MTP Variations														
# Reorganisation - Senior managers			-260	-400	-730	-730	-730							
# Pay & allowances Review			-375	-375	-300	-350	-350							
Capital Inflation											57	145	177	247
Revenue Inflation			725	1,495	2,636	3,477	4,165							
Recruitment at lower pay levels			-114	-114	-114	-114	-114							
Spending Adjustments still to be identified				-750	-961	-1,525	-1,976							
Schemes brought forward								700		1,200	1,500	500	500	500
Schemes carried forward								-700	-1,444	-1,256	-500	-500	-500	-500
Temporary Spending Adjustment (Recharges)			3	3	3	3	3							
919 E-Marketplace			-44	-69	-72	-72	-72		5					
Roundings				-3	-2	-2	-2							
			-65	-213	460	688	924							
TOTAL	-1	1	-2	-148	525	752	989		-1,439	-56	1,057	145	177	247
	-1,300	-1,056	-850	-996	-323	-96	141	-17	-1,456	-123	990	78	110	297
TOTAL BUDGET	24,848	23,149	22,615	21,348	20,998	21,453	20,949	9,810	7,133	11,933	3,321	3,005	2,441	2,777

NOTES TO ANNEX D

Head of Central & Democratic Services

① Licences income	Increased charges for certain licenses and efficiency savings are targeted to save £35k.
② Corporate Committees & Subscriptions, Member Allowances & Support, Elections	A member working group will be established to review a number of options in these budget areas.
③ Document Centre	Additional income from undertaking work/collaboration with other organisations and/or reduction in costs of design, printing and despatch are targeted to save £75k.
④ Management Units	Staff reductions and other savings are targeted to amount to £70k over the 4 year plan period

Head of Law, Property & Governance

① Property income	Review strategy and Portfolio to maintain income levels.
② Management Unit	Staff reductions and other savings are targeted to amount to £80k over the 4 year plan period

People, Performance & Partnership

① Economic Development	Halving, then stopping grant to Town Centre Partnerships, with subsequent reductions in employee time is targeted to save £100k. The council will be less able to support the vibrancy of town centres.
② Communications and Marketing	Moving District Wide to electronic only is targeted to save £50k and Hunts Matters will cease at a saving of £10k.
③ Management Units	Staff reductions and other savings are targeted to amount to £120k over the 4 year plan period

Head of Housing Services

① Disabled Facilities Grants (DFGs)	These grants are a statutory obligation and thus depend upon the level of demand.
② Housing Repairs assistance	The previous annual budget of £190k pa has been cut to £100k pa. This will reduce the number of unoccupied dwellings that can be brought back into use.
③ Social housing grants	The annual budget of £500k has been deleted from the plan.
④ Homelessness	No service level changes are proposed.
⑤ Management Units	Staff savings of £100k are targeted. A slower response time will result for some enquiries and specialist advice.

Head of Environmental and Community Health Services

① Arts Development	Proposals included in last year's budget, which have now been implemented, will reduce this budget to nil for the coming year, although two community schemes will be maintained.
② Leisure Development	This matched funding will be reviewed when external grants come to an end in 2013.
③ Community Grants	Cuts in revenue grant funding will be phased in from 2012/13 which will leave around £75k pa after 2013/14. The previous capital budget of £60k to £70k pa has been deleted from the plan in favour of requesting towns and parishes to fund this work.
④ Community safety	The loss of external grants will see this service reduced by £50k.
⑤ Management Units	Savings of £276k pa are targeted. This will result in less health and safety advice being given and reduced capacity to investigate nuisance, noise, pollution and drainage incidents.

Head of Operations

① Refuse/Recycling	Except for increased charges for the collection of bulky waste, generating £20k p.a., no service level changes are proposed in this area. Efficiency savings are targeted. A reduction of one collection round would save £100k. A procurement exercise is underway for the purchase of round scheduling software (an example of shared working with Cambridge City and East Cambridgeshire DC). It is also planned to absorb growth in housing numbers anticipated at 500 p.a.
② Street Cleansing	No service level changes are proposed in this area.
③ Markets	A £5k saving on consultant fees is proposed.
④ CCTV	The budget is based on reducing CCTV staffing from April 2011 and providing a basic service during 2011/2. Options will be provided to Members for a decision to be made on whether the service should be "mothballed" from April 2012 which would give a saving of a further £300k per year. The CCTV van will be disposed of. The previous capital budget for lighting of £23k pa has been deleted from the plan. The previous capital budget for CCTV camera replacements of £80k pa has been deleted from the plan. This deletion is based upon the mothballing of all CCTV operations.
⑤ Countryside	Savings of £199k p.a. are proposed by reducing staff, ending the educational / events programme, reducing our commitment to maintenance and the Rights of Way programme and concentrating of income generating activities. Some of these responsibilities may be taken up by volunteer groups. Further savings of £100k p.a. are targeted from 2014. This is subject to identifying further responsibilities that can be taken up by volunteer groups and trusts.
⑥ Parks	The previously planned capital project relating to Huntingdon Marina has been deleted from the plan. The previous capital budget of £60k to 70k p.a. for play equipment has been reduced to £50k for 2011/2 and £20k pa thereafter. This budget will be used on play areas which are deemed to be of significance for the district generally rather than the immediate locality. Towns and Parish Councils will be requested to fund the maintenance and development of smaller parks unless s106 funding is obtained.
⑦ Car Parks	Car park fees are currently only budgeted to rise with inflation. A larger rise could be considered if off-street parking opportunities were managed in a manner consistent with any proposed rise. For this reason the plan assumes above inflation increases producing an additional £500k of income per year by 2015/16.

⑧Management Unit	Efficiencies of £250k are targeted in this area.
⑨Grounds Maintenance	A reduction of £150k is proposed. This is linked to restructuring and moving to a more integrated workforce throughout Operations. However, there will also be some reductions in service (i.e. reducing the number of grass cuts).
⑩Vehicle fleet	The timing of the capital purchase of replacement refuse and grounds maintenance vehicles has been reviewed. Rephasing these purchases has led to a reduction of £750k in capital expenditure over four years.

Head of Planning Services

①Development Management	The budget assumes the same level of income but this is dependent upon economic activity. Charges for planning advice, currently free, may generate £40k p.a. additional income.
②Planning Policy & Conservation	A one off addition to the budget to fund work on the A14 has now been deleted from the budget.
③Economic Development	A strategic capital project aimed at improving retailing and car parking in Huntingdon has recently been endorsed by the Cabinet.
④Transportation Strategy	Previous capital budgets totalling £300k for the local transport plans, safe cycling routes, St Neots and Ramsey transport strategies, accessibility improvements and signs have all been deleted from the plan.
⑤Public Transport	Concessionary Fares will transfer to the County Council in April 2011. Previous capital budgets for bus shelters and redevelopment of the Huntingdon Bus Station have all been deleted from the plan.
⑥Management Units	Reductions in planning policy and development management posts will immediately save £125k pa, whilst further reductions in support staff and transport schemes will save a further £95k pa from April 2012.

Head of Environmental Management Services

①Public conveniences	A small revenue budget is maintained pending discussions with Huntingdon Town Council. No capital expenditure is planned
②Environmental improvements	The capital project relating to St Ives Town Centre (phase II) has been deleted from the plan. Previous capital budgets totalling £220k for small scale, village residential and AJC related projects have all been deleted from the plan.
③Management Units	Staff reductions will be introduced in line with the reduction in the capital programme. We will continue to pursue opportunities for sharing building control services. Revenue savings of £50k pa are targeted relating to environmental improvements.
④Offices	Staff reductions across the Council, and the introduction of hot desking following the promotion of home working and flexible working should release office space for letting. This may generate an income of £150k p.a.

Head of Customer Services

①Community Initiatives	Savings at Yaxley and Ramsey are targeted at £92k p.a.
②Call Centre	Reduce opening hours at the Call Centre by 2 hours each day (Open from 9am – 5pm) will save £20k pa Following the renegotiation of system support contracts, savings of £30k are expected.
③Customer Service Centres	Savings of £57k are targeted which include £43k pa from St Ives and £14k pa. from reducing opening hours at Huntingdon CSC by 30 minutes each day (Open from 9am – 4.30pm).
④Management Units	Efficiency savings of £115k are targeted some of which result from increasing benefits claims work over the internet.

Head of Financial Services

①Management Units	Efficiency savings of £120,000 are identified of which £20k is shown as a “non-allocated” item below at this stage. Some is due to sharing our staff with other authorities.
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Head of IMD

①IMD Services	Staff reductions and other efficiency savings are targeted to rise to £180k within the plan period. This includes shared initiatives with other authorities. A further net saving will result from the virtualisation of desktop machines and a detailed business case will be completed by the end of March. Additional staff reductions will result from a reduction in the capital programme.
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Head of Leisure

①Leisure Services	Staffing efficiencies of around £300k are targeted. This will involve reducing opening hours in some centres at some times. A redevelopment of the St Ives indoor centre along the lines of the improvements in Huntingdon and St Neots is being designed with a view to generating £400k additional income net of costs. Once the above changes have been introduced investigations will commence to transfer responsibility for running, maintaining and developing the leisure business to a trust. Substantial capital investment is required in St Ives if this centre is to improve its profitability. Investment is subject to a business plan demonstrating that the investment is entirely self funding.
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Non-Allocated Items

①Other items	Savings resulting from reductions in the number of senior staff and consequent reorganisations are expected to save £300k in the first 12 months. Over the course of the 4 year saving plan, further reductions in senior staffing are expected to bring this total to more than £700k per year. These savings are dependent upon further reorganisations and the development of more shared working.
②Other items	Over the period it is planned to negotiate a series of changes to pay, pay systems and allowances which are targeted to save £350k per year.

MAIN BUDGET/MTP ASSUMPTIONS**Employer's Pension Contributions**

Pension Contributions	Budget	Budget	MTP			
	10/11	11/12	12/13	13/14	14/15	15/16
% of pay	20.4%	17.8%	17.8%	17.8%	17.8%	17.8%
PLUS lump sum payments of		+£660k	+£896k	+£1,139k	+£1,378k	+£1,418k

This is less than the actuary's estimate of 17.8% plus £1.9M per year for 20 years which is what would be required if there were to be no changes to the scheme as a result of the Hutton review.

Concessionary Fares

Concessionary Fares will be transferred to the County Council from April 2011.

New Homes Reward Grant

New Homes Reward Grant	BUDGET	MTP			
	2011/12	12/13	13/14	14/15	15/16
	£000	£000	£000	£000	£000
New Homes Reward Grant	940	1,527	2,129	2,745	3,377

Government General Grant

General Grant *	Budget	Budget	MTP			
	10/11	11/12	12/13	13/14	14/15	15/16
Variation		-14%	-11%	-1%	-6%	+2.5%#
Grant	£M 12.9	£M 10.4	£M 9.3	£M 9.2	£M 8.7	£M 8.9

*Grant includes Revenue Support Grant and NNDR which are in aggregate distributed in line with the grant formula. Adjusted for transfer of Concessionary Fares to County Council from April 2011.

assumes that there will be an inflationary increase after this 4 year spending round.

Tax Base

Tax Base	Budget	Budget	MTP			
	10/11	11/12	12/13	13/14	14/15	15/16
Base	58,580	59,460	59,924	60,388	60,852	61,316
Increase %		1.5%	0.8%	0.8%	0.8%	0.8%

Inflation

The biggest item will always be pay inflation and this has been included at 1% for April 2011 and 2012 with 2.5% thereafter. This should not be taken as an assumption that the actual award will be at or even around these levels but simply a current estimation that general pay rises may be at these sorts of level. This has a significant impact on spending levels.

	From To	010/11	11/12	12/13	13/14	14/15
		011/12	12/13	13/14	14/15	15/16
prices						
expenditure		2.5%	2.5%	2.5%	2.5%	2.5%
fees & charges		2.5%	2.5%	2.5%	2.5%	2.5%
electricity		-0.9%	3.7%	13.2%	6.0%	13.2%
gas		0.0%	0.0%	1.8%	3.4%	6.5%
fuel		2.9%	7.5%	7.5%	7.5%	7.5%

The electricity and gas inflation assumptions reflect the longer term contracts the Council has entered into.

Inflation on Capital Schemes

2.5% per year has been included in total within the plan.

Interest Rates

It has been assumed for the purpose of the forecast that in the short to mid term financing of capital expenditure will be on a temporary basis from internal reserves and short term borrowing given the much lower short term rates.

Interest Rates	Budget	MTP			
	11/12	12/13	13/14	14/15	15/16
Investments					
Already Fixed	4.45%	4.45%	4.85%		
Temporary	1.00%	2.75%	3.50%	4.25%	4.50%
Borrowing					
Already Fixed	3.91%	3.91%	3.91%	3.91%	3.91%
PWLB 40 year Maturity	5.33%	5.33%	5.33%	5.33%	5.33%
Mix of short and long	1.00%	2.75%	3.75%	4.79%	4.92%

Council Tax Level

No increase in April 2011 and 2.5% increase per year thereafter.

As a result a reward grant will be received from the Government for 4 years equivalent to a 2.5% increase.

Use of Revenue Reserves

£10M is estimated to be available to allow phasing of savings over the next few years. This will leave £3M reserves to cover ongoing fluctuations in spending.

FINANCIAL PLAN - SENSITIVITY AND RISKS

The financial forecast model has been used to demonstrate the impact that variations in investment rates, borrowing rates and increases in pay will have in specific years.

UNIDENTIFIED SAVINGS REQUIRED IN YEAR **	2011/12	2015/16	2024/25
	£000	£000	£000
	£M	£M	
Already required by MTP/Financial Plan		2.0	5.8
Increase in savings required: (- numbers mean reduced savings)			
Extra 1% pay award in 2011/12 and 2% in 2012/13	0.2	0.7	1.1
0.5% extra pay award per year from 2013/14 onwards		0.3	2.0
Extra 1% inflation per year 2011/12 onwards		0.2	0.5
1% higher interest rates 2011/12 onwards		0.1	0.2
1% extra employers pension contributions from 2014/15 .		0.1	0.2
1% cash decrease in Government Grant each year from 2013/14 onwards		0.3	1.2
5% (2.5% extra) Council Tax increase each year from 2013/14 onwards		-0.6	-3.8

** The examples give the impact in the designated year, but funding the impact of any increased costs before those points would increase the accumulated spending adjustments required.

Inflation, other than pay, is fairly neutral as long as fees and charges are increased in line with it. If pay awards increase by more than forecast then further efficiency improvements would be needed to meet the impact.

The impact of investment rates is significantly diminished until borrowing begins to grow over the Medium Term. In the short term any spare funds will be used to temporarily delay the need to borrow externally.

Risks

Risks and Unknowns	Timescale
Impact of St Ives Guided Bus	Spring 2011
Length and depth of recession – impact on interest rates, pay inflation, house building, Council income and expenditure.	Ongoing
Government grant totals for 2013/14 onwards	November 2012
Review of grant formula	November 2012
Pension changes from Hutton review	Possibly March or June 2011

Other risks include:

- assumption that any costs of demographic growth will be met from further efficiencies
- difficulty in delivering the savings already identified or the spending targets inherent in this plan.
- further high priority service developments or unavoidable spending requirements emerging.
- the possibility of further VAT refunds and receiving compound rather than simple interest on these and the refunds already agreed.
- the potential for costs relating to “orphan” contaminated land sites.
- the potential for the statutory Disabled Facilities Grants budget to be exceeded if occupational therapists reduce the backlog.
- recycling gate fees changing as a result of movement in economic indices.
- additional costs if Civil Parking Enforcement introduced
- turnover of staff remaining low and hence the turnover allowance in the staffing budget not being achieved (some provision has been made for 2 years).
- national and local recycling levels are currently at a lower level than previously. If this were to continue the Council would see a reduction in its income from recycling credits.
- potential for significant costs to be awarded against the Council if any planning appeals are lost.
- contingent liability relating to MMI (£488k).
- increased leisure centre competition with the private sector (income is around £5M per year).

RESERVES AND THE ROBUSTNESS OF THE 2011/12 BUDGET

The Local Government Act 2003 requires me, as the Council's Chief Financial Officer, to report on the robustness of the 2011/12 budget and the adequacy of reserves when you consider it and the consequent Council Tax.

Robustness

The Council has tended in recent years to underspend its budget. This demonstrates that it has budgeted prudently and that managers have taken a mature approach to budgetary control rather than simply spending any spare sums on low priority items. This is expected to continue but the scale may fall due to the requirement for budget savings and the uncertain size and duration of the current recession.

The Internal Audit and Risk Manager considers that our internal financial controls are working adequately. There is also a sound system of financial monitoring and identification of any necessary budget variations that feeds into the budget/MTP process.

The 2011/12 budget has been prepared using the budget for 2010/11 as a base, and amending it for known changes, particularly:

- Inflation but only a 1% provision for pay awards – the most significant element. Also a saving of £375k on pay and allowances which reduces the net impact.
- The impact of MTP schemes
- Future interest rates.

There will always be some items that emerge after the budget has been prepared. These are normally met by compensating savings elsewhere in the budget, or, if necessary, the use of revenue reserves.

The most significant potential risks to the budget are:

- Higher inflation or pay awards
- Further reductions in income due to the recession
- non-achievement of planned savings
- failure of a borrower
- an emergency (e.g. flooding)
- increased demands on housing services due to increased homelessness and/or applications for DFGs.

Reduced Income

A 1% loss of income from fees, rents and charges would amount to around £150k. The Council is budgeting to receive income of:

- Car Parks £1.8M
- Leisure Centres £6.1M
- Property £1.9M
- Planning and Building Control Fees £1.5M

Planned Savings

Many of the planned savings for 2011/12 have been confirmed as practical by the relevant manager.

Treasury Management

The maximum permitted with one counterparty is £8M but this is only possible where £3M of the sum is held in a liquidity account with that body. Liquidity Accounts allow recovery of investments on the same working day which substantially reduces the risk. Thus the practical limit is probably £5M which is limited to bodies with the highest credit rating or Building Societies with more than £2 billion in assets.

Emergencies

Certain types of eventuality are mitigated in other ways. Many significant risks are insured against, so losses are limited to the excesses payable. The Government's Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. severe flooding).

Inflation

A ½% increase in general and pay inflation, assuming no compensating increase in fees and charges was possible, would result in a net cost of approximately £200k.

Interest Rates

A change in interest rates is not material.

Revenue Reserves

These are estimated to be £13m at April 2011 and reduce to £9.4m by March 2012 in order to support revenue spending. This is still significantly above what would be considered a safe minimum level when considering the 2011/12 budget in isolation but clearly not excessive given their planned use over the next few years.

Therefore, even if a number of unexpected additional costs emerged there would still be sufficient funding to cover the deficit for 2011/12.

Conclusion

Considering all these factors, I believe that the combination of a robust budget process and our current level of reserves should give Members no concerns over the Council's financial position for 2011/12.

However it remains critical that time is invested in planning the spending adjustments for future years to avoid the Council being rushed into sub-optimal decisions as its reserves are run down.

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