



**2015/16 Budget**  
**&**  
**Medium Term Financial**  
**Strategy**

**2016/17**

**to**

**2019/20**

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# 1.0 STRATEGIC BUDGET SUMMARY

## 1.1 Savings and Growth

- **Zero Based Budgeting**

1.1.1 The 2015/16 budget and the Medium Term Financial Strategy has been constructed following a Zero Based Budgeting (ZBB) approach. For the 2015/16 budget, the following services have been subject to a “ZBB Heavy” approach, in that the budgets have been fundamentally rebuilt from the bottom to the top:

- Resources; Accountancy, Audit & Risk, Procurement and Legal
- Operations; Car Parking and Green Space
- Community; Health Protection and Animal Welfare (including Pest Control)
- Leisure & Health; One Leisure

1.1.2 For all other services, they have been subject to a “ZBB Light” approach, which has effectively been a desk-top review of service budgets. Over the next year, all services that have only received a “Light” approach will be subject to a “Heavy” review. At the request of Cabinet a further £30,000 has been included in respect of the Community Chest.

1.1.3 The breakdown of how costs have been reduced or income increased by subjective type and service is shown below, further detailed analysis is shown in the service budget papers later in this report:

Table A	Impact of ZBB across Services						
	Expenditure changes					Income changes	Total Changes
	Employee	Premises	Supplies &	Transport	Benefit & Transfer	Fees & Charges	
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Directors and Corporate	(111)	(8)	(107)	(26)	1	12	(239)
Resources	(312)	(95)	(122)	(15)	(8)	75	(477)
Customer Services	(249)	(48)	(190)	(25)	(1,473)	1,652	(334)
Operations	(129)	96	(425)	(252)	(1)	(78)	(789)
Development	(37)	2	(187)	(28)	2	(22)	(271)
Community	(50)	(33)	30	(19)	24	(281)	(329)
Leisure & Health	(490)	53	(323)	(18)	(9)	623	(164)
Corporate Finance	347	0	(1)	0	(14)	423	756
Net Expenditure	(1,031)	(33)	(1,326)	(382)	(1,479)	2,404	(1,847)
	(4,251)						

- **Facing the Future**

1.1.4 In addition to the savings that have been identified via ZBB, the Facing the Future (FtF) programme continues and where projects and programmes have been included in the previous

Medium Term Plan process, or where new FtF projects and programmes have been developed, these have been included within this Medium Term Financial Strategy. The changes to service budgets are shown in Table B below. This also includes savings of £0.224m for shared services as a consequence of the Strategic Partnership with South Cambridgeshire District Council and Cambridge City Council.

<b>Table B</b>	<b>How Facing the Future has impacted on the 2015/16 Budget</b>	
	<b>Change in Facing the Future Initiatives</b>	<b>Reason for Change</b>
	<b>£ 000's</b>	
Resources	(23)	Shared Services Savings in respect of Legal Services
Customer Services	(228)	CallCentre and IMD Shared Services
Operations	15	Reduction in grant income.
Development	127	Additional salaries, reduction in supplies expenditure, correction to fees and charges and savings from Building Control Shared Services.
<b>Total</b>	<b>(109)</b>	

- 1.1.5 Following an instruction by the Portfolio Holder for Resources to Cabinet colleagues, further savings totalling £0.746m have been identified on a full year basis. However, as some of these savings are for management restructures these will only be part year so the amount included within the 2015/16 budget is £0.653m. The detail of these savings is shown below in Table C below, including the likely impact of these on service delivery. These savings have effectively been brought forward from the 2015/16 ZBB programme; however, as they have been produced in a short time there is a risk of under-achievement but these savings will be reviewed again during the 2015/16 ZBB programme.

Table C		Target			Full Year filed Budget			Saving Detail	Service Impact
		Target £000	Achieved £000	%	2015/16 £000	2015/16 Savings £000	2015/16 from:		
Resources	60	49	82%	49.0	April	49.0			
Customer Services	130	151	116%	151	April	151			
Operations	200	223.3	112%	223.3	August	171			
Development	50	116	232%	116	April	116			
Community	180	85	47%	85.0	April	85.0			
Leisure & Health	40	122	305%	122	August	80			
	<b>660</b>	<b>746.3</b>	<b>113%</b>	<b>746.3</b>		<b>652</b>			
Corporate Office	0	0		0		0			
	<b>660</b>	<b>746.3</b>	<b>113%</b>	<b>746.3</b>		<b>652</b>			
<b>Savings</b>									
<b>Resources</b>									
<u>Accountancy</u>									
Training		5.5		5.5		5.5	CIFPA training subscription procured more effectively via other means.	None	
<u>Audit</u>									
Training		0.5		0.5		0.5	Reduction in budget	Limited, but flexibility may be required if new initiatives occur during year.	
Services		5		5.0		5.0	Removal of risk initiatives budget.	Proactive risk initiatives will no longer be undertaken.	
Hired Staff		4		4.0		4.0	Revised organisational structure	Negligable (externalised Internal Audit resource to support IA programme).	
<u>Estates Management</u>									
R&M - Miscellaneous		7		7.0		7.0	R&M programme, general saving.	Current Repairs & Renewals Funds estimated to be sufficient to meet current needs.	
R&M - Industrial		10		10.0		10.0	R&M programme, general saving.	Current Repairs & Renewals Funds estimated to be sufficient to meet current needs.	
<u>Legal</u>									
Legal Fees		6		6.0		6.0	Efficiency from legal fees budget.	Reduction in use of external specialists. There may be a need for extra budget if specialist advice needed.	
Training		6		6.0		6.0	Efficiency in Training budget.		
Costs Recovered		5		5.0		5.0	Efficiency in Costs Recovered budget.		
	<b>60</b>	<b>49</b>	<b>82%</b>	<b>49.0</b>		<b>49.0</b>			
<b>Customer Services</b>									
<u>Housing Needs</u>									
Staffing		19		19		19.0	Delete post Customer Service Asst (OP196) in Housing Needs (currently vacant)	Redistribute admin tasks shared amongst the remaining team. Should case load increase resilience is lost and we may take longer to deal with Housing cases	
<u>Corporate Fraud</u>									
Staffing		60		60		60.0	Remove Fraud Manager (CT121) from the establishment (currently vacant)	This is assuming a smaller Fraud Team post-transfer of resources to DWP (following the SFIS transfer during May 2015 and will be managed by an existing manager elsewhere at HDC). This manager will need some Fraud expertise, so assumes they have capacity to cope, but will inevitably impact on their workload	
<u>Local Taxation</u>									
Staffing		22		22		22.0	The Local Tax Asst (TM379) post will be deleted (currently vacant)	Assumes collection levels can be maintained by a smaller team and income is not affected. Each 0.1% of C Tax collected is £100k, so risk has significant impact. Collection rates are holding, but the District continues to grow.	
<u>IMD</u>									
Staffing		50		50		50.0	System & Network Manager (CT007) post to be deleted (currently vacant)	IMD structure has changed with the loss of posts. Staff have taken on additional tasks as a consequence of this decision - increasing our risks around stretching a smaller team across HDC at a time when IT is seen as a key enabler of change. The risk is mitigated by the forthcoming shared service offering the opportunity to increase resilience	
	<b>130</b>	<b>151</b>	<b>116%</b>	<b>151</b>		<b>151</b>			

Savings				Saving Detail		Service Impact		
<b>Operations</b>								
<u>Management</u>								
Staffing	164			164	August	112	Reduction in management costs, admin staff and other posts.	Increase in cleaning contract to do essential cleaning previously done by daytime cleaners
<u>Premises</u>								
Rates	30			30		30.0	NDR reduction for MSCP and Sainsbury's car park.	No service impact as reduction in statutory charges.
<u>Supplies</u>								
Equipment & Furniture	5			5		5	Reduction in the litter bin budget.	Nil
Uniforms & Laundry	24			24		24.0	Adjustment to budget.	Nil
	<b>200</b>	<b>223.3</b>	<b>112%</b>	<b>223.3</b>		<b>171</b>		
<b>Development</b>								
<u>Building Control</u>								
Staffing	50			50		50.0	Deletion of post OP117 Building Control Officer from establishment list (currently vacant)	Reduced capacity and resilience
<u>Development Management</u>								
Staffing	50			50		50.0	Not to fill post OP040 Special Projects Officer unless funded by developers	Reduced capacity to deal with strategic developments
<u>Economic Development</u>								
Staffing	16			16		16.0	Deletion of post CN108 Corporate Project Assistant from establishment list	Administrative support for the economic team will need to be provided from elsewhere
	<b>50</b>	<b>116</b>	<b>232%</b>	<b>116</b>		<b>116</b>		
<b>Community</b>								
<u>Property &amp; Asset</u>								
Staffing	66			66		66	1. Reduction in hours of Projects & Asset Manager from 37 hrs to 17 hrs per week, delivered from 1st January 2015 and therefore sustainable within the budget. 2. Deletion of post OP061 (currently vacant)	Reduction in engineering capacity for HDC, existing workload such as Loves Farm Community Building, and Internal Drainage Board expertise picked up by rest of team, impact mitigated by reduction in capital programme. Potential impact on the advice to Development Services regarding development flood risk in the loss of expertise from the establishment Reduction in engineering capacity for HDC, any significant projects in the future will need engineering resources will need resources to be 'bought in' and included in project costs. Potential impact on the advice to Development Services regarding development flood risk in the loss of expertise from the establishment
Other Staff Costs	1			1		1	Deletion of subsistence payments from all Community budgets following change of Council policy on 1st January 2015 (MU14 P20 £50; DP90 140 £600)	Impact on those staff who have historically claimed subsistence allowances, mitigated in that policy has been through consultation processes
<u>Licensing</u>								
Staffing	14			14		14	Restructure of Licensing Team, to be delivered before 1st April 2015 – subject to HR resources etc. to bring this matter to conclusion	Reduction in administrative support for the licensing team by approx 0.5 FTE, workload will have to be shared within the licensing team, or picked up within the wider Community team
<u>Community Safety</u>								
Staffing	4			4		4	Reduction of hours by member of staff.	Proposed reduction in administrative support for the community safety team by 0.2 FTE, workload will have to be shared within the community safety team, or picked up within the wider Community team - subject to HR resources etc. to bring this matter to a conclusion (saving from May 2015)
	<b>180</b>	<b>85</b>	<b>47%</b>	<b>85</b>		<b>85</b>		
<b>Leisure &amp; Health</b>								
<u>Leisure Centres</u>								
Staffing	120			120	August	80	Review of Leisure Management costs.	Increase in risk of staff being spread thinly.
<u>SALT</u>								
Staffing	2			2			Reduction in staff costs.	None
	<b>40</b>	<b>122</b>	<b>305%</b>	<b>122</b>		<b>80</b>		
	<b>660.0</b>	<b>746.3</b>	<b>8.9</b>	<b>746.3</b>		<b>652.0</b>		

- **Other Budget Changes**

1.1.6 The budget also includes the revenue implications for:

- capital, which total a net cost of £0.208m. These items included such things as the cost of cash flow from the use of working capital to finance the capital programme, reduction in revenue charged to capital and additional revenue income from certain capital projects.
- changes following the budget consolidation process, which total a net saving of £0.201m. These items included VAT Partial Exemption, Development posts reflecting part-year contracts, child care vouchers and an adjustment in respect of the Collection Fund for additional surplus from 2014/15 that will be distributed to the Council in 2015/16.

- **Growth**

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

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

Table D Corporate Budget Items and the impact on the 2015/16 budget (value > £50,000)						
Item of Unavoidable Growth	Forecast 2014/15	Updated Budget 2014/15	Budget 2015/16	Amount of Growth in 2015/16		Reason for Growth
	£ 000's	£ 000's	£ 000's	Against Forecast £ 000's	Against Updated Budget £ 000's	
Minimum Revenue Provision	1,331	1,623	1,574	243	(49)	Additional capital spend due to the Council not funding capital expenditure from other sources (grants/capital receipts)
Pension Contribution	789	789	1,135	346	346	Actuarial revaluation
Insurance	366	335	394	28	59	Additional premium costs

- **Summary Impact of ZBB, Facing the Future and Growth**

1.1.9 Overall, ZBB, Facing the Future and Growth have resulted in a net reduction in the Council's budget of £0.944m (5%) and £2.439m (11%) when compared to the 2014/15 Forecast Outturn and the Updated budget respectively. A service by service summary is shown in Table E below.

Table E	2014/15		2015/16				Variance: 2015/16 Budget to 2014/15	
Service	Forecast Outturn	Updated Budget	ZBB	Facing the Future	Growth	Budget	Forecast Outturn	Updated Budget
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	%	%
Directors and Corporate	2,471	2,605	(239)	0	11	2,377	(4%)	(9%)
Resources	(118)	95	(477)	(72)	9	(445)	275%	(570%)
Customer Services	4,867	5,159	(334)	(378)	41	4,488	(8%)	(13%)
Operations	5,293	5,478	(789)	(156)	60	4,593	(13%)	(16%)
Development	1,655	1,930	(271)	11	21	1,691	2%	(12%)
Community	2,356	2,529	(330)	(85)	16	2,130	(10%)	(16%)
Leisure & Health	451	291	(164)	(81)	12	58	(87%)	(80%)
Corporate Finance	3,235	3,619	756	0	0	4,375	35%	21%
<b>Net Expenditure</b>	<b>20,211</b>	<b>21,706</b>	<b>(1,847)</b>	<b>(762)</b>	<b>170</b>	<b>19,267</b>		

Forecast Outturn      **20,211**       $\longrightarrow$  **(944)**       $\longleftarrow$       **19,267**      **(5%)**

Updated Budget      **21,706**       $\longrightarrow$  **(2,439)**       $\longleftarrow$       **19,267**      **(11%)**



## 1.2 Revenue spending and sources of income

### Income

- 1.2.1 The Council generates a considerable proportion of its own funding from the various services it provides; these range from income from One Leisure and Car Parking through to charging for the use of the Document Centre and Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages. At section 7 of this report is a comprehensive list of the Fees and Charges that the Council will levy during 2015/16.
- 1.2.2 In addition the Council also generates income from corporate activity, this mainly centres on Treasury Management; however this is considerably less than in recent years because of the current extremely low interest rate environment.

### Government Grant

- 1.2.3 The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g. Housing Benefit; but some of the funding is in support of general activity. With regard to:
- New Homes Bonus (NHB), on the 16<sup>th</sup> December the government made an announcement in respect of New Homes Bonus and that the 2015/16 settlement would be £4.403m. At this time the Council continues to rely on NHB as part of the base budget.
  - Council Tax Freeze Grant (CTFG), the Council knows its allocation for 2015/16 as this was agreed in the 2014/15 settlement, this was for £82,000.
  - On the 18<sup>th</sup> December the government announced the Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) 2015/16 provisional settlement for the Council. The relative allocations for RSG and NDR are £3.183m and £4.160m respectively.

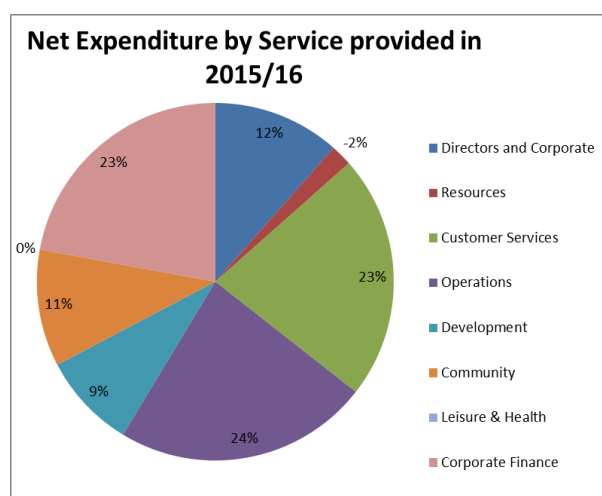
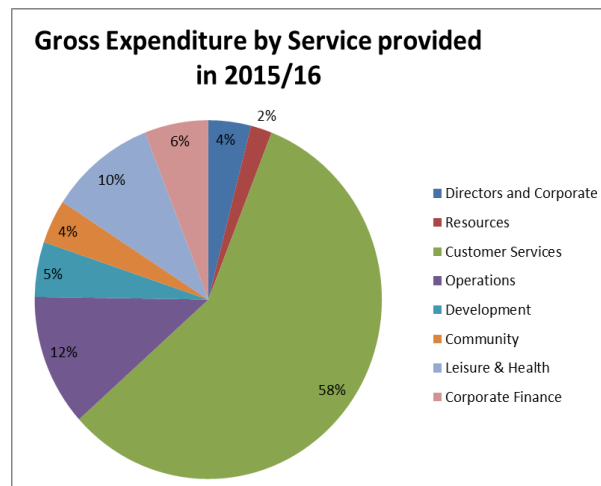
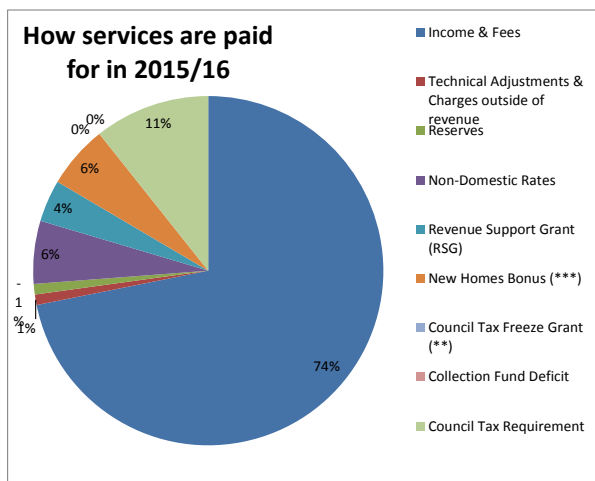
### Council Tax

- 1.2.4 Members will recall that at the Full Council meeting held in July 2014, the Portfolio Holder for Resources announced that the Council was aiming to freeze Council Tax for 2015/16. Subject to the outcome of the 2015/16 general election and reasonable economic forecasts, the intention will be to freeze Council Tax for the period of the MTFS; thus Council Tax would remain at £133.18 from 2016/17 through to 2019/20 as well as 2015/16.

## 1.3 Summary Budget

1.3.1 Considering the commitment made to Freeze Council Tax for 2015/16 and the MTFs period and the ZBB process followed for the budget setting process, this results in the funding statement shown in Table F below.

Table F	Forecast	Updated Budget	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
<b>What services are provided</b>							
Directors and Corporate	2,769	2,894	2,654	2,654	2,667	2,684	2,694
Resources	1,875	2,177	1,569	1,598	1,610	1,621	1,633
Customer Services	44,310	44,735	42,412	42,536	42,590	42,646	42,697
Operations	9,334	9,512	8,682	8,810	8,981	9,032	9,083
Development	3,703	3,992	3,645	3,720	3,573	3,576	3,603
Community	2,947	3,138	3,021	3,011	3,030	3,050	3,069
Leisure & Health	7,427	7,961	7,146	7,232	7,245	7,352	7,398
Corporate Finance	3,744	4,285	4,614	5,340	5,999	6,398	6,669
<b>Gross Expenditure</b>	<b>76,109</b>	<b>78,694</b>	<b>73,743</b>	<b>74,900</b>	<b>75,695</b>	<b>76,358</b>	<b>76,846</b>
<b>Where the money comes from to provide services</b>							
Income & Fees	(55,899)	(56,986)	(54,476)	(54,644)	(54,638)	(54,713)	(54,739)
Technical Adjustments & Charges outside of revenue	(611)	(611)	(386)	(386)	(386)	(386)	(386)
<b>Net Expenditure</b>	<b>19,599</b>	<b>21,097</b>	<b>18,881</b>	<b>19,870</b>	<b>20,671</b>	<b>21,259</b>	<b>21,721</b>
Reserves	266	(1,232)	797	(298)	(1,537)	(2,073)	(2,355)
<b>Budget Requirement</b>	<b>19,865</b>	<b>19,865</b>	<b>19,678</b>	<b>19,572</b>	<b>19,134</b>	<b>19,186</b>	<b>19,366</b>
Non-Domestic Rates	(4,218)	(4,218)	(4,160)	(4,661)	(4,868)	(5,084)	(5,308)
Revenue Support Grant (RSG)	(4,562)	(4,562)	(3,183)	(1,900)	(921)	(442)	0
New Homes Bonus (***)	(3,344)	(3,344)	(4,403)	(5,126)	(5,342)	(5,537)	(5,814)
Council Tax Freeze Grant (**)	(82)	(82)	(82)	0	0	0	0
Collection Fund Deficit	(21)	(21)	(82)	0	0	0	0
<b>Council Tax Requirement</b>	<b>7,638</b>	<b>7,638</b>	<b>7,768</b>	<b>7,885</b>	<b>8,003</b>	<b>8,123</b>	<b>8,244</b>
- Base (*)	57,357	57,357	58,329	59,204	60,092	60,993	61,908
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
<b>Assumptions</b>	<p>* Increase in Council Tax Base Assumed there is an annual increase in the base of 1.5%.</p> <p>** Council Tax Freeze Grant Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).</p> <p>*** New Homes Bonus Based on 2014/15 housing trajectory adjusted for CLG notified reduced new build.</p>						

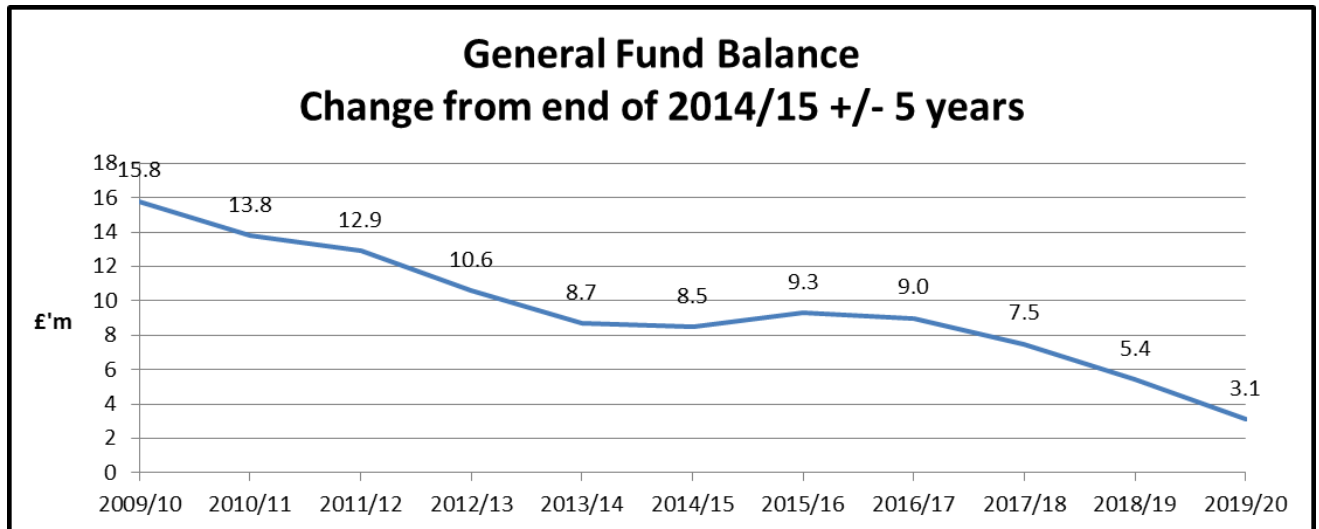


## 1.4 Revenue Reserves

1.4.1 The previous section has shown that the Council has met its stated commitment to freeze Council Tax from 2015/16 through to 2019/20. However, this commitment has required the extensive use of Revenue Reserves as is shown in Table G below over the MTFS period (a total use of £6.263m).

Table G	Forecast	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
<b>General Fund</b>						
Brought forward	8,684	8,537	9,334	9,036	7,499	5,426
Contribution (to)/from	(147)	797	(298)	(1,537)	(2,073)	(2,355)
Carried forward	8,537	9,334	9,036	7,499	5,426	3,071

1.4.2 What this table shows is that if the Council takes no further action, then the current financial position of the Council does maintain a level of reserves above the £3.0m that was agreed by Cabinet in January 2015. However, such use of reserves does not support the principles of financial sustainability.



# 2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

## 2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council												
Actual 2013/14	Subjective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy			
					FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
17,482,358	Employees	Additional pension payments	789,000	789,011	0	345,989	1,135,000	1,510,000	1,574,000	1,574,000	1,574,000	
3,843,918		Hired Staff	568,494	509,450	(4,000)	(71,652)	433,798	433,800	553,798	553,798	553,798	
226,583		Other staff costs	376,691	411,618	(50)	(80,419)	331,149	331,149	331,149	331,149	331,149	
720,717		Pension & NI	3,858,471	4,095,166	(84,073)	(50,961)	3,960,132	4,357,712	4,401,289	4,445,302	4,489,755	
499,080		Recruitment	23,435	26,239	0	(25,339)	900	900	900	900	900	
34,240		Salary	17,228,924	18,471,769	(385,087)	(1,069,164)	177,824	17,328,499	17,500,887	17,680,199	17,856,204	
1,747		Severance costs	204,949	205,726	0	1,274	207,000	207,000	207,000	207,000	207,000	
1,140,898		Severance payments	8,123	0	0	0	0	0	0	0	0	
804,970		Training	277,622	295,970	(4,500)	(80,722)	210,748	210,748	210,748	210,748	210,748	
<b>24,754,511</b>			<b>23,335,709</b>	<b>24,804,949</b>	<b>(477,710)</b>	<b>(1,030,994)</b>	<b>177,824</b>	<b>23,474,069</b>	<b>24,379,806</b>	<b>24,779,871</b>	<b>25,003,097</b>	<b>25,223,555</b>
1,001,741	Premises	Energy Costs	777,218	753,245	0	8,634	761,879	761,879	761,879	761,879	761,879	
396,463		Fixtures & Fittings	10,119	4,040	0	(1,014)	3,026	3,026	3,026	3,026	3,026	
979,200		Ground Maintenance Costs	30,382	28,176	0	(7,776)	20,400	20,400	20,400	20,400	20,400	
111,907		Premises Cleaning	194,153	207,780	(2,500)	16,487	221,767	221,767	221,767	221,767	221,767	
765,195		Premises Insurance	45,623	45,623	0	(45,623)	0	0	0	0	0	
229,403		Rates	1,066,093	1,200,208	(30,696)	(90,220)	30,331	1,109,623	1,109,623	1,109,623	1,109,623	
8,811		Rents	330,561	240,464	(40,000)	84,850	1,361	286,675	286,675	286,675	286,675	
23,643		Repairs & Maintenance	816,598	785,214	(22,000)	19,521	782,735	782,735	782,735	782,735	782,735	
50,628		Water Services	143,599	162,768	0	(18,257)	144,511	144,511	144,511	144,511	144,511	
<b>3,566,993</b>			<b>3,414,346</b>	<b>3,427,518</b>	<b>(95,196)</b>	<b>(33,398)</b>	<b>31,692</b>	<b>3,330,617</b>	<b>3,330,617</b>	<b>3,330,617</b>	<b>3,330,617</b>	
1,197,414	Transport	Car Allowance	58,127	86,084	0	(86,084)	0	0	0	0	0	
115,060		Mileage Allowance	167,466	200,948	0	(72,758)	128,190	128,190	128,190	128,190	128,190	
45,118		Operating Costs	1,300,533	1,396,018	0	(241,568)	1,154,450	1,154,450	1,154,450	1,154,450	1,154,450	
35,637		Pool Car	27,042	27,974	0	16,096	44,070	44,070	44,070	44,070	44,070	
65,656		Public Transport	22,762	25,183	0	2,537	27,720	27,720	27,720	27,720	27,720	
<b>1,458,885</b>			<b>1,575,930</b>	<b>1,736,207</b>	<b>0</b>	<b>(381,777)</b>	<b>1,354,430</b>	<b>1,354,430</b>	<b>1,354,430</b>	<b>1,354,430</b>	<b>1,354,430</b>	
463	Supplies & Services	Burials Under Health Act	0	0	0	0	0	0	0	0	0	
1,648,002		Car Allowance	0	0	0	0	0	0	0	0	0	
1,385,260		Catering	66,216	69,452	0	(38,202)	31,250	31,250	31,250	31,250	31,250	
1,220,304		Communication and computing	1,293,236	1,286,159	100	(81,814)	1,204,445	1,172,445	1,172,445	1,172,445	1,172,445	
616,408		Contingencies & provisions	0	(225,277)	0	225,277	0	0	0	0	0	
82,877		Contributions paid	0	0	0	0	0	0	0	0	0	
3,517		Contributions received	0	0	0	0	0	0	0	0	0	
70,958		Council tax booklet printing	1,700	2,619	0	(2,619)	0	0	0	0	0	
94,320		Equipment, furniture & materials	1,433,907	1,655,845	(4,000)	(363,139)	1,288,706	1,288,706	1,288,706	1,288,706	1,288,706	
1,625		Expenses	4,413	4,133	(600)	(3,533)	0	0	0	0	0	
17,208		External audit fees	90,000	116,682	0	(26,682)	90,000	90,000	90,000	90,000	90,000	
379,493		External fund consultants	7,375	7,670	0	455	8,125	8,125	8,125	8,125	8,125	
0		Income collection costs	95,563	102,020	0	(5,330)	96,690	96,690	96,690	96,690	96,690	
0		Insurance	366,146	335,458	0	58,687	394,145	394,145	394,145	394,145	394,145	
3,459		Insurance - service related	6,378	22,137	(5,000)	27,755	1,137	46,029	46,029	46,029	46,029	
1,118,000		Interest	0	0	0	0	0	0	0	0	0	
393,321		Interest paid	449,300	900,300	0	(199,300)	701,000	721,000	867,000	1,043,000	989,000	
2,496		Irrecoverable V A T	1,475	1,363	0	262	1,625	1,625	1,625	1,625	1,625	
68,077		Members Allowances	392,236	392,236	0	(12,686)	379,550	379,550	379,550	379,550	379,550	
86,907		Minimum Revenue Provision	1,331,000	1,623,000	0	(49,000)	1,574,000	1,905,000	2,354,000	2,577,000	2,902,000	
435,260		Office expenses	654,346	682,148	(11,470)	(100,932)	569,746	569,746	569,746	569,746	569,746	
8,125		Services	2,272,445	2,226,407	(65,491)	(531,131)	1,629,785	1,593,785	1,392,785	1,433,785	1,429,785	
(295,868)		Uniform & laundry	35,568	43,442	(24,000)	17,455	36,897	36,897	36,897	36,897	36,897	
(9,490)		Vehicle sale under £10k	(6,634)	0	0	0	0	0	0	0	0	
<b>7,330,721</b>			<b>8,494,671</b>	<b>9,245,794</b>	<b>(110,461)</b>	<b>(1,084,478)</b>	<b>1,137</b>	<b>8,051,992</b>	<b>8,334,992</b>	<b>8,728,992</b>	<b>9,168,992</b>	<b>9,435,992</b>
809,172	Benefit & Transfer Payments	Benefits	37,369,384	37,369,384	0	(1,259,384)	36,110,000	36,110,000	36,110,000	36,110,000	36,110,000	
526,694		Contributions paid	824,165	958,421	0	(215,691)	742,730	742,730	742,730	742,730	742,730	
123,409		Grants	331,410	340,335	0	21,739	362,074	332,074	332,074	332,074	332,074	
381,694		Irrecoverable V A T	135,409	135,387	0	(20,887)	114,500	114,500	114,500	114,500	114,500	
38,133,788		Levies	399,305	399,305	0	(5,014)	394,291	394,291	394,291	394,291	394,291	
<b>39,974,758</b>		Shared Service Savings			(225,722)	0	(225,722)	(225,722)	(225,722)	(225,722)	(225,722)	
			<b>39,059,673</b>	<b>39,202,832</b>	<b>(225,722)</b>	<b>(1,479,237)</b>	<b>37,497,874</b>	<b>37,467,874</b>	<b>37,467,874</b>	<b>37,467,874</b>	<b>37,467,874</b>	
138,184	Renewals Fund Contribution	Repairs & Renewals	229,510	274,912	0	(241,680)	33,232	33,232	33,232	33,232	33,232	
<b>138,184</b>			<b>229,510</b>	<b>274,912</b>	<b>0</b>	<b>(241,680)</b>	<b>33,232</b>	<b>33,232</b>	<b>33,232</b>	<b>33,232</b>	<b>33,232</b>	
(15,341,118)	Income & Fees	Bad debt provision	206,316	92,686	0	65,364	158,050	158,050	158,050	158,050	158,050	
(39,110,047)		Communitated sums	(171,164)	(171,164)	0	19,833	(151,331)	(112,331)	(112,331)	(112,331)	(112,331)	
(2,001,374)		Fees & charges	(13,648,874)	(14,584,488)	81,100	21,179	(39,941)	(14,522,150)	(14,720,818)	(14,715,818)	(14,790,408)	
(965,754)		Government grants	(38,800,334)	(38,346,821)	0	1,885,385	(36,461,436)	(36,416,436)	(36,416,436)	(36,416,436)	(36,416,436)	
(346,495)		Interest earned	(91,289)	(606,110)	0	374,096	(232,014)	(286,014)	(285,014)	(285,014)	(290,014)	
(114,521)		Other grants and contributions	(338,011)	(299,011)	57,750	71,764	(169,497)	(169,497)	(169,497)	(169,497)	(169,497)	
(247,151)		Rent	(2,056,451)	(2,112,326)	7,800	29,302	(2,075,224)	(2,075,224)	(2,075,224)	(2,075,224)	(2,075,224)	
170,242		Sales	(999,506)	(959,149)	0	(62,780)	(1,021,929)	(1,021,929)	(1,021,929)	(1,021,929)	(1,021,929)	
<b>(57,956,217)</b>			<b>(55,899,313)</b>	<b>(56,986,383)</b>	<b>146,650</b>	<b>2,404,143</b>	<b>(39,941)</b>	<b>(54,475,531)</b>	<b>(54,644,199)</b>	<b>(54,638,199)</b>	<b>(54,712,789)</b>	<b>(54,738,789)</b>
<b>19,267,835</b>		<b>Net Service Expenditure</b>	<b>20,210,527</b>	<b>21,705,829</b>	<b>(762,438)</b>	<b>(1,847,420)</b>	<b>170,712</b>	<b>19,266,683</b>	<b>20,256,752</b>	<b>21,056,817</b>	<b>21,645,452</b>	<b>22,106,910</b>
<b>77,224,052</b>		<b>Gross Service Expenditure</b>	<b>76,109,840</b>	<b>78,692,212</b>	<b>(909,088)</b>	<b>(4,251,563)</b>	<b>210,653</b>	<b>73,742,214</b>	<b>74,900,951</b>	<b>75,695,016</b>	<b>76,358,241</b>	<b>76,845,699</b>
<b>(57,956,217)</b>		<b>Gross Service Income</b>	<b>(55,899,313)</b>	<b>(56,986,383)</b>	<b>146,650</b>	<b>2,404,143</b>	<b>(39,941)</b>	<b>(54,475,531)</b>	<b>(54,644,199)</b>	<b>(54,638,199)</b>	<b>(54,712,789)</b>	<b>(54,738,789)</b>
<b>19,267,835</b>		<b>Net Service Expenditure</b>	<b>20,210,527</b>	<b>21,705,829</b>	<b>(762,438)</b>	<b>(1,847,420)</b>	<b>170,712</b>	<b>19,266,683</b>	<b>20,256,752</b>	<b>21,056,817</b>	<b>21,645,452</b>	<b>22,106,910</b>

## 2.2 Service Budgets by Head of Service

Directors and Corporate Management												
Actual 2013/14	Subjective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy			
					FTF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	= Employees											
14,266	Hired Staff		13,871	13,871	0	(3,871)	10,000	10,000	10,000	10,000	10,000	
4,934	Other staff costs		13,354	13,354	0	16,646	30,000	30,000	30,000	30,000	30,000	
185,654	Pension & NI		241,291	243,065	0	20,152	263,217	284,483	287,328	290,201	293,103	
19,168	Recruitment		20,633	20,633	0	(20,633)	0	0	0	0	0	
802,489	Salary		975,832	1,125,724	0	(107,553)	9,654	1,027,825	1,038,103	1,048,484	1,058,969	
31,734	Training		44,598	44,598	0	(15,775)	28,823	28,823	28,823	28,823	28,823	
<b>1,058,245</b>			<b>1,309,579</b>	<b>1,461,245</b>	<b>0</b>	<b>(111,034)</b>	<b>9,654</b>	<b>1,359,865</b>	<b>1,391,409</b>	<b>1,404,635</b>	<b>1,417,993</b>	
	= Premises											
22,334	Rents		18,809	18,809	0	(7,609)	11,200	11,200	11,200	11,200	11,200	
<b>22,334</b>			<b>18,809</b>	<b>18,809</b>	<b>0</b>	<b>(7,609)</b>	<b>11,200</b>	<b>11,200</b>	<b>11,200</b>	<b>11,200</b>	<b>11,200</b>	
	= Transport											
15,089	Car Allowance		15,089	15,089	0	(15,089)	0	0	0	0	0	
19,563	Mileage Allowance		23,164	25,464	0	(6,214)	19,250	19,250	19,250	19,250	19,250	
209	Pool Car		2,643	2,643	0	(1,643)	1,000	1,000	1,000	1,000	1,000	
4,191	Public Transport		4,566	4,566	0	(2,926)	1,640	1,640	1,640	1,640	1,640	
<b>39,053</b>			<b>45,462</b>	<b>47,762</b>	<b>0</b>	<b>(25,872)</b>	<b>21,890</b>	<b>21,890</b>	<b>21,890</b>	<b>21,890</b>	<b>21,890</b>	
	= Supplies & Services											
12,640	Catering		2,357	2,357	0	4,893	7,250	7,250	7,250	7,250	7,250	
159,338	Communication and computing		215,032	229,032	0	(36,578)	192,454	160,454	160,454	160,454	160,454	
16,299	Equipment, furniture & materials		26,415	26,415	0	(22,415)	4,000	4,000	4,000	4,000	4,000	
(51)	Expenses		1,336	1,336	0	(1,336)	0	0	0	0	0	
6,167	Insurance - service related		6,378	6,378	0	0	1,137	7,515	7,515	7,515	7,515	
379,493	Members Allowances		392,236	392,236	0	(12,686)	379,550	379,550	379,550	379,550	379,550	
134,065	Office expenses		151,550	137,550	0	(4,545)	133,005	133,005	133,005	133,005	133,005	
668,165	Services		598,600	569,756	0	(34,465)	535,291	535,291	539,291	539,291	535,291	
<b>1,376,115</b>			<b>1,393,904</b>	<b>1,365,060</b>	<b>0</b>	<b>(107,132)</b>	<b>1,137</b>	<b>1,259,065</b>	<b>1,227,065</b>	<b>1,227,065</b>	<b>1,231,065</b>	
	= Benefit & Transfer Payments											
1,075	Grants		1,371	1,371	0	629	2,000	2,000	2,000	2,000	2,000	
<b>1,075</b>			<b>1,371</b>	<b>1,371</b>	<b>0</b>	<b>629</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	
	= Income & Fees											
(537,905)	Fees & charges		(276,213)	(266,813)	0	2,812	(264,001)	(264,001)	(264,001)	(264,001)	(264,001)	
(81,529)	Government grants		(22,000)	(22,000)	0	9,000	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	
<b>(619,434)</b>			<b>(298,213)</b>	<b>(288,813)</b>	<b>0</b>	<b>11,812</b>	<b>(277,001)</b>	<b>(277,001)</b>	<b>(277,001)</b>	<b>(277,001)</b>	<b>(277,001)</b>	
<b>1,877,389</b>	<b>Net Service Expenditure</b>		<b>2,470,912</b>	<b>2,605,434</b>	<b>0</b>	<b>(239,206)</b>	<b>10,791</b>	<b>2,377,019</b>	<b>2,376,563</b>	<b>2,389,789</b>	<b>2,407,147</b>	
<b>2,496,823</b>	<b>Gross Service Expenditure</b>		<b>2,769,125</b>	<b>2,894,247</b>	<b>0</b>	<b>(251,018)</b>	<b>10,791</b>	<b>2,654,020</b>	<b>2,653,564</b>	<b>2,666,790</b>	<b>2,684,148</b>	
<b>(619,434)</b>	<b>Gross Service Income</b>		<b>(298,213)</b>	<b>(288,813)</b>	<b>0</b>	<b>11,812</b>	<b>0</b>	<b>(277,001)</b>	<b>(277,001)</b>	<b>(277,001)</b>	<b>(277,001)</b>	
<b>1,877,389</b>	<b>Net Service Expenditure</b>		<b>2,470,912</b>	<b>2,605,434</b>	<b>0</b>	<b>(239,206)</b>	<b>10,791</b>	<b>2,377,019</b>	<b>2,376,563</b>	<b>2,389,789</b>	<b>2,407,147</b>	

Actual 2013/14	Objective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy			
					FTF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
208,166	Directors		356,191	356,191	0	103,533	3,501	463,225	472,516	477,148	481,826	
735,749	Corporate		488,471	631,336	0	(63,634)	3,887	571,589	585,750	591,057	596,418	
286,070	Democratic & Elections		1,038,263	1,029,920	0	(258,981)	3,403	774,341	750,405	753,660	760,949	
647,404	HR & Payroll		587,987	587,987	0	(20,124)		567,863	567,893	567,923	567,954	
<b>1,877,389</b>	<b>Net Service Expenditure</b>		<b>2,470,912</b>	<b>2,605,434</b>	<b>0</b>	<b>(239,206)</b>	<b>10,791</b>	<b>2,377,019</b>	<b>2,376,563</b>	<b>2,389,789</b>	<b>2,407,147</b>	

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Inflation on salary and insurance			10,791
Removal of Elections Manager and Democratic Manager		(99,000)	
Childcare vouchers		25,000	
Miscellaneous savings (maintenance, equipment, supplies etc)		(157,014)	
<b>Other Changes</b>			
Correction to Childcare vouchers budget as only admin cost		(27,600)	
Budget adjustments including C&M Manager at FT and temp post		19,408	
	<b>0</b>	<b>(239,206)</b>	<b>10,791</b>

## Head of Resources

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	⇒ Employees												
1,501,515	Salary	893,845	1,110,811	0	(214,496)	8,863	905,178	914,130	923,171	932,303	941,526		
373,879	Pension & NI	222,771	290,988	0	(63,950)		227,038	247,613	250,089	252,590	255,116		
12,078	Training	17,043	29,880	(4,500)	(7,098)		18,282	18,282	18,282	18,282	18,282		
19,481	Hired Staff	52,091	35,992	(4,000)	(10,992)		21,000	21,000	21,000	21,000	21,000		
7,785	Other staff costs	390	16,588	0	(15,438)		1,150	1,150	1,150	1,150	1,150		
<b>1,914,738</b>		<b>1,186,139</b>	<b>1,484,259</b>	<b>(8,500)</b>	<b>(311,974)</b>	<b>8,863</b>	<b>1,172,648</b>	<b>1,202,175</b>	<b>1,213,692</b>	<b>1,225,325</b>	<b>1,237,074</b>		
	⇒ Premises												
62,842	Repairs & Maintenance	67,151	63,151	(17,000)	(3,673)		42,478	42,478	42,478	42,478	42,478		
169,554	Rents	150,299	150,299	0	(30,299)		120,000	120,000	120,000	120,000	120,000		
36,608	Rates	30,140	30,140	0	(15,140)	300	15,300	15,300	15,300	15,300	15,300		
352	Water Services	247	247	0	(47)		200	200	200	200	200		
7,739	Energy Costs	4,920	4,920	0	80		5,000	5,000	5,000	5,000	5,000		
1,116	Premises Cleaning	1,230	1,230	0	0		1,230	1,230	1,230	1,230	1,230		
50,628	Premises Insurance	45,623	45,623	0	(45,623)		0	0	0	0	0		
<b>328,839</b>		<b>299,610</b>	<b>295,610</b>	<b>(17,000)</b>	<b>(94,702)</b>	<b>300</b>	<b>184,208</b>	<b>184,208</b>	<b>184,208</b>	<b>184,208</b>	<b>184,208</b>		
	⇒ Transport												
1,121	Mileage Allowance	1,100	1,226	0	524		1,750	1,750	1,750	1,750	1,750		
1,284	Pool Car	450	982	0	(82)		900	900	900	900	900		
4,445	Public Transport	2,273	4,282	0	(1,682)		2,600	2,600	2,600	2,600	2,600		
12,850	Car Allowance	2,146	13,352	0	(13,352)		0	0	0	0	0		
<b>19,700</b>		<b>5,969</b>	<b>19,842</b>	<b>0</b>	<b>(14,592)</b>		<b>5,250</b>	<b>5,250</b>	<b>5,250</b>	<b>5,250</b>	<b>5,250</b>		
	⇒ Supplies & Services												
121,373	Services	130,518	92,455	(3,000)	(16,755)		72,700	72,700	72,700	72,700	72,700		
11,168	Equipment, furniture & materials	8,750	9,067	0	(7,967)		1,100	1,100	1,100	1,100	1,100		
71,706	Communication and computing	62,928	72,859	0	(10,619)		62,240	62,240	62,240	62,240	62,240		
56,904	Office expenses	57,014	63,605	(10,500)	(11,935)		41,170	41,170	41,170	41,170	41,170		
1,165	Catering	435	196	0	(196)		0	0	0	0	0		
23	Insurance - service related	0	15,759	(5,000)	20,755		31,514	31,514	31,514	31,514	31,514		
<b>262,338</b>		<b>259,646</b>	<b>253,941</b>	<b>(18,500)</b>	<b>(26,717)</b>		<b>208,724</b>	<b>208,724</b>	<b>208,724</b>	<b>208,724</b>	<b>208,724</b>		
	⇒ Benefit & Transfer Payments												
14,635	Irrecoverable V A T	28,243	28,243	0	(7,743)		20,500	20,500	20,500	20,500	20,500		
	Shared Service Savings			(22,736)	0		(22,736)	(22,736)	(22,736)	(22,736)	(22,736)		
<b>14,635</b>		<b>28,243</b>	<b>28,243</b>	<b>(22,736)</b>	<b>(7,743)</b>		<b>(2,236)</b>	<b>(2,236)</b>	<b>(2,236)</b>	<b>(2,236)</b>	<b>(2,236)</b>		
	⇒ Renewals Fund Contribution												
88,082	Repairs & Renewals	95,589	95,589	0	(95,589)		0	0	0	0	0		
88,082		95,589	95,589	0	(95,589)		0	0	0	0	0		
	⇒ Income & Fees												
(180,649)	Fees & charges	(139,448)	(182,077)	(5,000)	52,331		(134,746)	(134,746)	(134,746)	(134,746)	(134,746)		
0	Government grants	(373)	0	0	0		0	0	0	0	0		
(1,802,492)	Rent	(1,853,813)	(1,900,813)	0	22,363		(1,878,450)	(1,878,450)	(1,878,450)	(1,878,450)	(1,878,450)		
<b>(1,983,141)</b>		<b>(1,993,634)</b>	<b>(2,082,890)</b>	<b>(5,000)</b>	<b>74,694</b>		<b>(2,013,196)</b>	<b>(2,013,196)</b>	<b>(2,013,196)</b>	<b>(2,013,196)</b>	<b>(2,013,196)</b>		
<b>645,192</b>	<b>Net Service Expenditure</b>	<b>(118,437)</b>	<b>94,594</b>	<b>(71,736)</b>	<b>(476,623)</b>	<b>9,163</b>	<b>(444,602)</b>	<b>(415,076)</b>	<b>(403,558)</b>	<b>(391,926)</b>	<b>(380,177)</b>		
<b>2,628,332</b>	<b>Gross Service Expenditure</b>	<b>1,875,197</b>	<b>2,177,484</b>	<b>(66,736)</b>	<b>(551,317)</b>	<b>9,163</b>	<b>1,568,594</b>	<b>1,598,120</b>	<b>1,609,638</b>	<b>1,621,270</b>	<b>1,633,019</b>		
<b>(1,983,141)</b>	<b>Gross Service Income</b>	<b>(1,993,634)</b>	<b>(2,082,890)</b>	<b>(5,000)</b>	<b>74,694</b>	<b>0</b>	<b>(2,013,196)</b>	<b>(2,013,196)</b>	<b>(2,013,196)</b>	<b>(2,013,196)</b>	<b>(2,013,196)</b>		
<b>645,192</b>	<b>Net Service Expenditure</b>	<b>(118,437)</b>	<b>94,594</b>	<b>(71,736)</b>	<b>(476,623)</b>	<b>9,163</b>	<b>(444,602)</b>	<b>(415,076)</b>	<b>(403,558)</b>	<b>(391,926)</b>	<b>(380,177)</b>		

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
122,360	Head of Service	65,347	96,177	0	(9,985)	590	86,782	88,574	89,354	90,142	90,938		
1,053,040	Legal	276,862	317,851	(39,736)	(137,170)	1,209	142,153	146,407	147,985	149,578	151,187		
83,757	Procurement	80,559	83,825	0	(2,420)	493	81,898	83,574	84,217	84,866	85,522		
186,735	Audit & Risk Manager	201,964	290,995	(9,500)	(59,222)	1,269	223,542	227,601	229,248	230,912	232,592		
680,148	Finance	663,900	795,015	(5,500)	(154,494)	4,491	639,512	654,303	660,107	665,969	671,890		
(1,480,847)	Commercial Estates	(1,407,069)	(1,489,269)	(17,000)	(113,330)	1,111	(1,618,488)	(1,615,535)	(1,614,469)	(1,613,393)	(1,612,306)		
<b>645,192</b>	<b>Net Service Expenditure</b>	<b>(118,437)</b>	<b>94,594</b>	<b>(71,736)</b>	<b>(476,623)</b>	<b>9,163</b>	<b>(444,602)</b>	<b>(415,076)</b>	<b>(403,558)</b>	<b>(391,926)</b>	<b>(380,177)</b>		

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Inflation on salary and NDR			9,163
Legal services shared service savings @ 12.5%	(22,736)		
Removal of Accountancy Assistant and part time Senior Accountant posts		(45,000)	
Principal Accountants posts changed to Senior Accountants post		(19,100)	
Removal of the Legal Service Manager, Legal Assistant and 2 Legal Support Officers		(122,000)	
Insurance now included in Corporate finance for budgeting purposes		(45,623)	
Removal of leased cars		(13,352)	
Removal of Repairs and Renewal funds - now within maintenance budgets		(95,589)	
Miscellaneous savings (maintenance, equipment, supplies etc)		(98,933)	
<b>Changes as a consequence of Cabinet Review</b>			
Reduction in Commercial Estate maintenance budgets	(17,000)		
Removal of risk management initiative budget	(5,000)		
Reduction in training	(9,000)		
Reduction in hired staff budget	(4,000)		
Reduction in the legal services books and publications and legal fees	(14,000)		
<b>Other Changes</b>			
Capital programme - revenue implications		(29,000)	
VAT Partial exemption re workings		(8,026)	
	<b>(71,736)</b>	<b>(476,623)</b>	<b>9,163</b>

**Head of Customer Services**

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	⊖ Employees												
228,987	Hired Staff	44,108	45,688	0	(45,688)		0	0	0	0	0	0	0
46,306	Other staff costs	41,843	42,286	0	(10,578)		31,708	31,708	31,708	31,708	31,708	31,708	31,708
899,028	Pension & NI	947,208	973,427	(30,758)	15,295		957,964	1,052,965	1,063,495	1,074,130	1,084,871	1,084,871	1,084,871
949	Recruitment	56	56	0	(56)		0	0	0	0	0	0	0
3,952,021	Salary	3,988,574	4,158,920	(119,907)	(179,032)	39,304	3,899,284	3,933,202	3,972,459	4,017,108	4,057,204	4,057,204	4,057,204
32,977	Training	57,563	63,659	0	(29,309)		34,350	34,350	34,350	34,350	34,350	34,350	34,350
<b>5,160,268</b>		<b>5,079,352</b>	<b>5,284,036</b>	<b>(150,665)</b>	<b>(249,369)</b>	<b>39,304</b>	<b>4,923,306</b>	<b>5,052,225</b>	<b>5,102,011</b>	<b>5,157,296</b>	<b>5,208,133</b>	<b>5,208,133</b>	<b>5,208,133</b>
	⊖ Premises												
1,655	Energy Costs	1,599	1,599	0	(399)		1,200	1,200	1,200	1,200	1,200	1,200	1,200
816	Premises Cleaning	1,002	2,252	0	(1,244)		1,008	1,008	1,008	1,008	1,008	1,008	1,008
4,343	Rates	4,440	4,640	0	0	93	4,733	4,733	4,733	4,733	4,733	4,733	4,733
135,371	Rents	145,159	171,362	(40,000)	(30,231)	1,361	102,492	102,492	102,492	102,492	102,492	102,492	102,492
8,633	Repairs & Maintenance	7,050	17,050	0	(16,478)		572	572	572	572	572	572	572
367	Water Services	214	214	0	(14)		200	200	200	200	200	200	200
<b>151,184</b>		<b>159,464</b>	<b>197,117</b>	<b>(40,000)</b>	<b>(48,366)</b>	<b>1,454</b>	<b>110,205</b>	<b>110,205</b>	<b>110,205</b>	<b>110,205</b>	<b>110,205</b>	<b>110,205</b>	<b>110,205</b>
	⊖ Transport												
10,522	Car Allowance	9,025	9,025	0	(9,025)		0	0	0	0	0	0	0
10,611	Mileage Allowance	21,619	22,417	0	(12,367)		10,050	10,050	10,050	10,050	10,050	10,050	10,050
2,337	Operating Costs	2,959	2,959	0	(182)		2,777	2,777	2,777	2,777	2,777	2,777	2,777
10,583	Pool Car	9,997	10,397	0	1,213		11,610	11,610	11,610	11,610	11,610	11,610	11,610
6,942	Public Transport	10,372	10,372	0	(4,252)		6,120	6,120	6,120	6,120	6,120	6,120	6,120
<b>40,995</b>		<b>53,972</b>	<b>55,170</b>	<b>0</b>	<b>(24,613)</b>		<b>30,557</b>	<b>30,557</b>	<b>30,557</b>	<b>30,557</b>	<b>30,557</b>	<b>30,557</b>	<b>30,557</b>
	⊖ Supplies & Services												
1,024	Catering	692	692	0	(442)		250	250	250	250	250	250	250
568,830	Communication and computing	594,662	603,267	0	(62,991)		540,276	540,276	540,276	540,276	540,276	540,276	540,276
243,051	Equipment, furniture & materials	252,437	256,601	0	(23,988)		232,613	232,613	232,613	232,613	232,613	232,613	232,613
1,084	Expenses	122	122	0	(122)		0	0	0	0	0	0	0
138,145	Office expenses	150,526	154,295	0	(12,612)		141,683	141,683	141,683	141,683	141,683	141,683	141,683
127,840	Services	110,252	153,058	0	(87,441)		65,617	60,617	65,617	65,617	65,617	65,617	65,617
1,086	Uniform & laundry	3,525	5,525	0	(2,726)		2,799	2,799	2,799	2,799	2,799	2,799	2,799
<b>1,081,060</b>		<b>1,112,216</b>	<b>1,173,560</b>	<b>0</b>	<b>(190,322)</b>		<b>983,238</b>	<b>978,238</b>	<b>983,238</b>	<b>983,238</b>	<b>983,238</b>	<b>983,238</b>	<b>983,238</b>
	⊖ Benefit & Transfer Payments												
38,133,788	Benefits	37,369,384	37,369,384	0	(1,259,384)		36,110,000	36,110,000	36,110,000	36,110,000	36,110,000	36,110,000	36,110,000
397,794	Contributions paid	535,301	655,975	0	(213,731)		442,244	442,244	442,244	442,244	442,244	442,244	442,244
	Shared Service Savings			(187,794)	0		(187,794)	(187,794)	(187,794)	(187,794)	(187,794)	(187,794)	(187,794)
<b>38,531,581</b>		<b>37,904,685</b>	<b>38,025,359</b>	<b>(187,794)</b>	<b>(1,473,115)</b>		<b>36,364,450</b>	<b>36,364,450</b>	<b>36,364,450</b>	<b>36,364,450</b>	<b>36,364,450</b>	<b>36,364,450</b>	<b>36,364,450</b>
	⊖ Income & Fees												
46,281	Bad debt provision	81,417	81,417	0	16,633		98,050	98,050	98,050	98,050	98,050	98,050	98,050
(2,327,973)	Fees & charges	(1,298,288)	(1,413,412)	0	(251,360)		(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)
(38,306,830)	Government grants	(38,225,515)	(38,243,880)	0	1,886,684		(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)
<b>(40,588,522)</b>		<b>(39,442,386)</b>	<b>(39,575,875)</b>	<b>0</b>	<b>1,651,957</b>		<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>
<b>4,376,566</b>	<b>Net Service Expenditure</b>	<b>4,867,303</b>	<b>5,159,367</b>	<b>(378,459)</b>	<b>(333,827)</b>	<b>40,758</b>	<b>4,487,838</b>	<b>4,611,757</b>	<b>4,666,544</b>	<b>4,721,828</b>	<b>4,772,665</b>	<b>4,772,665</b>	<b>4,772,665</b>

<b>44,965,088</b>	<b>Gross Service Expenditure</b>	<b>44,309,689</b>	<b>44,735,242</b>	<b>(378,459)</b>	<b>(1,985,784)</b>	<b>40,758</b>	<b>42,411,756</b>	<b>42,535,675</b>	<b>42,590,462</b>	<b>42,645,746</b>	<b>42,696,583</b>	<b>42,696,583</b>	<b>42,696,583</b>
<b>(40,588,522)</b>	<b>Gross Service Income</b>	<b>(39,442,386)</b>	<b>(39,575,875)</b>	<b>0</b>	<b>1,651,957</b>	<b>0</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>	<b>(37,923,918)</b>
<b>4,376,566</b>	<b>Net Service Expenditure</b>	<b>4,867,303</b>	<b>5,159,367</b>	<b>(378,459)</b>	<b>(333,827)</b>	<b>40,758</b>	<b>4,487,838</b>	<b>4,611,757</b>	<b>4,666,544</b>	<b>4,721,828</b>	<b>4,772,665</b>	<b>4,772,665</b>	<b>4,772,665</b>

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
172,381	Head of Service	167,902	167,902	0	(79,940)	677	88,639	90,637	91,524	92,419	93,323	93,323	93,323
949,863	Customer Services	989,498	1,139,789	(40,000)	(3,803)	9,652	1,105,638	1,127,292	1,137,786	1,153,385	1,164,140	1,164,140	1,164,140
499,122	Document Centre	485,341	473,227	0	(9,059)	2,715	466,883	470,790	479,282	482,810	486,372	486,372	486,372
1,808,691	Information Mgt	1,728,624	1,728,624	(238,021)	(234,789)	8,366	1,264,179	1,294,478	1,304,905	1,315,436	1,326,073	1,326,073	1,326,073
787,597	Housing Needs	1,136,320	1,233,881	(78,856)	(100,846)	6,813	1,060,992	1,084,112	1,092,171	1,100,312	1,108,533	1,108,533	1,108,533
(408,017)	Council Tax Support	(138,952)	(152,810)	0	29,860		(122,950)	(122,950)	(122,950)	(122,950)	(122,950)	(122,950)	(122,950)
426,577	Housing Benefits	305,659	393,367	0	(1,530)	7,018	398,856	423,447	432,957	442,563	452,264	452,264	452,264
140,351	Local Tax Collection	192,911	175,387	(21,582)	64,279	5,516	223,601	241,952	248,868	255,854	262,909	262,909	262,909
0	Economic Development	0	0	0	2,000		2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>4,376,566</b>	<b>Net Service Expenditure</b>	<b>4,867,303</b>	<b>5,159,367</b>	<b>(378,459)</b>	<b>(333,827)</b>	<b>40,758</b>	<b>4,487,838</b>	<b>4,611,757</b>	<b>4,666,544</b>	<b>4,721,828</b>	<b>4,772,665</b>	<b>4,772,665</b>	<b>4,772,665</b>

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Inflation on salary and NDR			40,758
Movement of 2 BA posts to the Corporate Team and the closure of 1 BA post & 1 P&BA Manager post	(123,000)		
Closure of Benefit Assessment Officers posts	(60,100)		
Fraud Investigator posts transferred to DWP	(54,800)		
Removal of hired staff budgets	(45,688)		
Change in housing benefit grant funding from Govt	162,209		
Planned MTP savings for Customer Services	(25,000)		
Increase in Bad debt provision	(16,000)		
Reduction in training budget	(29,000)		
Movement of the Call Centre & merge with Customer Service Centre	(40,000)		
IMD Shared service savings @ 12.5%	(187,794)		
Miscellaneous savings (maintenance, equipment, supplies etc)	(146,029)		
<b>Changes as a consequence of Cabinet Review</b>			
Removal of Fraud Manager	(60,336)		
Removal of System & Network Manager (IMD)	(50,227)		
Removal of Local Taxation Officer	(21,582)		
Removal of Customer Services Assistant (Housing Needs)	(18,520)		
<b>Other Changes</b>			
Movement of budget from corporate finance		2,000	
Additional budget for NDR appeal provision		2,000	
Adjustments and roundings		(419)	
	(378,459)	(333,827)	40,758



**Head of Operations**

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
438,707	Employees	433,822	397,837	0	(16,039)		381,798	381,798	501,798	501,798	501,798	501,798
386,395	Hired Staff	254,178	258,178	0	(21,452)		236,726	236,726	236,726	236,726	236,726	236,726
919,021	Other staff costs	968,110	977,719	(23,217)	3,384		957,886	1,046,020	1,056,480	1,067,045	1,077,715	1,077,715
195	Pension & NI	2,246	2,246	0	(1,846)		400	400	400	400	400	400
3,889,331	Recruitment	4,116,385	4,130,878	(88,692)	(61,041)	40,112	4,021,257	4,060,892	4,100,923	4,141,355	4,182,190	4,182,190
36,766	Salary	51,690	51,690	0	(31,759)		19,931	19,931	19,931	19,931	19,931	19,931
5,670,415	Training	5,826,431	5,818,548	(111,909)	(128,754)	40,112	5,617,998	5,745,767	5,916,258	5,967,254	6,018,761	6,018,761
201,847	Premises	195,723	190,923	0	(14,994)		175,929	175,929	175,929	175,929	175,929	175,929
8,930	Energy Costs	17,507	17,507	0	693		18,200	18,200	18,200	18,200	18,200	18,200
77,635	Ground Maintenance Costs	60,061	60,061	(2,500)	25,787		83,348	83,348	83,348	83,348	83,348	83,348
455,277	Premises Cleaning	540,049	687,629	(30,696)	(91,130)	20,062	585,865	585,865	585,865	585,865	585,865	585,865
24,424	Rates	14,396	(101,984)	0	114,990		13,006	13,006	13,006	13,006	13,006	13,006
389,231	Rents	326,946	293,766	(5,000)	68,972		357,738	357,738	357,738	357,738	357,738	357,738
10,042	Repairs & Maintenance	34,850	36,350	0	(8,680)		27,670	27,670	27,670	27,670	27,670	27,670
1,167,385	Water Services	1,189,532	1,184,252	(38,196)	95,638	20,062	1,261,756	1,261,756	1,261,756	1,261,756	1,261,756	1,261,756
6,070	Transport	6,724	18,117	0	(18,117)		0	0	0	0	0	0
14,960	Car Allowance	15,624	29,121	0	(10,261)		18,860	18,860	18,860	18,860	18,860	18,860
1,145,130	Mileage Allowance	1,249,593	1,335,161	0	(225,272)		1,109,889	1,109,889	1,109,889	1,109,889	1,109,889	1,109,889
13,483	Operating Costs	5,745	5,745	0	805		6,550	6,550	6,550	6,550	6,550	6,550
4,753	Pool Car	0	0	0	1,200		1,200	1,200	1,200	1,200	1,200	1,200
1,184,396	Public Transport	1,277,686	1,388,144	0	(251,645)		1,136,499	1,136,499	1,136,499	1,136,499	1,136,499	1,136,499
40,038	Supplies & Services	41,454	41,454	0	(41,254)		200	200	200	200	200	200
48,579	Catering	57,200	57,200	100	(17,238)		40,062	40,062	40,062	40,062	40,062	40,062
357,000	Communication and computing	390,495	547,792	(4,000)	(187,611)		356,181	356,181	356,181	356,181	356,181	356,181
138	Equipment, furniture & materials	390	390	0	(390)		0	0	0	0	0	0
7,018	Expenses	0	0	0	7,000		7,000	7,000	7,000	7,000	7,000	7,000
48,246	Insurance - service related	52,994	62,994	(970)	(9,474)		52,550	52,550	52,550	52,550	52,550	52,550
155,395	Office expenses	360,305	220,060	0	(77,207)		142,853	142,853	142,853	142,853	142,853	142,853
58,484	Services	19,202	19,202	(24,000)	25,141		20,343	20,343	20,343	20,343	20,343	20,343
714,898	Uniform & laundry	922,040	949,092	(28,870)	(301,033)		619,189	619,189	619,189	619,189	619,189	619,189
56,774	Benefit & Transfer Payments	35,758	44,340	0	0		44,340	44,340	44,340	44,340	44,340	44,340
6,725	Contributions paid	3,952	3,952	0	(1,352)		2,600	2,600	2,600	2,600	2,600	2,600
63,499	Irrecoverable V A T	39,710	48,292	0	(1,352)		46,940	46,940	46,940	46,940	46,940	46,940
65,934	Renewals Fund Contribution	78,962	123,739	0	(123,739)		0	0	0	0	0	0
65,934	Repairs & Renewals	78,962	123,739	0	(123,739)		0	0	0	0	0	0
(114,521)	Income & Fees	(171,164)	(171,164)	0	19,833		(151,331)	(112,331)	(112,331)	(112,331)	(112,331)	(112,331)
(3,396,582)	Commuted sums	(3,508,440)	(3,616,190)	0	(23,353)		(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)
(18,065)	Fees & charges	(9,792)	(12,492)	0	(10,748)		(23,240)	(23,240)	(23,240)	(23,240)	(23,240)	(23,240)
(128,994)	Government grants	(126,671)	(87,671)	15,000	14,039		(58,632)	(58,632)	(58,632)	(58,632)	(58,632)	(58,632)
(94,103)	Other grants and contributions	(92,998)	(101,748)	7,800	7,624		(86,324)	(86,324)	(86,324)	(86,324)	(86,324)	(86,324)
(127,027)	Rent	(132,010)	(45,260)	0	(85,440)		(130,700)	(130,700)	(130,700)	(130,700)	(130,700)	(130,700)
(3,879,293)	Sales	(4,041,075)	(4,034,525)	22,800	(78,045)		(4,089,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)
4,987,234	Net Service Expenditure	5,293,286	5,477,542	(156,175)	(788,930)	60,174	4,592,611	4,759,380	4,929,872	4,980,868	5,032,374	5,032,374

8,866,527	Gross Service Expenditure	9,334,361	9,512,067	(178,975)	(710,885)	60,174	8,682,381	8,810,150	8,980,642	9,031,638	9,083,144	9,083,144
(3,879,293)	Gross Service Income	(4,041,075)	(4,034,525)	22,800	(78,045)	0	(4,089,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)
4,987,234	Net Service Expenditure	5,293,286	5,477,542	(156,175)	(788,930)	60,174	4,592,611	4,759,380	4,929,872	4,980,868	5,032,374	5,032,374

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
0	Head of Service	78,031	78,031	0	13,306	670	92,007	93,894	94,782	95,678	96,583	96,583
199,170	Environmental & Energy Mgt	134,069	135,819	16,330	15,196	1,617	168,962	173,784	175,500	177,233	178,984	178,984
852,499	Street Cleansing	938,795	976,457	(5,000)	(94,152)	4,908	882,213	896,563	902,807	909,112	915,481	915,481
927,809	Operations Management	918,213	975,010	(34,423)	(513,401)	3,222	430,407	440,618	444,440	448,301	452,200	452,200
1,084,912	Green Spaces	1,039,590	1,070,376	(9,903)	138,412	10,764	1,209,648	1,284,125	1,297,900	1,311,813	1,325,865	1,325,865
11,215	Public Conveniences	21,423	21,423	0	(8,023)		13,400	13,400	13,400	13,400	13,400	13,400
1,925,761	Waste Management	2,021,753	2,061,307	(23,400)	(83,120)	13,374	1,968,161	2,011,064	2,148,231	2,165,570	2,183,081	2,183,081
1,007,456	Facilities Management	1,110,030	1,144,130	(30,504)	(160,253)	16,268	969,642	977,606	980,702	983,828	986,985	986,985
253,740	Fleet Management	257,325	288,210	0	(43,538)	1,190	245,862	250,013	251,555	253,111	254,684	254,684
(109,977)	Markets	(126,217)	(120,217)	0	29,809	1,013	(89,395)	(88,653)	(88,371)	(88,085)	(87,797)	(87,797)
(1,165,352)	Car Parks	(1,099,726)	(1,153,004)	(69,274)	(83,165)	7,148	(1,298,295)	(1,293,034)	(1,291,073)	(1,289,092)	(1,287,092)	(1,287,092)
4,987,234	Net Service Expenditure	5,293,286	5,477,542	(156,175)	(788,930)	60,174	4,592,611	4,759,380	4,929,872	4,980,868	5,032,374	5,032,374

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Inflation on Salary and NDR			60,174
Other small FtF changes	428		
MLEI funding	15,000		
Reduction in the use of diesel		(52,000)	
Removal of vehicle leases from budget		(22,000)	
Reduction in maintenance budget		(55,000)	
Removal of Other IT hardware budget		(148,000)	
Removal of parking charges from budget		(102,000)	
Savings in salary		(129,000)	
Savings in equipment and furniture		(189,000)	
Miscellaneous savings (maintenance, equipment, supplies etc)		(83,368)	
<b>Changes as a consequence of Cabinet Review</b>			
Staff Restructure	(92,286)		
Change in cleaning provision	(19,621)		
Correction in car park NDR	(30,696)		
Reduction in the uniform budget	(24,000)		
Reduction in litter bins	(5,000)		
<b>Other Changes</b>			
Removal of internal recharge budgets		(8,562)	
	(156,175)	(788,930)	60,174

**Head of Development**

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
2,902	Employees												
510,594	Other staff costs	16,446	24,906	0	(24,906)		0	0	0	0	0	0	0
7,608	Pension & NI	482,848	517,286	(13,250)	27,820		531,856	586,817	592,685	598,612	604,598	604,598	604,598
2,021,045	Recruitment	0	0	0	0		0	0	0	0	0	0	0
43,802	Salary	1,922,265	2,155,528	(27,853)	(40,580)	21,495	2,108,589	2,129,675	2,150,972	2,172,482	2,194,206	2,194,206	2,194,206
2,585,950	Training	18,279	18,279	0	721		19,000	19,000	19,000	19,000	19,000	19,000	19,000
		<b>2,439,838</b>	<b>2,715,999</b>	<b>(41,103)</b>	<b>(36,945)</b>	<b>21,495</b>	<b>2,659,445</b>	<b>2,735,492</b>	<b>2,762,657</b>	<b>2,790,093</b>	<b>2,817,804</b>	<b>2,817,804</b>	<b>2,817,804</b>
19,645	Premises												
23,991	Energy Costs	19,026	19,026	0	974		20,000	20,000	20,000	20,000	20,000	20,000	20,000
1,959	Rents	21,761	21,761	0	1,644		23,405	23,405	23,405	23,405	23,405	23,405	23,405
19,199	Repairs & Maintenance	11,060	11,060	0	(4,560)		6,500	6,500	6,500	6,500	6,500	6,500	6,500
64,794	Water Services	15,879	15,879	0	3,521		19,400	19,400	19,400	19,400	19,400	19,400	19,400
		<b>67,726</b>	<b>67,726</b>	<b>0</b>	<b>1,579</b>		<b>69,305</b>	<b>69,305</b>	<b>69,305</b>	<b>69,305</b>	<b>69,305</b>	<b>69,305</b>	<b>69,305</b>
10,002	Transport												
30,785	Car Allowance	22,527	22,527	0	(22,527)		0	0	0	0	0	0	0
1,693	Mileage Allowance	40,643	52,643	0	(16,043)		36,600	36,600	36,600	36,600	36,600	36,600	36,600
10,536	Operating Costs	3,468	3,468	0	(3,468)		0	0	0	0	0	0	0
5,610	Pool Car	3,299	3,299	0	9,801		13,100	13,100	13,100	13,100	13,100	13,100	13,100
58,626	Public Transport	1,741	1,741	0	4,359		6,100	6,100	6,100	6,100	6,100	6,100	6,100
		<b>71,678</b>	<b>83,678</b>	<b>0</b>	<b>(27,878)</b>		<b>55,800</b>	<b>55,800</b>	<b>55,800</b>	<b>55,800</b>	<b>55,800</b>	<b>55,800</b>	<b>55,800</b>
4,498	Supplies & Services												
76,366	Catering	303	303	0	1,197		1,500	1,500	1,500	1,500	1,500	1,500	1,500
10,852	Communication and computing	53,176	53,176	0	5,150		58,326	58,326	58,326	58,326	58,326	58,326	58,326
224	Equipment, furniture & materials	14,682	14,682	0	(3,512)		11,170	11,170	11,170	11,170	11,170	11,170	11,170
0	Expenses	850	850	0	(850)		0	0	0	0	0	0	0
62,627	Insurance - service related	0	0	0	0		0	0	0	0	0	0	0
367,820	Office expenses	54,035	54,035	0	(18,703)		35,332	35,332	35,332	35,332	35,332	35,332	35,332
307	Services	784,176	784,176	(62,491)	(170,318)		551,367	550,367	376,367	351,367	351,367	351,367	351,367
522,695	Uniform & laundry	936	936	0	(436)		500	500	500	500	500	500	500
		<b>908,158</b>	<b>908,158</b>	<b>(62,491)</b>	<b>(187,472)</b>		<b>658,195</b>	<b>657,195</b>	<b>483,195</b>	<b>458,195</b>	<b>458,195</b>	<b>458,195</b>	<b>458,195</b>
260,509	Benefit & Transfer Payments												
213,163	Contributions paid	176,959	176,959	0	8,177		185,136	185,136	185,136	185,136	185,136	185,136	185,136
5,048	Grants	32,006	32,006	0	(7,006)		25,000	25,000	25,000	25,000	25,000	25,000	25,000
478,719	Irrecoverable V A T	5,454	5,454	0	346		5,800	5,800	5,800	5,800	5,800	5,800	5,800
	Shared Service Savings			(15,191)	0		(15,191)	(15,191)	(15,191)	(15,191)	(15,191)	(15,191)	(15,191)
		<b>214,419</b>	<b>214,419</b>	<b>(15,191)</b>	<b>1,517</b>		<b>200,745</b>	<b>200,745</b>	<b>200,745</b>	<b>200,745</b>	<b>200,745</b>	<b>200,745</b>	<b>200,745</b>
11,337	Renewals Fund Contribution												
11,337	Repairs & Renewals	1,620	1,620	0	0		1,620	1,620	1,620	1,620	1,620	1,620	1,620
		1,620	1,620	0	0		1,620	1,620	1,620	1,620	1,620	1,620	1,620
(2,376,932)	Income & Fees												
(10,000)	Fees & charges	(1,890,315)	(1,903,315)	86,100	(19,771)		(1,836,986)	(1,836,986)	(1,836,986)	(1,836,986)	(1,836,986)	(1,836,986)	(1,836,986)
(94,329)	Other grants and contributions	(42,750)	(42,750)	42,750	(5,000)		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(23,874)	Rent	(98,624)	(98,624)	0	(1,376)		(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
(2,505,134)	Sales	(16,476)	(16,476)	0	4,576		(11,900)	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)
		<b>(2,048,165)</b>	<b>(2,061,165)</b>	<b>128,850</b>	<b>(21,571)</b>		<b>(1,953,886)</b>	<b>(1,953,886)</b>	<b>(1,953,886)</b>	<b>(1,953,886)</b>	<b>(1,953,886)</b>	<b>(1,953,886)</b>	<b>(1,953,886)</b>
<b>1,216,987</b>	<b>Net Service Expenditure</b>	<b>1,655,274</b>	<b>1,930,435</b>	<b>10,065</b>	<b>(270,770)</b>	<b>21,495</b>	<b>1,691,224</b>	<b>1,766,271</b>	<b>1,619,435</b>	<b>1,621,872</b>	<b>1,649,583</b>	<b>1,649,583</b>	<b>1,649,583</b>

3,722,121	Gross Service Expenditure	3,703,439	3,991,600	(118,785)	(249,199)	21,495	3,645,110	3,720,157	3,573,321	3,575,758	3,603,469	3,603,469	3,603,469
(2,505,134)	Gross Service Income	(2,048,165)	(2,061,165)	128,850	(21,571)	0	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)
<b>1,216,987</b>	<b>Net Service Expenditure</b>	<b>1,655,274</b>	<b>1,930,435</b>	<b>10,065</b>	<b>(270,770)</b>	<b>21,495</b>	<b>1,691,224</b>	<b>1,766,271</b>	<b>1,619,435</b>	<b>1,621,872</b>	<b>1,649,583</b>	<b>1,649,583</b>	<b>1,649,583</b>

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
223,850	Head of Service	137,350	153,750	0	(76,412)	590	77,928	79,720	80,500	81,288	82,084	82,084	82,084
(576,178)	Development Management	(237,510)	(164,935)	66,100	(110,487)	7,908	(201,414)	(173,483)	(163,619)	(153,656)	(143,593)	(143,593)	(143,593)
1,102,274	Planning Policy	1,030,986	1,200,516	20,000	(116,480)	6,473	1,110,509	1,182,673	1,017,112	1,000,636	1,009,244	1,009,244	1,009,244
330,438	Housing Strategy	286,938	286,938	25,000	(14,944)	1,928	298,921	305,769	308,520	311,298	314,104	314,104	314,104
109,904	Economic Development	336,637	323,637	(35,617)	18,954	1,193	308,167	262,447	263,842	265,252	266,675	266,675	266,675
11,657	Public Transport	11,050	11,050	0	8,150		19,200	19,200	19,200	19,200	19,200	19,200	19,200
68,673	Transportation Strategy	102,823	102,823	0	(37,803)		65,020	65,020	65,020	65,020	65,020	65,020	65,020
(53,631)	Building Control	(13,000)	16,656	(65,419)	58,252	3,402	12,892	24,925	28,860	32,834	36,849	36,849	36,849
<b>1,216,987</b>	<b>Net Service Expenditure</b>	<b>1,655,274</b>	<b>1,930,435</b>	<b>10,065</b>	<b>(270,770)</b>	<b>21,495</b>	<b>1,691,224</b>	<b>1,766,271</b>	<b>1,619,435</b>	<b>1,621,872</b>	<b>1,649,583</b>	<b>1,649,583</b>	<b>1,649,583</b>

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Inflation on salary and NDR			21,495
Changes to organisational structure		45,013	
Rephrasing of spend		(86,000)	
Increase in application fees		(18,000)	
Removal of lease car costs		(24,326)	
Miscellaneous savings (maintenance, equipment, supplies etc)		(93,343)	
Building Control shared service savings @ 12.5%	(15,191)		
MTP Fallout and re-phase 14/15 project costs	(62,491)		
Removal of fees as not able to sell expertise	20,000		
Realignment of CIL administration costs recovered	116,327		
MTP fall out - St Neots Town Centre Advice grant	42,750		
No Review yet but Vacancies in Planning off -setting in 2014/15	25,000		
<b>Changes as a consequence of Cabinet Review</b>			
Removal of Building Control post	(50,227)		
Removal of Corporate Assistant post	(15,875)		
External income for Project Officer post	(50,228)		
<b>Other Changes</b>			
Correction to budget for the CIL post		(51,078)	
Adjustment for temporary posts ending in year		(43,036)	
	<b>10,065</b>	<b>(270,770)</b>	<b>21,495</b>

**Head of Community**

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	⊖Employees												
5,414	Hired Staff	686	686	0	6,314		7,000	7,000	7,000	7,000	7,000	7,000	7,000
12,522	Other staff costs	25,925	25,925	(50)	(14,227)		11,648	11,648	11,648	11,648	11,648	11,648	11,648
333,571	Pension & NI	361,168	398,441	(16,848)	(2,294)		379,299	417,974	422,153	426,375	430,639	430,639	430,639
1,540	Recruitment	0	0	0	0		0	0	0	0	0	0	0
1,379,540	Salary	1,434,811	1,598,241	(67,634)	(42,135)	15,433	1,503,905	1,485,944	1,500,804	1,515,812	1,530,970	1,530,970	1,530,970
1,747	Severance payments	8,123	0	0	0		0	0	0	0	0	0	0
20,921	Training	29,438	29,438	0	2,388		31,826	31,826	31,826	31,826	31,826	31,826	31,826
<b>1,755,256</b>		<b>1,860,151</b>	<b>2,052,731</b>	<b>(84,532)</b>	<b>(49,954)</b>	<b>15,433</b>	<b>1,933,678</b>	<b>1,954,392</b>	<b>1,973,431</b>	<b>1,992,660</b>	<b>2,012,082</b>	<b>2,012,082</b>	<b>2,012,082</b>
	⊖Premises												
14,177	Energy Costs	11,109	11,109	0	2,091		13,200	13,200	13,200	13,200	13,200	13,200	13,200
13,798	Premises Cleaning	15,126	15,126	0	7,500		22,626	22,626	22,626	22,626	22,626	22,626	22,626
25,690	Rates	23,683	23,683	0	2,117	516	26,316	26,316	26,316	26,316	26,316	26,316	26,316
9,091	Rents	(35,532)	(35,532)	0	36,364		832	832	832	832	832	832	832
249,280	Repairs & Maintenance	190,762	190,762	0	(80,562)		110,200	110,200	110,200	110,200	110,200	110,200	110,200
519	Water Services	1,465	1,465	0	(885)		580	580	580	580	580	580	580
<b>312,555</b>		<b>206,613</b>	<b>206,613</b>	<b>0</b>	<b>(33,375)</b>	<b>516</b>	<b>173,754</b>	<b>173,754</b>	<b>173,754</b>	<b>173,754</b>	<b>173,754</b>	<b>173,754</b>	<b>173,754</b>
	⊖Transport												
6,333	Car Allowance	1,351	7,704	0	(7,704)		0	0	0	0	0	0	0
18,205	Mileage Allowance	48,244	49,197	0	(19,097)		30,100	30,100	30,100	30,100	30,100	30,100	30,100
32,083	Operating Costs	35,215	38,606	0	(5,895)		32,711	32,711	32,711	32,711	32,711	32,711	32,711
8,991	Pool Car	4,703	4,703	0	6,247		10,950	10,950	10,950	10,950	10,950	10,950	10,950
4,978	Public Transport	100	100	0	7,450		7,550	7,550	7,550	7,550	7,550	7,550	7,550
<b>70,590</b>		<b>89,613</b>	<b>100,310</b>	<b>0</b>	<b>(18,999)</b>		<b>81,311</b>	<b>81,311</b>	<b>81,311</b>	<b>81,311</b>	<b>81,311</b>	<b>81,311</b>	<b>81,311</b>
	⊖Supplies & Services												
1,841	Catering	0	0	0	600		600	600	600	600	600	600	600
135,461	Communication and computing	132,979	92,976	0	39,651		132,627	132,627	132,627	132,627	132,627	132,627	132,627
67,054	Equipment, furniture & materials	95,020	99,020	0	29,699		128,719	128,719	128,719	128,719	128,719	128,719	128,719
1,027	Expenses	987	987	(600)	(387)		0	0	0	0	0	0	0
20,846	Office expenses	37,209	55,637	0	(25,693)		29,944	29,944	29,944	29,944	29,944	29,944	29,944
70,856	Services	112,334	112,909	0	7,052		119,961	119,961	119,961	119,961	119,961	119,961	119,961
1,232	Uniform & laundry	2,012	2,012	0	688		2,700	2,700	2,700	2,700	2,700	2,700	2,700
<b>298,318</b>		<b>380,541</b>	<b>363,541</b>	<b>(600)</b>	<b>51,610</b>		<b>414,551</b>	<b>414,551</b>	<b>414,551</b>	<b>414,551</b>	<b>414,551</b>	<b>414,551</b>	<b>414,551</b>
	⊖Benefit & Transfer Payments												
94,096	Contributions paid	76,147	81,147	0	(10,137)		71,010	71,010	71,010	71,010	71,010	71,010	71,010
308,707	Grants	298,033	298,033	0	37,041		335,074	305,074	305,074	305,074	305,074	305,074	305,074
10,176	Irrecoverable V A T	7,391	7,391	0	(2,791)		4,600	4,600	4,600	4,600	4,600	4,600	4,600
<b>412,978</b>		<b>381,571</b>	<b>386,571</b>	<b>0</b>	<b>24,113</b>		<b>410,684</b>	<b>380,684</b>	<b>380,684</b>	<b>380,684</b>	<b>380,684</b>	<b>380,684</b>	<b>380,684</b>
	⊖Renewals Fund Contribution												
(52,170)	Repairs & Renewals	28,339	28,339	0	(21,727)		6,612	6,612	6,612	6,612	6,612	6,612	6,612
<b>(52,170)</b>		<b>28,339</b>	<b>28,339</b>	<b>0</b>	<b>(21,727)</b>		<b>6,612</b>	<b>6,612</b>	<b>6,612</b>	<b>6,612</b>	<b>6,612</b>	<b>6,612</b>	<b>6,612</b>
	⊖Income & Fees												
(571,096)	Fees & charges	(535,981)	(554,481)	0	(295,786)		(850,267)	(886,267)	(893,267)	(900,267)	(911,267)	(911,267)	(911,267)
(108,858)	Other grants and contributions	(48,869)	(48,869)	0	14,384		(34,485)	(34,485)	(34,485)	(34,485)	(34,485)	(34,485)	(34,485)
(5,450)	Rent	(6,016)	(6,016)	0	566		(5,450)	(5,450)	(5,450)	(5,450)	(5,450)	(5,450)	(5,450)
<b>(685,404)</b>		<b>(590,866)</b>	<b>(609,366)</b>	<b>0</b>	<b>(280,836)</b>		<b>(890,202)</b>	<b>(926,202)</b>	<b>(933,202)</b>	<b>(940,202)</b>	<b>(951,202)</b>	<b>(951,202)</b>	<b>(951,202)</b>
<b>2,112,123</b>	<b>Net Service Expenditure</b>	<b>2,355,962</b>	<b>2,528,739</b>	<b>(85,132)</b>	<b>(329,168)</b>	<b>15,949</b>	<b>2,130,388</b>	<b>2,085,102</b>	<b>2,097,141</b>	<b>2,109,370</b>	<b>2,117,792</b>	<b>2,117,792</b>	<b>2,117,792</b>

<b>2,797,528</b>	<b>Gross Service Expenditure</b>	<b>2,946,828</b>	<b>3,138,105</b>	<b>(85,132)</b>	<b>(48,332)</b>	<b>15,949</b>	<b>3,020,590</b>	<b>3,011,304</b>	<b>3,030,343</b>	<b>3,049,572</b>	<b>3,068,994</b>	<b>3,068,994</b>	<b>3,068,994</b>
<b>(685,404)</b>	<b>Gross Service Income</b>	<b>(590,866)</b>	<b>(609,366)</b>	<b>0</b>	<b>(280,836)</b>	<b>0</b>	<b>(890,202)</b>	<b>(926,202)</b>	<b>(933,202)</b>	<b>(940,202)</b>	<b>(951,202)</b>	<b>(951,202)</b>	<b>(951,202)</b>
<b>2,112,123</b>	<b>Net Service Expenditure</b>	<b>2,355,962</b>	<b>2,528,739</b>	<b>(85,132)</b>	<b>(329,168)</b>	<b>15,949</b>	<b>2,130,388</b>	<b>2,085,102</b>	<b>2,097,141</b>	<b>2,109,370</b>	<b>2,117,792</b>	<b>2,117,792</b>	<b>2,117,792</b>

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
0	Head of Service	58,044	58,044	0	19,818	590	78,452	80,244	81,024	81,812	82,608	82,608	82,608
223,624	C C T V	196,121	155,121	0	9,531	2,533	167,185	175,756	179,150	182,578	186,041	186,041	186,041
272,371	Environmental Health Admin	205,114	210,871	0	(19,795)	1,080	192,156	195,529	196,912	198,309	199,719	199,719	199,719
458,854	Environmental Protection	492,546	498,586	0	(25,691)	3,460	476,354	489,633	494,174	498,760	503,392	503,392	503,392
(297,579)	Licencing	(143,436)	(129,436)	(13,829)	(6,750)	1,351	(148,665)	(144,446)	(142,851)	(141,240)	(139,612)	(139,612)	(139,612)
633,311	Community Team	650,766	661,072	(5,209)	30,278	2,145	688,286	632,908	635,331	637,779	640,251	640,251	640,251
379,797	Commercial Team	411,250	502,497	0	(145,418)	2,478	359,557	368,927	372,174	375,453	378,765	378,765	378,765
441,744	Projects And Assets	485,558	571,985	(66,094)	(191,140)	2,312	317,063	286,552	281,227	275,919	266,628	266,628	266,628
<b>2,112,123</b>	<b>Net Service Expenditure</b>	<b>2,355,962</b>	<b>2,528,739</b>	<b>(85,132)</b>	<b>(329,168)</b>	<b>15,949</b>	<b>2,130,388</b>	<b>2,085,102</b>	<b>2,097,141</b>	<b>2,109,370</b>	<b>2,117,792</b>	<b>2,117,792</b>	<b>2,117,792</b>

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Inflation on salary and NDR			15,949
Changes to the staffing levels as a result of ZBB heavy		(140,341)	
Changes to contributions as a result of ZBB heavy		(16,094)	
Changes to premises, supplies & services as a result of ZBB heavy		(34,317)	
Removal of lease car		(14,684)	
Realignment of income as a result of ZBB heavy		33,263	
Miscellaneous savings (maintenance, equipment, supplies etc)		(187,673)	
<b>Changes as a consequence of Cabinet Review</b>			
Removal of subsistence budget		(650)	
Licencing staff restructure		(13,830)	
Reduction in community team FTE		(4,558)	
Removal of Senior Technician		(29,238)	
Reduction in projects & asset team FTE		(36,856)	
<b>Other Changes</b>			
Capital programme - revenue implications		(8,000)	
Increase in the Community Chest budget		30,000	
VAT Partial exemption re workings		(3,900)	
CCTV additional staff costs		12,795	
Adjustments and roundings		(217)	
	<b>(85,132)</b>	<b>(329,168)</b>	<b>15,949</b>

## Head of Health & Leisure

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FFf	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	⊖ Employees												
13,862	Hired Staff	23,916	15,376	0	(1,376)		14,000	14,000	14,000	14,000	14,000	14,000	14,000
38,236	Other staff costs	24,555	30,381	0	(10,464)		19,917	19,917	19,917	19,917	19,917	19,917	19,917
622,172	Pension & NI	635,075	694,240	0	(51,368)		642,872	721,841	729,059	736,350	743,714	743,714	743,714
4,779	Recruitment	500	3,304	0	(2,804)		500	500	500	500	500	500	500
3,936,417	Salary	3,897,213	4,191,667	(81,000)	(424,326)	42,963	3,729,304	3,766,553	3,804,174	3,842,172	3,880,550	3,880,550	3,880,550
48,304	Training	59,011	58,426	0	110		58,536	58,536	58,536	58,536	58,536	58,536	58,536
<b>4,663,770</b>		<b>4,640,270</b>	<b>4,993,394</b>	<b>(81,000)</b>	<b>(490,228)</b>	<b>42,963</b>	<b>4,465,129</b>	<b>4,581,347</b>	<b>4,626,187</b>	<b>4,671,475</b>	<b>4,717,216</b>	<b>4,717,216</b>	<b>4,717,216</b>
	⊖ Premises												
520,132	Energy Costs	544,841	525,668	0	20,882		546,550	546,550	546,550	546,550	546,550	546,550	546,550
8,811	Fixtures & Fittings	10,119	4,040	0	(1,014)		3,026	3,026	3,026	3,026	3,026	3,026	3,026
14,714	Ground Maintenance Costs	12,875	10,669	0	(8,469)		2,200	2,200	2,200	2,200	2,200	2,200	2,200
136,039	Premises Cleaning	116,734	129,111	0	(15,556)		113,555	113,555	113,555	113,555	113,555	113,555	113,555
457,282	Rates	467,781	454,116	0	13,933	9,361	477,410	477,410	477,410	477,410	477,410	477,410	477,410
11,698	Rents	15,669	15,749	0	(9)		15,740	15,740	15,740	15,740	15,740	15,740	15,740
289,797	Repairs & Maintenance	213,629	209,425	0	55,822		265,247	265,247	265,247	265,247	265,247	265,247	265,247
81,427	Water Services	90,944	108,613	0	(12,152)		96,461	96,461	96,461	96,461	96,461	96,461	96,461
<b>1,519,901</b>		<b>1,472,592</b>	<b>1,457,391</b>	<b>0</b>	<b>53,437</b>	<b>9,361</b>	<b>1,520,189</b>	<b>1,520,189</b>	<b>1,520,189</b>	<b>1,520,189</b>	<b>1,520,189</b>	<b>1,520,189</b>	<b>1,520,189</b>
	⊖ Transport												
4,790	Car Allowance	1,265	270	0	(270)		0	0	0	0	0	0	0
19,815	Mileage Allowance	17,072	20,880	0	(9,300)		11,580	11,580	11,580	11,580	11,580	11,580	11,580
16,172	Operating Costs	9,298	15,824	0	(6,751)		9,073	9,073	9,073	9,073	9,073	9,073	9,073
32	Pool Car	205	205	0	(5)		200	200	200	200	200	200	200
4,717	Public Transport	3,710	4,122	0	(1,612)		2,510	2,510	2,510	2,510	2,510	2,510	2,510
<b>45,526</b>		<b>31,550</b>	<b>41,301</b>	<b>0</b>	<b>(17,938)</b>		<b>23,363</b>	<b>23,363</b>	<b>23,363</b>	<b>23,363</b>	<b>23,363</b>	<b>23,363</b>	<b>23,363</b>
	⊖ Supplies & Services												
463	Car Allowance	0	0	0	0		0	0	0	0	0	0	0
21,671	Catering	20,975	24,450	0	(3,000)		21,450	21,450	21,450	21,450	21,450	21,450	21,450
147,391	Communication and computing	162,070	162,460	0	3,400		165,860	165,860	165,860	165,860	165,860	165,860	165,860
679,836	Equipment, furniture & materials	646,108	702,268	0	(147,345)		554,923	554,923	554,923	554,923	554,923	554,923	554,923
1,096	Expenses	728	448	0	(448)		0	0	0	0	0	0	0
4,000	Insurance - service related	0	0	0	0		0	0	0	0	0	0	0
155,576	Office expenses	151,018	154,032	0	(17,920)		136,112	136,112	136,112	136,112	136,112	136,112	136,112
136,553	Services	176,260	293,993	0	(151,997)		141,996	111,996	79,996	141,996	141,996	141,996	141,996
9,849	Uniform & laundry	9,893	15,767	0	(5,212)		10,555	10,555	10,555	10,555	10,555	10,555	10,555
<b>1,156,433</b>		<b>1,167,052</b>	<b>1,353,418</b>	<b>0</b>	<b>(322,523)</b>		<b>1,030,896</b>	<b>1,000,896</b>	<b>968,896</b>	<b>1,030,896</b>	<b>1,030,896</b>	<b>1,030,896</b>	<b>1,030,896</b>
	⊖ Benefit & Transfer Payments												
3,750	Grants	0	0	0	0		0	0	0	0	0	0	0
86,826	Irrecoverable V A T	90,369	90,347	0	(9,347)		81,000	81,000	81,000	81,000	81,000	81,000	81,000
<b>90,576</b>		<b>90,369</b>	<b>90,347</b>	<b>0</b>	<b>(9,347)</b>		<b>81,000</b>	<b>81,000</b>	<b>81,000</b>	<b>81,000</b>	<b>81,000</b>	<b>81,000</b>	<b>81,000</b>
	⊖ Renewals Fund Contribution												
25,000	Repairs & Renewals	25,000	25,625	0	(625)		25,000	25,000	25,000	25,000	25,000	25,000	25,000
25,000		25,000	25,625	0	(625)		25,000	25,000	25,000	25,000	25,000	25,000	25,000
	⊖ Income & Fees												
(5,949,980)	Fees & charges	(6,000,189)	(6,648,200)	0	556,306	(39,941)	(6,131,835)	(6,294,503)	(6,282,503)	(6,350,093)	(6,360,093)	(6,360,093)	(6,360,093)
(98,643)	Other grants and contributions	(119,721)	(119,721)	0	48,341		(71,380)	(71,380)	(71,380)	(71,380)	(71,380)	(71,380)	(71,380)
(5,000)	Rent	(5,000)	(5,125)	0	125		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(814,853)	Sales	(851,020)	(897,413)	0	18,084		(879,329)	(879,329)	(879,329)	(879,329)	(879,329)	(879,329)	(879,329)
<b>(6,868,476)</b>		<b>(6,975,930)</b>	<b>(7,670,459)</b>	<b>0</b>	<b>622,856</b>	<b>(39,941)</b>	<b>(7,087,544)</b>	<b>(7,250,212)</b>	<b>(7,238,212)</b>	<b>(7,305,802)</b>	<b>(7,315,802)</b>	<b>(7,315,802)</b>	<b>(7,315,802)</b>
<b>632,730</b>	<b>Net Service Expenditure</b>	<b>450,903</b>	<b>291,017</b>	<b>(81,000)</b>	<b>(164,367)</b>	<b>12,382</b>	<b>58,032</b>	<b>(18,418)</b>	<b>6,422</b>	<b>46,120</b>	<b>81,861</b>	<b>81,861</b>	<b>81,861</b>
<b>7,501,206</b>	<b>Gross Service Expenditure</b>	<b>7,426,833</b>	<b>7,961,476</b>	<b>(81,000)</b>	<b>(787,223)</b>	<b>52,323</b>	<b>7,145,576</b>	<b>7,231,794</b>	<b>7,244,634</b>	<b>7,351,922</b>	<b>7,397,663</b>	<b>7,397,663</b>	<b>7,397,663</b>
<b>(6,868,476)</b>	<b>Gross Service Income</b>	<b>(6,975,930)</b>	<b>(7,670,459)</b>	<b>0</b>	<b>622,856</b>	<b>(39,941)</b>	<b>(7,087,544)</b>	<b>(7,250,212)</b>	<b>(7,238,212)</b>	<b>(7,305,802)</b>	<b>(7,315,802)</b>	<b>(7,315,802)</b>	<b>(7,315,802)</b>
<b>632,730</b>	<b>Net Service Expenditure</b>	<b>450,903</b>	<b>291,017</b>	<b>(81,000)</b>	<b>(164,367)</b>	<b>12,382</b>	<b>58,032</b>	<b>(18,418)</b>	<b>6,422</b>	<b>46,120</b>	<b>81,861</b>	<b>81,861</b>	<b>81,861</b>

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FFf	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
0	Head of Service	54,900	54,900	0	22,538	590	78,028	79,820	80,600	81,388	82,184	82,184	82,184
181,926	Sports and Active Lifestyles	270,091	270,091	0	50,874	2,432	323,397	332,549	336,481	340,452	344,463	344,463	344,463
450,804	Leisure Centres	125,912	(33,974)	(81,000)	(237,779)	9,361	(343,392)	(430,786)	(410,659)	(375,720)	(344,785)	(344,785)	(344,785)
<b>632,730</b>	<b>Net Service Expenditure</b>	<b>450,903</b>	<b>291,017</b>	<b>(81,000)</b>	<b>(164,367)</b>	<b>12,382</b>	<b>58,032</b>	<b>(18,418)</b>	<b>6,422</b>	<b>46,120</b>	<b>81,861</b>	<b>81,861</b>	<b>81,861</b>

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Inflation on salary and NDR			12,382
Review of staffing levels at each centre		(424,326)	
Review of income against current trends		570,306	
Realignment of budgets to projected income targets		(286,849)	
<b>Changes as a consequence of Cabinet Review</b>			
Staff Restructure	(81,000)		
<b>Other Changes</b>			
VAT Partial exemption re workings		(9,498)	
Capital programme - revenue implications		(14,000)	
	(81,000)	(164,367)	12,382

**Corporate Finance**

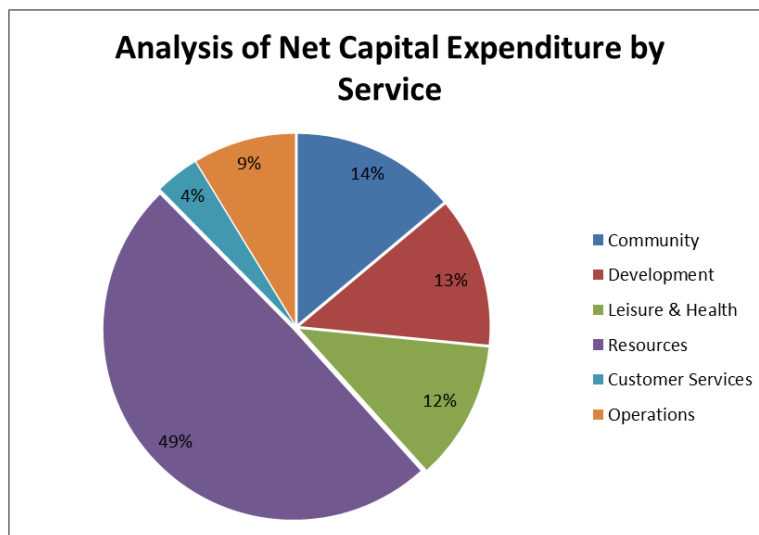
Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
	☐Employees											
1,140,898	Additional pension payments	789,000	789,011	0	345,989		1,135,000	1,510,000	1,574,000	1,574,000	1,574,000	1,574,000
804,970	Severance costs	204,949	205,726	0	1,274		207,000	207,000	207,000	207,000	207,000	207,000
<b>1,945,868</b>		<b>993,949</b>	<b>994,737</b>	<b>0</b>	<b>347,263</b>		<b>1,342,000</b>	<b>1,717,000</b>	<b>1,781,000</b>	<b>1,781,000</b>	<b>1,781,000</b>	<b>1,781,000</b>
	☐Supplies & Services											
94,320	Contributions paid	0	0	0	0		0	0	0	0	0	0
(9,490)	Interest	0	0	0	0		0	0	0	0	0	0
0	Contingencies & provisions	0	(225,277)	0	225,277		0	0	0	0	0	0
0	Vehicle sale under £10k	(6,634)	0	0	0		0	0	0	0	0	0
3,459	Burials Under Health Act	0	0	0	0		0	0	0	0	0	0
1,118,000	Minimum Revenue Provision	1,331,000	1,623,000	0	(49,000)		1,574,000	1,905,000	2,354,000	2,577,000	2,902,000	2,902,000
393,321	Insurance	366,146	335,458	0	58,687		394,145	394,145	394,145	394,145	394,145	394,145
2,496	Council tax booklet printing	1,700	2,619	0	(2,619)		0	0	0	0	0	0
68,077	External audit fees	90,000	116,682	0	(26,682)		90,000	90,000	90,000	90,000	90,000	90,000
86,907	Income collection costs	95,563	102,020	0	(5,330)		96,690	96,690	96,690	96,690	96,690	96,690
435,260	Interest paid	449,300	900,300	0	(199,300)		701,000	721,000	867,000	1,043,000	989,000	989,000
8,125	External fund consultants	7,375	7,670	0	455		8,125	8,125	8,125	8,125	8,125	8,125
(295,868)	Contributions received	0	0	0	0		0	0	0	0	0	0
12,632	Communication and computing	15,189	15,189	0	(2,589)		12,600	12,600	12,600	12,600	12,600	12,600
1,625	Irrecoverable V A T	1,475	1,363	0	262		1,625	1,625	1,625	1,625	1,625	1,625
<b>1,918,864</b>		<b>2,351,114</b>	<b>2,879,024</b>	<b>0</b>	<b>(839)</b>		<b>2,878,185</b>	<b>3,229,185</b>	<b>3,824,185</b>	<b>4,223,185</b>	<b>4,494,185</b>	<b>4,494,185</b>
	☐Benefit & Transfer Payments											
0	Grants		8,925	0	(8,925)		0	0	0	0	0	0
381,694	Levies	399,305	399,305	0	(5,014)		394,291	394,291	394,291	394,291	394,291	394,291
<b>381,694</b>		<b>399,305</b>	<b>408,230</b>	<b>0</b>	<b>(13,939)</b>		<b>394,291</b>	<b>394,291</b>	<b>394,291</b>	<b>394,291</b>	<b>394,291</b>	<b>394,291</b>
	☐Income & Fees											
(703,624)	Government grants	(542,654)	(68,449)	0	449		(68,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
(247,151)	Interest earned	(91,289)	(606,110)	0	374,096		(232,014)	(286,014)	(285,014)	(285,014)	(290,014)	(290,014)
123,961	Bad debt provision	124,899	11,269	0	48,731		60,000	60,000	60,000	60,000	60,000	60,000
<b>(826,813)</b>		<b>(509,044)</b>	<b>(663,290)</b>	<b>0</b>	<b>423,276</b>		<b>(240,014)</b>	<b>(249,014)</b>	<b>(248,014)</b>	<b>(248,014)</b>	<b>(253,014)</b>	<b>(253,014)</b>
<b>3,419,613</b>	<b>Net Service Expenditure</b>	<b>3,235,324</b>	<b>3,618,701</b>	<b>0</b>	<b>755,761</b>		<b>4,374,462</b>	<b>5,091,462</b>	<b>5,751,462</b>	<b>6,150,462</b>	<b>6,416,462</b>	<b>6,416,462</b>
<b>4,246,427</b>	<b>Gross Service Expenditure</b>	<b>3,744,368</b>	<b>4,281,991</b>	<b>0</b>	<b>332,485</b>	<b>0</b>	<b>4,614,476</b>	<b>5,340,476</b>	<b>5,999,476</b>	<b>6,398,476</b>	<b>6,669,476</b>	<b>6,669,476</b>
<b>(826,813)</b>	<b>Gross Service Income</b>	<b>(509,044)</b>	<b>(663,290)</b>	<b>0</b>	<b>423,276</b>	<b>0</b>	<b>(240,014)</b>	<b>(249,014)</b>	<b>(248,014)</b>	<b>(248,014)</b>	<b>(253,014)</b>	<b>(253,014)</b>
<b>3,419,613</b>	<b>Net Service Expenditure</b>	<b>3,235,324</b>	<b>3,618,701</b>	<b>0</b>	<b>755,761</b>	<b>0</b>	<b>4,374,462</b>	<b>5,091,462</b>	<b>5,751,462</b>	<b>6,150,462</b>	<b>6,416,462</b>	<b>6,416,462</b>

	£	£	£
<b>Changes as a consequence of ZBB</b>			
Bad debt provision increase in line with year end values and current debt		48,731	
Increase in pension payments from triannual actuary valuation		345,989	
Removal of contingency budgets		225,277	
Net change in interest costs		39,796	
Miscellaneous savings (maintenance, equipment, supplies etc)		(37,032)	
<b>Other Changes</b>			
Additional interest from Capital programme		135,000	
Movement of budget to Customer Services		(2,000)	
	<b>0</b>	<b>755,761</b>	<b>0</b>

## 3.0 CAPITAL

3.1 Table H below details the Councils capital programme, and other commitments, over the period of the MTF5 along with the associated sources of finance.

Table H		Forecast	Budget	Medium Term Financial Strategy			
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
		£000	£000	£000	£000	£000	£000
Community	Loves Farm Community Centre	410	32	0	0	0	0
	CCTV - Camera replacements	39	87	43	0	0	0
	Wireless CCTV	0	290	0	0	0	0
	CCTV Shared Service	2	2	80	65	43	0
	Huntingdon West Devt (Housing Growth Fund)	298	1,151	221	0	0	0
	Decent Homes Thermal Efficiency & Category 1 H&S	10	10	10	10	10	10
Development	Town Centre Developments	0	74	100	0	0	0
	Disabled Facilities Grants	1,400	1,650	1,650	1,650	1,650	1,650
	Repairs Assistance	93	75	75	75	75	75
	Two replacement static caravans	38	0	0	0	0	0
	Alconbury Weald	5,000	0	0	0	0	0
	A14 Contribution	0	0	0	0	0	200
Leisure and Health	Future Improvements	268	231	447	266	300	300
	Replacement Equipment	0	200	200	0	0	250
	St Ivo LC - Football Improvements	0	0	0	0	0	0
	Pedals Scheme	2	9	0	0	0	0
	One Leisure St Ives Redevelopment	166	0	0	0	0	0
	One Leisure Huntingdon Impressions Extension	0	795	0	0	0	0
	One Leisure St Neots Synthetic Pitch	0	392	0	0	0	0
Resources	Invest to Save Proposal - Highlode (Ramsey)	0	263	0	0	0	0
	VAT Partial Exemption	29	112	29	15	17	22
	Loan To Housing Association (No MRP Regular repayments)	0	5,000	0	0	0	0
	Phoenix New Roof	0	200	0	0	0	0
Customer Services	Replacement Printing Equip.	0	0	178	0	0	40
	Replacement Equipment Document Centre	10	31	33	0	34	0
	Multi-functional Devices	0	80	0	0	0	80
	Help Desk (MS Enterprise Agreement)	51	75	0	75	75	75
	Telephony and ICT Network Renewal	0	0	100	100	0	0
	ICT Replacements and Server Virtualisation	181	20	240	20	20	20
	Business Systems	130	200	200	200	200	200
	GIS	3	2	2	0	0	0
Operations	Provision for Bin Replacements	42	54	75	75	75	75
	Wheeled Bins for New Properties	337	100	88	82	24	22
	Extra refuse round due to housing growth	0	0	0	158	0	0
	Play Equipment & Safety Surface Renewal	43	60	20	20	0	0
	Play Equipment & Safety Surface Renewal	0	0	0	0	21	21
	S.106 Play Area Projects	0	48	0	0	0	0
	Vehicle fleet replacements.	1,038	761	859	1,000	564	1,478
	In Cab Technology	70	0	0	0	0	0
	Pool Cars	16	0	0	0	45	0
	Extra Car Parking, Huntingdon Town Centre	233	0	0	0	0	0
	Environment Strategy Funding	126	55	55	55	0	0
	Building Efficiency Improvements (Salix Grant)	70	70	69	0	0	0
	Major repairs and replacements	0	50	0	0	0	0
	Countryside Vehicle	18	0	0	0	0	0
	Car Park Repairs	151	0	0	100	100	100
<b>Total Cost</b>		<b>10,274</b>	<b>12,179</b>	<b>4,774</b>	<b>3,966</b>	<b>3,253</b>	<b>4,618</b>
	• Asset Sales (within year)	(200)	0	0	0	0	0
	• Capital Receipts	(600)	(600)	(400)	(300)	(300)	(300)
	• Grants & Contributions	(6,786)	(1,114)	(400)	(925)	(763)	(1,182)
	• Borrowing: Internal	(2,688)	(465)	1,026	2,259	2,810	1,864
	External	0	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total Sources of Finance</b>		<b>(10,274)</b>	<b>(12,179)</b>	<b>(4,774)</b>	<b>(3,966)</b>	<b>(3,253)</b>	<b>(4,618)</b>



3.2 The following table illustrates the estimated revenue costs and benefits, to the council, relating to the capital projects noted above.

Table I		Forecast	Budget	Medium Term Financial Strategy			
		2014/15	2015/16	2016/17	2017/18	2018/19	2016/20
		£000	£000	£000	£000	£000	£000
One Leisure Huntingdon Impressions Extension	Employees	0	0	17	18	19	19
	Premises	0	0	8	8	8	8
	Supplies and services	0	0	5	1	1	1
One Leisure St Neots Synthetic Pitch	Fees & Charges	0	0	(200)	(220)	(235)	(245)
	Fees & Charges	0	(14)	(27)	(28)	(29)	(31)
Invest to Save Proposal - Highlode (Ramsey)	Fees & Charges	0	(29)	(29)	(29)	(29)	(29)
Extra refuse round due to housing growth	Transport	0	0	0	120	120	120
Environment Strategy Funding	Premises	0	0	(30)	(41)	(52)	(63)
Building Efficiency Improvements (Salix Grant)	Premises	0	(8)	(14)	(10)	(6)	(6)
<b>Total (Income)/ Cost</b>		<b>0</b>	<b>(51)</b>	<b>(269)</b>	<b>(181)</b>	<b>(204)</b>	<b>(226)</b>

## 4.0 TREASURY MANAGEMENT

4.1 The following gives a high level commentary on the Treasury Management activity that the Council is expecting to undertake during 2015/16.

- **Short Term Borrowing**

During any year the Council will undertake short term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year, it is estimated that the net cost of short-term borrowing will be £55,000; this is based on an estimated daily cash flow balance of £6.0m. The cost of borrowing is based on an estimated bank base rate of 4.5%.

- **Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2014/15, it is forecast that the total balances in respect of long-term borrowing will be £11.3m. During 2015/16 further long-term borrowing may occur dependent on the Asset Investment programme that is currently being developed and Cabinet decisions in respect of loans to other organisations. However, the costs of such borrowing are not included in the budget because the cost of any such borrowing would be met by additional investment income, the Council would expect to make a margin on any “borrowing to lend” decisions. The current estimated cost of long term borrowing is £0.524m.



## 5.0 Capital Financing Requirement

5.1 The following table demonstrates, over the period of the MTFs, the Councils capital commitments and plans against its underlying need to borrow.

Table J	Forecast	Budget	Medium Term Financial Strategy			
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
<b>Opening Capital</b>	34,685	36,042	44,934	47,003	47,390	47,002
<b>Financing Requirement</b>						
• Property, Plant and Equipment	2,879	3,447	2,516	1,956	1,243	2,408
• Intangible Assets	184	277	202	275	275	275
• Investment Properties	0	463	0	0	0	0
• Revenue Expenditure Funded from Capital under Statute	7,101	2,882	1,946	1,625	1,625	1,825
• Repayable Capital Advances	110	5,110	110	110	110	110
• Lease Liability	0	0	0	0	0	0
<b>Additional Requirement</b>	<b>10,274</b>	<b>12,179</b>	<b>4,774</b>	<b>3,966</b>	<b>3,253</b>	<b>4,618</b>
• Capital Receipts	(800)	(600)	(400)	(300)	(300)	(300)
• Government Grant & Contributions	(6,786)	(1,114)	(400)	(925)	(763)	(1,182)
• Capital Reserves	0	0	0	0	0	0
• Minimum Revenue Provision	(1,331)	(1,574)	(1,905)	(2,354)	(2,577)	(2,902)
	<b>(8,917)</b>	<b>(3,288)</b>	<b>(2,705)</b>	<b>(3,579)</b>	<b>(3,640)</b>	<b>(4,384)</b>
<b>Closing Capital Finance Requirement</b>	<b>36,042</b>	<b>44,934</b>	<b>47,003</b>	<b>47,390</b>	<b>47,002</b>	<b>47,237</b>
<b>Increase in Underlying Need to Borrow</b>	<b>1,357</b>	<b>8,891</b>	<b>2,069</b>	<b>387</b>	<b>(387)</b>	<b>234</b>

## 6.0 Formal 2015/16 Council Tax Resolutions

### (NOT COMPLETE AS WAITING FOR PARISH PRECEPTS)

6.1 The formal 2015/16 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (Annex A) as approved by the Section 151 officer on the 3<sup>rd</sup> December 2014 after consultation with the Chairman of Corporate Governance Panel (and subsequent publication as a key decision).

**The tax base (T) which is the amount anticipated from a District Council Tax of £1 is £58,329**

1. That the following amounts calculated by the Council for 2015/16 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations :-

- (i) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act

£XX,XXX,XX

X

**Gross revenue expenditure including benefits, Town/Parish Precepts**

- (ii) the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act

£XX,XXX,XX

X

**Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.**

- (iii) the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act

£XX,XXX,XX

X

**This is the "Council Tax Requirement" including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes.**

- (iv) the Council Tax requirement for 2015/16 divided by the tax base (T) in accordance with Section 31B (1) of the Act

£XXX.XX

**District plus average Town/Parish Council Tax (item iii divided by District taxbase)**

- (v) the aggregate of all "Special Items" referred to in Section 34(1) of the Act.

£X,XXX,XXX

**The total value of Parish/Town precepts included in i and iii above.**

- (vi) the Basic Amount of Council Tax for 2015/16 **£133.18**  
being item iv less item v divided by the tax base  
(T) in accordance with Section 34 (2) of the Act.  
***The District Council's Band D Tax for 2014/15***
- (vii) the basic amounts of Council Tax for 2015/16 for those parts of  
the District to which one or more special items (Parish/Town  
precepts) relate in accordance with Section 34 (3) of the Act are  
shown by adding the Huntingdonshire District Council amount to  
the appropriate Parish Council amount in column "band D" set out  
in Table 1 attached.
- (viii) the amounts to be taken into account for 2015/16 in respect of  
categories of dwellings listed in particular valuation bands in  
accordance with Section 36 (1) of the Act are shown by adding  
the Huntingdonshire District Council amount to the appropriate  
Parish Council amount for each of the valuation bands in the  
columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council,  
Cambridgeshire Police Authority and Cambridgeshire & Peterborough Fire Authority for each  
of the categories of dwellings listed in different valuation bands in accordance with Section 40  
of the Act shown in Table 1 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2)  
of the Act, hereby sets the figures shown in Table 2 as the amounts of Council Tax for  
2014/15 for each of the categories of dwelling shown. ***This is the total Council Tax to be  
collected, incorporating the requirements of all of the relevant bodies, for each town or  
parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance  
Act 1992, the basic amount of its Council Tax for 2014/15 is not excessive.  
***The basic amount at b(vi) above is not excessive as defined by the Government.***

## 6.2.1 Tax Base 2014/15

Abbotsley	249	Kings Ripton	81
Abbots Ripton	135	Leighton Bromswold	81
Alconbury	540	Little Paxton	1476
Alconbury Weston	279	Morborne	10
Alwalton	117	Offord Cluny & Offord D'Arcy	495
Barham & Woolley	28	Old Hurst	90
Bluntisham	720	Old Weston	90
Brampton	1728	Perry	261
Brington & Molesworth	135	Pidley-cum-Fenton	149
Broughton	90	Ramsey	2709
Buckden (incorporating Diddington)	1152	St Ives	5742
Buckworth	51	St Neots	10530
Bury	603	Sawtry	1746
Bythorn & Keyston	135	Sibson-cum-Stibbington	210
Catworth	147	Somersham	1341
Chesterton	57	Southoe & Midloe	149
Colne	351	Spaldwick	243
Conington	65	Stilton	765
Covington	45	Stow Longa	63
Denton & Caldecote	26	The Stukeleys	396
Earith	567	Tilbrook	117
Easton	77	Toseland	36
Ellington	232	Upton & Coppingford	84
Elton	279	Upwood & The Raveleys	414
Farcet	518	Warboys	1296
Fenstanton	1125	Waresley-cum-Tetworth	144
Folksworth & Washingley	344	Water Newton	42
Glatton	131	Winwick	40
Godmanchester	2331	Wistow	216
Grafham	234	Woodhurst	153
Great & Little Gidding	117	Woodwalton	78
Great Gransden	450	Wyton-on-the-Hill	405
Great Paxton	360	Yaxley	2817
Great Staughton	324	Yelling	<u>144</u>
Haddon	24		<b><u>58,329</u></b>
Hail Weston	243		
Hamerton & Steeple Gidding	52		
Hemingford Abbots	333		
Hemingford Grey	1269		
Hilton	450		
Holme	227		
Holywell-cum-Needingworth	968		
Houghton & Wyton	774		
Huntingdon	7056		
Kimbolton & Stonely	578		

## **7. Fees and Charges**

The following are the Fees and Charges that will be applicable from January 2015 to March 2016.

## Huntingdonshire District Council Fees and Charges as at January 2015

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

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

**Building Control**

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



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

Industrial and storage use	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00	
	Floor area under 40m2	Inspection charge	S	Apr-10	S	285.00	57.00	342.00	
	Floor area under 40m2	Regularisation	S	Apr-13	N	621.00	0.00	621.00	
All other classes	Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00	
	Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	400.00	80.00	480.00	
	Floor area between 40m2 and 100m2	Regularisation	S	Apr-13	N	776.00	0.00	776.00	
	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00	
	Floor area under 40m2	Inspection charge	S	Apr-10	S	325.00	65.00	390.00	
	Floor area under 40m2	Regularisation	S	Apr-13	N	675.00	0.00	675.00	
	Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00	
	Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	440.00	88.00	528.00	
	Non-domestic alterations	Floor area between 40m2 and 100m2	Regularisation	S	Apr-13		0.00	0.00	0.00
		Replacement windows, roof light and glazed doors (Max 20)	Plan charge	S	Apr-10	S	100.00	20.00	120.00
Replacement windows, roof light and glazed doors (Max 20)		Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
Replacement windows, roof light and glazed doors (Max 20)		Regularisation	S	Apr-10	N	135.00	0.00	135.00	
Replacement windows, roof light and glazed doors 20 to 50		Plan charge	S	Apr-10	S	200.00	40.00	240.00	
Replacement windows, roof light and glazed doors 20 to 50		Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
Replacement windows, roof light and glazed doors 20 to 50		Regularisation	S	Apr-10	N	270.00	0.00	270.00	
Renovation of a thermal element with an estimated cost up to £50		Plan charge	S	Apr-10	S	140.00	28.00	168.00	
Renovation of a thermal element with an estimated cost up to £50		Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
Renovation of a thermal element with an estimated cost up to £50		Regularisation	S	Apr-10	N	182.00	0.00	182.00	
Estimated cost of works up to £50000		Plan charge	S	Apr-10	S	200.00	40.00	240.00	
Estimated cost of works up to £50000		Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
Estimated cost of works up to £50000		Regularisation	S	Apr-10	N	270.00	0.00	270.00	
Estimated cost of work over £5000 but less than £10000		Plan charge	S	Apr-10	S	150.00	30.00	180.00	
Estimated cost of work over £5000 but less than £10000		Inspection charge	S	Apr-10	S	160.00	32.00	192.00	
Estimated cost of work over £5000 but less than £10000		Regularisation	S	Apr-10	N	419.00	0.00	419.00	
Estimated cost of work over £10000 but less than £20000		Plan charge	S	Apr-10	S	150.00	30.00	180.00	
Estimated cost of work over £10000 but less than £20000		Inspection charge	S	Apr-10	S	250.00	50.00	300.00	
Estimated cost of work over £10000 but less than £20000		Regularisation	S	Apr-10	N	540.00	0.00	540.00	
Estimated cost of work over £20000 but less than £50000		Plan charge	S	Apr-10	S	175.00	35.00	210.00	
Estimated cost of work over £20000 but less than £50000		Inspection charge	S	Apr-10	S	350.00	70.00	420.00	
Estimated cost of work over £20000 but less than £50000		Regularisation	S	Apr-10	N	709.00	0.00	709.00	
Estimated cost of work over £50000 but less than £100000		Plan charge	S	Apr-10	S	175.00	35.00	210.00	
Estimated cost of work over £50000 but less than £100000		Inspection charge	S	Apr-10	S	450.00	90.00	540.00	
Estimated cost of work over £50000 but less than £100000		Regularisation	S	Apr-10	N	844.00	0.00	844.00	

## Operations

### Refuse Collection

Household Bulky Waste	1-3 items	D	N	22.00	0.00	22.00
Household Bulky Waste	4-6 items	D	N	32.00	0.00	32.00
Household Bulky Waste	7-10 items	D	N	48.00	0.00	48.00
Trade Waste Commercial Bulky Waste	1100 L bin per bin	D	N	15.30	0.00	15.30
Second Green Bin	Per hour	D	N	100.00	0.00	100.00
Supply of bins	Per annum	D	N	40.00	0.00	40.00
	1100 L bins	D	S	541.27	108.25	649.52

### Markets

Huntingdon Farmers' market	Casual Traders - per pitch		E	23.00	0.00	23.00
	Permanent traders - per pitch		E	16.20	0.00	16.20
St Ives Weekly Markets	Casual traders - per 10ft pitch	St.Ives market	E	23.50	0.00	23.50
	Permanent traders - per 10ft pitch	St Ives market	E	16.20	0.00	16.20
	Casual Trader per 10ft pitch October - December	St Ives market	E	24.00	0.00	24.00
Huntingdon Weekly Market	casual trader - per 10ft	Huntingdon market	E	23.50	0.00	23.50
	Regular traders - per 10ft pitch		E	16.20	0.00	16.20
St Ives Bank Holiday Markets	Market Hill regular trader per 10 ft		E	24.00	0.00	24.00
	Market Hill non - regular trader per 10 ft		E	41.00	0.00	41.00
	Bus station regular trader per 10ft		E	23.50	0.00	23.50
	Bus station non- regular trader per 10ft		E	40.00	0.00	40.00
	Car Park regular trader per 10ft		E	23.00	0.00	23.00
	Car Park non-regular trader per 10ft		E	39.00	0.00	39.00
Bank Holiday Markets	10ft pitch booked two weeks in advance		E	40.00	0.00	40.00
	10ft pitch - otherwise		E	50.00	0.00	50.00
Electricity supply	per day		S	2.92	0.58	3.50
Bin charges	per day	240 L	N	3.50	0.00	3.50
	per day	1100 L	N	14.00	0.00	14.00

### Fair

Fair Huntingdon	Riverside car park	per day	D	Z	233.40	0.00	233.40
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### Car parking

Car Parking charges	Huntingdon - Riverside - Short stay	Up to 1hr	D	S	0.33	0.07	0.40	
		Up to 2hr	D	S	0.50	0.10	0.60	
	Huntingdon -Riverside - Long stay	Up to 1 hr	D	S	0.33	0.07	0.40	
		Up to 2 hr	D	S	0.50	0.10	0.60	
		Up to 3 hr	D	S	0.75	0.15	0.90	
		Up to 4 hr	D	S	1.00	0.20	1.20	
		4hr to 10 hr	D	S	1.67	0.33	2.00	
		10hr to 23 hr	D	S	2.50	0.50	3.00	
		Godmanchester - Bridge Place - Long stay	Up to 1 hr	D	S	0.33	0.07	0.40
			Up to 2 hr	D	S	0.50	0.10	0.60
			Up to 3 hr	D	S	0.75	0.15	0.90
			Up to 4 hr	D	S	1.00	0.20	1.20
4hr to 10 hr	D		S	1.67	0.33	2.00		
St Neots - Riverside - Long stay	10hr to 23 hr	D	S	2.50	0.50	3.00		
	Up to 2 hr	D	S	0.33	0.07	0.40		
	Up to 3 hr	D	S	0.50	0.10	0.60		
	Up to 4 hr	D	S	0.75	0.15	0.90		
	4hr to 23 hr	D	S	1.67	0.33	2.00		
Huntingdon - Hinchbrooke Country Park	Up to 2 hr	D	S	0.83	0.17	1.00		
	2 hr to a maximum of 6 hr	D	S	1.67	0.33	2.00		
Huntingdon - Sainsbury	Up to 1 hr	D	S	0.67	0.13	0.80		
	Up to 2 hr	D	S	1.00	0.20	1.20		
	Up to 3 hr	D	S	1.83	0.37	2.20		
Huntingdon - Princes Street	Up to 1 hr	D	S	0.67	0.13	0.80		
	Up to 2 hr	D	S	1.00	0.20	1.20		
	Up to 3 hr	D	S	1.83	0.37	2.20		
	Up to 4 hr	D	S	2.67	0.53	3.20		
Huntingdon - Trinity Place	Up to 1 hr	D	S	0.67	0.13	0.80		
	Up to 2 hr	D	S	1.00	0.20	1.20		
	Up to 3 hr	D	S	1.83	0.37	2.20		
	Up to 4 hr	D	S	2.67	0.53	3.20		
Huntingdon - Mill Common	Up to 1hr	D	S	0.67	0.13	0.80		
	Up to 2 hr	D	S	1.00	0.20	1.20		
	Up to 3 hr	D	S	1.50	0.30	1.80		
	Up to 4 hr	D	S	2.00	0.40	2.40		
	Up to 23 hr	D	S	2.50	0.50	3.00		

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

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

## Community

### Animal boarding establishments

Annual	First application		D	N	233.00	0.00	233.00
Annual	Renewal of licence		D	N	138.00	0.00	138.00
	Where an animal boarding establishment fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. veterinary surgeon's fees)		D	N	97.00	0.00	97.00

### Caravan site licences

	No charge		S	N	0.00	0.00	0.00
	Protected Caravan Site Annual charge		D	N	0.00	0.00	Various
Deposit of site rules	Charge for depositing site rules	Initial and then when amended	D	N	50.00	0.00	50.00

### Cooling Towers and Evaporative Condensers

	Registrations	No charge	S	-	0.00	0.00	0.00
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### Environmental Permits

Environmental permits are issued to certain industrial processes under the Environmental Planning (England and Wales) Regulations 2010, as amended....

One-off application fee	Part A2	Application	S	N	3,218.00	0.00	3,218.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	668.00	0.00	668.00
		Transfer	S	N	225.00	0.00	225.00
		Substantial variation	S	N	1,309.00	0.00	1,309.00
	Part B	Application	S	N	1,579.00	0.00	1,579.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	162.00	0.00	162.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	refinishers)	Application	S	N	148.00	0.00	148.00
		Additional fee for operating without a permit	S	N	68.00	0.00	68.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	98.00	0.00	98.00
	Vehicle refinishers	Application	S	N	346.00	0.00	346.00
		Additional fee for operating without a permit	S	N	66.00	0.00	66.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	98.00	0.00	98.00
	Petrol vapour recovery stages 1&2 combined	Application	S	N	246.00	0.00	246.00
		Additional fee for operating without a permit	S	N	68.00	0.00	68.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	98.00	0.00	98.00
	Mobile crushing and screening plant	Application	S	N	1,579.00	0.00	1,579.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	Mobile crushing and screening plant 3rd to 7th applications	Application	S	N	943.00	0.00	943.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	Mobile crushing and screening plant 8th and subsequent applications	Application	S	N	477.00	0.00	477.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	Where an application for any of the above is for a combined Part B and waste application there is an extra charge in addition to the above charges		S	N	297.00	0.00	297.00
Annual subsistence fees	Part A2	Low Risk	S	N	1,384.00	0.00	1,384.00
		Medium Risk	S	N	1,541.00	0.00	1,541.00
		High Risk	S	N	2,233.00	0.00	2,233.00
	Part B	Low Risk	S	N	739.00	0.00	739.00
		plus	S	N	99.00	0.00	99.00
		Medium Risk	S	N	1,111.00	0.00	1,111.00
		plus	S	N	149.00	0.00	149.00
		High Risk	S	N	1,672.00	0.00	1,672.00
		plus	S	N	198.00	0.00	198.00
	Reduced fee (except vehicle refinishers)	Low Risk	S	N	76.00	0.00	76.00
		Medium Risk	S	N	151.00	0.00	151.00
		High Risk	S	N	227.00	0.00	227.00
	Vehicle refinishers	Low Risk	S	N	218.00	0.00	218.00
		Medium Risk	S	N	249.00	0.00	249.00
		High Risk	S	N	524.00	0.00	524.00



	Petrol vapour recovery stages 1&2 combined	Low Risk	S	N	108.00	0.00	108.00
		Medium Risk	S	N	218.00	0.00	218.00
		High Risk	S	N	326.00	0.00	326.00
	Mobile crushing and screening plant	Low Risk	S	N	618.00	0.00	618.00
		Medium Risk	S	N	989.00	0.00	989.00
		High Risk	S	N	1,484.00	0.00	1,484.00
	Mobile crushing and screening plant 3rd to 7th applications	Low Risk	S	N	368.00	0.00	368.00
		Medium Risk	S	N	590.00	0.00	590.00
		High Risk	S	N	884.00	0.00	884.00
	Mobile crushing and screening plant 8th and subsequent applications	Low Risk	S	N	189.00	0.00	189.00
		Medium Risk	S	N	302.00	0.00	302.00
		High Risk	S	N	453.00	0.00	453.00
	Late payment		S	N	50.00	0.00	50.00
Food Premises Approvals Houses in Multiple Occupation	Cost of approval	No charge	S	N	0.00	0.00	0.00
	Initial licence		D	N	350.00	0.00	350.00
	Renewal of licence		D	N	175.00	0.00	175.00
	Revocation of licence		D	N	100.00	0.00	100.00
	Where a house in multiple occupation fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £95.00 per additional officer/visit in addition to any third party costs involved (e.g. gas engineer's fees)			N	95.00	0.00	95.00
Accommodation certificate Environmental Information Enquiry	Issue		D	S	111.67	22.33	134.00
		Contaminated land - site specific	D	N	154.50	0.00	154.50
		Simple request	D	N	44.25	0.00	44.25
Health Certificate Food examination certificate			D	N	76.00	0.00	76.00
		Small & simple	D	S	48.92	9.78	58.70
		Larger & more complex per hour (min £58.70)	D	S	60.08	12.02	72.10
Food hygiene courses		Level 2	D	E	60.00	0.00	60.00
		Level 3	D	E	299.00	0.00	299.00
		CD	D	S	47.08	9.42	56.50
Scrap dealers licence	Site licence	Every 3 years	D	N	415.00	0.00	415.00
	Mobile collector	Every 3 years	D	N	285.00	0.00	285.00
	Collectors licence with existing licence with another LA		D	N	250.00	0.00	250.00
	Variation of licence (person)		D	N	105.00	0.00	105.00
	Variation of licence (site)		D	N	16.00	0.00	16.00
<b>Animal Welfare</b>			D				
Pet shop licence	First application		D	N	233.00	0.00	233.00
	Renewal of licence		D	N	138.00	0.00	138.00
	Where a pet shop fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. Veterinary's fees)			D	97.00	0.00	97.00
Riding establishment licence	The cost of the licence is composed of three elements; an administrative charge, the cost of the Council's inspector's time and the cost of the Veterinary Surgeon.			D			
	Administration fee		D	N	44.25	0.00	44.25
	Council inspector's time	Fewer than 5 horses	D	N	48.50	0.00	48.50
		5 to 10 horses	D	N	60.50	0.00	60.50
		11 to 20 horses	D	N	73.00	0.00	73.00
		21 to 40 horses	D	N	85.00	0.00	85.00
		40 to 50 horses	D	N	97.00	0.00	97.00
	The cost of the Veterinary Surgeon will not be known until after the inspection has been carried out and the applicant will be required to meet these costs before the licence can be issued.			D			
	Where a riding establishment fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. Veterinary's fees)			D	97.00	0.00	97.00
Dog breeding (Statutory)		Vet fee + Officer time + Admin time	D	N	44.25+	0.00	44.25+
Stray dogs			D	N	35.00	0.00	35.00
Stray dogs		additional kennelling per night	D	N	10.00	0.00	10.00
Zoo licences/ Dangerous wild animal	The cost of the licence is composed of three elements; an administrative charge, the cost of the Council's inspector's time and the cost of the Veterinary Surgeon and specialist advisors. The cost of the Veterinary Surgeon and specialist advisors will not be known until after the inspection has been carried out and the applicant will be required to meet these costs before the licence can be issued.			D			
		Administration fee to be paid with the application.		N	44.25	0.00	44.25
<b>Pest control</b>							
Wasps nests	Treatment charge	First nest		S	46.67	9.33	56.00
		Subsequent nests treated at the same visit		S	10.58	2.12	12.70
Rats and mice Lies, ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First call and maximum of two re-visits to replenish bait		S	46.67	9.33	56.00
	Treatment charge	First visit		S	46.67	9.33	56.00
		Second visit		S	23.33	4.67	28.00
		Call out charge or missed appointment		S	31.67	6.33	38.00
		Invoicing charge		S	12.50	2.50	15.00



Rat Boxes		Per treatment	S	4.08	0.82	4.90
Mouse Boxes		Per treatment	S	0.22	0.04	0.26
Difenacoum		Per Kilo	S	1.73	0.35	2.08
Rat bait per tray		Per treatment	S	0.17	0.03	0.20
Rat bait per box		Per treatment	S	0.35	0.07	0.41
Rat bait per pipe		Per treatment	S	0.35	0.07	0.41
Brodificoum		Per Kilo	S	4.37	0.87	5.24
Mouse bait per tray		Per treatment	S	0.44	0.09	0.52
Mouse bait per box		Per treatment	S	0.44	0.09	0.53
Brodificoum wax blocks 20gm			S	0.13	0.03	0.16
Hourly rate			S	41.41	8.28	49.69
Invoicing charge			S	10.42	2.08	12.50
<b>Street naming</b>						
Street naming and numbering	Existing property - name change		N	50.00	0.00	50.00
	Name added to a numbered property		N	30.00	0.00	30.00
	New developments - naming and numbering scheme	1 plot	N	50.00	0.00	50.00
		2 to 5 plots	N	100.00	0.00	100.00
		6 to 10 plots	N	150.00	0.00	150.00
		11 to 25 plots	N	200.00	0.00	200.00
		26 to 50 plots	N	250.00	0.00	250.00
		51 to 100 plots	N	400.00	0.00	400.00
		101 plus plots	N	500.00	0.00	500.00
		plus per additional property	N	10.00	0.00	10.00
	New developments - amendments to street names and numbering after developer redesign		N	200.00	0.00	200.00
		plus per property	N	10.00	0.00	10.00
	Renaming of existing streets		N	250.00	0.00	250.00
		plus per affected property	N	10.00	0.00	10.00
	Supplying of extra addressing plans		N	30.00	0.00	30.00
<b>Licensing</b>						
Gambling Act 2005 licences	Gambling Act Club Machine Permit	S	N	200.00	0.00	200.00
Gambling Act 2005 licences	Gambling Act Gaming Matching two or less	S	N	50.00	0.00	50.00
Gambling Act 2005 licences	Gambling Act Gaming Machine Permit	S	N	200.00	0.00	200.00
Gambling Act 2005 licences	Gambling Act Adult Gaming Centre - new	S	N	2,000.00	0.00	2,000.00
Gambling Act 2005 licences	Gambling Act Adult Gaming Centre - renewal	S	N	1,000.00	0.00	1,000.00
Gambling Act 2005 licences	Gambling Act unlicensed FEC	S	N	300.00	0.00	300.00
Gambling Act 2005 licences	Gambling Act Other Gambling Premises- new	S	N	3,000.00	0.00	3,000.00
Gambling Act 2005 licences	Gambling Act Other Gambling Premises- renewal	S	N	600.00	0.00	600.00
Gambling Act 2005 licences	Lotteries(Small society)- new	S	N	40.00	0.00	40.00
Gambling Act 2005 licences	Lotteries(Small society)-renewal	S	N	20.00	0.00	20.00
Licensing Act 2003 licences	Club Premises - Change of relevant registered address of club	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Club Premises - Notification of change of name or alteration of club rules	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Club Premises - Theft, loss etc. of club certificate	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	General - Application for a provisional statement where premises being built	S	N	315.00	0.00	315.00
Licensing Act 2003 licences	General - Duty to notify change of name or address	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	General - Interim authority notice following death etc. of licence holder	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	General - Minor Variation	S	N	89.00	0.00	89.00
Licensing Act 2003 licences	General - Notification of change of name or address	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	General - Removal of DPS Community Premises	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	General - Right of freeholder etc. to be notified of licensing matters	S	N	21.00	0.00	21.00
Miscellaneous Licences	One of Electrolysis, Ear Piercing, Acupuncture or Tattooing	S	N	119.00	0.00	119.00
Miscellaneous Licences	Two or more of Electrolysis, Ear Piercing, Acupuncture or Tattooing on a single premises	S	N	155.00	0.00	155.00
Licensing Act 2003 licences	Personal Licences - Initial Application	S	N	37.00	0.00	37.00
Licensing Act 2003 licences	Personal Licences - Renewal	S	N	0.00	0.00	0.00
Licensing Act 2003 licences	Personal Licences - Theft, Loss etc.	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Premises Licence - Application for Transfer	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	Premises Licence - Application to vary licence to specify individual as designated premises supervisor (DPS)	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	Premises Licence - Loss of Premises Summary	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Premises Licence - Theft, loss etc.	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Temporary Event Notices - Application	S	N	21.00	0.00	21.00
Licensing Act 2003 licences	Temporary Event Notices - Theft, loss etc.	S	N	10.50	0.00	10.50
Sex Establishment licences	Sex Establishment (initial issue)	S	N	2,824.00	0.00	2,824.00
Sex Establishment licences	Sex Establishment (renewal)	S	N	2,824.00	0.00	2,824.00

Taxi & Private Hire Licences	DBS		N	44.00	0.00	44.00
Taxi & Private Hire Licences	Digital Advertising	D	N	10.00	0.00	10.00
Taxi & Private Hire Licences	Private Hire Operator -New /Renewal	D	N	118.00	0.00	118.00
Taxi & Private Hire Licences	Hackney Carriage - Initial test for Wheelchair Accessibility	D	N	278.00	0.00	278.00
Taxi & Private Hire Licences	Hackney Carriage - Renewal for Wheelchair Accessibility	D	N	263.00	0.00	263.00
Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - Driver Renewal	D	N	46.00	0.00	46.00
Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - New Driver	D	N	81.00	0.00	81.00
Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - replacement Drivers badge/Licence	D	N	7.00	0.00	7.00
Taxi & Private Hire Licences	Hackney Carriage New/Renewal Vehicle	D	N	263.00	0.00	263.00
Taxi & Private Hire Licences	Private Hire - New/Renewal Vehicle	D	N	246.00	0.00	246.00
Taxi & Private Hire Licences	Meter Test	D	N	15.00	0.00	15.00
Taxi & Private Hire Licences	Re-test (includes £6 admin fee)	D	N	45.50	0.00	45.50
Taxi & Private Hire Licences	Replacement Plate	D	N	15.00	0.00	15.00
Taxi & Private Hire Licences	Miscellaneous admin fee	D	N	7.00	0.00	7.00
Licensing Act 2003 licences	Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new	S	N	2,000.00	0.00	2,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new	S	N	4,000.00	0.00	4,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (20,000 - 29,999 attendance at any one time) - new	S	N	8,000.00	0.00	8,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new	S	N	16,000.00	0.00	16,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new	S	N	24,000.00	0.00	24,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new	S	N	1,000.00	0.00	1,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- new	S	N	32,000.00	0.00	32,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new	S	N	40,000.00	0.00	40,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new	S	N	48,000.00	0.00	48,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new	S	N	56,000.00	0.00	56,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (90,000 and over attendance at any one time) - new	S	N	64,000.00	0.00	64,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal	S	N	500.00	0.00	500.00
Licensing Act 2003 licences	Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- renewal	S	N	1,000.00	0.00	1,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal	S	N	2,000.00	0.00	2,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal	S	N	4,000.00	0.00	4,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal	S	N	8,000.00	0.00	8,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal	S	N	12,000.00	0.00	12,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal	S	N	16,000.00	0.00	16,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal	S	N	20,000.00	0.00	20,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal	S	N	24,000.00	0.00	24,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal	S	N	28,000.00	0.00	28,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal	S	N	32,000.00	0.00	32,000.00
Licensing Act 2003 licences	Premise - A (£0 - £4300) (initial issue)	S	N	100.00	0.00	100.00
Licensing Act 2003 licences	Premise - A (£0 - £4300) (renewal)	S	N	70.00	0.00	70.00
Licensing Act 2003 licences	Premise - B (£4301 - £33,000) (initial issue)	S	N	190.00	0.00	190.00
Licensing Act 2003 licences	Premise - B (£4301 - £33,000) (renewal)	S	N	180.00	0.00	180.00
Licensing Act 2003 licences	Premise - C (£33,001 - £87,000) (initial issue)	S	N	315.00	0.00	315.00
Licensing Act 2003 licences	Premise - C (£33,001 - £87,000) (renewal)	S	N	295.00	0.00	295.00
Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) (initial issue)	S	N	450.00	0.00	450.00
Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) (renewal)	S	N	320.00	0.00	320.00

Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)	S	N	900.00	0.00	900.00
Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (renewal)	S	N	640.00	0.00	640.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) (initial issue)	S	N	635.00	0.00	635.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) (renewal)	S	N	350.00	0.00	350.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)	S	N	1,905.00	0.00	1,905.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) and primary business is Alcohol sales (renewal)	S	N	1,905.00	0.00	1,905.00
Street Trading	Street Trading Consents - 1 Day	D	N	58.00	0.00	58.00
Street Trading	Street Trading Consents - 1 Month	D	N	215.00	0.00	215.00
Street Trading	Street Trading Consents - 6 Months	D	N	1,179.00	0.00	1,179.00
Street Trading	Street Trading Consents - Annual	D	N	1,927.00	0.00	1,927.00
Street Trading	Street Trading Consents - Seasonal	D	N	598.00	0.00	598.00
Street Trading	Street Trading Licences	D	N	1,725.00	0.00	1,725.00

## Corporate

### Land Charges

Land Charges	Basic search fee	S	N	76.00	0.00	76.00		
	Basic commercial search fee	S	N	110.50	0.00	110.50		
	LLC1	Several parcels of land	D	N	15.00	0.00	15.00	
		plus each additional parcel of land	D	N	3.30	0.00	3.30	
	Residential CON 29R	One parcel of land	D	N	95.50	0.00	95.50	
		Several parcels of land - each additional parcel	D	N	21.60	0.00	21.60	
	Commercial CON 29R	One parcel of land	D	N	61.00	0.00	61.00	
		Several parcels of land - each additional parcel	D	N	32.30	0.00	32.30	
	CON 29O			N	6.00	0.00	6.00	
		Question 5	D	N	19.00	0.00	19.00	
		Question 9	D	N	8.00	0.00	8.00	
		Question 17	D	N	14.00	0.00	14.00	
	Solicitors own enquiry Copies of Section 106 Town & Country Planning Act 1990 documents or similar	Question 22	D	N	14.00	0.00	14.00	
		Each	D	N	11.00	0.00	11.00	
		Per document	D	N	10.00	0.00	10.00	
Electoral Registration	Statutory fees	Open register - data	Admin	S	N	20.00	0.00	20.00
			plus per thousand entries(or part)	S	N	1.50	0.00	1.50
	Open register - paper	Admin	S	N	10.00	0.00	10.00	
		plus per thousand entries(or part)	S	N	5.00	0.00	5.00	
	These rates of charge equally apply to the sale of monthly alterations to the electoral register.							
	Overseas electors - data	Admin	S	N	20.00	0.00	20.00	
		plus per thousand entries(or part)	S	N	1.50	0.00	1.50	
Admin		S	N	10.00	0.00	10.00		
Overseas electors - paper	plus per thousand entries(or part)	S	N	5.00	0.00	5.00		

## Leisure

### Swimming

<b>PAY AS YOU GO</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Swim Session (under 3's)	£1.30	£2.30
Swim Session (3 to 15 years)	£2.80	£3.80
Swim Session (16+ years)	£3.80	£5.00
Family Swim Pass (2 adults and 2 children)	£12.00	£15.00
AquaFit and Aquanatal Classes	£5.00	£6.00

<b>SWIM MEMBERSHIPS</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Monthly Swim Pass (all ages)	£23.50 per month	n/a
Annual Swim Pass (all ages)	£249.00 per year	n/a

### Swimming Lessons

<b>BABY/JUNIOR LESSONS</b>	<b>DIRECT DEBIT</b>	<b>CASH BLOCK</b>
30 minute lessons	£21.40 per month	£80.25 per 15 weeks
45 minute lessons	£32.10 per month	£120.40 per 15 weeks
60 minute lessons	£42.80 per month	£160.50 per 15 weeks

### Fitness Classes

	<b>ONE CARD</b>	<b>FULL PRICE</b>
Fitness Class Pass (10 fitness classes)	£44.00	n/a
All Fitness Classes (except below)	£5.00	£6.00
30 Minute Fitness Classes	£3.20	£4.20
Right Start Classes	£3.50	n/a

### Memberships

<b>ADVANTAGE MEMBERSHIP</b>	<b>Monthly</b>	<b>Annual</b>
<b>Single membership</b>	£39.00 per month	£390.00 per year
<b>Single membership</b> (with use of Heat Experience Suites)	£46.50 per month	£480.00 per year
<b>Joint membership</b>	£61.00 per month	£610.00 per year
<b>Joint membership</b> (with use of Heat Experience Suites)	£76.00 per month	£790.00 per year

<b>SILVER MEMBERSHIP</b>	<b>Monthly</b>	<b>Annual</b>
<b>Single membership</b>	£30.00 per month	£300.00 per year
<b>Single membership</b> (with use of Heat Experience Suites)	£37.50 per month	£390.00 per year
<b>Joint membership</b>	£47.00 per month	£470.00 per year
<b>Joint membership</b> (with use of Heat Experience Suites)	£62.00 per month	£650.00 per year

<b>GYM ONLY MEMBERSHIP</b>	<b>Monthly</b>	<b>Annual</b>
<b>Single membership</b>	£35.00 per month	£350.00 per year
<b>Single membership</b> (with use of Heat Experience Suites)	£42.50 per month	£440.00 per year
<b>Joint membership</b>	£55.00 per month	£550.00 per year
<b>Joint membership</b> (with use of Heat Experience Suites)	£70.00 per month	£730.00 per year

<b>STUDENT MEMBERSHIP</b>	<b>Monthly</b>	<b>Annual</b>
<b>Student membership</b>	£20.00 per month	n/a

### Impressions Casual Use

CASUAL USE	Monday to Friday (last entry 4.30pm)	Saturday & Sunday	Monday to Friday (after 4.30pm)
Adult (16+ years)	£5.00	£5.00	£7.00
Student (16+ years)	£3.00	£3.00	£7.00
Student (11 to 15 years)	£3.00	£3.00	n/a

### Heat Experience Suites

#### PURE DAY SPA APPOINTMENTS

Treatments with a (H) symbol (it is recommended you only use the heat experience suites before your appointment)	FREE
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#### CASUAL USE

Casual Use	£7.50 per visit
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#### HEAT EXPERIENCE PASSES

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

### Sports Halls

HUNTINGDON	ONE CARD	FULL PRICE
Whole Sports Hall (3 courts)	£38.00	£42.00

RAMSEY	ONE CARD	FULL PRICE
Whole Sports Hall (3 courts)	£38.00	£42.00
Cricket Nets	POA	POA

SAWTRY	ONE CARD	FULL PRICE
Whole Sports Hall (3 courts)	£38.00	£42.00
Cricket Nets	POA	POA

ST IVES INDOOR	ONE CARD	FULL PRICE
Whole Sports Hall (6 courts)	£55.00	£59.00
Half Sports Hall (3 courts)	£38.00	£42.00
Cricket Nets	POA	POA

ST NEOTS	ONE CARD	FULL PRICE
Whole Sports Hall (5 courts)	£50.00	£54.00

### Racquet Sports

BADMINTON	ONE CARD	FULL PRICE
Badminton Court (anytime)	£8.50	£9.50
Badminton Court (school holidays offer)	£3.00	n/a
Badminton Pass (block of five badminton courts)	£42.50	n/a

SQUASH / RACKETBALL	ONE CARD	FULL PRICE
Squash Court (anytime)	£6.20	£8.70
Squash Court (school holidays offer)	£3.00	n/a
Squash Pass (block of five squash courts)	£31.00	n/a

TABLE TENNIS	ONE CARD	FULL PRICE
Table Tennis (anytime)	£8.50	£9.50
Table Tennis (school holiday offer)	£3.00	n/a

TENNIS	ONE CARD	FULL PRICE
Tennis Court (anytime)	£6.00	£8.10
Tennis Court (school holidays offer)	£3.00	n/a

**Basement Lanes (Tenpin Bowling)**

	<b>ONE CARD</b>	<b>FULL PRICE</b>
One game of bowling	£4.50	n/a
Two games of bowling	£7.50	n/a
Three games of bowling	£10.00	n/a

	<b>ONE CARD</b>	<b>FULL PRICE</b>
One game of bowling for 4 people of any age	£12.00 per game	n/a

**Leo's Funzone (Play & Party Centres)**

<b>HUNTINGDON</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Under 1's	FREE	£2.00
Monday to Friday (term time only)	£2.50	£3.50
Weekends and School Holidays	£4.20	£5.20

<b>ST NEOTS</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Under 1's	FREE	£2.00
Monday to Friday (term time only)	£2.50	£3.50
Weekends and School Holidays	£3.80	£4.80

**Roller Skating**

	<b>ONE CARD</b>	<b>FULL PRICE</b>
Roller Skating	£4.00	£5.00

**Outdoor Synthetic Pitches**

<b>HUNTINGDON</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
3G 5-a-side Pitch (anytime)	£25.00	£30.00
3G 5-a-side Pitch (school holidays offer)	£5.00	n/a

<b>RAMSEY</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Small Astro Pitch (anytime)	£30.00	£34.50
Small Astro Pitch (school holidays offer)	£5.00	n/a

<b>SAWTRY</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Small Astro Pitch (anytime)	£42.00	£48.00
Small Astro Pitch (school holidays offer)	£5.00	n/a

<b>ST IVES INDOOR</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
3G Full Pitch (anytime)	£84.00	n/a
3G Third Pitch (anytime)	£30.00	n/a
Large Astro Pitch (anytime)	£55.00	£64.00
Half Large Astro Pitch (anytime)	£42.00	£48.00
Half Large Astro Pitch (school holidays offer)	£5.00	n/a

<b>ST NEOTS</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Large Astro Pitch (anytime)	£55.00	£64.00
Third Large Astro Pitch (anytime)	£25.00	£30.00
Small Astro Pitch (anytime)	£30.00	£34.50
Small Astro Pitch (school holidays offer)	£5.00	n/a

**Grass Pitches**

	<b>ONE CARD</b>	<b>FULL PRICE</b>
Football Pitch - Mini Soccer	£25.00	n/a
Football Pitch - Colts	£33.00	n/a
Football Pitch - Seniors	£49.00	n/a
Rounders	£25.00	n/a
Kwik Cricket	£20.00	n/a

**Netball Courts**

<b>HUNTINGDON</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Netball Court	£17.00	£22.00

<b>ST IVES OUTDOOR</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Netball Court	£23.00	£28.00

<b>ST NEOTS</b>	<b>ONE CARD</b>	<b>FULL PRICE</b>
Netball Court	£23.00	£28.00

## **8.0 Robustness of the 2015/16 Budget and Medium Term Financial Strategy**

8.1 The Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2015/16 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium Term Financial Strategy (MTFS).

### **8.2 Robustness and Budget Setting**

8.2.1 Over recent years the Council has tended to underspend its budget; this is a clear indication that managers have been prudent in the delivery of their services. However, a trend of underspending means that the cost of service delivery, even at current service standards, is below the level of spend that was budgeted for.

8.2.2 At the close of 2012/13, the Council's external auditors proposed that the Council should undertake a fundamental review of its budget, following the principles of Zero Based Budgeting (ZBB). In June 2014 Cabinet approved the development of the 2015/16 and subsequent year's budgets to be produced on this basis. In late August 2014 a ZBB review programme commenced, with 5 strategic services fundamentally reviewed (known as ZBB Heavy, these were Resources, Car Parking, Green Spaces, Community and One Leisure) in preparation for the 2015/16 budget.

8.2.3 Running in parallel with the ZBB Heavy reviews, all those services that had not been subject to a Heavy review have been subject to a desk-top or ZBB Light review. In so doing all services had been subject to budgetary oversight to ensure that the maximum value for money is achieved from each service.

8.2.4 With regard to the Heavy reviews, each has been subject to an internal officer review panel and then a Star Chamber review panel that was led by the Executive Councillor for Resources and supported by the Executive Leader and the Deputy Leader/Executive Councillor for Commercial Activities.

8.2.5 Over the next year, all remaining services will be subject to a ZBB Heavy review (with the other services being subject to a Light review). Thereby, by February 2016 and the setting of the 2016/17 budget, all services will have been subject to a comprehensive ZBB review. For the years that follow, the intention at this time is that there will be a rolling programme of ZBB reviews.

### **8.3 Challenges facing the Council**

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



- **Public Sector Austerity – Cuts in grant funding**

8.3.2 The public sector has as a whole has faced the most significant austerity programme in a generation and as a consequence of the government’s ringfenced services, this has meant that local government has met a significant share of the austerity programme. It is fair to say that to date the Council has not been significantly challenged in “budgetary” terms as a result of austerity, this is mainly due to the fact that the council continually under-achieved its budget.

8.3.3 As part of the 2014/15 provisional settlement announced in December 2013, the government indicated that the Council would receive £11.332m for 2015/16; when the 2015/16 was actually announced in December 2014 the Council was notified that it would receive £11.746m; which was £0.414m ahead (excluding Council Tax Freeze Grant). However, the modelling that had been followed in respect of the 2014/15 budget setting process estimated that the total grant receivable would be £12.923m by 2019/20; whereas the modelling followed for the 2015/16 budget is £11.122m by the same year – a reduction of £1.801m (13.9%). Relevant analysis is shown in Table N below.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>2014/15 Budget &amp; MTP</b>						
NDR	4,218	4,245	4,351	4,460	4,572	4,686
RSG	4,562	3,074	2,400	1,800	1,500	1,100
NHB	3,344	4,013	4,993	5,628	6,340	7,137
<b>Total</b>	<b>12,124</b>	<b>11,332</b>	<b>11,744</b>	<b>11,888</b>	<b>12,412</b>	<b>12,923</b>
<b>2015/16 Budget &amp; MTF5</b>						
NDR	4,218	4,160	4,661	4,868	5,084	5,308
RSG	4,562	3,183	1,900	921	442	0
NHB	3,344	4,403	5,126	5,342	5,537	5,814
<b>Total</b>	<b>12,124</b>	<b>11,746</b>	<b>11,687</b>	<b>11,131</b>	<b>11,063</b>	<b>11,122</b>
<b>Variance between Grant Assumptions</b>						
NDR	0	(85)	310	408	512	622
RSG	0	109	(500)	(879)	(1,058)	(1,100)
NHB	0	390	133	(286)	(803)	(1,323)
<b>Total</b>	<b>0</b>	<b>414</b>	<b>(57)</b>	<b>(757)</b>	<b>(1,349)</b>	<b>(1,801)</b>
	%	%	%	%	%	%
NDR	0.0	-2.0	7.1	9.1	11.2	13.3
RSG	0.0	3.5	-20.8	-48.8	-70.5	-100.0
NHB	0.0	9.7	2.7	-5.1	-12.7	-18.5
<b>Total</b>	<b>0.0</b>	<b>3.7</b>	<b>-0.5</b>	<b>-6.4</b>	<b>-10.9</b>	<b>-13.9</b>

- **Programme of Service Review**

8.3.4 It is probably fair to say that all Councils are undertaking some form of service review and seeking to ensure that services are provided with affordability and value for money at their core. As mentioned earlier, this Council is in the process of undertaking a ZBB review of all its services. In addition to this, the Council is also following:

- a project based approach to service change, entitled “Facing the Future”. Projects included within the Facing the Future programme are monitored on an ongoing basis and relative costs and savings are included in the proposed budget.
- a Shared Service programme with our strategic partners, Cambridge City and South Cambridgeshire District Councils. For 2015/16, savings estimates have been included in the base budget in respect of the Information Management Division (IMD), Legal and Building Control services. Future shared service programme savings are not included.

8.3.5 In addition, in late December 2014 the Portfolio Holder for Resources challenged his Cabinet colleagues to find further savings, this exercise generated a further £0.746m on a full year basis.

- **Performance Management**

8.3.6 Over the past 18 months, there has been a strategic change in management; including the recruitment of a new management team. One of the key processes that has been introduced is the start of a proactive performance management framework, including the publication of a new Corporate Plan, development of Service Plans and a new staff appraisal scheme. Coupled with new strategies in respect of internal and external communications this provides a new, emboldened framework for the Council to operate within.

## 8.4 Governance

8.4.1 As noted within the 2013/14 Annual Governance Statement both the Executive Leader and the Managing Director consider that they are:

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

- Develop the themes and aims of the Corporate Plan through service delivery plans, performance measures and service standards.
- Employee’s performance targets.
- Publicise the vision statement & strategic themes and outcomes to key stakeholders.
- Review partnership commitments with an emphasis on the benefits obtained and contribution towards the Corporate Plan.
- Continue to educate and train employees in good procurement and contracting practice to ensure that they understand how to act and comply with the requirements of the Code of Procurement.”

8.4.2 Further, the Councils Internal Audit and Risk Manager reported to the Corporate Governance Panel in May 2014, in respect of the control environment up to 31 March 2014, that

“the Council’s internal control environment and systems of internal control....provided limited assurance over key business processes and adequate assurance over financial systems”.

8.4.3 The past year has seen the introduction of a number of initiatives to improve governance, including:

- officer led governance boards,
- project management methodology,
- lean process review,
- golden thread approach to performance management,
- and further enhancements within budget monitoring and reporting to management and members.

8.4.4 There are also relatively mature plans to introduce and embed further management reporting and budget monitoring business systems.

## 8.5 Risks

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

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

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

8.5.3 Taking each of the above in turn:

- **Underachievement of savings**

The savings included within the budget total £2.810m (ZBB £1.847m; FtF £0.109m; Portfolio Challenge £0.653m; Other £0.201m). These savings cover a broad range of services and are heavily dependent on implementation as planned, which itself can be subject to market management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is that 30% underachievement which equates to £0.843m.

- **Higher Inflation**

Currently inflation stands at 0.5%, this is a drop of 0.5% from 1% that was reported in December 2014.

With regard to:

- **Pay**  
The budget for 2015/16 includes an “across the board” pay increase of 1%. Taking into account employer oncosts (national insurance and pension) and the already included pay inflation, this equates to a total cost of £21.332m, a further 1% for sensitivity equates to £0.213m.
- **General Inflation**  
No general inflation has been included in the 2015/16 budget except where there are contractual price increases; although for the Council this is minimal as most services are “contracted in”. For sensitivity, no inflation has been included.

There is at present economic commentary in respect of price stagnation and even deflation. Although these are recognised as issues they would generally have a positive impact on service costs. Considering that the Council is freezing Council Tax and over the medium term, the Council is therefore absorbing the impacts of all price adjustments. If price stagnation or deflation becomes a more serious issue, this will be addressed at the next budget round.

- **Investment Interest**  
The budget for 2015/16 has assumed a “composite” investment interest rate of 2.1% this equates to income of £0.232m; the budget also includes a borrowing rate of 4.0% which equates to a borrowing cost (short) of £0.177m. For sensitivity purposes no additional investment interest has been modelled however for short-term borrowing, a rate rise of 1% would equate to £0.221m, an increase of £44,000.

- **Reduced income: Fees and Charges**

Total fees and charges are £14.5m, therefore for sensitivity analysis a 1% loss of income from fees and charges would amount to £0.145m. The largest income streams that are susceptible to variation include:

- Car Parks, £1.9m
- Leisure Centres, £6.13m
- Property, £1.9m
- Planning and Building Control Fees, £1.8m

- **Reduced income: New Homes Bonus**

In May 2015 there will be a General Election and at the Annual LGA Finance Conference held in early January 2015, the Conservative’s stated that their current intention is for central government support to local government to remain “incentive” led; in that New Homes Bonus is likely to continue.

However, Labour have stated that they will, quite quickly, remove New Homes Bonus but replace it with a “needs-based” system more akin to Revenue Support Grant; this would lead to a national redistribution of grant. The likely impact of this change will be that the Council will see a net reduction in its grant, so for sensitivity analysis purposes, a 10% reduction in New Homes Bonus has been assumed (£0.440m)

- **Government Grant: Non Domestic Rates**

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

It is even more difficult to estimate the results of appeals against the valuation set by the Valuation Office Agency. These appeals sometimes take years to finalise and are often backdated for a number of years, drastically adding to the volatility. Other variations can result from a property being burnt down or demolished.

The revenue impact is limited by the existence of a safety net which limits our loss to around £0.350m, this is included as a block amount within the sensitivity analysis.

- **Failure of a Borrower**

The maximum permitted with one counterparty is £8.0m but this is only possible where £3.0m of the sum is held in a liquidity account with that body. Liquidity Accounts allow recovery of investments on the same working day which substantially reduces the risk. In most cases the limit is £5.0m which is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a failure of borrower will be the loss of revenue cash flow and the potential costs involved of “making good” the lost investment. There are however, good governance arrangements around the Council’s Treasury activity and therefore the likelihood of loss is minimal, this has not been included in the sensitivity analysis.

- **Emergency**

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

- **Increased demands on services**

The services most susceptible to increased demand that would have a significant revenue

impact are homelessness and Council Tax Support.

With regard to homelessness, the budget for 2015/16 is £0.368m and that for Council Tax Support is £6.860m; if there was a 10% increase in demand for each this would require an additional £0.723m.

8.5.4 Considering the risks noted above and the stated assumptions, the accumulated total cash risk is £3.086m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply “sensitivity” to each risk and then model the impact over the likelihood of occurrence. Table P shows this detailed analysis and in summary the additional pressure within 2015/16 based on the likelihood of occurrence is as follows:

- Pessimistic view, additional pressure of: £1.467m
- Middle-View, additional pressure of: £0.983m
- Optimistic View, additional pressure of: £0.638m

Table P		Sensitivity of Risks to 2015/16 Budget & Funding Options									
Risk		Costs Included in 2015/16 budget  £'000	New rate	Sensitivity Impact		Likelihood of Occurrence					
				+/-	Cost £'000	Pessimistic Factor	£'000	Middle-Way Factor	£'000	Optimistic Factor	£'000
Underachievement of Savings		2,810	Savings not achieved	30%	843	0.7	590	0.2	169	0.1	84
Inflation	Pay	21,332	Pay increase from 1% to 2%	1%	213	0.6	128	0.3	64	0.1	21
	Temporary Borrowing	44	Difference between Borrowing increased from 4% to 5%	50%	22	0.2	4	0.5	11	0.3	7
Reduced Income	Fees & Charges	(14,522)	Reduction in income.	1%	145	0.3	44	0.4	58	0.3	44
	New Homes Bonus	(4,403)	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	440	0.3	132	0.4	176	0.3	132
Government Grant	Non-Domestic Rates	350	Loss of Modelled NDR, limited by Safety Net	100%	350	0.6	210	0.3	105	0.1	35
Emergency		350	Immediate use of funds in the event of a local emergency	100%	350	0.2	70	0.5	175	0.3	105
Increased Demand of Services	Homelessness	368	Increase in demand	10%	37	0.4	15	0.5	19	0.1	4
	Council Tax Support	6,860	Increase in demand	10%	686	0.4	274	0.3	206	0.3	206
<b>Total Sensitivity</b>					<b>3,086</b>	<b>1,467</b>		<b>983</b>		<b>638</b>	
Estimated Reserves at 31 March 2016 as per Proposed Budget						9,334		9,334		9,334	
Estimated Reserves at 31 March 2016 following Sensitivity						7,867		8,351		8,696	
<b>Conclusion of Sensitivity</b>											
- Do Reserves remain positive						Yes		Yes		Yes	
- Reduction in Reserves						15.7%		10.5%		6.8%	

## 8.6 Revenue Reserves

8.6.1 In previous budget rounds, the budgets that were included within the MTP included two sets of numbers that were significant estimates; namely “contingency items” (or risk provisions) and “savings yet to be identified”.

8.6.2 The objective of including these items was to indicate to members that reserves would be maintained at a fair level at the end of the MTP period because:

- calculated risks were included in service costs (contingency items), and
- a line identifying “future savings” was also included.

8.6.3 However the reality of this approach was that it introduced a significant risk of misinterpretation of the future financial plans of the Council because members would see that reserves (the bottom line) were maintained – hence they may have lost sight of the fact that the budget was not balanced in cash terms.

8.6.4 Therefore, to improve transparency and to ensure that members are focused on the key issue of ensuring “financial sustainability”, the approach of including the aforementioned estimates has not been adopted from this year onwards in the development of the MTFS. All budgets presented to members will be “cash” based and the budgetary risk posed by the MTFS not being balanced over the medium clearly identified.

- **Reserves for 2015/16 and the MTFS Period (2016/17 to 2019/20)**

8.6.5 There is no statutory minimum level of reserves; however Cabinet on the 22<sup>nd</sup> January 2015 have confirmed a minimum level of £3m. Based on the current budget for 2015/16, reserves are forecast to be £8.537m at April 2015 and increase to £9.334m by 31 March 2016.

8.6.6 As noted in para 8.5.4 above, it is theoretically possible but highly unlikely that all of the above risk items would occur next year, however it is critical that the Council has sufficient reserves to fund unavoidable additional costs pending the introduction of compensating service savings.

8.6.7 Therefore, by applying the estimated sensitivity costs noted from Table P above, it is considered, as shown in Table Q below that in respect of:

- 2015/16, regardless of the likelihood of occurrence, reserves are sufficient to meet all sensitivity costs.
- the MTFS period, regardless of the likelihood of occurrence, reserves are sufficient to meet all sensitivity costs. However, by 2019/20 it is shown that reserves will drop below the minimum level of £3.0m.

Table Q	Impact of 2015/16 Sensitivity of Risks on the MTFS General Fund Reserves Profile														
	2015/16 £'000			2016/17 £'000			2017/18 £'000			2018/19 £'000			2019/20 £'000		
General Fund Reserves (as per 2015/16 Proposed Budget)	9,334			9,036			7,499			5,426			3,071		
	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic
Reduction in Reserves	1,467	983	638	1,467	983	638	1,467	983	638	1,467	983	638	1,467	983	638
<b>Estimated Reserves</b>	<b>7,867</b>	<b>8,351</b>	<b>8,696</b>	<b>7,569</b>	<b>8,053</b>	<b>8,398</b>	<b>6,032</b>	<b>6,516</b>	<b>6,861</b>	<b>3,959</b>	<b>4,443</b>	<b>4,788</b>	<b>1,604</b>	<b>2,088</b>	<b>2,433</b>
- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No



8.6.9 Although such a position does demonstrate that the Council is “financially sustainable” over the medium term at the current level of net expenditure there is still considerable downward pressure from government funding as austerity continues to bite across the whole of the public sector. It is therefore considered prudent that the council continues to endeavour to be financially independent of government funding by the end of the medium term period (2019/20) which will mean that it must continue to drive down costs and increase income wherever possible – and the continuation of the ZBB and FtF programmes are key to achieving this.

- **Capital Investment**

8.6.10 However, another attribute to achieving “financial independence” is the development of the capital asset investment programme as this will provide an essential additional revenue stream.

8.6.11 With regard to the capital investment programme, only assets that will by their nature generate a revenue cash flow should be considered. In respect of commercial assets, it is currently modelled that to generate £1m revenue, capital investment of around £13m is required. However, the Council should not only look at commercial assets as there are opportunities within the housing sector that will generate a revenue stream and also continue to provide development finance for local organisations (such as that the Council has already done with Huntingdon Regional College and Huntingdon Gym).

8.6.12 Consequently, if the Council wished to:

- Continue with a Zero increase in Council Tax over the MTFs period, and
- Set aside government grant to fund future capital investment,

8.6.13 As shown in Table R below, if:

- **Option 1** (i.e. 100% RSG + 50% NHB) was followed it would take the council the full three years to achieve the required £13m funding, but if the Council chose to follow
- **Option 2** (i.e. 100% RSG + 100% NHB), the Council would achieve the required funding within 2 years. However, Option 1 would require cuts in net expenditure of around 24% whereas Option 2 would require cuts in the region of 38%.

8.6.14 Of course, the Council could borrow these funds from the market or the Public Works Loan Board to facilitate a faster asset investment programme.

Table R	Estimated Service Reductions									
	Option 1 - Council Tax held at Nil Increase - No use of Reserves - 100% RSG set-aside - 50% NHB set-aside					Option 2 - Council Tax held at Nil Increase - No use of Reserves - 100% RSG set-aside - 100% NHB set-aside				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Net Expenditure</b> (as per 2015/16 Proposed Budget)	18,881	19,870	20,671	21,259	21,721	18,881	19,870	20,671	21,259	21,721
Service reduction required:										
- no use of reserves	0	(298)	(1,537)	(2,073)	(2,355)	0	(298)	(1,537)	(2,073)	(2,355)
- RSG & NHB for capital investments	0	(4,463)	(3,592)	(3,211)	(2,907)	0	(7,026)	(6,263)	(5,979)	(5,814)
Total Service Reductions	0	(4,761)	(5,129)	(5,283)	(5,262)	0	(7,324)	(7,800)	(8,052)	(8,169)
<b>Revised Net Expenditure</b>	<b>18,881</b>	<b>15,109</b>	<b>15,542</b>	<b>15,976</b>	<b>16,460</b>	<b>18,881</b>	<b>12,546</b>	<b>12,871</b>	<b>13,207</b>	<b>13,553</b>
Cuts Required ----->		24.0%	24.8%	24.9%	24.2%		36.9%	37.7%	37.9%	37.6%
<b>Financing</b>										
<b>Reserves</b>	<b>(797)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(797)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Non-Domestic Rates	4,160	4,661	4,868	5,084	5,308	4,160	4,661	4,868	5,084	5,308
Revenue Support Grant	3,183	0	0	0	0	3,183	0	0	0	0
New Homes Bonus	4,403	2,563	2,671	2,769	2,907	4,403	0	0	0	0
Council Tax Freeze Grant	82					82				
Collection Fund	82					82				
<b>Total Government Grant</b>	<b>11,910</b>	<b>7,224</b>	<b>7,539</b>	<b>7,853</b>	<b>8,215</b>	<b>11,910</b>	<b>4,661</b>	<b>4,868</b>	<b>5,084</b>	<b>5,308</b>
<b>Council Tax</b>	<b>7,768</b>	<b>7,885</b>	<b>8,003</b>	<b>8,123</b>	<b>8,245</b>	<b>7,768</b>	<b>7,885</b>	<b>8,003</b>	<b>8,123</b>	<b>8,245</b>
Balanced Budget if Nil	0	0	0	0	0	0	0	0	0	0
Council Tax Base	58,329	59,204	60,092	60,993	61,908	58,329	59,204	60,092	60,993	61,908
<b>- per Band D</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>	<b>133.18</b>

## 8.7 Conclusion

- **2015/16 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2015/16, I consider that the:

- combination of a new, robust approach to budget setting,
- the direction of travel in relation to governance,
- the further service and budget efficiency work to be undertaken during 2015/16, and
- that reserves are expected to increase by March 2016,

the budget proposed for 2015/16 should not give Members any significant concerns over the Council’s financial position.

- **Medium Term Financial Strategy (2016/17 to 2019/20)**

With regard to the period covered by the MTFs, it is anticipated that there will be some significant cuts in government grant and if they materialise as planned they do pose a risk to the Council. However, current modelling is showing that the Council will remain above the £3.0m

minimum level of reserves; but this level will be breached if the costs included within the sensitivity analysis come to fruition.

However, as highlighted earlier in this statement, there are actions being followed to mitigate this scenario but it does remain critical that:

- all Council services remain under tight budgetary control,
- ZBB is embedded as the primary basis for budgeting setting,
- the “facing the future” programme is completed as planned,
- Affordability and Value for Money are at the core of the Councils decision making processes,
- savings are identified at the earliest opportunity,
- capital investment is commenced as soon as possible, and
- reliance on central government funding is continually assessed and removed wherever possible.

**Clive Mason CPFA**

Responsible Financial Officer (Section 151)