



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

## Contents

	Page Number
<b>1.0 Strategic Budget Summary</b>	<b>3</b>
• Savings, Income Generation, Growth & Revenue Implications of Capital	3
• Corporate and Government Funding	5
• Summary Budget	7
• Revenue Reserves	9
<b>2.0 Revenue Operational Budgets and Medium Term Financial Strategy</b>	<b>10</b>
• Subjective Analysis of Spend and income	10
• Service Budgets by Head of Service	
○ Community	12
○ Customer Services	14
○ ICT Shared Service	16
○ Development	17
○ Leisure & Health	19
○ Operations	21
○ Resources	23
○ Directors and Corporate Team	25
○ Head of Resources (Corporate Budgets)	27
<b>3.0 Capital</b>	<b>28</b>
<b>4.0 Treasury Management</b>	<b>30</b>
<b>5.0 Capital Financing Requirement</b>	<b>31</b>
<b>6.0 Formal 2018/19 Council Tax Resolution</b>	<b>33</b>
• Huntingdonshire District Council Formal Resolution	33
• Tax Base 2018/19	35
• 2018/19 Council Tax by Property Band for each Precepting Authority and the Billing Authority	37
• Total 2018/19 Council Tax Property Band for each Precepting Authority and the Billing Authority	38
<b>7.0 Fees and Charges</b>	<b>39</b>
<b>8.0 Robustness of the 2018/19 Budget &amp; Medium Term Financial Strategy</b>	<b>39</b>
• Robustness and Budget Setting	39
• Challenges facing the Council	40
• Governance	41
• Risks	42
• Revenue Reserves	48
• Conclusion	51
<b>Annex A – Fees and Charges</b>	<b>53</b>

## 1.0 STRATEGIC BUDGET SUMMARY

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

- **Savings and Income**

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

1.1.2 The Council generates a considerable proportion of its own funding from the various services it provides. These range from income from One Leisure and Car Parking through to charging for the use of the Document Centre, Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages. Additional Income from services of £170k was approved by Cabinet in December 2017 and consolidated into the Draft Budget that was reported to Cabinet in January 2018.

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

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

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

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

\* Reported to Cabinet January 2018.

- **Growth**

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

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

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

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

\* Reported to Cabinet January 2018.

- **Commercial Investment Strategy**

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

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

- **Capital – Revenue Implications**

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

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

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

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

## 1.2 Corporate and Government Funding

- **Government Grant**

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

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

#### Council Tax and Business Rates

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

#### Collection Fund Surplus/Deficit

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

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

## 1.3 Summary Budget

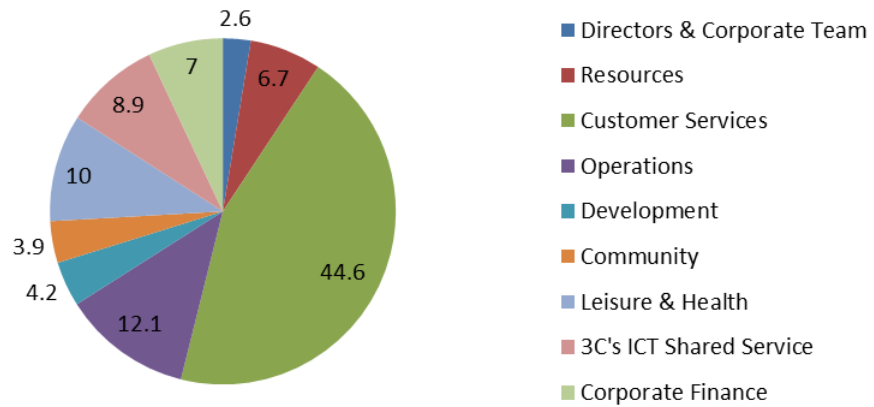
1.3.1 Considering the 2% increase in Council Tax for 2018/19 and over the MTFS period, this results in the funding statement shown in **Table 5** and **Table 6** below.

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

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

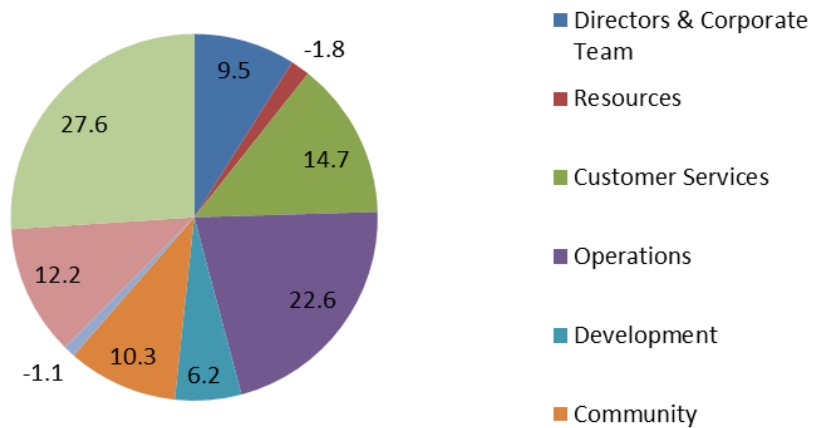
### Gross Expenditure by Service 2018/19

%



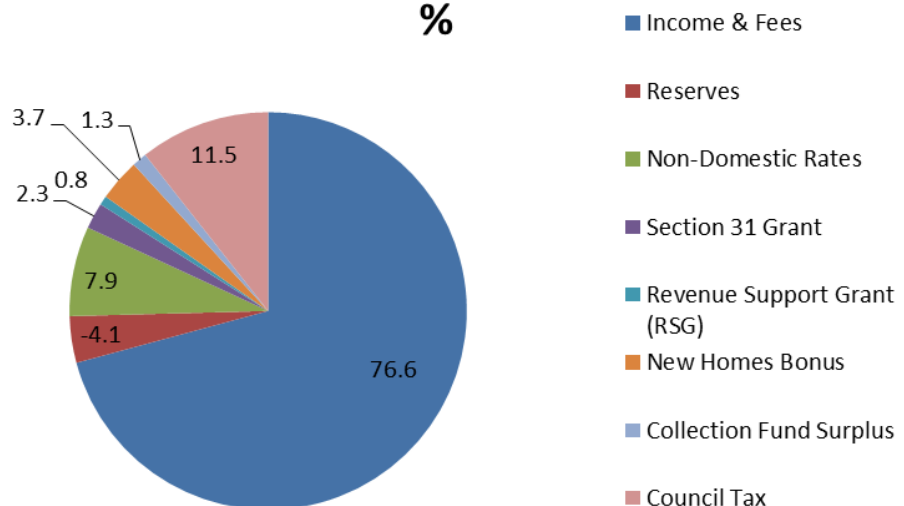
### Net Expenditure by Service 2018/19

%



### How Services are Paid for in 2018/19

%





## 1.4 Revenue Reserves

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

Table 7	Reserves and MTFS						
	2017/18		2018/19 Budget £000	Medium Term Financial Strategy			
	Budget £000	Forecast £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
<b>GENERAL FUND</b>							
<b>b/f</b>	<b>2,568</b>	<b>2,582</b>	<b>2,698</b>	<b>2,592</b>	<b>2,609</b>	<b>2,652</b>	<b>2,713</b>
Contribution to Reserve	3,032	2,254	1,891	0	0	0	0
Contribution from Reserve	0	0	0	(975)	(995)	(1,133)	(956)
Contribution from(to) Budget Surplus	(3,018)	(2,137)	(1,997)	992	1,038	1,194	981
<b>c/f</b>	<b>2,582</b>	<b>2,698</b>	<b>2,592</b>	<b>2,609</b>	<b>2,652</b>	<b>2,713</b>	<b>2,738</b>
Net Expenditure	17,211	17,989	17,282	17,394	17,677	18,086	18,253
<b>Minimum Level of Reserves (15%)</b>	<b>2,582</b>	<b>2,698</b>	<b>2,592</b>	<b>2,609</b>	<b>2,652</b>	<b>2,713</b>	<b>2,738</b>

<b>BUDGET SURPLUS RESERVE</b>							
<b>b/f</b>	<b>75</b>	<b>75</b>	<b>2,212</b>	<b>4,209</b>	<b>3,217</b>	<b>2,179</b>	<b>985</b>
Contribution to Reserve	0	0	0	0	0	0	0
Contribution from Reserve	0	0	0	0	0	0	0
Contribution from (to) General Fund	3,018	2,137	1,997	(992)	(1,038)	(1,194)	(981)
Contribution from (to) CIS Reserve	0	0	0	0	0	0	0
<b>c/f</b>	<b>3,093</b>	<b>2,212</b>	<b>4,209</b>	<b>3,217</b>	<b>2,179</b>	<b>985</b>	<b>4</b>

<b>COMMERCIAL INVESTMENT RESERVE</b>							
<b>b/f</b>	<b>3,997</b>	<b>3,997</b>	<b>2,798</b>	<b>3,933</b>	<b>6,606</b>	<b>9,279</b>	<b>11,952</b>
Contribution to Reserve (former NHB)	0	0	1,135	2,673	2,673	2,673	2,673
Contribution from Reserve	0	0	0	0	0	0	0
- Fareham	(699)	(699)	0	0	0	0	0
- To Housing Dev ER	(500)	(500)	0	0	0	0	0
Contribution from (to) General Fund	0	0	0	0	0	0	0
Contribution from (to) Budget Surplus Reserve	0	0	0	0	0	0	0
<b>c/f</b>	<b>2,798</b>	<b>2,798</b>	<b>3,933</b>	<b>6,606</b>	<b>9,279</b>	<b>11,952</b>	<b>14,625</b>



**Analysis of Budget Variations**

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

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

## 2.2 Service Budgets by Head of Service

Table 9

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

**Analysis of Budget Variations - Head of Community**

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

Table 10

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

**Analysis of Budget Variations - Head of Customer Services**

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

Table 11

## Head of 3C's ICT Shared Service

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

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

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



**Table 12**

**Head of Development**

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

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

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

**Analysis of Budget Variations - Head of Development**

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

Table 13

## Head of Leisure &amp; Health

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

**Analysis of Budget Variations - Head of Leisure & Health**

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

Table 14

Head of Operations									
Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(4,269,439)	Income & Fees	Fees & charges	(4,078,558)	(4,248,553)	(4,372,384)	(4,406,384)	(4,406,384)	(4,406,384)	(4,406,384)
(61,340)		Other grants and contributions	(49,847)	(28,674)	(5,260)	(5,260)	(5,260)	(5,260)	(5,260)
(196,066)		Sales	(209,880)	(195,381)	(208,666)	(208,666)	(208,666)	(208,666)	(208,666)
(164,633)		Rent	(146,707)	(192,774)	(277,474)	(277,474)	(277,474)	(277,474)	(277,474)
(40,796)		Government grants	(19,852)	(13,922)	(15,922)	(15,922)	(15,922)	(15,922)	(15,922)
(100,859)		Commuted sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
<b>(4,833,132)</b>	<b>Income &amp; Fees Total</b>		<b>(4,504,844)</b>	<b>(4,830,635)</b>	<b>(5,031,037)</b>	<b>(5,065,037)</b>	<b>(5,065,037)</b>	<b>(5,065,037)</b>	<b>(5,065,037)</b>
3,826,553	Employees	Salary	4,041,930	4,086,093	4,133,117	3,965,997	4,006,539	4,047,494	4,088,871
337,180		National Insurance	364,909	368,554	378,409	362,426	366,091	369,790	373,530
625,970		Pension	670,526	700,583	749,624	720,382	769,976	820,480	871,911
503,185		Hired Staff	441,587	136,909	131,909	129,809	129,809	129,809	129,809
560		Training	584	0	4	4	4	4	4
58,064		Uniform & laundry	35,252	38,609	32,200	32,200	32,200	32,200	32,200
146,515		Other staff costs	192,466	147,152	148,247	146,597	146,597	146,597	146,597
18,789		Recruitment	0	0	0	0	0	0	0
4,749		Severance payments	1,710	0	0	0	0	0	0
<b>5,521,565</b>	<b>Employees Total</b>		<b>5,748,964</b>	<b>5,477,900</b>	<b>5,573,510</b>	<b>5,357,415</b>	<b>5,451,216</b>	<b>5,546,374</b>	<b>5,642,922</b>
17,256	Buildings	Rents	12,231	13,474	13,104	13,104	13,104	13,104	13,104
303,876		Repairs & Maintenance	382,727	372,509	323,724	323,724	323,724	323,724	323,724
203,879		Energy Costs	202,552	201,135	220,635	220,635	220,635	220,635	220,635
651,308		Rates	496,217	650,357	668,521	688,377	708,834	729,902	751,606
15,288		Water Services	17,958	21,930	18,830	18,830	18,830	18,830	18,830
94,507		Premises Cleaning	96,245	103,284	93,720	93,720	93,720	93,720	93,720
40		Premises Insurance	40	40	140	140	140	140	140
21		Fixtures & Fittings	0	0	0	0	0	0	0
<b>1,286,174</b>	<b>Buildings Total</b>		<b>1,207,970</b>	<b>1,362,729</b>	<b>1,338,674</b>	<b>1,358,530</b>	<b>1,378,987</b>	<b>1,400,055</b>	<b>1,421,759</b>
0	Supplies & Services	Rents	228	0	0	0	0	0	0
2,443		Catering	57	0	0	0	0	0	0
45,915		Communication and computing	11,387	7,545	7,545	7,545	7,545	7,545	7,545
427,678		Services	234,992	330,812	331,570	331,570	331,570	331,570	331,570
321,899		Equipment, furniture & materials	314,822	272,747	267,629	265,729	265,729	265,729	265,729
43,480		Office expenses	43,748	41,256	51,432	51,432	51,432	51,432	51,432
461		Insurance - service related	7,001	5,000	4,000	4,000	4,000	4,000	4,000
<b>841,876</b>	<b>Supplies &amp; Services Total</b>		<b>612,235</b>	<b>657,360</b>	<b>662,176</b>	<b>660,276</b>	<b>660,276</b>	<b>660,276</b>	<b>660,276</b>
3,461	Transport	Mileage Allowance	3,480	4,250	3,800	3,800	3,800	3,800	3,800
7,458		Pool Car	4,810	5,450	5,000	5,000	5,000	5,000	5,000
474		Public Transport	808	1,080	1,080	1,080	1,080	1,080	1,080
89,417		Contract Hire & operating leases	84,789	18,507	18,000	18,000	18,000	18,000	18,000
921,001		Operating Costs	816,601	819,387	820,245	790,389	790,389	790,389	790,389
6,881		Vehicle Insurance	6,232	900	1,429	1,429	1,429	1,429	1,429
<b>1,028,692</b>	<b>Transport Total</b>		<b>916,720</b>	<b>849,574</b>	<b>849,554</b>	<b>819,698</b>	<b>819,698</b>	<b>819,698</b>	<b>819,698</b>
462,086	Benefit & Transfer Payments	Contributions paid	488,580	505,364	503,564	503,564	503,564	503,564	503,564
7,200		Irrecoverable V A T	9,200	9,200	9,200	9,200	9,200	9,200	9,200
0		Grants	0	0	300	300	300	300	300
<b>469,286</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>497,780</b>	<b>514,564</b>	<b>513,064</b>	<b>513,064</b>	<b>513,064</b>	<b>513,064</b>	<b>513,064</b>
<b>4,314,460</b>	<b>Grand Total</b>		<b>4,478,826</b>	<b>4,031,492</b>	<b>3,905,941</b>	<b>3,643,946</b>	<b>3,758,204</b>	<b>3,874,430</b>	<b>3,992,682</b>
9,147,593	Gross Service Expenditure		8,983,670	8,862,127	8,936,978	8,708,983	8,823,241	8,939,467	9,057,719
(4,833,132)	Gross Service Income		(4,504,844)	(4,830,635)	(5,031,037)	(5,065,037)	(5,065,037)	(5,065,037)	(5,065,037)
<b>4,314,460</b>	<b>Net Service Expenditure</b>		<b>4,478,826</b>	<b>4,031,492</b>	<b>3,905,941</b>	<b>3,643,946</b>	<b>3,758,204</b>	<b>3,874,430</b>	<b>3,992,682</b>

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

**Analysis of Budget Variations - Head of Operations**

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

Table 15

## Head of Resources

Actuals 2016/17	Subjective Analysis : Controllable Only		2017/18 Forecast (September)	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(141,959)	Income & Fees	Fees & charges	(140,537)	(109,746)	(166,642)	(169,409)	(170,999)	(170,999)	(170,999)
(2,430)		Sales	(840)	0	0	0	0	0	0
(2,405,146)		Rent	(3,096,771)	(4,939,031)	(5,075,680)	(5,154,469)	(5,218,879)	(5,223,879)	(5,223,879)
0		Interest	(544)	0	0	0	0	0	0
<b>(2,549,535)</b>	<b>Income &amp; Fees Total</b>		<b>(3,238,692)</b>	<b>(5,048,777)</b>	<b>(5,242,322)</b>	<b>(5,323,878)</b>	<b>(5,389,878)</b>	<b>(5,394,878)</b>	<b>(5,394,878)</b>
690,194	Employees	Salary	1,022,987	1,267,563	1,272,177	1,287,421	1,300,220	1,313,148	1,326,205
69,072		National Insurance	97,305	117,845	118,710	119,358	120,552	121,758	122,976
114,654		Pension	181,821	212,081	219,814	222,336	237,541	253,027	268,798
220,857		Hired Staff	359,075	0	0	0	0	0	0
115,557		Training	171,113	170,536	116,257	116,257	116,257	116,257	116,257
2,638		Other staff costs	27,775	3,350	4,750	4,750	4,750	4,750	4,750
14,164		Recruitment	950	0	0	0	0	0	0
173,054		Employee Insurance	185,995	172,907	187,016	205,717	226,289	248,918	248,918
<b>1,400,190</b>	<b>Employees Total</b>		<b>2,047,022</b>	<b>1,944,282</b>	<b>1,918,724</b>	<b>1,955,839</b>	<b>2,005,609</b>	<b>2,057,858</b>	<b>2,087,904</b>
120,326	Buildings	Rents	120,000	120,000	120,000	120,000	120,000	120,000	120,000
22,839		Repairs & Maintenance	96,134	26,478	122,502	122,502	122,502	122,502	122,502
8,016		Energy Costs	5,249	6,400	5,000	5,000	5,000	5,000	5,000
23,056		Rates	23,972	26,548	17,211	14,587	15,432	16,090	16,761
303		Water Services	201	200	400	400	400	400	400
11,965		Premises Cleaning	12,230	14,640	14,640	14,640	14,640	14,640	14,640
67,739		Premises Insurance	75,776	47,733	74,313	78,161	82,298	86,746	86,746
151		Ground Maintenance Costs	0	0	0	0	0	0	0
<b>254,394</b>	<b>Buildings Total</b>		<b>333,562</b>	<b>241,999</b>	<b>354,066</b>	<b>355,290</b>	<b>360,272</b>	<b>365,378</b>	<b>366,049</b>
0	Supplies & Services	Rents	144,000	144,000	144,000	144,000	144,000	144,000	144,000
749		Catering	161	0	0	0	0	0	0
6,632		Communication and computing	4,364	2,700	2,700	2,700	2,700	2,700	2,700
891,561		Services	494,824	2,248,353	2,249,820	2,243,225	2,240,225	2,243,325	2,243,431
39,041		Equipment, furniture & materials	60,678	85,232	45,834	48,834	48,834	48,834	48,834
24,433		Office expenses	24,828	27,840	31,155	30,055	30,055	30,055	30,055
75,962		Insurance - service related	71,710	72,562	73,065	74,779	76,682	78,731	78,731
<b>1,038,378</b>	<b>Supplies &amp; Services Total</b>		<b>800,565</b>	<b>2,580,687</b>	<b>2,546,574</b>	<b>2,543,593</b>	<b>2,542,496</b>	<b>2,547,645</b>	<b>2,547,751</b>
104	Transport	Mileage Allowance	1,016	750	750	750	750	750	750
1,165		Pool Car	375	650	600	600	600	600	600
2,234		Public Transport	1,595	1,100	1,150	1,150	1,150	1,262	1,381
74,510		Vehicle Insurance	142,094	75,988	80,737	85,783	91,145	96,145	96,145
<b>78,014</b>	<b>Transport Total</b>		<b>145,080</b>	<b>78,488</b>	<b>83,237</b>	<b>88,283</b>	<b>93,645</b>	<b>98,757</b>	<b>98,876</b>
0	Benefit & Transfer Payments	Contributions paid	2	0	0	0	0	0	0
2,762		Services	5,541	4,000	6,000	6,000	6,000	6,000	6,000
20,500		Irrecoverable V A T	20,500	20,500	20,500	20,500	20,500	20,500	20,500
<b>23,262</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>26,043</b>	<b>24,500</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>
<b>244,703</b>	<b>Grand Total</b>		<b>113,580</b>	<b>(178,821)</b>	<b>(313,221)</b>	<b>(354,373)</b>	<b>(361,356)</b>	<b>(298,740)</b>	<b>(267,798)</b>
2,794,237	<b>Gross Service Expenditure</b>		3,352,272	4,869,956	4,929,101	4,969,505	5,028,522	5,096,138	5,127,080
(2,549,535)	<b>Gross Service Income</b>		(3,238,692)	(5,048,777)	(5,242,322)	(5,323,878)	(5,389,878)	(5,394,878)	(5,394,878)
<b>244,703</b>	<b>Net Service Expenditure</b>		<b>113,580</b>	<b>(178,821)</b>	<b>(313,221)</b>	<b>(354,373)</b>	<b>(361,356)</b>	<b>(298,740)</b>	<b>(267,798)</b>
568,319	Audit & Risk Management		645,621	560,175	544,679	575,556	610,335	647,305	650,190
(2,099,659)	Commercial Estates		(2,339,242)	(2,633,916)	(2,657,038)	(2,740,134)	(2,806,334)	(2,808,480)	(2,805,572)
208,396	Legal		211,189	218,060	223,940	223,940	223,940	223,940	223,940
695,767	Finance		710,428	687,208	589,930	566,376	574,783	583,311	591,961
92,860	Head of Resources		88,291	87,865	88,705	89,532	91,061	92,612	94,186
65,579	Procurement		60,054	60,226	30,868	31,461	32,532	33,619	34,722
710,827	Human Resources		624,037	617,581	435,958	431,059	436,159	444,334	449,583
2,613	Payroll		26,936	3,000	130,937	132,165	134,397	136,661	138,958
0	Apprentice Scheme		86,266	220,980	298,800	335,672	341,771	347,958	354,234
<b>244,703</b>	<b>Grand Total</b>		<b>113,580</b>	<b>(178,821)</b>	<b>(313,221)</b>	<b>(354,373)</b>	<b>(361,356)</b>	<b>(298,740)</b>	<b>(267,798)</b>

**Analysis of Budget Variations - Head of Resources**

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



Table 16

## Directors and Corporate Team

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

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

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

**Analysis of Budget Variations - Directors & Corporate Team**

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

Table 17

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

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

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

## 3.0 CAPITAL

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

**Table 18**

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

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

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

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

## 4.0 TREASURY MANAGEMENT

4.1 The following gives a high level commentary on the Treasury Management activity that the Council is expecting to undertake during 2018/19.

- **Short Term Borrowing**

During any year the Council will undertake short term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year, it is estimated that the net cost of short-term borrowing will be £10k; this is based on an estimated daily cash flow balance of £14.0m and a cost of borrowing based on an estimated interest rate of 0.30%.

- **Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2017/18, it is forecast that the total balances in respect of long-term borrowing will be £15.7m. The estimated net cost of long term borrowing in 2018/19 is £565k.

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

## 5.0 Capital Financing Requirement (CFR)

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

**Table 19**

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

**Table 20**

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

**Table 21**

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



## 6.0 Formal 2018/19 Council Tax Resolutions

6.1 The formal 2018/19 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Cabinet on the 1 December 2017 (and subsequent publication as a key decision).  
**The tax base (T) which is the amount anticipated from a District Council Tax of £1 is** **£60,984**
- b) That the following amounts calculated by the Council for 2018/19 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations :-
- (i) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act **£79,634,831**  
**Gross revenue expenditure including benefits, Town/Parish Precepts**
  - (ii) the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act **£65,237,972**  
**Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.**
  - (iii) the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act **£ 14,396,859**  
**This is the “Council Tax Requirement” including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes.**
  - (iv) the Council Tax requirement for 2018/19 divided by the tax base (T) in accordance with Section 31B (1) of the Act **£236.08**  
**District plus average Town/Parish Council Tax (item iii divided by District taxbase)**
  - (v) the aggregate of all “Special Items” referred to in Section 34(1) of the Act. **£5,946,820**  
**The total value of Parish/Town precepts included in i and iii above.**
  - (vi) the Basic Amount of Council Tax for 2018/19 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act. **£138.56**  
**The District Council’s Band D Tax for 2018/19**

- (vii) the basic amounts of Council Tax for 2018/19 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
  - (viii) the amounts to be taken into account for 2018/19 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2018/19 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2018/19 is not excessive. ***The basic amount at b(vi) above is not excessive as defined by the Government.***

## 6.2 Tax Base 2018/19

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

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

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

**6.3 2018/19 Council Tax by Property Band for each Precepting Authority and the Billing Authority**

***This table will be completed after the Council's Full Council meeting scheduled for the 21 February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.***

**6.4 Total 2018/19 Council Tax by Property Band for each Precepting Authority and the Billing Authority**

***This table will be completed after the Council's Full Council meeting scheduled for the 21 February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.***

## 7. Fees and Charges

- 7.1 The Fees and Charges that will be applicable from April 2018 to March 2019 have been included in **Annex A**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Portfolio Holder and the S151 Officer.

## 8.0 Robustness of the 2018/19 Budget and Medium Term Financial Strategy

- 8.1 The Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2018/19 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium Term Financial Strategy (MTFS).

### 8.2 Robustness and Budget Setting

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

## 8.3 Challenges facing the Council

8.3.1 The challenges that the Council faces are similar to those being faced by many Councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

### Public Sector Austerity – Cuts in grant funding

8.3.2 The public sector has, as a whole, been facing the most significant austerity programme in a generation and as a consequence of the government's ring-fencing of some government departments/services (i.e. NHS, Overseas Aid etc.); this has meant that local government has met a significant share of the austerity programme. As previously discussed, the Council has taken proactive action to effectively manage the financial consequences of austerity and its impact.

8.3.3 Following the 2018/19 provisional settlement announced in December 2017, **Table 22** clearly shows that the grant funding streams for the Councils MTFs for 2018/19 and for the period up to 2022/23 has moved when compared to the preceding year. For:

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



Table 22	Comparison of Grant Assumptions: 2017/18 Budget & 2018/19 Budget and MTFS (2019/20 to 2022/23)					
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
<b>2017/18 Budget &amp; MTFS</b>						
NDR+S31	4,622	5,961	6,059	6,158	6,260	
S31	1,018	1,018	1,018	1,018	1,018	
RSG	1,182	604	0	0	0	
NHB	3,656	2,787	2,674	2,674	2,674	
<b>Total</b>	<b>10,478</b>	<b>10,370</b>	<b>9,751</b>	<b>9,850</b>	<b>9,952</b>	
<b>2018/19 Budget &amp; MTFS</b>						
NDR+S31		5,841	5,958	6,077	6,199	6,323
S31		1,729	1,729	1,729	1,729	1,729
RSG		604	0	(150)	(304)	(397)
NHB		2,718	2,673	2,673	2,673	2,673
<b>Total</b>		<b>10,892</b>	<b>10,360</b>	<b>10,329</b>	<b>10,297</b>	<b>10,328</b>
<b>Variance between Grant Assumptions</b>						
NDR	0	(120)	(101)	(81)	(61)	
S31	0	711	711	711	711	
RSG	0	0	0	(150)	(304)	
NHB	0	(69)	(1)	(1)	(1)	
<b>Total</b>	<b>0</b>	<b>522</b>	<b>609</b>	<b>479</b>	<b>345</b>	
	%	%	%	%	%	
NDR	0.0	-2.0	-1.7	-1.3	-1.0	
S31	0.0	69.8	69.8	69.8	69.8	
RSG	0.0	0.0	0.0	-100.0	-100.0	
NHB	0.0	-2.5	0.0	0.0	0.0	
<b>Total</b>	<b>0.0</b>	<b>5.0</b>	<b>6.2</b>	<b>4.9</b>	<b>3.5</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, the Council has undertaken Executive review of its budget, undertaken both a detailed Zero Based Budgeting programme and Line-by-Line review and has commenced a comprehensive Transformation Programme (MOSAIC).

## 8.4 Governance

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

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

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

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

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

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

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

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

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

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

## 8.5 Risks

8.5.1 Because of the nature of the macro and micro environment that the wider local government family and the Council operates within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and an indication into the medium term. There will always be items that emerge after the budget has been approved and these can range from a programme under or over achieving or an unexpected event occurring.

### Mitigation of Unforeseen Events

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

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

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

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

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

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

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

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

#### Risk Modelling

8.5.5 It is essential that relevant risks are identified and appropriate sensitivity analysis applied to determine the impact of such risks on the Councils financial standing – and consequently the delivery of the Councils day-to-day business. The most significant potential risks to the budget are:

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

8.5.6 Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**

The savings included within the budget total £1.8m. These savings cover a broad range of services; however as ever with savings they are dependent on market, management and

political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is a 30% underachievement which equates to £539k.

- **Inflation**

With regard to:

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

- **Reduced income: Fees and Charges**

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

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

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

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

- **Reduced income: New Homes Bonus**

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

- **Government Grant: Non Domestic Rates**

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

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

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

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

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

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

- **Failure of a Borrower**

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

The main “borrowing” risk rests whether the lending is either on a short or long term basis. The £5.0m limit is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a “failure of borrower” will be the loss of revenue cash flow and the potential costs involved of “making good” the lost investment. There are however, good governance arrangements around the Council’s Treasury activity and therefore the likelihood of loss is minimal. However, with Brexit drawing closer and the financial impacts still being relatively unknown, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average amount lent to an institution at any given time is around £4.0m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £50k. This block amount is included in the sensitivity analysis.

- **Emergency**

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

With specific regard to flooding, the Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however, such costs have been met from within current resources. With the reduction in budgets it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Code of Financial Management permits the Managing Director or the Responsible Financial Officer to incur “emergency spend” of up to £500k, with retrospective reporting to Cabinet. A 50% allocation (£250k) of the £500k is included within the sensitivity analysis.

- **Estate property enhancement/development**

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

- **Increased demands on services**

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

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

- **Council Tax**

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

### **Sensitivity for 2018/19 Budget**

8.5.7 Considering the risks noted above and the stated budget assumptions, the accumulated total cash risk is £4.3m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply “sensitivity” to each risk and then model the likelihood of occurrence. **Table 23** shows this detailed analysis and in summary the additional pressure within 2018/19, based on the likelihood of occurrence, is as follows:

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

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

8.5.8 On the 18th January, the Ministry of Housing, Communities and Local Government (MHCLG) informed the local government family of a change to the NDR top-ups and tariffs in respect of 2017/18. Following modelling, this has an impact on the council of reduced NDR income of £12k. However, there is an expectation that there will be consequential impact on 2018/19 but the MHCLG model has not yet been released. At this time, it is anticipated that there will be a change to the NDR amount noted in **Table 6** but the change will be marginal and can be accommodated through the sensitivity analysis adjustment for NDR (£170k see Table 23 above).

## 8.6 Revenue Reserves

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

- 8.6.1 There is no statutory minimum level of reserves; however, Cabinet in December 2015 confirmed there should be a minimum level of General Fund reserves set at 15% of the Net Revenue Budget of the Council. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure/
- 8.6.2 In addition to the General Fund, and as shown in 1.4, the Council operates a Budget Surplus Earmarked Reserve. The aim of this reserve is to “mop-up” any budget surplus’ or deficits to ensure that the Council can maintain its core contingency reserve, the General Fund. The Council also operates one further reserve, the Commercial Investment Earmarked Reserve, the aim of which is to hold onto NHB that will afford the Council the future opportunity to either invest in local services or assets.



8.6.3 However, to ensure the adequacy of the Councils Reserves (i.e. their robustness) it is essential to determine if the Councils revenue reserves are sufficient to meet the assessed risks (8.5.7). To determine this, a two stage comparison will be undertaken in that the “likelihood of occurrence” of a risk will be compared to two sets of reserves. The detailed analysis is shown in **Table 24** and relevant commentary is shown below.

#### **Stage 1**

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

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

#### **Stage 2**

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

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

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

8.6.4 Consequently, it is fair to say that:

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

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

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

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

## 8.7 Conclusion

- **2018/19 Budget**

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

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

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

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

With regard to the period covered by the MTF5; the Council does face some future funding risk with the:

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

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

**Clive Mason FCPFA**

Responsible Financial Officer (Section 151)

**ANNEX A - FEES AND CHARGES**

Huntingdonshire District Council - Fees and Charges as at April 2018										
Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
<b>Development</b>										
<b>Planning Application Fees - these are set Nationally and were last changed on 15th April 2015</b>										
	All outline applications	Not more than 2.5 hectares	Per 0.1 hectares	S	Apr-15	N	385.00	0.00	385.00	0%
		More than 2.5 hectares	Per 0.1 hectares	S	Apr-15	N	9,527.00	0.00	9,527.00	0%
		More than 2.5 hectares	plus for each hectare over 2.5 per 0.1 hectares	S	Apr-15	N	115.00	0.00	115.00	0%
	Householder Applications	Single dwelling		S	Apr-15	N	172.00	0.00	172.00	0%
	Full application	Two or more dwellings		S	Apr-15	N	339.00	0.00	339.00	0%
		Not more than 50 new dwellings	Per dwelling	S	Apr-15	N	385.00	0.00	385.00	0%
		More than 50 new dwellings		S	Apr-15	N	19,049.00	0.00	19,049.00	0%
	Full application		Per additional dwelling	S	Apr-15	N	115.00	0.00	115.00	0%
	Full application	Not dwellings, agricultural, glasshouse, plant nor machinery								
		Erection of buildings	No increase in floor space or no more than 40sq m	S	Apr-15	N	195.00	0.00	195.00	0%
		Erection of buildings	More than 40sq m but no more than 75 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
		Erection of buildings	More than 75 sq m but no more than 3750 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
		Erection of buildings	More than 3750 sq m	S	Apr-15	N	19,049.00	0.00	19,049.00	0%
		Erection of buildings	plus for each additional 75sq m in excess of 3750 sq m to a maximum of £250,000	S	Apr-15	N	115.00	0.00	115.00	0%
	Full application	On land used for agriculture or agricultural purposes								
		Erection of buildings	Not more than 465 sq m	S	Apr-15	N	80.00	0.00	80.00	0%
			More than 465 sq m but not more than 540 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 540 sq m but not more than 4215 sq m - first 540 plus for each further 75 sq m (or part thereof in excess of 540 sq m	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 4215 sq m	S	Apr-15	N	19,049.00	0.00	19,049.00	0%
			plus for each 75 sq m (or part thereof) in excess of 4215 as m up to a maximum of £250,000	S	Apr-15	N	115.00	0.00	115.00	0%
	Full application	Erection of glass houses on land used for the purpose of agriculture	Not more than 465 sq m	S	Apr-15	N	80.00	0.00	80.00	0%
			More than 465 sq m but not more than 540 sq m	S	Apr-15	N	2,150.00	0.00	2,150.00	0%
		Erection/alteration/replacement of plant and machinery	Not more than 5 hectares for each 0.1 hectare or part thereof	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 5 hectares	S	Apr-15	N	19,049.00	0.00	19,049.00	0%
			plus for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £250,000	S	Apr-15	N	115.00	0.00	115.00	0%
	Applications other than Building Works	Car parks, service roads or other access	For existing uses	S	Apr-15	N	195.00	0.00	195.00	0%
		Waste	Not more than 15 hectares for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of	S	Apr-15	N	195.00	0.00	195.00	0%
			More than 15 hectares	S	Apr-15	N	29,112.00	0.00	29,112.00	0%
			plus for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of	S	Apr-15	N	115.00	0.00	115.00	0%
		Operations connected with explanatory drilling for oil or natural gas	Not more than 7.5 hectares for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of	S	Apr-15	N	423.00	0.00	423.00	0%
			More than 7.5 hectares	S	Apr-15	N	31,725.00	0.00	31,725.00	0%
			plus for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of	S	Apr-15	N	126.00	0.00	126.00	0%
		Operations (other than exploratory drilling) for the winning and working of oil or natural gas	Not more than 15 hectares for each 0.1 hectare (or part thereof)	S	Apr-15	N	214.00	0.00	214.00	0%
			More than 15 hectares	S	Apr-15	N	32,100.00	0.00	32,100.00	0%
			plus for each 0.1 (or part thereof) in excess of 15 hectares up to a maximum of £65,000	S	Apr-15	N	126.00	0.00	126.00	0%

## Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		Other operations (winning and working of minerals) excluding oil and natural gas	Not more than 15 hectares for each 0.1 (or part thereof)	S	Apr-15	N	195.00	0.00	195.00	0%
			More than 15 hectares	S	Apr-15	N	29,112.00	0.00	29,112.00	0%
			plus for each additional 0.1 in excess of 15 hectares up to a maximum of £65,000	S	Apr-15	N	115.00	0.00	115.00	0%
		Other operations (not coming within any of the above categories)	Any site area for each 0.1 hectare (or part thereof) up to a maximum of £1,690	S	Apr-15	N	195.00	0.00	195.00	0%
	Lawful Development Certificate	LDC - existing use - in breach of a planning condition	Same as Full	S	Apr-15					
		LDC - existing use LDC - lawful but not to comply with a particular		S	Apr-15	N	195.00	0.00	195.00	0%
		LDC - proposed use	Half the normal planning fee	S	Apr-15			0.00	0.00	0%
	Prior Approval	Agricultural and Forestry buildings and operations or demolition of		S	Apr-15	N	80.00	0.00	80.00	0%
		Telecommunications code systems operators		S	Apr-15	N	385.00	0.00	385.00	0%
		Proposed change of use to state funded or registered nursery		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use of agricultural building to a state funded school or registered nursery		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels, or assembly or leisure		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of a building from Office (Use Class B1) use to a use falling within Use Class C3 (Dwelling house)		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use from an agricultural building to a Dwelling house (Use Class C3) where there are no associated building operations		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use of agricultural building to a Dwelling house (Use Class C3) and associated building operations		S	Apr-15	N	172.00	0.00	172.00	0%
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) where there are no associated building operations		S	Apr-15	N	80.00	0.00	80.00	0%
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) and associated building operations		S	Apr-15	N	172.00	0.00	172.00	0%
	Reserved Matters	Application for approval of reserved matters following outline approval	Full fee due or if full fee already paid then	S	Apr-15	N	385.00	0.00	385.00	0%
	Approval/variation/discharge of condition	Application for removal or variation of condition following grant of planning permission		S	Apr-15	N	195.00	0.00	195.00	0%
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder	S	Apr-15	N	28.00	0.00	28.00	0%
			otherwise per request	S	Apr-15	N	97.00	0.00	97.00	0%
	Change of use of a building to use as one or more separate dwelling houses, or other cases		Not more than 50 dwellings for each	S	Apr-15	N	385.00	0.00	385.00	0%
			More than 50 dwellings	S	Apr-15	N	19,049.00	0.00	19,049.00	0%
			plus for each in excess of 50 up to a maximum of £250,000	S	Apr-15	N	115.00	0.00	115.00	0%
	Other changes of use of a building or land			S	Apr-15	N	385.00	0.00	385.00	0%
	Advertising	Relating to the business on the premises		S	Apr-15	N	110.00	0.00	110.00	0%
		Advanced signs which are not on or visible from the site, directing the public to a business		S	Apr-15	N	110.00	0.00	110.00	0%
		Other advertisements		S	Apr-15	N	385.00	0.00	385.00	0%
	Application for a new planning permission to replace an extant planning permission	Application in respect of major developments		S	Apr-15	N	575.00	0.00	575.00	0%
		Applications in respect of householder developments		S	Apr-15	N	57.00	0.00	57.00	0%
		Application in respect of other developments		S	Apr-15	N	195.00	0.00	195.00	0%
	Application for a non-material amendment following a grant of planning permission	Application in respect of householder development		S	Apr-15	N	28.00	0.00	28.00	0%
		Application in respect of other developments		S	Apr-15	N	195.00	0.00	195.00	0%

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT +	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
Domestic loft and garage conversions		Extension or annex with a floor area over 40m2 but under 100m2	Inspection charge	S	Apr-16	S	390.00	78.00	468.00	0%
		Garage, car port or covered way extension with floor area up to 60m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Garage, car port or covered way extension with floor area up to 60m2	Inspection charge	S	Apr-16	S	190.00	38.00	228.00	0%
		Loft conversion with a floor area up to 40m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Loft conversion with a floor area up to 40m2	Inspection charge	S	Apr-16	S	285.00	57.00	342.00	0%
		Loft conversion with a floor area over 40m2 but less than 60m2	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Loft conversion with a floor area over 40m2 but less than 60m2	Inspection charge	S	Apr-16	S	345.00	69.00	414.00	0%
		Conversion of garage to living accommodation	Plan charge	S	Apr-16	S	150.00	30.00	180.00	0%
		Conversion of garage to living accommodation	Inspection charge	S	Apr-16	S	110.00	22.00	132.00	0%
		Domestic alterations		Estimated cost of work less than £5000	Plan charge	S	Apr-16	S	180.00	36.00
Estimated cost of work less than £5000	Inspection charge			S	Apr-16	S	0.00	0.00	0.00	0%
Estimated cost of work over £5000 but less than £10000	Plan charge			S	Apr-16	S	280.00	56.00	336.00	0%
Estimated cost of work over £5000 but less than £10000	Inspection charge			S	Apr-16	S	0.00	0.00	0.00	0%
Estimated cost of work over £10000 but less than £20000	Plan charge			S	Apr-16	S	150.00	30.00	180.00	0%
Estimated cost of work over £10000 but less than £20000	Inspection charge			S	Apr-16	S	22.00	4.40	26.40	0%
Estimated cost of work over £20000 but less than £50000	Plan charge			S	Apr-16	S	150.00	30.00	180.00	0%
Estimated cost of work over £20000 but less than £50000	Inspection charge			S	Apr-16	S	285.00	57.00	342.00	0%
Estimated cost of work over £50000 but less than £75000	Plan charge			S	Apr-16	S	150.00	30.00	180.00	0%
Estimated cost of work over £50000 but less than £75000	Inspection charge			S	Apr-16	S	385.00	77.00	462.00	0%
New dwellings and conversion to dwellings		Replacement of windows, roof lights and external glazed doors	Plan Charge	S	Apr-16	S	100.00	20.00	120.00	0%
		Replacement of windows, roof lights and external glazed doors	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Renewable Energy systems up to £20,000	Plan Charge	S	Apr-16	S	140.00	28.00	168.00	0%
		Renewable Energy systems up to £20,000	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Plan Charge	S	Apr-16	S	100.00	20.00	120.00	0%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Drainage works up to £5,000	Plan Charge	S	Apr-16	S	100.00	20.00	120.00	0%
		Drainage works up to £5,000	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
		Renovation of thermal elements	Plan Charge	S	Apr-16	S	140.00	28.00	168.00	0%
		Renovation of thermal elements	Inspection Charge	S	Apr-16	S	0.00	0.00	0.00	0%
1 dwelling		1 dwelling	Plan charge	S	Apr-16	S	180.00	36.00	216.00	0%
		1 dwelling	Inspection charge	S	Apr-16	S	387.00	77.40	464.40	0%
		2 dwellings	Plan charge	S	Apr-16	S	250.00	50.00	300.00	0%
		2 dwellings	Inspection charge	S	Apr-16	S	770.00	154.00	924.00	0%
		3 dwellings	Plan charge	S	Apr-16	S	320.00	64.00	384.00	0%
		3 dwellings	Inspection charge	S	Apr-16	S	1,065.00	213.00	1,278.00	0%
		4 dwellings	Plan charge	S	Apr-16	S	390.00	78.00	468.00	0%
		4 dwellings	Inspection charge	S	Apr-16	S	1,280.00	256.00	1,536.00	0%
		5 dwellings	Plan charge	S	Apr-16	S	460.00	92.00	552.00	0%
		5 dwellings	Inspection charge	S	Apr-16	S	1,380.00	276.00	1,656.00	0%
6 dwellings		6 dwellings	Plan charge	S	Apr-16	S	530.00	106.00	636.00	0%
		6 dwellings	Inspection charge	S	Apr-16	S	1,480.00	296.00	1,776.00	0%
		7 dwellings	Plan charge	S	Apr-16	S	550.00	110.00	660.00	0%
		7 dwellings	Inspection charge	S	Apr-16	S	1,560.00	312.00	1,872.00	0%
		8 dwellings	Plan charge	S	Apr-16	S	570.00	114.00	684.00	0%
		8 dwellings	Inspection charge	S	Apr-16	S	1,640.00	328.00	1,968.00	0%
		9 dwellings	Plan charge	S	Apr-16	S	590.00	118.00	708.00	0%
		9 dwellings	Inspection charge	S	Apr-16	S	1,720.00	344.00	2,064.00	0%
		10 dwellings	Plan charge	S	Apr-16	S	620.00	124.00	744.00	0%
		10 dwellings	Inspection charge	S	Apr-16	S	1,880.00	376.00	2,256.00	0%
The charge for dwellings are based on buildings with a maximum of 3 storeys (including basements) and a maximum floor area of 300m2. The charge for any dwelling outside these limits and for developments with more than 10 dwellings will need to be individually determined.										
Domestic Extensions and annexes		Extension or annex with floor area up to 10m2	Building notice	S	Apr-16	S	413.00	82.60	495.60	0%
		Extension or annex with floor area up to 10m2	Regularisation	S	Apr-16	N	537.00	0.00	537.00	0%
		Extensions or annexes with a floor area over 10m2 but under 40m2	Building notice	S	Apr-16	S	478.00	95.60	573.60	0%
		Extensions or annexes with a floor area over 10m2 but under 40m2	Regularisation	S	Apr-16	N	621.00	0.00	621.00	0%
		Extensions or annexes with a floor area over 40m2 but under 100m2	Building notice	S	Apr-16	S	594.00	118.80	712.80	0%
Extensions or annexes with a floor area over 40m2 but under 100m2	Regularisation	S	Apr-16	N	772.00	0.00	772.00	0%		



## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

**Huntingdonshire District Council - Fees and Charges as at April 2018**

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
	Huntingdon Weekly Market	casual trader - per 10ft	Huntingdon market street facing			E	17.85	0.00	17.85	-24%
		Regular traders - per 10ft pitch	Huntingdon market street facing			E	17.50	0.00	17.50	0%
		All traders	Huntingdon market street facing			E	0.00	0.00	0.00	-100%
		All traders	Huntingdon market street facing additional pitch			E	0.00	0.00	0.00	-100%
	St Ives Bank Holiday Markets	Market Hill regular trader per 10 ft				E	24.00	0.00	24.00	0%
		Market Hill non - regular trader per 10				E	34.00	0.00	34.00	0%
		Market Hill casual trader (on the day) per 10 ft RAINING AT 8am				E	36.00	0.00	36.00	0%
		Market Hill casual trader (on the day) per 10 ft DRY AT 8am				E	45.00	0.00	45.00	0%
	Electricity supply	per day				S	4.76	0.24	5.00	0%
	Bin charges	per day	240 L			N	3.50	0.00	3.50	0%
		per day	1100 L			N	14.00	0.00	14.00	0%
<b>Fair</b>	Fair Huntingdon	Riverside car park	per day	D		Z	1,020.00	0.00	1,020.00	2%
<b>Car parking</b>	Car Parking charges	Huntingdon - Riverside - Short stay	Up to 1hr	D		S	0.33	0.07	0.40	0%
			Up to 2hr	D		S	0.50	0.10	0.60	0%
		Huntingdon - Riverside - Long stay	Up to 1 hr	D		S	0.33	0.07	0.40	0%
			Up to 2 hr	D		S	0.50	0.10	0.60	0%
			Up to 3 hr	D		S	0.75	0.15	0.90	0%
			Up to 4 hr	D		S	1.00	0.20	1.20	0%
			4hr to 10 hr	D		S	1.67	0.33	2.00	0%
			10hr to 23 hr	D		S	2.50	0.50	3.00	0%
		Godmanchester - Bridge Place - Long stay	Up to 1 hr	D		S	0.33	0.07	0.40	0%
			Up to 2 hr	D		S	0.50	0.10	0.60	0%
			Up to 3 hr	D		S	0.75	0.15	0.90	0%
			Up to 4 hr	D		S	1.00	0.20	1.20	0%
			4hr to 10 hr	D		S	1.67	0.33	2.00	0%
			10hr to 23 hr	D		S	2.50	0.50	3.00	0%
		St Neots - Riverside - Long stay	Up to 1 hr	D		S	0.33	0.07	0.40	0%
			Up to 2 hr	D		S	0.50	0.10	0.60	0%
			Up to 3 hr	D		S	0.75	0.15	0.90	0%
			Up to 4 hr	D		S	1.00	0.20	1.20	0%
			4hr to 23 hr	D		S	1.67	0.33	2.00	0%
		Huntingdon - Hinchingsbrooke Country Park	Up to 2 hr	D		S	0.83	0.17	1.00	0%
			2 hr to a maximum of 6 hr	D		S	1.67	0.33	2.00	0%
		Huntingdon - Sainsbury	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
		Huntingdon - Princes Street	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		Huntingdon - Trinity Place	Up to 1 hr	D		S	0.00	0.00	0.00	0%
			Up to 2 hr	D		S	0.00	0.00	0.00	0%
			Up to 3 hr	D		S	0.00	0.00	0.00	0%
		currently closed, will be reopened as disabled only car park with no charge		D		S	0.00	0.00	0.00	0%
			Up to 4 hr	D		S	0.00	0.00	0.00	0%
		Huntingdon - Mill Common	Up to 1hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		Huntingdon - Great Northern Street	Up to 1hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		Huntingdon - Ingram Street	Up to 1hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		Huntingdon - St Germain Street (Minor)	Up to 30 minutes	D		S	0.33	0.07	0.40	0%
			Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%

## Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT +	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		Huntingdon - Chequers Way - Disabled	Free	D			0.00	0.00	0.00	0%
		Huntingdon - Chequers Way - Disabled to be closed March 2017								
		Huntingdon - Anglian Water car park closed	All day	D		S	0.00	0.00	0.00	0%
		St Neots - Priory Lane	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Neots - Brook Street	Up to 30 minutes	D		S	0.33	0.07	0.40	0%
			Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Neots - Tan Yard	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Neots - The Priory	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Neots - Tebbutts Road	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Ives - Cattle market - short stay	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.83	0.37	2.20	0%
			Up to 4 hr	D		S	2.67	0.53	3.20	0%
		St Ives - Cattle market - Harrison Road)	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Ives - Darwoods Pond	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		St Ives - Globe Place	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
			Up to 3 hr	D		S	1.50	0.30	1.80	0%
			Up to 4 hr	D		S	2.00	0.40	2.40	0%
			Up to 23 hr	D		S	2.50	0.50	3.00	0%
		Ramsey - Mews Close	All spaces free of charge	D						
		Godmanchester - Park Lane	All spaces free of charge	D						
		Godmanchester - Post Street	All spaces free of charge	D						
		Huntingdon - Buttsgrove Way	All spaces free of charge	D						
		On street parking	Maximum 1 hr stay	D		N	0.80	0.00	0.80	0%
		St Ives - Waitrose	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
		St Neots - Waitrose	Up to 1 hr	D		S	0.67	0.13	0.80	0%
			Up to 2 hr	D		S	1.00	0.20	1.20	0%
Permit Charges		Resident season ticket permit	6 months	D		S	129.17	25.83	155.00	0%
			12 months	D		S	250.00	50.00	300.00	0%
		Resident season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0%
		Resident season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0%
		Residents Historic car park permits	12 months	D		S	83.33	16.67	100.00	0%
		Residents Historic car park permits (low emission discount)	12 months	D		S	41.67	8.33	50.00	0%
		Resident CCC on street parking permit	12 months	D		N	26.00	0.00	26.00	0%
		Season ticket permit	6 months	D		S	129.17	25.83	155.00	0%
			12 months	D		S	250.00	50.00	300.00	0%
		HDC Permit	daily	D		S	1.67	0.33	2.00	0%
		Season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0%
		Season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0%
		Huntingdon - Hinchingsbrooke Country Park	6 months	D		S	25.00	5.00	30.00	0%
			12 months	D		S	41.67	8.33	50.00	0%

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2017/18
							£	£	£	
		memorial trees	planting only	D		S	40.00	8.00	48.00	14%
		memorial benches HCP	installation and maintenance	D		S	155.00	31.00	186.00	3%
		memorial perch PP	donation to Friends	D						
Paxton Pits	Mooring (Between 8m -20m)	per ft boat		D	Yr 17/18	S	11.50	2.30	13.80	0%
				D	Yr 18/19	S	12.00	2.40	14.40	0%
				D	Yr19/20	S	15.75	3.15	18.90	0%
				D	YR 20/21	S	15.75	3.15	18.90	0%
				D	YR 21/22	S	17.25	3.45	20.70	0%
				D	YR 22/23	S	17.25	3.45	20.70	0%
				D	YR 23/24	S	18.00	3.60	21.60	0%
			5 YEAR LICENCES already agreed by Jo Lancaster Any new licence holders since 2016 have already been paying £15.75 per foot							
<b>Facilities</b>										
	Civic Suite hire	Monday - Friday	Combined room (8am-6pm) per day			S	275.00	55.00	330.00	10%
			per hour			S	40.00	8.00	48.00	14%
			Half room(8am-6pm) per day			S	155.00	31.00	186.00	11%
			per hour			S	22.50	4.50	27.00	13%
			Combined room after 6pm per hour			S	90.00	18.00	108.00	13%
			Half room after 6pm per hour			S	40.00	8.00	48.00	14%
		Weekends	Combined room (8am-6pm) per day			S	440.00	88.00	528.00	10%
			per hour			S	56.25	11.25	67.50	13%
			Half room (8am - 6pm) per day			S	275.00	55.00	330.00	10%
			per hour			S	33.75	6.75	40.50	13%
			Combined room after 6pm per hour			S	110.00	22.00	132.00	10%
			Half room after 6pm per hour			S	67.50	13.50	81.00	13%
<b>Community</b>										
<b>Animal Welfare</b>										
	Animal Boarding Establishments	First application	per application	D		N	245.00	0.00	245.00	0%
		Renewal of licence	per application	D		N	145.00	0.00	145.00	0%
		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 Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full	per visit	D		N	97.00	0.00	97.00	0%
	Pet shop licence	First application	per application	D		N	233.00	0.00	233.00	0%
		Renewal of licence	per application	D		N	138.00	0.00	138.00	0%
		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 Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full	per visit	D		N	97.00	0.00	97.00	0%
	Riding establishment licence	Administration fee	per application	D		N	44.25	0.00	44.25	0%
		Council inspector's time	Fewer than 5 horses	D		N	48.50	0.00	48.50	0%
			5 to 10 horses	D		N	60.50	0.00	60.50	0%
			11 to 20 horses	D		N	73.00	0.00	73.00	0%
			21 to 40 horses	D		N	85.00	0.00	85.00	0%
			40 to 50 horses	D		N	97.00	0.00	97.00	0%
		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 Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full	per visit	D		N	97.00	0.00	97.00	0%



## Huntingdonshire District Council - Fees and Charges as at April 2018

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



## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

\* **Key to VAT Indicators**

S = Standard Rated

N = Non-Business (outside scope of VAT)

Z = Zero Rated

E = Exempt

## LEISURE & HEALTH FEES & CHARGES

### Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
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£

#### Leisure & Health

##### Swimming

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

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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



## Huntingdonshire District Council - Fees and Charges as at April 2018

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

# Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
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£

## **Impressions Casual Use**

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

## **Heat Experience Suites**

<b>CASUAL USE</b>		
Casual Use per visit	7.50	0%

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

Service	Element	Total Charge	% Change from 2017/18
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£

### **Basement Lanes (Tenpin Bowling)**

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

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

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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



## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

## Huntingdonshire District Council - Fees and Charges as at April 2018

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

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Z = Zero Rated

E = Exempt