

Budget and Medium Term  
Financial Strategy  
2018/19



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# Council Tax Summary 2018/19

		Total £'000	Band D Equivalent £
<b>Huntingdonshire District Council</b>			
<b>Net Expenditure</b>		17,282	283.39
Add	Contribution to Reserves	3,026	49.61
<b>Budget Requirement</b>		<b>20,308</b>	333.00
Less	Collection Fund Deficit/(Surplus)	(966)	(15.84)
		<b>19,342</b>	317.16
<b>Financed By</b>			
Less	Government Revenue Support Grant	(604)	(9.90)
Less	Retained NDR	(5,841)	(95.78)
Less	Special Grants	(4,447)	(72.92)
<b>Council Tax for Huntingdonshire</b>		<b>8,450</b>	<b>138.56</b>
Add	Parishes	5,947	97.52
		<b>14,397</b>	<b>236.08</b>
Add	Cambridgeshire County Council	76,220	1,249.83
	Police Authority	12,119	198.72
	Fire Authority	4,193	68.76
<b>Council Tax 2018/19</b>		<b>106,929</b>	<b>1,753.39</b>

Comparison with 2017/18	2017/18 £	2018/19 £	Increase %
Huntingdonshire District Council	135.84	138.56	2.00
Parishes	95.34	97.52	2.29
	231.18	236.08	2.12
Cambridgeshire County Council	1,190.43	1,249.83	4.99
Police Authority	186.75	198.72	6.41
Fire Authority	66.78	68.76	2.96
<b>Total</b>	<b>1,675.14</b>	<b>1,753.39</b>	<b>4.67</b>

# How the money is spent

			£'000	£'000	£'000
<b>EXPENDITURE</b>	<b>Employees</b>	Pay (including national insurance and pensions)	25,039		
		Other	1,016		
				<b>26,055</b>	
	<b>Buildings</b>	Maintenance, cleaning and security	958		
		Energy and water	886		
		Non domestic rates	1,157		
		Other	271		
				<b>3,272</b>	
	<b>Transport</b>			<b>1,085</b>	
	<b>Supplies and Services</b>				
		Supplies	6,489		
		Services	5,923		
				<b>12,412</b>	
	<b>Benefits and Transfer Payments</b>				
		Housing Benefits	28,325		
		Grants	251		
		Drainage Precepts	402		
		Other	1,853		
				<b>30,831</b>	
	<b>Other Expenditure</b>			<b>33</b>	
<b>Gross Expenditure</b>					<b>73,688</b>
<b>INCOME</b>	<b>Income &amp; Fees</b>				
		Sales, Fees & Charges	(18,348)		
		Rents	(5,468)		
		Interest	(456)		
		Housing Benefits Grants	(27,830)		
		Other Grants	(4,304)		
				<b>(56,406)</b>	
<b>Gross Income</b>					<b>(56,406)</b>
<b>NET EXPENDITURE</b>					<b>17,282</b>

# STRATEGIC BUDGET SUMMARY

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

### Savings and Income

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.

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.

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.

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.

<b>Table 1 Service Savings and Additional Income Proposals</b>				
<b>Service</b>	<b>Draft Budget Savings *</b>	<b>Savings Adjustments Since Draft Budget</b>		<b>Final Savings and Additional Income</b>
		<b>Additional</b>	<b>Removed</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Community	147	0	(10)	137
Customer Services	171	0	0	171
Deveopment	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

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

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.

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

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.

Table A	Gross Income: Commercial Investment Strategy									
CIS Investment Type	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)	
Total Commercial Property Investments	(1,814)	(1,961)	(2,421)	(5,039)	(5,102)	(5,164)	(5,164)	(5,164)	(5,164)	
Property Fund	0	(20)	(111)	(162)	(162)	(162)	(162)	(162)	(162)	
Total CIS Income	(1,814)	(1,981)	(2,532)	(5,201)	(5,264)	(5,326)	(5,326)	(5,326)	(5,326)	

## Capital – Revenue Implications

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

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.

Table 3  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
				Unavoid' Growth	Other Growth	Savings Bids						
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£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%
Net Expenditure	18,189	17,211	(714)	416	650	(193)	(235)	278	(131)	17,282		
Forecast Outturn	18,189				(907)					17,282	(5%)	
Budget		17,211			71					17,282		0%

## Corporate and Government Funding

### Government Grant

The government provides a 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

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.

A Council Tax increase of 2% is below what current local indicators show in respect of wage and pensions increases.

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

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.

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>

## Summary Budget

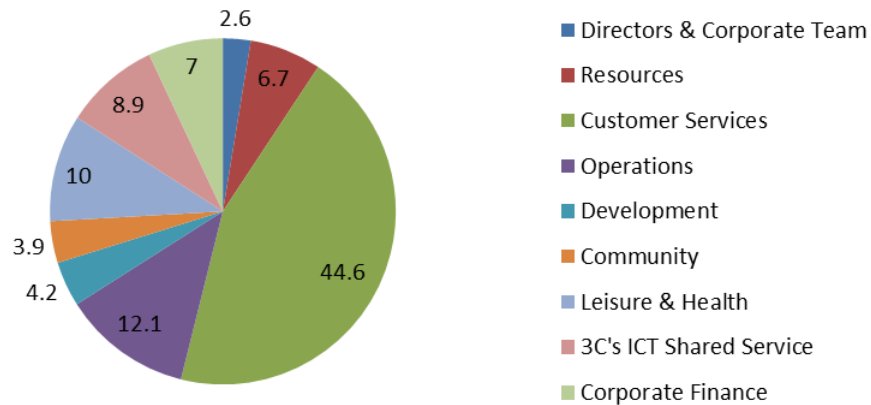
Considering the 2% increase in Council Tax for 2018/19 and over the MTFS period, this results in the funding statement shown in **Table 5** and **Table 6** below.

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	Medium Term Financial Strategy			
	£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 (*)	<b>60,111</b>	<b>60,111</b>	<b>60,984</b>	<b>61,795</b>	<b>62,617</b>	<b>63,450</b>	<b>64,293</b>
- Per Band D	<b>135.84</b>	<b>135.84</b>	<b>138.56</b>	<b>141.31</b>	<b>144.15</b>	<b>147.03</b>	<b>149.97</b>

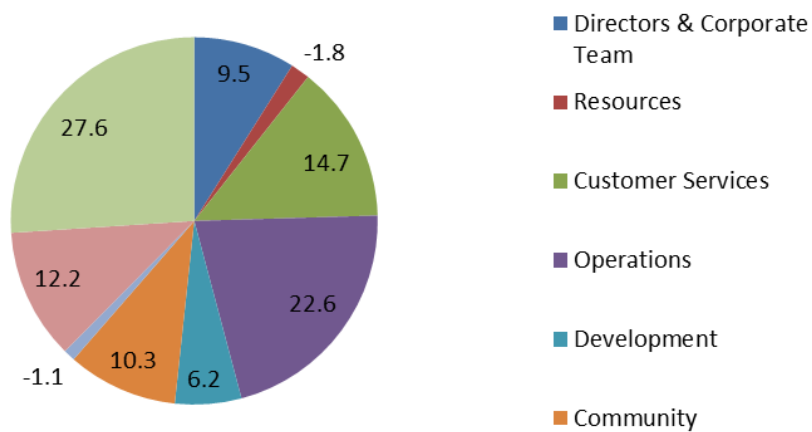
## Gross Expenditure by Service 2018/19

%



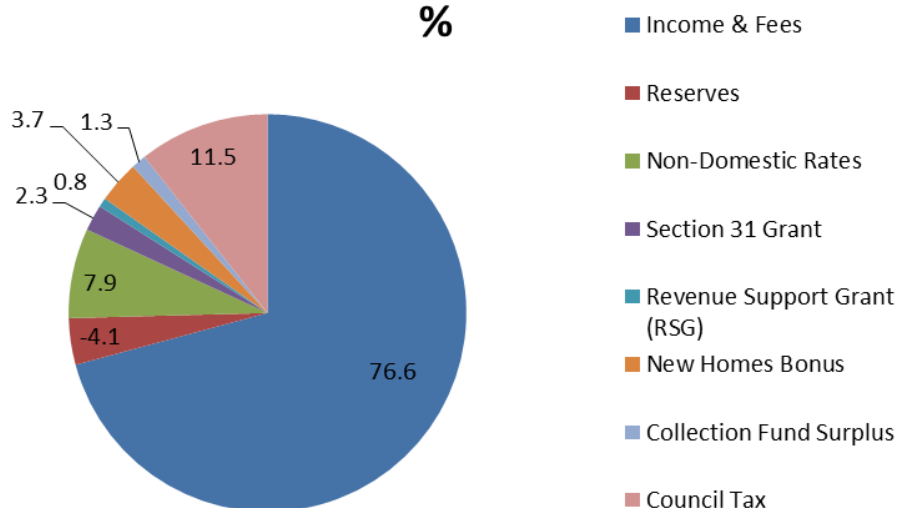
## Net Expenditure by Service 2018/19

%



## How Services are Paid for in 2018/19

%



## Revenue Reserves

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	Medium Term Financial Strategy			
	Budget £000	Forecast £000		Budget £000	2019/20 £000	2020/21 £000	2021/22 £000
GENERAL FUND							
b/f	2,568	2,582	2,698	2,592	2,609	2,652	2,713
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
c/f	2,582	2,698	2,592	2,609	2,652	2,713	2,738
Net Expenditure	17,211	17,989	17,282	17,394	17,677	18,086	18,253
Minimum Level of Reserves (15%)	2,582	2,698	2,592	2,609	2,652	2,713	2,738

<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>
<i>Contribution to Reserve</i>	0	0	0	0	0	0	0
<i>Contribution from Reserve</i>	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>
<i>Contribution to Reserve (former NHB)</i>	0	0	1,135	2,673	2,673	2,673	2,673
<i>Contribution from Reserve</i>	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>

# REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

Table 8

## Subjective Analysis of Spend and Income

Huntingdonshire District Council									
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
£			£	£	£	£	£	£	£
(18,258,135)	Income & Fees	Fees & charges	(17,370,706)	(16,716,433)	(17,258,136)	(17,304,836)	(17,369,528)	(17,345,477)	(17,423,991)
(1,133,180)		Sales	(2,183,855)	(2,853,706)	(1,235,961)	(1,254,661)	(1,267,661)	(1,267,661)	(1,267,661)
(2,680,744)		Rent	(3,358,261)	(5,245,835)	(5,468,224)	(5,547,013)	(5,611,423)	(5,616,423)	(5,616,423)
74,867		Bad Debts Provision	159,224	135,046	146,046	169,046	169,046	169,046	169,046
(35,420,319)		Government grants	(34,294,340)	(35,228,598)	(28,666,912)	(24,119,536)	(18,483,487)	(13,719,129)	(12,879,937)
(2,598,924)		Other grants and contributions	(3,457,941)	(2,929,290)	(3,315,366)	(3,329,599)	(3,354,676)	(3,380,125)	(3,405,952)
(100,859)		Commuted sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(361,799)		Interest	(434,439)	(367,715)	(456,500)	(456,500)	(456,500)	(456,500)	(456,500)
(124)		Loan Repayments	0	0	0	0	0	0	0
<b>(60,479,218)</b>	<b>Income &amp; Fees Total</b>		<b>(60,940,318)</b>	<b>(63,357,862)</b>	<b>(56,406,383)</b>	<b>(51,994,430)</b>	<b>(46,525,560)</b>	<b>(41,767,600)</b>	<b>(41,032,748)</b>
16,320,246	Employees	Salary	17,683,705	18,318,220	18,849,599	18,775,414	18,963,440	19,153,174	19,474,351
1,393,141		National Insurance	1,528,790	1,600,071	1,643,299	1,644,161	1,660,565	1,677,138	1,693,855
3,971,955		Pension	4,306,432	4,485,289	4,546,238	4,552,448	4,768,824	4,989,865	5,214,404
1,746,949		Hired Staff	1,526,359	286,392	182,459	168,859	168,859	168,859	168,859
173,054		Employee Insurance	186,239	172,907	187,016	205,717	226,289	248,918	248,918
111,083		Recruitment	52,352	7,850	7,742	7,742	7,742	7,742	7,742
180,605		Training	246,204	235,864	196,974	196,974	196,974	196,974	196,974
71,431		Uniform & laundry	45,311	48,622	44,780	39,280	44,780	39,280	44,780
222,746		Other staff costs	342,301	209,675	197,784	196,134	196,134	196,134	196,134
332,026		Severance payments	281,877	207,000	199,000	189,650	180,768	172,329	164,313
<b>24,523,237</b>	<b>Employees Total</b>		<b>26,199,570</b>	<b>25,571,890</b>	<b>26,054,891</b>	<b>25,976,379</b>	<b>26,414,375</b>	<b>26,850,413</b>	<b>27,410,330</b>
238,534	Buildings	Rents	246,681	173,512	195,959	171,959	170,959	170,959	194,959
1,125,563		Rates	992,993	1,134,570	1,157,059	1,188,429	1,224,294	1,261,022	1,298,847
594,970		Repairs & Maintenance	707,866	670,654	711,432	712,432	712,032	726,832	712,032
90		Fixtures & Fittings	328	656	0	0	0	0	0
737,375		Energy Costs	683,124	762,257	745,283	709,687	709,687	709,687	709,687
117,537		Water Services	141,763	147,291	140,769	140,769	140,769	140,769	140,769
224,523		Premises Cleaning	231,374	239,429	225,507	225,587	225,707	225,707	225,707
72,614		Premises Insurance	80,557	47,773	74,653	78,501	82,638	87,086	87,086
14,036		Ground Maintenance Costs	17,727	21,345	21,300	21,300	21,300	21,300	21,300
<b>3,125,242</b>	<b>Buildings Total</b>		<b>3,102,413</b>	<b>3,197,487</b>	<b>3,271,962</b>	<b>3,248,664</b>	<b>3,287,386</b>	<b>3,343,362</b>	<b>3,390,387</b>
35,839	Supplies & Services	Catering	28,531	29,421	29,321	29,321	29,321	29,321	29,321
392,823		Members Allowances	383,618	404,864	404,864	404,864	404,864	404,864	404,864
637,292		Office expenses	658,732	554,240	611,800	575,000	575,000	575,000	610,400
881,971		Communication and computing	1,144,087	821,280	1,182,731	1,129,731	1,130,731	1,130,731	1,173,731
4,601,422		Services	5,364,992	7,383,503	5,894,394	6,460,576	6,478,917	6,483,953	6,081,805
4,697,362		Equipment, furniture & materials	4,180,730	3,625,768	3,950,729	3,935,279	3,934,379	3,931,779	3,935,679
122,685		Rents	255,277	249,471	255,199	255,199	255,199	255,199	255,199
268		Uniform & laundry	200	380	380	380	380	380	380
0		Expenses	64	0	1,061	1,061	1,061	1,061	1,061
106,290		Insurance - service related	81,455	81,442	80,945	82,659	84,562	86,611	86,611
<b>11,475,953</b>	<b>Supplies &amp; Services Total</b>		<b>12,097,687</b>	<b>13,150,369</b>	<b>12,411,424</b>	<b>12,874,070</b>	<b>12,894,414</b>	<b>12,898,899</b>	<b>12,579,051</b>
61,831	Transport	Mileage Allowance	67,783	63,849	59,521	59,521	59,521	59,521	59,521
37,272		Pool Car	28,689	34,031	34,600	34,600	34,600	34,600	34,600
81,391		Vehicle Insurance	148,326	76,888	82,166	87,212	92,574	97,574	97,574
28,198		Public Transport	30,055	21,011	20,678	20,678	20,678	20,790	20,909
957,770		Operating Costs	868,206	851,816	870,219	840,363	840,363	840,363	840,363
92,334		Contract Hire & operating leases	84,857	18,807	18,100	18,100	18,100	18,100	18,100
<b>1,258,796</b>	<b>Transport Total</b>		<b>1,227,915</b>	<b>1,066,402</b>	<b>1,085,284</b>	<b>1,060,474</b>	<b>1,065,836</b>	<b>1,070,948</b>	<b>1,071,067</b>
116,200	Benefit & Transfer Payments	Irrecoverable V A T	116,500	116,500	116,500	116,500	116,500	116,500	116,500
389,748		Levies	393,313	391,016	402,278	402,278	402,278	402,278	402,278
9,364		Services	7,387	6,900	7,900	7,900	7,900	7,900	7,900
1,331,509		Contributions paid	1,676,855	1,487,799	1,727,900	1,727,900	1,727,900	1,727,900	1,727,900
344,520		Grants	288,000	251,000	251,300	251,300	251,300	251,300	251,300
34,945,828		Benefits	34,018,173	35,295,832	28,325,340	23,689,830	18,001,530	13,150,830	12,296,430
<b>37,137,170</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>36,500,228</b>	<b>37,549,047</b>	<b>30,831,218</b>	<b>26,195,708</b>	<b>20,507,408</b>	<b>15,656,708</b>	<b>14,802,308</b>
28,714	Renewals Fund Contribution	Renewals Fund Contribution	1,620	33,232	33,232	33,232	33,232	33,232	33,232
<b>28,714</b>	<b>Renewals Fund Contribution Total</b>		<b>1,620</b>	<b>33,232</b>	<b>33,232</b>	<b>33,232</b>	<b>33,232</b>	<b>33,232</b>	<b>33,232</b>
<b>17,069,894</b>	<b>Net Expenditure</b>		<b>18,189,115</b>	<b>17,210,565</b>	<b>17,281,627</b>	<b>17,394,097</b>	<b>17,677,090</b>	<b>18,085,962</b>	<b>18,253,626</b>
77,549,112	Gross Service Expenditure		79,129,433	80,568,427	73,688,011	69,388,527	64,202,650	59,853,562	59,286,374
(60,479,218)	Gross Service Income		(60,940,318)	(63,357,862)	(56,406,383)	(51,994,430)	(46,525,560)	(41,767,600)	(41,032,748)
<b>17,069,894</b>	<b>Net Service Expenditure</b>		<b>18,189,115</b>	<b>17,210,565</b>	<b>17,281,627</b>	<b>17,394,097</b>	<b>17,677,090</b>	<b>18,085,962</b>	<b>18,253,626</b>

	Budget Totals by Head of Service							
1,857,238	Head of Community	1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165
2,534,331	Head of Customer Services	2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145
575,667	Head of Development	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735
80,577	Head of Leisure & Health	(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)
4,314,460	Head of Operations	4,478,826	4,031,492	3,905,941	3,643,946	3,758,204	3,874,430	3,992,682
1,773,685	Directors & Corporate Team	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084
1,983,277	Head of 3C's ICT Shared Service	2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
244,703	Head of Resources	113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)
3,705,955	Head of Resources (Corporate Budgets)	4,380,817	4,604,336	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313
17,069,894	Net Service Expenditure Total	18,189,115	17,210,565	17,281,627	17,394,097	17,677,090	18,085,962	18,253,626

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>18,253,626</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.

# 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) (128,385) (761) (96,653)	Income & Fees	Fees & charges Sales Government grants Other grants and contributions	£ (996,040) (118,094) 0 (75,162)	£ (874,409) (114,617) 0 (95,155)	£ (881,634) (114,507) 0 (95,275)	£ (902,234) (114,207) 0 (95,275)	£ (897,334) (114,207) 0 (95,275)	£ (896,634) (114,207) 0 (95,275)	£ (902,234) (114,207) 0 (95,275)
(1,189,282)	Income & Fees Total		(1,189,296)	(1,084,181)	(1,091,416)	(1,111,716)	(1,106,816)	(1,106,116)	(1,111,716)
1,560,287 153,422 264,197 30,363 2,024 97 27,399 4,300 39,889	Employees	Salary National Insurance Pension Hired Staff Training Uniform & laundry Other staff costs Recruitment Severance payments	1,648,701 158,711 274,281 8,837 5,135 1,616 23,560 2,299 44,722	1,762,692 172,636 295,260 2,263 2,550 425 1,130 0 0	1,696,259 156,290 285,595 5,000 4,400 700 2,242 0 0	1,713,211 157,852 307,343 5,000 4,400 700 2,242 0 0	1,730,333 159,428 307,343 5,000 4,400 700 2,242 0 0	1,747,625 161,023 327,378 5,000 4,400 700 2,242 0 0	1,765,091 162,634 346,982 5,000 4,400 700 2,242 0 0
2,081,979	Employees Total		2,167,862	2,236,956	2,150,486	2,171,858	2,209,446	2,248,368	2,287,049
17,230 7,049 2,925	Buildings	Rents Repairs & Maintenance Energy Costs	21,430 30,319 4,420	780 2,500 4,000	780 2,500 4,000	780 2,500 4,000	(220) 2,500 4,000	(220) 2,500 4,000	(220) 2,500 4,000
27,204	Buildings Total		56,169	7,280	7,280	7,280	6,280	6,280	6,280
1,257 117,057 35,444 259,617 104,639 268	Supplies & Services	Catering Communication and computing Services Equipment, furniture & materials Office expenses Uniform & laundry	435 115,054 62,256 196,585 110,509 200	521 95,681 56,442 199,775 103,505 380	521 60,701 40,462 158,275 104,365 380	521 50,701 40,462 153,775 104,365 380	521 50,701 40,462 155,275 104,365 380	521 50,701 40,462 153,775 104,365 380	521 50,701 40,462 155,275 104,365 380
518,282	Supplies & Services Total		485,039	456,304	364,704	350,204	351,704	350,204	351,704
19,035 31,148 4,562 1,968	Transport	Mileage Allowance Operating Costs Pool Car Public Transport	19,648 42,630 5,026 1,561	19,801 25,654 7,100 1,111	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261
56,714	Transport Total		68,865	53,666	69,711	69,711	69,711	69,711	69,711
55,160 384 301,664	Benefit & Transfer Payments	Contributions paid Services Grants	44,215 0 238,000	38,525 0 238,000	33,525 0 238,000	33,525 0 238,000	33,525 0 238,000	33,525 0 238,000	33,525 0 238,000
357,209	Benefit & Transfer Payments Total		282,215	276,525	271,525	271,525	271,525	271,525	271,525
5,132	Renewals Fund Contribution		0	6,612	6,612	6,612	6,612	6,612	6,612
5,132	Renewals Fund Contribution Total		0	6,612	6,612	6,612	6,612	6,612	6,612
1,857,238	Grand Total		1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165

3,046,520 (1,189,282)	Gross Service Expenditure Gross Service Income	3,060,150 (1,189,296)	3,037,343 (1,084,181)	2,870,318 (1,091,416)	2,877,190 (1,111,716)	2,915,278 (1,106,816)	2,952,700 (1,106,116)	2,992,881 (1,111,716)
1,857,238	Net Service Expenditure	1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165

(77,050) 232,498 277,062 627,991 94,086 117,217 345,191 89,472 (253,344) 8,903 101,233 293,979	C C T V C C T V Shared Service Commercial Team Community Team Corporate Health & Safety Environmental Health Admin Environmental Protection Team Head Of Community Licencing Emergency Planning Facilities Management Document Centre	(65,408) 248,394 292,529 612,669 93,393 133,142 367,944 87,060 (174,343) 17,485 0 257,989	(70,393) 256,389 293,803 624,634 102,622 139,140 379,555 89,875 (137,464) 11,575 0 263,426	(70,393) 155,326 276,784 615,019 104,997 137,050 342,384 93,900 (103,951) 11,575 0 216,211	(70,393) 145,736 279,600 618,571 105,911 138,398 344,328 84,712 (107,163) 11,575 0 214,199	(70,393) 151,939 284,696 623,194 107,571 140,631 352,054 86,174 (97,927) 11,575 0 218,948	(70,393) 158,231 289,865 629,692 109,256 142,895 356,870 87,657 (92,829) 11,575 0 223,765	(70,393) 164,614 295,109 635,480 110,965 145,191 364,777 89,162 (93,967) 11,575 0 228,652
1,857,238	Grand Total	1,870,854	1,953,162	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165

Analysis of Budget Variations - Head of Community						
	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
<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) (34,964,834) 50,759	Income & Fees	Fees & charges Government grants Bad Debts Provision	£ (1,825,437) (34,021,553) 124,224	£ (1,881,500) (35,174,676) 100,046	£ (1,782,055) (28,610,990) 126,046	£ (1,670,802) (24,063,614) 149,046	£ (1,534,283) (18,427,565) 149,046	£ (1,417,866) (13,663,207) 149,046	£ (1,397,361) (12,824,015) 149,046
(36,640,222)	Income & Fees Total		(35,722,766)	(36,956,130)	(30,266,999)	(25,585,370)	(19,812,802)	(14,932,027)	(14,072,330)
2,388,501	Employees	Salary	2,353,835	2,378,089	2,527,668	2,549,236	2,573,580	2,598,169	2,622,663
223,477		National Insurance	219,901	220,352	239,202	241,453	243,754	246,081	248,406
380,226		Pension	383,819	404,103	398,433	402,149	427,223	452,762	479,138
139,952		Hired Staff	83,150	0	0	0	0	0	0
1,062		Training	1,300	1,350	1,350	1,350	1,350	1,350	1,350
188		Uniform & laundry	219	799	200	(2,300)	200	(2,300)	200
16,889		Other staff costs	61,358	40,520	20,220	20,220	20,220	20,220	20,220
0		Recruitment	591	0	0	0	0	0	0
60,233		Severance payments	3,646	0	0	0	0	0	0
3,210,527	Employees Total		3,107,819	3,045,213	3,187,073	3,212,108	3,266,327	3,316,282	3,371,977
19,526	Buildings	Rents	29,035	18,098	19,400	19,400	19,400	19,400	19,400
24,661		Repairs & Maintenance	485	282	82	82	82	82	82
1,422		Energy Costs	600	1,200	600	600	600	600	600
1,153		Premises Cleaning	750	1,008	1,000	1,000	1,000	1,000	1,000
4,954		Rates	4,320	4,380	4,443	4,576	4,713	4,854	5,000
187		Premises Insurance	0	0	200	200	200	200	200
149		Water Services	455	200	200	200	200	200	200
52,053	Buildings Total		35,645	25,168	25,925	26,058	26,195	26,336	26,482
93,250	Supplies & Services	Rents	81,394	75,894	81,622	81,622	81,622	81,622	81,622
970		Catering	0	200	100	100	100	100	100
117,467		Communication and computing	103,075	106,964	105,500	105,500	105,500	105,500	105,500
48,895		Services	44,836	29,733	46,883	46,883	46,883	46,883	46,883
38,843		Equipment, furniture & materials	28,545	4,980	7,431	7,431	7,431	7,431	7,431
40,133		Office expenses	31,429	43,751	47,560	47,560	47,560	47,560	47,560
339,558	Supplies & Services Total		289,279	261,522	289,096	289,096	289,096	289,096	289,096
2,695	Transport	Mileage Allowance	2,922	3,800	3,100	3,100	3,100	3,100	3,100
12,119		Pool Car	9,007	10,610	9,110	9,110	9,110	9,110	9,110
9,494		Public Transport	9,366	8,120	8,280	8,280	8,280	8,280	8,280
24,308	Transport Total		21,295	22,530	20,490	20,490	20,490	20,490	20,490
602,278	Benefit & Transfer Payments	Contributions paid	902,747	701,744	952,000	952,000	952,000	952,000	952,000
34,945,828		Benefits	34,018,173	35,295,832	28,325,340	23,689,830	18,001,530	13,150,830	12,296,430
35,548,106	Benefit & Transfer Payments Total		34,920,920	35,997,576	29,277,340	24,641,830	18,953,530	14,102,830	13,248,430
2,534,331	Grand Total		2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145

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)
2,534,331	Net Service Expenditure	2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145

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
2,534,331	Grand Total	2,652,192	2,395,879	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145

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) (2,340,208) 0	Income & Fees	Fees & charges Other grants and contributions Sales	£ (1,906,819) (3,184,229) (1,091,325)	£ (1,129,978) (2,737,839) (1,721,333)	£ (1,357,641) (3,120,541) 0	£ (1,365,011) (3,134,624) 0	£ (1,378,047) (3,159,536) 0	£ (1,391,269) (3,184,803) 0	£ (1,404,679) (3,210,431) 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
		4,661	7,109	12,419	12,594	69,418
<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) (922) (7,046) (7) (105,965) (20,000)	Income & Fees	Fees & charges Other grants and contributions Sales Interest Rent Government grants	£ (1,794,605) (50,000) (7,156) 0 (109,783) (20,000)	£ (1,696,254) 0 (7,500) 0 (109,030) (40,000)	£ (1,921,254) 0 (7,300) 0 (110,070) (20,000)	£ (1,896,709) 0 (7,300) 0 (110,070) (20,000)	£ (1,972,168) 0 (7,300) 0 (110,070) (20,000)	£ (1,972,631) 0 (7,300) 0 (110,070) (20,000)	£ (1,973,099) 0 (7,300) 0 (110,070) (20,000)
<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>
1,498,229 151,618 268,557 53,790 56 87 2,535 11,343 16,973	Employees	Salary National Insurance Pension Hired Staff Training Uniform & laundry Other staff costs Recruitment Severance payments	1,669,440 166,012 286,936 49,818 0 264 434 9,780 0	1,739,255 174,461 301,232 16,170 0 350 275 5,000 0	1,775,304 177,758 307,156 11,500 0 350 275 5,000 0	1,823,856 181,499 315,554 0 0 350 275 5,000 0	1,842,384 183,343 337,471 0 0 350 275 5,000 0	1,861,095 185,205 359,796 0 0 350 275 5,000 0	1,879,993 187,087 382,534 0 0 350 275 5,000 0
<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 8,068 26,590 0 27,388	Buildings	Rents Repairs & Maintenance Energy Costs Rates Water Services	7,344 5,000 25,500 0 28,000	2,200 5,000 23,800 629 28,000	3,000 5,000 26,400 648 28,000	3,000 5,000 26,400 667 28,000	3,000 5,000 26,400 687 28,000	3,000 5,000 26,400 708 28,000	3,000 5,000 26,400 729 28,000
<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 1,136 17,479 473,513 18,175 39,391	Supplies & Services	Rents Catering Communication and computing Services Equipment, furniture & materials Office expenses	23,655 550 13,437 654,908 13,730 35,242	23,577 650 13,750 390,347 12,691 39,955	23,577 650 11,250 513,828 4,000 33,455	23,577 650 11,250 538,828 4,000 33,155	23,577 650 11,250 513,828 4,000 33,155	23,577 650 11,250 513,828 4,000 33,155	23,577 650 11,250 513,828 4,000 33,155
<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 8,741 2,193 1,995	Transport	Mileage Allowance Pool Car Public Transport Contract Hire & operating leases	7,144 8,353 2,444 0	8,900 8,770 3,500 0	8,875 8,770 3,500 0	8,875 8,770 3,500 0	8,875 8,770 3,500 0	8,875 8,770 3,500 0	8,875 8,770 3,500 0
<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 4,299 38,779 5,800	Benefit & Transfer Payments	Contributions paid Services Grants Irrecoverable V A T	167,415 0 48,000 5,800	168,311 0 11,000 5,800	162,811 0 11,000 5,800	162,811 0 11,000 5,800	162,811 0 11,000 5,800	162,811 0 11,000 5,800	162,811 0 11,000 5,800
<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	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
		1,148	2,408	3,431	3,489	47,654
<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
		435,799	474,299	474,299	474,299	474,299
<b>Savings</b>						
Higher Application Fee Income - Price Increase	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)
Economic Development Marketing Post removed	(36,665)	(36,665)	(36,665)	(36,665)	(36,665)	(36,665)
JSPU - No Longer required	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
One Year Apprentice Savings	(37,350)	0	0	0	0	0
DM fees volume increase	0	0	(100,000)	(100,000)	(100,000)	(100,000)
DM Consultants Fees Adjustment	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Staff Exp Funded from Fees increase	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Adjustment to Exp Funded from Fees increase	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Economic Development work to be undertaken by LEP	(34,000)	(34,340)	(34,948)	(35,565)	(35,565)	(36,191)
	(423,515)	(386,505)	(487,113)	(487,730)	(488,356)	
<b>Other Minor Changes</b>	1,883	1,429	2,210	3,983	3,515	
<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	22,750	24,050	24,050	24,050	24,050	24,050	24,050
79,042		Communication and computing	96,112	79,577	80,186	80,186	81,186	81,186	81,186
247,357		Services	185,044	178,733	189,993	186,553	186,113	185,673	185,233
640,212		Equipment, furniture & materials	598,591	616,725	685,957	673,907	671,507	670,407	672,807
142,712		Office expenses	142,457	138,333	144,004	144,004	144,004	144,004	144,004
0		Expenses	64	0	0	0	0	0	0
2,705		Insurance - service related	0	0	0	0	0	0	0
<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
		<u>22,896</u>	<u>28,662</u>	<u>33,598</u>	<u>39,077</u>	<u>130,577</u>
<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
		<u>384,221</u>	<u>346,390</u>	<u>316,390</u>	<u>316,390</u>	<u>316,390</u>
<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)
		<u>(310,172)</u>	<u>(328,627)</u>	<u>(414,318)</u>	<u>(490,881)</u>	<u>(570,621)</u>
<b>Other Minor Changes</b>		<u>(2,746)</u>	<u>(11,355)</u>	<u>(2,276)</u>	<u>6,529</u>	<u>(3,311)</u>
<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**

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<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
		11,458	19,780	28,845	36,413	156,195
<b>Other Growth</b>						
One-off growth Bid Waste Management		180,000	0	0	0	0
Misc Staff Changes		49,544	49,544	49,544	49,544	49,544
Higher Diesel Costs		6,500	6,500	6,500	6,500	6,500
		236,044	56,044	56,044	56,044	56,044
<b>Savings</b>						
Additional Car Park Income		(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)
Lower Vehicle Maintenance Costs		(37,376)	(37,376)	(37,376)	(37,376)	(37,376)
Lower Premises Expenditure		(34,099)	(34,099)	(34,099)	(34,099)	(34,099)
Bus Stations Departure Levy		0	(14,000)	(14,000)	(14,000)	(14,000)
Fees & Charges Increases		(1,150)	(1,150)	(1,150)	(1,150)	(1,150)
Restructures		0	(84,000)	(85,488)	(86,997)	(88,527)
		(149,897)	(247,897)	(249,385)	(250,894)	(252,424)
<b>Other Minor Changes</b>		(4,741)	(2,741)	(1,213)	2,205	2,205
<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	Gross Service Expenditure	3,352,272	4,869,956	4,929,101	4,969,505	5,028,522	5,096,138	5,127,080
(2,549,535)	Gross Service Income	(3,238,692)	(5,048,777)	(5,242,322)	(5,323,878)	(5,389,878)	(5,394,878)	(5,394,878)
<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	Fees & charges	(477,158)	(266,000)	(217,000)	(217,000)	(217,000)	(217,000)	(217,000)
(2,350)		Sales	(261)	0	0	0	0	0	0
(393,451)		Government grants	(232,935)	0	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
(672,329)	Income & Fees Total		(710,354)	(266,000)	(237,000)	(237,000)	(237,000)	(237,000)	(237,000)
1,040,448	Employees	Salary	1,028,976	974,722	1,013,982	894,404	903,502	912,691	1,051,846
84,197		National Insurance	82,728	97,973	93,171	94,112	95,061	96,022	96,993
144,660		Pension	144,303	162,108	152,501	154,053	164,772	175,691	186,811
22,297		Hired Staff	22,300	22,300	22,300	22,300	22,300	22,300	22,300
4,974		Training	10,216	4,600	4,600	4,600	4,600	4,600	4,600
918		Other staff costs	1,337	0	0	0	0	0	0
32,526		Recruitment	0	0	0	0	0	0	0
1,330,019	Employees Total		1,289,860	1,261,703	1,286,554	1,169,469	1,190,235	1,211,304	1,362,550
48,356	Buildings	Rents	43,721	7,200	25,200	1,200	1,200	1,200	25,200
20		Premises Cleaning	0	0	0	0	0	0	0
48,376	Buildings Total		43,721	7,200	25,200	1,200	1,200	1,200	25,200
6,058	Supplies & Services	Rents	6,000	6,000	6,000	6,000	6,000	6,000	6,000
5,949		Catering	4,403	4,000	4,000	4,000	4,000	4,000	4,000
141,084		Communication and computing	112,710	96,000	126,463	83,463	83,463	83,463	126,463
225,423		Services	28,681	19,700	(166,033)	75,240	79,240	75,240	(166,033)
18,646		Equipment, furniture & materials	8,132	2,500	500	500	500	500	500
237,469		Office expenses	264,797	152,600	169,400	134,000	134,000	134,000	169,400
392,823		Members Allowances	383,618	404,864	404,864	404,864	404,864	404,864	404,864
3,285		Insurance - service related	0	3,300	3,300	3,300	3,300	3,300	3,300
1,030,737	Supplies & Services Total		808,341	688,964	548,494	711,367	715,367	711,367	548,494
13,350	Transport	Mileage Allowance	14,089	11,800	12,700	12,700	12,700	12,700	12,700
559		Pool Car	192	200	200	200	200	200	200
3,829		Public Transport	2,408	2,140	2,240	2,240	2,240	2,240	2,240
17,737	Transport Total		16,689	14,140	15,140	15,140	15,140	15,140	15,140
13,273	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
1,795		Services	1,695	2,700	1,700	1,700	1,700	1,700	1,700
4,077		Grants	2,000	2,000	2,000	2,000	2,000	2,000	2,000
19,144	Benefit & Transfer Payments Total		3,695	4,700	3,700	3,700	3,700	3,700	3,700
1,773,685	Grand Total		1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084

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

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

Analysis of Budget Variations - Directors & Corporate Team						
	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
<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	(16,496)	0	0	0	0	0	0
(361,792)	Fees & charges	(433,895)	(367,715)	(456,500)	(456,500)	(456,500)	(456,500)	(456,500)
(477)	Interest	0	0	0	0	0	0	0
24,107	Government grants	35,000	35,000	20,000	20,000	20,000	20,000	20,000
(124)	Bad Debts Provision	0	0	0	0	0	0	0
	Loan Repayments							
<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	878	0	0	0	0	0	0
1,511,050	National Insurance	1,585,050	1,584,000	1,584,000	1,584,000	1,599,840	1,615,838	1,631,996
207,993	Pension	231,799	207,000	199,000	189,650	180,768	172,329	164,313
	Severance Payments							
<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	2,508,569	2,680,600	2,922,086	3,232,030	3,274,811	3,281,187	3,120,646
126	Services	0	0	0	0	0	0	0
23,877	Office expenses	2,744	580	580	580	580	580	580
	Insurance - service related							
<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	73,855	73,855	76,000	76,000	76,000	76,000	76,000
1,700	Contributions paid	0	0	0	0	0	0	0
389,748	Irrecoverable V A T	393,313	391,016	402,278	402,278	402,278	402,278	402,278
	Levies							
<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)
		(103,785)	(63,785)	(18,785)	(18,785)	(2,627)
<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
		2,297	157,241	189,022	252,398	91,857
<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)
		(23,000)	(32,350)	(41,233)	(49,671)	(57,687)
<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>

# CAPITAL

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.

Capital Programme	Forecast Outturn 2017/18 £000	Budget 2018/19 £000	Medium Term Financial Strategy			
			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)	Forecast Outturn 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	Forecast Outturn 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).*



# TREASURY MANAGEMENT

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.

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.

## TREASURY MANAGEMENT POLICY STATEMENT

### 1. Definition

1.1 The Council defines its treasury management activities as:

- the management of the Council's investments, cash flows, banking, money market and capital market transactions.
- the effective control of the risks associated with the Medium Term Financial Strategy (MTFS), Commercial Investment Strategy (CIS) and the pursuit of optimum performance consistent with those risks.

### 2. Risk management

2.1 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. The analysis and reporting of treasury management activities will focus on their risk implications for the MTFS and CIS.

### 3. Value for money

3.1 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. This includes the use of investment vehicles to make a return in order to finance the MTFS. To a larger extent this also includes the CIS which aims over the life of the MTFS to make a significant contribution to the funding of the Council's service objectives.

## **4. Borrowing policy**

4.1 The Council needs to balance a number of elements in its borrowing policy for funding capital expenditure and the CIS:

- Utilising a mixture of borrowing periods to reduce the overall impact of changes in interest rates.
- Using different types of loans, including maturity and repayment loans. The CIS in particular will be using maturity loans.
- Minimising the long term cost of any borrowing.
- Ensuring that short term costs are as low as possible.
- Using the Council's own reserves on a temporary basis

4.2 The Council will set an affordable borrowing limit each year in compliance with the Local Government Act 2003, and will have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities when setting that limit. It will also set limits on its exposure to changes in interest rates and limits on the maturity structure of its borrowing in the treasury management strategy report each year.

## **5. Investment policy**

5.1 All investment decisions, both general decisions and CIS, need to follow a risk assessment which takes account of the need to protect the principal sums invested from loss, ensuring adequate liquidity so that funds are available to fund expenditure when needed, and the generation of investment income to support the provision of local services.

## **6. Loans to Organisations**

6.1 The Council may make loans to:

- local organisations, if this will allow the organisation to provide services that will further the Council's corporate objectives, and where the business case makes this appropriate the earning of a margin on the amounts loaned, or
- organisations where no service benefits are involved, but with the objective of earning a margin on the amounts loaned, and
- In either case loans will only be made where all risks have been considered, appropriate safeguards are in place, and that have a yield commensurate with the risk involved.

## **7. Commercial Investment Strategy**

7.1 The CIS approved by Cabinet in December 2015, proposes further investment in commercial assets up to £30m. The aim of this investment is to generate future income streams, in order to mitigate the potential for increased cuts in government funding. The CIS investments will generally be focused on targeting a return on equity (ROE) of between 6% and 9%. A minimum revenue provision policy specific to the CIS has been added to the MRP policy.

## **8. Governance**

8.1 The Council will have regard to the Communities and Local Government Guidance on Local Government Investments and will approve an investment strategy each year as part of the treasury management strategy. The strategy will set criteria to determine suitable organisations with which cash may be invested, limits on the maximum duration of such investments and limits on the amount of cash that may be invested with any one organisation. The Treasury and Capital Management Group (TCMG) will monitor and review decisions relating to both the capital programme and the CIS.

# TREASURY MANAGEMENT STRATEGY 2018/19

## 1.0 STRATEGIC TREASURY MANAGEMENT

The Council hold funds which through both the need to manage its cash flows and also through the investments made via Commercial Investment Strategy (CIS) which are placed with various financial institutions and organisations. In order that the implications of these investments can be both assessed and understood, the outlook in the economic, credit and interest rate environments must be monitored. This ensures that the correct investment decisions are made in order to yield the Council the best return within acceptable risk parameters.

### 1.1 Economic Outlook

The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.

Consumer price inflation reached 3.0% in December 2017 (reduced from 3.1% in November 2017) as the post-referendum devaluation of sterling continued to feed through to imports. Unemployment continued to fall and the Bank of England's Monetary Policy Committee judged that the extent of spare capacity in the economy seemed limited and the pace at which the economy can grow without generating inflationary pressure had fallen over recent years. With its inflation-control mandate in mind, the Bank of England's Monetary Policy Committee raised official interest rates to 0.5% in November 2017.

In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.

#### **How Does This Impact on the Council's Medium Term Financial Strategy**

In the past few years inflation rates have been low, and this has benefited the Council's MTFS by lowering expectation for budgetary savings or growth, arising from increases in prices rather than increased demand. Inflation has now increased and this pressure will feed into budgetary pressure for budget growth with the consequent requirement to find further savings or income opportunities.

Growth forecasts are becoming more pessimistic. A slowdown in growth could potentially have an impact on the Council's ability to raise revenue from services where consumers or businesses may cut back. For example, leisure, parking (consumer activity), development control (house building), or commercial estates.

## 1.2 Credit Outlook

High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. In addition, the largest UK banks will ring-fence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.

The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain very low.

### **How Does This Impact on the Council's Medium Term Financial Strategy**

Whilst the credit outlook remains uncertain over the initial years of the MTFS, the Council is adopting a policy of investing in highly liquid assets such as Money Market Funds, and overnight call accounts. This is combined with the CIS which will be investing in assets, through the routes of property purchase and property funds which are backed by property assets.

The regulatory changes in the EU have been aimed at ensuring the strength of financial institutions is improved in the event of an economic recession.

## 1.3 Interest Rate Outlook

The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.

Future expectations for higher short term interest rates are subdued and on-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. The risks to Arlingclose's forecast are broadly balanced on both sides. The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

### **How Does This Impact on the Medium Term Financial Strategy**

When the bank rate was increased, there was a slight upward movement in interest rates, as a result there is a small increase in the expected interest income received.

The result of low interest rates is that investment opportunities yielding an adequate rate of return in the general market are limited, hence the decision to look elsewhere for investment opportunities, by adopting the CIS.

One effect on the MTFS of an increase in the UK bank rate is an increase in the cost of borrowing, however PWLB lending is based on gilt yields and as these are forecast to remain stable across the medium term, it is reasonable to assume the Council will be able to continue to borrow at low rates.

This will directly impact on the revenue budgets through the net interest budget, the forecast for which reflect the rates shown in **Table 1**.

<b>Table 1</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>MTFS Interest Rate Assumptions</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Temporary investments	0.50	0.50	0.50	0.50	0.50
PWLB 20 year borrowing (EOY)	3.00	3.00	3.50	4.00	4.50
Temporary borrowing	0.30	0.32	0.34	0.36	0.38

Against the background of low interest rates and reducing revenue and capital balances the Council has sought to maximise the returns from its investments whilst minimising the risks of investing with a borrower that is, or may become, unable to repay. It therefore adopted a strategy for 2016/17 that concentrated on highly rated institutions, and the larger Building Societies, Money Market Funds and Local Authority investments. Investments in liquidity or call accounts, which offer repayment the same day were maximised to further reduce risk.

The 2018/19 Strategy allows for borrowing in anticipation of need to fund capital expenditure.

## **2.0 BORROWING AND INVESTMENT FORECAST 31<sup>st</sup> MARCH 2018**

The Council manages investments through-out the year. A proportion of the investments and borrowing will be short-term to manage cash-flow on a day to day basis, in order to make payments for example precepts or suppliers. The remainder of the investments and borrowing will be long-term, to finance capital expenditure and to seek yield to support the MTFS.

### **2.1 Breakdown of Forecast**

In order to manage the achievement of the MTFS and CIS objectives and to maintain the necessary cash-flows, the Council will need to seek short-term and long-term borrowing. **Table 2** below is an estimate of the forecast investments and borrowing as at 31<sup>st</sup> March 2018, broken down between CIS balances and general programme activities.

<b>Table 2</b>	<b>CIS</b>	<b>General Programme</b>	<b>Total</b>
<b>Investing and Borrowing at 31/03/18</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Investments Short-Term	0	2.0	2.0
Investments Long-Term	4.0 <sup>A</sup>	0.0	4.0
<b>Total Investments</b>	<b>4.0</b>	<b>2.0</b>	<b>6.0</b>
Borrowing- Short-Term	0.0	1.0	1.0
Borrowing- Long-Term	30.0	15.7	45.7
<b>Total Borrowing</b>	<b>30.0</b>	<b>16.7</b>	<b>46.7</b>

**Notes** <sup>A</sup>CCLA Property Fund and share based investments

The above table excludes loans to other organisations which are not used to manage cash flows

## 2.2 Interest Forecast 2017/18

The 2017/18 year-end forecast for net interest is now £0.282m, which will be a saving of £0.110m against the budget of £0.384m.

## 3.0 BORROWING AND INVESTMENT FORECAST OVER 2018/19 TO 2022/23

### 3.1 Medium Term Financial Strategy Capital Programme and CIS

Over the period of the MTFS the Council is budgeted to be spending significant sums on both its general capital programme (to enhance current assets and acquire new assets) and the capital investment programme enshrined within the CIS. **Table 3** below shows net amounts included within the MTFS in respect of the general capital programme and the CIS.

<b>Table 3 Forecast Programmes</b>	<b>2016/17 Actual £m</b>	<b>2017/18 Forecast £m</b>	<b>2018/19 Budget £m</b>	<b>2019/20 Budget £m</b>	<b>2020/21 Budget £m</b>	<b>2021/22 Budget £m</b>
<b>Capital</b>	7.8	10.3	3.7	2.7	2.1	2.1
<b>CIS</b>	9.2	30.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>17.0</b>	<b>40.3</b>	<b>3.7</b>	<b>2.7</b>	<b>2.1</b>	<b>2.1</b>

**Note** The CIS purchases are not forecast beyond 2017/18, this is a period of consolidation and development of risk shared development options.

### 3.2 Borrowing Strategy

For the general capital and CIS programmes shown in **Table 3**, the Council does not hold sufficient funds to finance this from its own internal resources. As a result it must borrow to meet this requirement.

This borrowing strategy sets out the long-term borrowing parameters in which the Council can borrow in order to facilitate the financing of the general capital programme and the CIS over the MTFS period. **Table 4** below shows the total borrowing requirements for both the general capital programme and the CIS; by 2022/23 the Council is expecting to have borrowing in excess of £47m ("Must Borrow"). If however, the Council chose not to use reserves to finance capital, borrowings would increase to £54m by 2022/23 ("May Borrow").

**Annex C** provides further detail in respect of the borrowing and investments relating to both the general programme and the CIS.

<b>Table 4 Borrowing Strategy Whole Programme</b>	<b>2018/ 2019 £m</b>	<b>2019/ 2020 £m</b>	<b>2020/ 2021 £m</b>	<b>2021/ 2022 £m</b>	<b>2022/ 2023 £m</b>
<b>Expenditure</b>					
Capital Expenditure					
Brought Forward	(74.8)	(75.5)	(75.0)	(73.9)	(72.9)
Movement in Year	0.7	(0.5)	(1.1)	(1.0)	(0.8)
<b>Capital Financing Requirement</b>	<b>(75.5)</b>	<b>(75.0)</b>	<b>(73.9)</b>	<b>(72.9)</b>	<b>(72.1)</b>
Fixed Term Investment (EOY)	0.0	0.0	0.0	0.0	0.0
<b>Total Capital to be Financed</b>	<b>(75.5)</b>	<b>(75.0)</b>	<b>(73.9)</b>	<b>(72.9)</b>	<b>(72.1)</b>
<b>Financing</b>					
<b>Forecast long term borrowing</b> (at 31/03/18 borrowing over MTFS)	<b>15.4</b>	<b>18.2</b>	<b>17.9</b>	<b>17.7</b>	<b>17.4</b>
Average Revenue Reserves	2.6	2.6	2.7	2.7	2.7
Earmarked Reserves	10.0	10.0	10.0	10.0	5.0
<b>Total Reserves</b>	<b>12.6</b>	<b>12.6</b>	<b>12.7</b>	<b>12.7</b>	<b>7.7</b>
<b>Total Financing Available</b>	<b>28.0</b>	<b>30.8</b>	<b>30.6</b>	<b>30.4</b>	<b>25.1</b>
<b>Net Unfinanced Capital “Must Borrow”</b>	<b>(47.5)</b>	<b>(44.2)</b>	<b>(43.3)</b>	<b>(42.5)</b>	<b>(47.0)</b>
If Reserves are not used to Finance Capital: <b>“May Borrow”</b>	<b>(60.1)</b>	<b>(56.8)</b>	<b>(56.0)</b>	<b>(55.2)</b>	<b>(54.7)</b>
<b>Funding in Advance</b>					
May Borrow a further	0.0	0.0	0.0	0.0	0.0
<b>Need For Further Borrowing- Loans To Organisations</b>	<b>(15.0)</b>	<b>(15.0)</b>	<b>(15.0)</b>	<b>(15.0)</b>	<b>(15.0)</b>

## Notes

1. Forecast general reserves is the average reserves for the year
2. Earmarked reserves include the special reserve, repairs and renewals reserves, and capital investments. These are forecast to diminish over the life of the MTFS, as the balances in these reserves are used to fund expenditure. It is assumed that there are no additional earmarked reserves.
3. There would be a cash flow benefit; however due to its natural volatility, it is excluded from this analysis.

It is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal or short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. The council may borrow additional sums at long-term fixed rates in 2018/19 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2018/19, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council will borrow short-term to cover unplanned cash flow shortages. The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Also capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Authority has previously raised all of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

### 3.3 **Investment Strategy**

The guidance on Local Authority Investments categorises investments as 'specified' and 'non-specified'.

Specified investments are expected to offer relatively high security and/or liquidity. They must be:

- in sterling (avoiding exchange rate fluctuations) and,
- due to be repaid within 12 months (minimising capital value fluctuations on gilts and CDs and minimising the period within which a counterparty might get into difficulty) and not defined as capital expenditure in the capital finance regulations 2003 (e.g. equities and corporate bonds though there is current consultation on removing bonds from the capital constraint)) and,



- with a body that the Council considers is of high credit quality of A-, or with the UK Government or a local authority, (minimising the counterparty risk), this includes Money Market Funds where the Council has set minimum criteria.

No investment that counts as Capital expenditure will be undertaken, without Cabinet approval or for the CIS, the Treasury and Capital Management Group, as it effectively transfers revenue funds into capital when the investment is repaid which has significant impacts on the Council's financial flexibility.

Non-specified investments include longer deposits and other types of investment e.g. corporate bonds and equities.

The Council may use the following non-specified investments (Table 5 gives the limits):

- Time Deposits of longer than 12 months with banks and building societies
- UK government bonds, supranational bank bonds
- loans to other local authorities and other organisations (further definition of the latter is shown below) over 12 months to maturity
- Corporate Bonds over 12 months to maturity, if returns are clearly better than time deposits, but such investments will only be made following a risk assessment and consultation on the proposed limits, procedures and credit ratings with the Treasury and Capital Management Group (TCMG). Use would be limited to Bonds that could be held to maturity thus avoiding fluctuations in capital value.
- Property funds, share based investments and Property.

<b>Table 5</b>	
<b>Non-Specified Investments</b>	<b>£m</b>
Total Long-Term Investments	15
Total Investments without Credit Ratings or rated below A-	15
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	15
<b>Total non-specified investments</b>	<b>15</b>

### 3.4 Operational Banking Requirements

The Council will incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £1m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

## 4.0 OTHER TREASURY ACTIVITIES

Whilst the Council will be making borrowing and investing decisions in relation to its general capital and CIS programmes, there is also a requirement to make other decisions that do not relate directly to these programmes but are required to meet corporate objectives.

#### **4.1 Loans to Support the Achievement of Service Objectives**

Opportunities will arise from time to time for the Council to further its objectives by making loans to local organisations or businesses. Such loans are considered to be investments as defined in this strategy. All such loans would be subject to a due diligence process, and the identification of relevant risks pertaining to the loan. Such investments can be administratively cumbersome to set-up and consequently will only be undertaken following a detailed business case has been approved by Cabinet. These loans would not be subject to the 5 year investment limit.

#### **4.2 Loans with Security**

The Localism Act potentially enables the Council to benefit from its low cost of borrowing to earn a margin by providing a loan to other bodies where no service benefits are involved. Due consideration will be given to the impact of state aid regulations, and where security of the investment can be made through a legal charge on an adequate value of asset(s) to protect the Council from the possibility of default. Such investments can be administratively cumbersome to set-up and consequently will only be undertaken following a detailed business case has been approved by Cabinet. These loans would not be subject to the 5 year investment limit.

#### **4.3 Policy on using Financial Derivatives**

Local authorities have previously made use of financial derivatives embedded in loans and investments both to reduce interest rate risk, and to reduce costs or increase income at the expense of greater risk (e.g. lenders option/borrowers option (LOBO) loans). The Localism Bill 2011 includes a general power competence that removes the uncertain legal position over local authorities' use of standalone financial derivatives. Any decision to make use of financial derivatives will be subject to further reports to cabinet. Considering the Councils commitment to developing a CIS portfolio, it is unlikely that Financial Derivatives will be used.

#### **4.4 Treasury Advisors**

Arlingclose are the Councils appointed advisors. The Advisor carries out the following role:

- advice on investment decisions,
- notification of credit ratings and changes,
- advice and guidance on relevant policies, strategies and reports,
- training courses.

#### **4.5 Management and Governance**

The Responsible Financial Officer and their staff will manage and monitor investments and borrowing. The Treasury and Capital Management Group (TCMG) consists of the Leader, Deputy Leader, the Executive Member for Strategic Resources and relevant officers. This group oversees and monitors treasury, CIS and capital activities.

#### **4.6 Reporting and Scrutiny**

The Treasury Management Strategy is reported to Council each year in February so that the strategy can take into account the latest MTFS and the critical factors affecting the treasury function including, the economy, interest rates and the credit outlook. In November a 6 month report on the performance of the fund is reported to Cabinet and in June a report on the annual performance of the funds is reported.

#### 4.7 **Changes to the Strategy**

The strategy is not intended to be constricting, but a definition of the upper limit of the level of risk that it is prudent for the Council to take in maximising the return on its net investments. Any changes that are:

- broadly consistent with this Strategy, and/or
- reduce or only minimally increase the level of risk, and/or
- supported by the Council's Treasury Management Advisors,

are delegated to the Responsible Financial Officer, after consultation with the TCMG. All other changes to the strategy must be approved by the full Council.

#### 5.0 **TREASURY MANAGEMENT, PRUDENTIAL AND CIS INDICATORS**

The Council's Treasury Management and Prudential Indicators are attached at **Appendix 4**. They are based on data included in the budget report and this Strategy. They set various limits that allow officers to monitor its achievement, and are there to guide members and officers when treasury management decisions are being made.

A new section for this year's strategy is the CIS indicators these will be used to monitor the success of the CIS programme, using a set of ratios and metrics specifically designed for that programme.

These indicators must be approved by the Council and can only be amended by the Council.

Fitch	Rating	Definition	Examples of counterparties
Short term	F1	Indicates the strongest intrinsic capacity for timely payment of financial commitments; may have an added “+” to denote any exceptionally strong credit feature.	Handelsbanken F1+ Nationwide Building Society Bank of Scotland Barclays Bank Santander
	F2	Good rated intrinsic capacity for timely payment of financial commitments.	Royal Bank of Scotland <b>NatWest (The Council's Bank)</b>
	F3	Fair rated intrinsic capacity for timely payment of financial commitments.	
Long-term	AAA	Highest credit quality organisations, reliable and stable. 'AAA' ratings denote the <b>lowest expectation of default risk</b> . They are assigned only in cases of exceptionally strong capacity for payment of financial commitments.	Germany, Sweden, Netherlands. Money Market Funds
	AA	Very high credit quality. 'AA' ratings denote <b>expectations of very low default risk</b> . They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.	United Kingdom, France, Handelsbanken
	AA-		HSBC Bank.
	A	High credit quality. 'A' ratings denote <b>expectations of low default risk</b> . The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.	Bank of Scotland A+, Lloyds Bank A+, Barclays Bank A+, Santander A+, Nationwide Building Society A+, Coventry Building Society
	A-		Leeds Building Society, Yorkshire Building Society.
	BBB	Good credit quality. BBB ratings indicate <b>expectations of low default risk</b> . The capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.	Royal Bank of Scotland BBB+, NatWest BBB+, Clydesdale Bank BBB+

**Notes**

The modifiers “+” or “-” may be appended to a rating to denote relative status within major rating categories.

The credit ratings quoted above are based on those issued by Fitch, a Credit Rating Company.

**FUND MANAGEMENT (IF NO FURTHER BORROWING)****ANNEX B**

The following limits do not apply to the CIS, as the CIS is intended to be a medium to long term investment vehicle. Properties and other investments may be held onto for a number of years, dependent on the Risk associated with each individual investment and the wider portfolio itself.	
<b>Duration of investments</b>	No investment shall be longer than 5 years. The duration of an investment should be limited to the duration indicated by the latest Arlingclose counterparty advice. Maximum duration for a Building Society with no rating is 1 month.
<b>Types of investments</b>	Fixed term Deposits Deposits at call, two or seven day notice Corporate bonds Money Market Funds UK Government bonds and Supranational Bank bonds Loans to Organisations Pooled Property and Asset Funds Shares Based Investments (subject to separate approval of the Treasury & Capital Management Group)
<b>Credit Ratings</b>	Building Societies All Building Societies with ratings of BBB or above. Building Societies with no ratings. (maximum duration 1 month)  Money Market Funds AAA credit rating  Local Authorities, Police Authorities, Fire Authorities or UK Central Government, No rating required  Banks and Corporate Entities Short term rating F2 by Fitch or equivalent. Long-term rating of AA- by Fitch or equivalent if the investment is longer than 1 year.  Loans to Organisations These will not require a specific credit rating but will be subject to individual approval by Cabinet (these will be for longer than 5 years).

<b>Maximum limits per counterparty (group), country or non-specified category</b>	F1+ or have a legal position that guarantees repayment for the period of the investment	£5M
	F1	£4M
	Building Society with assets over £2bn in top 25 (Currently 10)	£5M
	Building Society with assets over £1bn if in top 25 (Currently 3)	£4M
	Building Society with assets under £1bn in top 25	£3M
	Liquidity (Call) Account with a credit rating of F2 or with a legal position that guarantees repayment or a Building Society	£5M
	UK Central Government	Unlimited
	Money market fund AAA Credit rating and Pooled Property and Asset Funds	£4M
<p><b>Country limits</b></p> <ul style="list-style-type: none"> <li>– UK - unlimited</li> <li>– £5M in a country outside the EU</li> <li>– £10M in a country within the EU (excluding UK)</li> <li>– £20M in EU countries combined (excluding UK)</li> <li>– Country of Domicile for Money Market Funds – unlimited, providing the fund is AAA.</li> </ul> <p>Except for Money Market Funds, no investment will be made in country with a sovereign rating of less than AA.</p> <p>These limits will be applied when considering any new investment from 21 February 2018. Lower limits may be set during the course of the year or for later years to avoid too high a proportion of the Council's funds being with any counterparty.</p> <p><b>Loans to Organisations</b> No limit in value or period but will be subject to approval by Cabinet of a detailed business case.</p> <p><b>Commercial Investment Strategy</b> Investments made through the CIS will subject to the parameters and limits set out in that strategy.</p>		
<b>nchmark</b>	LGC 7 day rate	

## INVESTMENT LIMITS FOR BORROWING IN ADVANCE

	Level of Borrowing in Anticipation		Rating Constraints
from	£5M	£11M	
to	£10M	£20M	
<b>BUILDING SOCIETIES</b>			
Assets over £2bn	£5M	£5M	
Assets over £1bn	£4M	£4M	
Rest of top 25 by assets	£3M	£3M	
<b>BANKS &amp; OTHER INSTITUTIONS</b>			
F2+ or legal status	£5M	£5M	AA- if more than 1 year
F2	£4M	£4M	AA- if more than 1 year
<b>LIQUIDITY ACCOUNTS</b>			
Limit in liquidity account	£5M	£6M	F2 or legal status
Limit with any other investments in institution	£8M	£9M	
<b>NON-SPECIFIED INVESTMENTS</b>			
Time Deposits over 1 year in total	£20M	£30M	
Corporate Bonds in total	£5M	£8M	Not yet determined
<b>TERRITORIAL LIMITS</b>			
UK	Unlimited		
EU (excluding UK)	£20M	£20M	
EU Country (other than UK)	£10M	£10M	
Any other Country	£5M	£5M	

## BREAKDOWN OF BORROWING AND INVESTING FORECAST 2018/19 to 2022/23

## 1. COMMERCIAL INVESTMENT STRATEGY BORROWING FORECAST

Borrowing Strategy CIS	2018/ 2019 £m	2019/ 2020 £m	2020/ 2021 £m	2021/ 2021 £m	2022/ 2023 £m
<b>Expenditure</b>					
Capital Expenditure					
Brought Forward	(30.0)	(30.0)	(30.0)	(30.0)	(30.0)
Movement in Year (a)	0.0	0.0	0.0	0.0	0.0
<b>Capital Financing Requirement</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>
Fixed Term Investment (EOY)	0.0	0.0	0.0	0.0	0.0
<b>Total Capital to be Financed</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>
<b>Financing</b>					
<b>Forecast long term borrowing</b> (at 31/03/19 borrowing over MTFS)	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Average Revenue Reserves	0.0	0.0	0.0	0.0	0.0
Earmarked Reserves	0.0	0.0	0.0	0.0	0.0
<b>Total Reserves</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Financing Available</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Net Unfinanced Capital</b> <b>"Must Borrow"</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>
If Reserves are not used to Finance Capital:					
<b>May Borrow</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>

Note: (a) These numbers represent the net for actual spend less Minimum Revenue Provision.

**Cash Flow**

The Council will be making investments through the CIS. Initially investments will be made using reserves, however due to the cash flow impacts of council tax and precept payments there may not be on a day to day basis, sufficient cash. In the event of this circumstance the council will look to borrow on a short-term basis.

**Borrowing – Long Term**

As the CIS develops and investments are made, borrowing will be required. It is expected that this will be from the Public Works Loans Board (PWLb). The type of loan is expected to be repayment, whereby repayments are made to the lender on a regular basis.



## 2. GENERAL CAPITAL PROGRAMME BORROWING FORECAST

<b>Borrowing Strategy General Capital Programme</b>	<b>2018/ 2019 £m</b>	<b>2019/ 2020 £m</b>	<b>2020/ 2021 £m</b>	<b>2021/ 2022 £m</b>	<b>2022/ 2023 £m</b>
<b>Expenditure</b>					
Capital Expenditure					
Brought Forward	(44.8)	(45.5)	(45.0)	(43.9)	(42.9)
Movement in Year	(0.7)	0.5	1.1	1.0	0.8
<b>Capital Financing Requirement</b>	<b>(45.5)</b>	<b>(45.0)</b>	<b>(43.9)</b>	<b>(42.9)</b>	<b>(42.1)</b>
<b>Total Capital to be Financed</b>	<b>(45.5)</b>	<b>(45.0)</b>	<b>(43.9)</b>	<b>(42.9)</b>	<b>(42.1)</b>
<b>Financing</b>					
<b>Forecast long term borrowing</b> (at 31/03/19 borrowing over MTFS)	<b>15.4</b>	<b>18.2</b>	<b>17.9</b>	<b>17.7</b>	<b>17.4</b>
Average Revenue Reserves	2.6	2.6	2.7	2.7	2.7
Earmarked Reserves	10.0	10.0	10.0	10.0	5.0
<b>Total Reserves</b>	<b>12.6</b>	<b>12.6</b>	<b>12.7</b>	<b>12.7</b>	<b>7.7</b>
<b>Total Financing Available</b>	<b>28.0</b>	<b>30.8</b>	<b>30.6</b>	<b>30.4</b>	<b>25.1</b>
<b>Net Unfinanced Capital</b> <b>“Must Borrow”</b>	<b>(17.5)</b>	<b>(14.2)</b>	<b>(13.3)</b>	<b>(12.5)</b>	<b>(17.0)</b>
If Reserves are not used to Finance Capital: <b>“May Borrow”</b>	<b>(30.1)</b>	<b>(26.8)</b>	<b>(26.0)</b>	<b>(25.2)</b>	<b>(24.7)</b>
Funding in Advance					
<b>May Borrow a further</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Need For Further Borrowing- <b>Loans To Organisations</b>	<b>(15.0)</b>	<b>(15.0)</b>	<b>(15.0)</b>	<b>(15.0)</b>	<b>(15.0)</b>

### Cash Flow

In addition to the fundamental movements described above there are day-to-day impacts due to the flow of funds into and out of the Council. For instance, the dates on which the County Council is paid its portion of the council tax and Business Rate receipts will be different to the days the money is physically received from Council Tax and Business payers. These cash flows will sometimes leave the Council with several million pounds to borrow, or invest, either overnight or for a few weeks depending on the next precept date.

Authorities are permitted to borrow short term for this purpose and all borrowing decisions will be made on the most economically advantageous rates for the period that is required to be

covered. If rates are particularly high on a particular day then the sum may be borrowed overnight to see if rates are lower the following day for the remainder of the period.

### **Loans to Organisations**

The amounts shown are indicative at this stage and any such loans to organisations would be subject to separate approval by Cabinet. The number of loans of this nature are, likely to be limited as the CIS is likely to produce higher yields and a better risk profile.

### **Investments – High Credit Quality**

The Council following Department of Communities and Local Government (MHCLG) guidance on credit worthiness of financial institutions follows their guidance to ensure the high quality of the credit rating. The detail of this is shown in Annex A.

Whilst the Council will take some account of such additional information the main criteria for judging credit quality will be:

- Short term credit ratings, and long-term credit ratings for any investment over 1 year.
- The top 25 Building Societies by asset size irrespective of any credit rating they may hold subject to the comments below.
- Credit Default Swap prices obtained from our advisors.
- Counter party list provided by Arlingclose on a monthly basis.

### **Investments – Risk Mitigation**

Credit quality can never be absolutely guaranteed so to further mitigate risks there is a need to spread investments in a number of ways:

- by counterparty, including any institutions that are linked in the same group.
- by country.

These limits need to be a practical balance between safety and administrative efficiency and need to cope with the uncertainty of the amount of borrowing in anticipation. A schedule is therefore included in Annex B which shows the investment limits for different levels of forward borrowing.

### **Investments - Periods**

Once a time deposit is made there is no requirement for the borrower to repay until the end of the agreed period. Thus a borrower who has a high credit rating on the investment day could be in serious financial difficulties in the future. As a result significant use is made of liquidity accounts which currently give an attractive interest rate but also allow repayment of our investment the same day.

The Council will register with a selection of money market funds with AAA ratings which also allow same-day withdrawal of funds. The domicile for some of these funds can be in a low rated country; however as it is stipulated that the fund itself has to be Triple A, this is acceptable.

These funds will be used as appropriate taking account of comparative security and yields. During 2016/17, the Council used the following money market funds:

- Public Sector Deposit Fund, operated by Church's, Charities and Local Authorities.
- Federated Sterling Fund, operated by Federated Investors.
- Insight Liquidity Fund, operated by Insight Liquidity Funds PLC.
- Standard Life Liquidity Fund, operated by Standard Life Investments.
- Legal and General Fund, operated by Legal and General Investment Management.
- Blackrock Sterling Liquidity Fund, operated by BlackRock Investment Management.

If during 2018/19, where it becomes advantageous, further funds may be used.

## **Investments - Management**

Taking account of the Credit Quality and Spreading the Risk sections above, Annex B outlines the criteria and limits for making investments.

There may be limited occasions, based on detailed cash flow forecasts, where some investments of more than a year might be made that do not relate to borrowing in anticipation.

Risk of counterparty failure can also be minimised by shortening the period of any time deposit. At the current time, partly reflecting the current interest rate structure, time deposits are generally kept below one month. The criteria also differentiates the duration of investments based on credit rating e.g. the maximum duration of investments with building societies with no rating will be 1 month.

A new investment category for 2016/17 onwards was "shares-based investments". Such investments can be considered higher-risk because, as well as their performance being dependent on the companies etc. concerned, their performance is also dependent on the wider stock (or similar) market. However, they are a very liquid investment vehicle and are an option that will be considered within the CIS.

## **No Funding Activity**

The amount of capital borrowing up until March 2017 will be dependent upon the actual levels of revenue spending which will determine the level of the Council's own reserves that can be used and the level of capital spending which will determine the total sum required. The period of borrowing will reflect the current and anticipated interest rate profile. If short term interest rates began to rise consideration would be given to whether long term rates were attractive enough to support long term borrowing. If rates remain low it is much more difficult to justify long term borrowing.

## **Funding in Advance**

Funding in advance would require longer term borrowing rates to be at levels that appeared to be attractive when compared with rates that were expected over the remainder of that period. It would also need to take account of the difference between the borrowing rates and the currently, much lower, investment rates that would be received pending the use of the money for funding capital from sufficiently secure counterparties. A risk assessment will be carried out before undertaking any advance borrowing, and agreement would also be sought from the external auditors.

## **Profile**

The Council will be balancing two different aspects when deciding on the period it will borrow for:

- **Stability.** Avoid the risk of adverse market movements affecting the cost of borrowing. To do this the logical option is to borrow the money for as long as needed.
- **Lowest Cost.** Minimise the overall cost of borrowing which, at the present time, might result in very short borrowing because of the very low interest rates available.

Any long term borrowing will tend to be from the Public Works Loans Board (PWLb) which is a Government Agency providing funds to local authorities at interest rates linked to the cost of central government borrowing rates.

# **CIPFA PRUDENTIAL CODE FOR CAPITAL FINANCE IN LOCAL AUTHORITIES PRUDENTIAL INDICATORS AND TREASURY MANAGEMENT INDICATORS FOR 2018/19 AND THE COMMERCIAL INVESTMENT STRATEGY INDICATORS 2018/19.**

The relevant Prudential and Treasury Management indicators that need to reflect the potential borrowing to finance funding in advance and loans to organisations have been amended. Where no requirement is shown, the indicator only reflects what is included in the Council's Medium Term Financial Strategy.

All decisions relating to loans to organisations will be subject to approval by the Cabinet. Where these decisions will affect the relevant prudential or treasury indicators noted below, other than Item 7: "the authorised limit for external debt, retrospective approval will sought of Council at either the mid-year or full year reporting periods.

## **PRUDENTIAL INDICATORS**

### **1. Actual and Estimated Capital Expenditure**

		<b>2016/17 Actual £m</b>	<b>2017/18 Forecast £m</b>	<b>2018/19 Estimate £m</b>	<b>2019/20 Estimate £m</b>	<b>2020/21 Estimate £m</b>
<b>Capital Programme</b>	<b>Gross</b>	9.0	11.9	5.5	3.9	3.4
	<b>Net</b>	7.8	10.3	3.7	2.7	2.1
<b>CIS</b>	<b>Gross</b>	9.2	30.0	0.0	0.0	0.0
	<b>Net</b>	9.2	30.0	0.0	0.0	0.0

- 1.1 Where it is determined that loans to organisations are for capital purposes, this will be treated as capital expenditure and would be in addition to the current capital programme.
- 1.2 The CIS estimated expenditure is subject to change, subject to further investments meeting the required rates of return.
2. **The proportion of the budget financed from government grants and council tax that is spent on interest and the provision for debt repayment.**

	<b>2016/17 Actual</b>	<b>2017/18 Forecast</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>
<b>Capital Programme</b>	8.1%	10.1%	13.0%	14.9%	14.8%
<b>CIS</b>	4.4%	9.4%	10.1%	10.3%	10.0%
<b>Total</b>	<b>12.5%</b>	<b>19.5%</b>	<b>23.1%</b>	<b>25.1%</b>	<b>24.9%</b>

- 2.1 Assuming no borrowing in advance.

### 3. The impact of schemes with capital expenditure on the level of council tax

- 3.1 This calculation highlights the hypothetical impact on the level of Council Tax from changes from the previously approved MTFS due to capital schemes (including their associated revenue implications). The actual change in Council Tax will be significantly different due to revenue variations, spending adjustments and the use of revenue reserves.

		<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>
<b>Capital Programme</b>	<b>Variation</b>	£2.61	£5.70	£6.47
	<b>Cumulative</b>	£2.61	£7.63	£14.77
<b>CIS</b>	<b>Variation</b>	(£0.33)	(£0.14)	£0.04
	<b>Cumulative</b>	(£0.33)	(£0.48)	(£0.44)

### 4. The capital financing requirement.

- 4.1 This represents the estimated need for the Council to borrow to finance capital expenditure less the estimated provision for redemption of debt (the Minimum Revenue Provision). The table below shows the capital financing requirement split between the capital programme and the Commercial Investment Strategy.

	<b>31/3/17 Actual £m</b>	<b>2017/18 Forecast £m</b>	<b>2018/19 Estimate £m</b>	<b>2019/20 Estimate £m</b>	<b>2020/21 Estimate £m</b>	<b>2021/22 Estimate £m</b>	<b>2022/23 Estimate £m</b>
<b>Capital Programme</b>	38.8	43.1	43.8	43.3	42.2	41.2	40.4
<b>CIS</b>	0	26.4	24.5	22.6	20.7	18.8	16.9
<b>Total</b>	<b>38.8</b>	<b>69.5</b>	<b>68.3</b>	<b>65.9</b>	<b>62.9</b>	<b>60.0</b>	<b>57.3</b>

### 5. Gross debt and the capital financing requirement

- 5.1 In order to ensure that, over the medium term, net borrowing will only be for a capital purpose, the Council should make sure that net external borrowing (borrowing less investments) does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current year and any specific decisions to borrow in advance or make loans to organisations.

	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>	<b>2019/20 Estimate £m</b>	<b>2020/21 Estimate £m</b>
<b>Borrowing - General</b>	15.7	15.4	18.2	17.9
<b>Borrowing - CIS</b>	30.0	30.0	30.0	30.0
<b>Total</b>	<b>45.7</b>	<b>45.4</b>	<b>48.2</b>	<b>47.9</b>

## 6. The authorised limit for external debt.

- 6.1 This is the maximum limit for borrowing and is based on a worst-case scenario. It reflects borrowing to fund capital rather than using reserves and the three elements (No activity, borrowing in advance and loans) will be controlled separately.

	<b>2017/18 Limit £m</b>	<b>2018/19 Estimate £m</b>	<b>2019/20 Estimate £m</b>	<b>2020/21 Estimate £m</b>
<b>Short term</b>	26	26	26	26
<b>Long term</b>	45	45	45	45
<b>Other long-term liabilities (leases)</b>	6	7	8	9
<b>Total - No Funding Activity</b>	<b>77</b>	<b>78</b>	<b>79</b>	<b>80</b>
<b>Long Term based on the maximum borrowing in advance</b>	0	0	0	0
<b>Plus long term borrowing to finance long term loans to organisations</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Plus long term borrowing to finance loans for CIS investments delivering a commercial yield</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>Total</b>	<b>122</b>	<b>123</b>	<b>124</b>	<b>125</b>

## 7. The operational boundary for external debt.

- 7.1 This reflects a less extreme position. Although the figure can be exceeded without further approval it represents an early warning monitoring device to ensure that the authorised limit (above) is not exceeded.

	<b>2017/18 Limit £m</b>	<b>2018/19 Limit £m</b>	<b>2019/20 Limit £m</b>	<b>2020/21 Limit £m</b>
<b>Short term</b>	21	21	21	21
<b>Long term</b>	45	45	45	45
<b>Other long-term liabilities (leases)</b>	6	7	8	9
<b>Total – No Funding Activity</b>	<b>72</b>	<b>73</b>	<b>74</b>	<b>75</b>
<b>Plus long term borrowing in advance</b>	0	0	0	0
<b>Plus long term borrowing to finance long term loans to organisations</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Plus long term borrowing to finance loans for CIS investments delivering a commercial yield</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>Total</b>	<b>117</b>	<b>118</b>	<b>119</b>	<b>120</b>

## 8. Adoption of the CIPFA Code

- 8.1 The Council has adopted the 2011 edition of the CIPFA Treasury Management Code of Practice. The 2011 edition is still the latest version.

## TREASURY MANAGEMENT INDICATORS

### 9. Interest Rate Exposures

- 9.1 This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed.
- 9.2 Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

<b>Interest Rate Exposure Limits</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>
<b>Upper limit on fixed interest rate exposure</b>	70.0	80.0	90.0
<b>Upper Limit on variable interest rate exposure</b>	30.0	35.0	40.0

## 10. Borrowing Repayment Profile

- 10.1 The proportion of borrowing in place during 2016/17 that will mature in successive periods. This indicator is set to control the Council's exposure to refinancing risk.
- 10.2 The Council has forecast £15.8m long term borrowing at the end of 2016/17, but the uncertainty on whether any forward borrowing will take place and the potential for short term borrowing to be the most attractive option results in the limits set out below.
- 10.3 This may be affected by any funding in advance, Loans to Organisation or the CIS programme.

Funding capital schemes	Upper limit	Lower limit
Under 12 months	79%	0%
12 months and within 24 months	79%	0%
24 months and within 5 years	79%	0%
5 years and within 10 years	80%	1%
10 years and above	100%	20%

## 11. Investment Repayment Profile

- 11.1 Limit on the value of investments that cannot be redeemed within 364 days i.e. by the end of each financial year. The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. These limits need to allow for borrowing in advance.
- 11.2 The uncertainty about borrowing in advance results in higher limits than would otherwise be required.

	2018/19 £m	2019/20 £m	2020/21 £m
<b>Capital Programme;</b> Limit on investments over 364 days as at 31 March each year.	68.2	63.0	63.3

- 11.3 This may be affected by any changes to Funding in Advance, Loans to Organisations and the CIS.



## COMMERCIAL INVESTMENT STRATEGY (CIS) SPECIFIC LOCAL INDICATORS

### 12. Interest Cover Ratio (ICR)

- 12.1 This ratio determines the amount of total net income from property investments (after operating costs and any applicable taxes) compared with the interest expense of the debt. This is important so the amount of interest payable compared to income generated is proportionate.
- 12.2 Because debt commences later in the Phase 1 cycle, the profile of the ICR is shown below. It is suggested that these are initial indices reflecting the maximum debt interest to revenue at the commencement of the Business Plan (BP). If investments profiles change, the ICR ratio will change.

Initial Interest Cover Ratio (at start of CIS Business Plan)			
Year	Estimated		ICR
	Revenue cash flow £000	Cost of Interest £000	
2017/18	3,179	628	19.7
2018/19	3,179	628	19.7
2019/20	3,179	628	19.7
2020/21	3,179	628	19.7

- 12.3 The proposed range for ICR shall be between 5 and 17.

### 13. Loan to Value Ratio (LTV)

- 13.1 This ratio determines the amount of total debt (compared to the total value of the underlying property assets as valued from time to time. Debt in this respect is both internal and external debt, i.e. revenue financing and borrowing from the market that is used to finance the capital propositions. Although it is recognised that the primary form of finance for the CIS portfolio is debt, it is important to ensure that the proportion of debt to asset value is actively managed to ensure that the debt burden is within acceptable limits
- 13.2 In a similar way to the ICR, the LTV ratios, as shown below reflect that debt commences later in the BP cycle. It is suggested that these are initial indices reflecting the maximum debt asset value at the commencement of the BP. If investments profiles change, the ICR ratio will change.

Loan to Value Ratio (at start of CIS Business Plan)			
Year	Estimated		LTV
	Loan Value £m	Asset Value £m	
2017/18	30.0	64.0	47
2018/19	28.1	64.5	44
2019/20	26.2	65.0	40
2020/21	24.3	65.5	37

13.3 It is recognised that while the LTV is an important indices when having regard to debt repayment obligations, the ICR is the more important indices when monitoring the CIS on an on-going basis because it provides performance information that will enable the Council to determine its ability to:

- make revenue contributions that will support the delivery of Council services.
- meet its interest payments commitments on the debt within the CIS.

13.4 The proposed range for LTV shall be between 30 and 65.

#### 14. Target Income Returns

14.1 The primary indices for measuring returns on investment is the “return on equity” (ROE) indices. This is effectively the:

Net Revenue Contribution (\*1) / Equity (\*2)

\*1 Revenue contributions shall be calculated as net i.e. income returns after taking into account all operating and management costs, interest expense, minimum revenue provision and relevant taxes.

\*2 Equity being the difference between the value of assets and borrowing.

14.2 Following extensive modelling of the proposed investment opportunities, the expected revenue contribution to the Council will be £3.0m by the end of 2018/19; this gives a ROE of 8%.

14.3 However, reflecting the income expected to be generated from the CIS will grow over time, it is best to have an ROE range for the period of the BP, this will be set between 6% and 9% per annum.

14.4 It is accepted that individual investments will contribute different levels of income return and that the target revenue contribution is an average across the CIS portfolio.

## **15. Portfolio & Risk Metrics**

15.1 Additional indicators that would be useful to monitor the CIS, however most of these will come into play as the CIS matures. These include:

### **Historic and forecast income and total returns**

15.2 As the CIS matures:

- It will be useful to monitor the performance of the assets to assist in informing future assets acquisitions.
- Other indices will be developed and may include:
  - Benchmarking of returns (IPD)
  - Gross & net income
  - Operating costs
  - Vacancy levels and Tenant exposures

## **ANNUAL MINIMUM REVENUE PROVISION POLICY 2018/19**

### **1.0 Introduction**

- 1.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008, Councils, are in fact expected to make a prudent provision. The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2012.
- 1.2 The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.3 The MHCLG Guidance requires the Council to approve an Annual MRP Statement, and recommends a number of options for calculating a prudent amount of MRP.
- 1.4 The Council has a number of MRP policies reflecting the range of capital financing options required for different service scenarios.
- 1.5 It does not cover any of the proposed changes in the consultation recently issued by CIPFA.

### **2.0 General MRP Policy**

- 2.1 This Policy was originally approved by Cabinet on the 17<sup>th</sup> September 2009. For (iii) below, for 2017/18 there has been a slight change to clarify when the incidence of MRP will be chargeable. The following statement incorporates options recommended in the Guidance;
- 2.2 The actual Policy is:
  - i. For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets as the principal repayment on an annuity with an annual interest rate based on long-term borrowing rates, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.
  - ii. For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

- iii. In respect of:
- capital assets; MRP will be chargeable in the year following the agreement of any final account.
  - other capital investments; MRP will be chargeable in the following financial year.

### **3.0 Loans to Organisations MRP Policy**

3.1 This Policy was originally approved in 22<sup>nd</sup> February 2015. The aim of the policy is to facilitate the provision of finance to organisations, with the Council sourcing the finance from third parties, but to ensure that the incidence of debt finance is directly neutralized within the Councils balance sheet.

3.2 The actual policy is:

Where loans are made to other bodies for their capital expenditure, and the principal repayments are received at least on an annual basis, no MRP will be charged. The capital receipts generated by the annual repayments will replace the need to make a provision for MRP.

### **4.0 MRP Policy – Financing Expenditure with Annuity Loans**

4.1 This Policy was originally approved on 22<sup>nd</sup> February 2016 and has been amended for 2018/19. The aim of this policy is to determine the neutralization of MRP when Annuity Loans are used to finance CIS asset, and investments.

4.2 The actual policy is:

For each capital investment undertaken under the requirements of the Council's Commercial Investment Strategy, where it has been decided that an Annuity Loan is advantageous, MRP will be made that is equal to the principal repayment for any loan finance supporting the investment.

### **5.0 MRP Policy – Financing Expenditure with Maturity Loans**

5.1 This was a new policy for 2017/18, it has now been amended to include purchases in relation to housing property purchases.

5.2 Maturity Loans are similar to interest only mortgages, in that only interest is paid during the life of the loan with the loan principal being repaid at the end of the term (by either the Council taking out a further loan or selling the asset and repaying the loan from the capital receipt; with a possible net capital gain). To undertake such financing, a new MRP Policy would be required that included some specific safeguards to ensure that the use of capital finance remained prudent.

5.2 However, the advantage of Maturity Loans for the Council is that over the life of the loan, the net benefit from the ongoing income stream would be greater as the Council would only have to repay interest on an annual basis and not meet annual principal repayments. The following example clearly demonstrates the revenue advantage of financing by Maturity Loan compared to an Annuity Loan; in that the additional revenue stream over the life of the asset is £7.0m.

- If a CIS Asset of £10m was acquired with an annual income stream of £625k (pessimistic, giving a yield of 6.2%) and held for 20 years, the net revenue stream for a:
  - Maturity Loan would be £7.2m (£359k per annum).
  - Annuity Loan would be £140k (£7k per annum).

There the benefit for a Maturity Loan is £7.0m (£352k per annum).

5.3 Any new MRP Policy to support this activity must ensure that the principles of prudence are adhered to. The principles, are noted in “i to ii” below:

- The CIS or housing asset would be required to be directly linked to the loan finance; this could be agreed retrospectively by Cabinet following acquisition. However, the link could only be broken by a specific decision of Full Council. The Councils Constitution would be required to be changed to reflect this.
- The CIS or housing asset is valued on an annual basis, in line with the Councils Accounting Policy for Investment Assets. If it is established that the value of the asset is less than the loan, then an MRP payment will be required, based on an Annuity Loan, and the MRP payment will continue to be charged until the Asset Value is greater than the loan.

5.4 The actual policy is:

For each capital investment undertaken under the requirements of the Councils Commercial Investment Strategy, where it has been decided that a Maturity Loan is advantageous, no Minimum Revenue Provision shall be made providing that:

- The capital investment is directly linked to the Maturity Loan, with the stated intention that at loan maturity the asset is sold or replacement finance is provided.
- Cabinet will record the decision in (i) above (this may be done retrospectively i.e. after an acquisition). The link between Asset and Loan can only be broken by a decision of Full Council.
- There is annual revaluation of the CIS or housing investment in line with the Councils Accounting Policy in respect of Investment Assets. If it is established that an asset has a value less than the loan then an annual MRP amount will be calculated, based on Annuity basis and continue to be charged until the value of the asset is greater than the loan.

### Capital Financing Requirement and MRP Summary

Based on the Council’s latest estimate of its Capital Financing Requirement on 31st March 2018, the budget for MRP has been set as follows:

	31.03.2018 Estimated CFR £m	2018/19 Estimated MRP £m
Capital Expenditure	43.1	2.2
Commercial Investment Strategy	5.0	1.9
<b>Total</b>	<b>48.1</b>	<b>4.1</b>

## Capital Financing Requirement (CFR)

**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	2022/23 £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
Increase/(Decrease) in Underlying Need to Borrow	31,736	(1,077)	(4,048)	(2,949)	(2,939)	(3,169)

**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
Opening Capital Financing Requirement	38,791	43,132	43,951	41,798	40,745	39,702
Capital Investment						
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>
Sources of Finance						
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)
Closing Capital Financing Requirement	43,132	43,951	41,798	40,745	39,702	38,429
Increase/(Decrease) in Underlying Need to Borrow	4,341	819	(2,152)	(1,053)	(1,043)	(1,273)

Table 21

Capital Financing Requirement - Commercial Investment Strategy	Budget 2017/18 £000	Medium Term Financial Strategy				
		2018/19	2019/20	2020/21	2021/22	2022/23
		£000	£000	£000	£000	£000
<b>Opening Capital Financing Requirement</b>	0	27,395	25,499	23,603	21,707	19,811
<b>Capital Investment</b>						
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>



# Formal 2018/19 Council Tax Resolutions

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.***

## 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	40
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-Needlingworth	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>

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

			TOTAL CHARGES					
	BAND	BAND	BAND	BAND	BAND	BAND	BAND	BAND
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Abbotsley	1139.96	1329.95	1519.94	1709.94	2089.93	2469.91	2849.90	3419.88
Abbots Ripton	1150.06	1341.75	1533.42	1725.10	2108.45	2491.81	2875.16	3450.20
Alconbury	1142.14	1332.51	1522.86	1713.22	2093.93	2474.65	2855.36	3426.44
Alconbury Weston	1122.56	1309.65	1496.74	1683.84	2058.03	2432.21	2806.40	3367.68
Alwalton	1124.99	1312.49	1499.99	1687.49	2062.49	2437.48	2812.48	3374.98
Barham & Woolley	1122.30	1309.36	1496.40	1683.46	2057.56	2431.66	2805.76	3366.92
Bluntisham	1187.99	1385.99	1583.99	1781.99	2177.99	2573.98	2969.98	3563.98
Brampton	1182.17	1379.20	1576.23	1773.26	2167.32	2561.37	2955.43	3546.52
Brington & Molesworth	1125.50	1313.09	1500.67	1688.26	2063.43	2438.60	2813.76	3376.52
Broughton	1129.84	1318.15	1506.45	1694.76	2071.37	2447.98	2824.60	3389.52
Buckden	1149.14	1340.67	1532.19	1723.72	2106.77	2489.82	2872.86	3447.44
Buckworth	1130.58	1319.01	1507.44	1695.87	2072.73	2449.59	2826.45	3391.74
Bury	1136.12	1325.47	1514.82	1704.18	2082.89	2461.59	2840.30	3408.36
Bythorn & Keyston	1113.30	1298.86	1484.40	1669.96	2041.06	2412.16	2783.26	3339.92
Catworth	1168.28	1363.00	1557.71	1752.43	2141.86	2531.29	2920.71	3504.86
Chesterton	1109.38	1294.28	1479.17	1664.07	2033.86	2403.65	2773.45	3328.14
Colne	1140.04	1330.06	1520.06	1710.07	2090.08	2470.10	2850.11	3420.14
Conington	1129.15	1317.35	1505.53	1693.73	2070.11	2446.50	2822.88	3387.46
Covington	1123.61	1310.88	1498.15	1685.42	2059.96	2434.49	2809.03	3370.84
Denton & Caldecote	1103.91	1287.90	1471.88	1655.87	2023.84	2391.81	2759.78	3311.74
Earith	1159.24	1352.45	1545.65	1738.86	2125.27	2511.68	2898.10	3477.72
Easton	1142.37	1332.77	1523.16	1713.56	2094.35	2475.14	2855.93	3427.12
Ellington	1130.21	1318.58	1506.95	1695.32	2072.06	2448.79	2825.53	3390.64
Elton	1145.29	1336.18	1527.05	1717.94	2099.70	2481.47	2863.23	3435.88
Farcet	1161.72	1355.34	1548.96	1742.58	2129.82	2517.06	2904.30	3485.16
Fenstanton	1139.53	1329.46	1519.37	1709.30	2089.14	2468.99	2848.83	3418.60
Folksworth & Washingley	1162.22	1355.92	1549.62	1743.33	2130.74	2518.14	2905.55	3486.66
Glatton	1124.42	1311.83	1499.23	1686.64	2061.45	2436.26	2811.06	3373.28
Godmanchester	1157.22	1350.09	1542.96	1735.83	2121.57	2507.31	2893.05	3471.66
Grafham	1140.48	1330.56	1520.64	1710.72	2090.88	2471.04	2851.20	3421.44
Great & Little Gidding	1162.38	1356.12	1549.84	1743.58	2131.04	2518.50	2905.96	3487.16
Great Gransden	1138.80	1328.61	1518.40	1708.21	2087.81	2467.41	2847.01	3416.42
Great Paxton	1140.14	1330.17	1520.19	1710.22	2090.27	2470.32	2850.36	3420.44
Great Staughton	1143.25	1333.80	1524.33	1714.88	2095.96	2477.05	2858.13	3429.76
Haddon	1103.91	1287.90	1471.88	1655.87	2023.84	2391.81	2759.78	3311.74
Hail Weston	1178.63	1375.07	1571.51	1767.95	2160.83	2553.70	2946.58	3535.90
Hamerton & Steeple Gidding	1113.91	1299.57	1485.21	1670.87	2042.17	2413.48	2784.78	3341.74
Hemingford Abbots	1140.56	1330.65	1520.74	1710.84	2091.03	2471.21	2851.40	3421.68
Hemingford Grey	1155.72	1348.34	1540.96	1733.58	2118.82	2504.06	2889.30	3467.16
Hilton	1145.52	1336.45	1527.36	1718.29	2100.13	2481.97	2863.81	3436.58

			TOTAL CHARGES					
	BAND	BAND	BAND	BAND	BAND	BAND	BAND	BAND
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Holme	1146.46	1337.55	1528.62	1719.70	2101.85	2484.01	2866.16	3439.40
Holywell-cum-Needingworth	1180.96	1377.80	1574.62	1771.45	2165.10	2558.76	2952.41	3542.90
Houghton & Wyton	1165.28	1359.50	1553.71	1747.93	2136.36	2524.79	2913.21	3495.86
Huntingdon	1198.41	1398.15	1597.88	1797.62	2197.09	2596.56	2996.03	3595.24
Kimbolton & Stonely	1168.67	1363.45	1558.23	1753.01	2142.57	2532.12	2921.68	3506.02
Kings Ripton	1139.90	1329.88	1519.86	1709.85	2089.82	2469.78	2849.75	3419.70
Leighton Bromswold	1157.92	1350.91	1543.89	1736.88	2122.85	2508.82	2894.80	3473.76
Little Paxton	1151.35	1343.25	1535.13	1727.03	2110.81	2494.60	2878.38	3454.06
Morborne	1103.91	1287.90	1471.88	1655.87	2023.84	2391.81	2759.78	3311.74
Offord Cluny & Offord D'Arcy	1171.27	1366.49	1561.69	1756.91	2147.33	2537.76	2928.18	3513.82
Old Hurst	1137.56	1327.16	1516.75	1706.35	2085.54	2464.73	2843.91	3412.70
Old Weston	1148.36	1339.75	1531.14	1722.54	2105.33	2488.11	2870.90	3445.08
Perry	1140.62	1330.72	1520.82	1710.93	2091.14	2471.34	2851.55	3421.86
Pidley-cum-Fenton	1145.32	1336.22	1527.10	1717.99	2099.76	2481.54	2863.31	3435.98
Ramsey	1140.53	1330.62	1520.71	1710.80	2090.98	2471.15	2851.33	3421.60
St.Ives	1185.14	1382.66	1580.18	1777.71	2172.76	2567.80	2962.85	3555.42
St.Neots	1181.41	1378.32	1575.21	1772.12	2165.92	2559.73	2953.53	3544.24
Sawtry	1155.90	1348.56	1541.20	1733.86	2119.16	2504.46	2889.76	3467.72
Sibson-cum-Stibbington	1135.93	1325.26	1514.57	1703.90	2082.54	2461.19	2839.83	3407.80
Somersham	1186.97	1384.80	1582.63	1780.46	2176.12	2571.77	2967.43	3560.92
Southoe & Midloe	1158.57	1351.67	1544.76	1737.86	2124.05	2510.24	2896.43	3475.72
Spaldwick	1132.46	1321.20	1509.94	1698.69	2076.18	2453.66	2831.15	3397.38
Stilton	1178.67	1375.12	1571.56	1768.01	2160.90	2553.79	2946.68	3536.02
Stow Longa	1135.34	1324.56	1513.78	1703.01	2081.46	2459.90	2838.35	3406.02
The Stukeleys	1134.88	1324.04	1513.18	1702.33	2080.62	2458.92	2837.21	3404.66
Tilbrook	1125.42	1312.99	1500.56	1688.13	2063.27	2438.41	2813.55	3376.26
Toseland	1117.58	1303.85	1490.11	1676.38	2048.91	2421.44	2793.96	3352.76
Upton & Coppingford	1140.31	1330.37	1520.41	1710.47	2090.57	2470.68	2850.78	3420.94
Upwood & the Raveleys	1142.76	1333.23	1523.68	1714.15	2095.07	2475.99	2856.91	3428.30
Warboys	1156.20	1348.90	1541.60	1734.30	2119.70	2505.10	2890.50	3468.60
Waresley-cum-Tetworth	1126.90	1314.72	1502.53	1690.35	2065.98	2441.61	2817.25	3380.70
Water Newton	1103.91	1287.90	1471.88	1655.87	2023.84	2391.81	2759.78	3311.74
Winwick	1103.91	1287.90	1471.88	1655.87	2023.84	2391.81	2759.78	3311.74
Wistow	1148.36	1339.75	1531.14	1722.54	2105.33	2488.11	2870.90	3445.08
Woodhurst	1129.39	1317.63	1505.85	1694.09	2070.55	2447.02	2823.48	3388.18
Woodwalton	1147.96	1339.29	1530.61	1721.94	2104.59	2487.24	2869.90	3443.88
Wyton-On-The-Hill	1135.66	1324.94	1514.21	1703.49	2082.04	2460.59	2839.15	3406.98
Yaxley	1189.34	1387.57	1585.79	1784.02	2180.47	2576.92	2973.36	3568.04
Yelling	1125.98	1313.65	1501.31	1688.98	2064.31	2439.64	2814.96	3377.96

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

	BAND A £	BAND B £	BAND C £	BAND D £	BAND E £	BAND F £	BAND G £	BAND H £
Cambridgeshire County Council*	833.22	972.09	1110.96	1249.83	1527.57	1805.31	2083.05	2499.66
<i>*Including Adult Social Care Precept</i>								
Cambridgeshire Police Authority	132.48	154.56	176.64	198.72	242.88	287.04	331.20	397.44
Huntingdonshire District Council	92.37	107.77	123.16	138.56	169.35	200.14	230.93	277.12
Cambridgeshire Fire Authority	45.84	53.48	61.12	68.76	84.04	99.32	114.60	137.52
Adult Social Care Precept	46.65	54.43	62.20	69.98	85.53	101.08	116.63	139.96
<b>PARISH COUNCILS :-</b>								
Abbotsley	36.05	42.05	48.06	54.07	66.09	78.10	90.12	108.14
Abbots Ripton	46.15	53.85	61.54	69.23	84.61	100.00	115.38	138.46
Alconbury	38.23	44.61	50.98	57.35	70.09	82.84	95.58	114.70
Alconbury Weston	18.65	21.75	24.86	27.97	34.19	40.40	46.62	55.94
Alwalton	21.08	24.59	28.11	31.62	38.65	45.67	52.70	63.24
Barham & Woolley	18.39	21.46	24.52	27.59	33.72	39.85	45.98	55.18
Bluntisham	84.08	98.09	112.11	126.12	154.15	182.17	210.20	252.24
Brampton	78.26	91.30	104.35	117.39	143.48	169.56	195.65	234.78
Brington & Molesworth	21.59	25.19	28.79	32.39	39.59	46.79	53.98	64.78
Broughton	25.93	30.25	34.57	38.89	47.53	56.17	64.82	77.78
Buckden	45.23	52.77	60.31	67.85	82.93	98.01	113.08	135.70
Buckworth	26.67	31.11	35.56	40.00	48.89	57.78	66.67	80.00
Bury	32.21	37.57	42.94	48.31	59.05	69.78	80.52	96.62
Bythorn & Keyston	9.39	10.96	12.52	14.09	17.22	20.35	23.48	28.18
Catworth	64.37	75.10	85.83	96.56	118.02	139.48	160.93	193.12
Chesterton	5.47	6.38	7.29	8.20	10.02	11.84	13.67	16.40
Colne	36.13	42.16	48.18	54.20	66.24	78.29	90.33	108.40
Conington	25.24	29.45	33.65	37.86	46.27	54.69	63.10	75.72
Covington	19.70	22.98	26.27	29.55	36.12	42.68	49.25	59.10
Denton & Caldecote	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Earith	55.33	64.55	73.77	82.99	101.43	119.87	138.32	165.98
Easton	38.46	44.87	51.28	57.69	70.51	83.33	96.15	115.38
Ellington	26.30	30.68	35.07	39.45	48.22	56.98	65.75	78.90
Elton	41.38	48.28	55.17	62.07	75.86	89.66	103.45	124.14
Farcet	57.81	67.44	77.08	86.71	105.98	125.25	144.52	173.42
Fenstanton	35.62	41.56	47.49	53.43	65.30	77.18	89.05	106.86
Folksworth & Washingley	58.31	68.02	77.74	87.46	106.90	126.33	145.77	174.92
Glatton	20.51	23.93	27.35	30.77	37.61	44.45	51.28	61.54
Godmanchester	53.31	62.19	71.08	79.96	97.73	115.50	133.27	159.92
Grafham	36.57	42.66	48.76	54.85	67.04	79.23	91.42	109.70
Great & Little Gidding	58.47	68.22	77.96	87.71	107.20	126.69	146.18	175.42
Great Gransden	34.89	40.71	46.52	52.34	63.97	75.60	87.23	104.68
Great Paxton	36.23	42.27	48.31	54.35	66.43	78.51	90.58	108.70
Great Staughton	39.34	45.90	52.45	59.01	72.12	85.24	98.35	118.02
Haddon	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hail Weston	74.72	87.17	99.63	112.08	136.99	161.89	186.80	224.16
Hamerton & Steeple Gidding	10.00	11.67	13.33	15.00	18.33	21.67	25.00	30.00

	BAND	BAND	BAND	BAND	BAND	BAND	BAND	BAND
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Hemingford Abbots	36.65	42.75	48.86	54.97	67.19	79.40	91.62	109.94
Hemingford Grey	51.81	60.44	69.08	77.71	94.98	112.25	129.52	155.42
Hilton	41.61	48.55	55.48	62.42	76.29	90.16	104.03	124.84
Holme	42.55	49.65	56.74	63.83	78.01	92.20	106.38	127.66
Holywell-cum-Needingworth	77.05	89.90	102.74	115.58	141.26	166.95	192.63	231.16
Houghton & Wyton	61.37	71.60	81.83	92.06	112.52	132.98	153.43	184.12
Huntingdon	94.50	110.25	126.00	141.75	173.25	204.75	236.25	283.50
Kimbolton & Stonely	64.76	75.55	86.35	97.14	118.73	140.31	161.90	194.28
Kings Ripton	35.99	41.98	47.98	53.98	65.98	77.97	89.97	107.96
Leighton Bromswold	54.01	63.01	72.01	81.01	99.01	117.01	135.02	162.02
Little Paxton	47.44	55.35	63.25	71.16	86.97	102.79	118.60	142.32
Morborne	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Offord Cluny & Offord D'Arcy	67.36	78.59	89.81	101.04	123.49	145.95	168.40	202.08
Old Hurst	33.65	39.26	44.87	50.48	61.70	72.92	84.13	100.96
Old Weston	44.45	51.85	59.26	66.67	81.49	96.30	111.12	133.34
Perry	36.71	42.82	48.94	55.06	67.30	79.53	91.77	110.12
Pidley-cum-Fenton	41.41	48.32	55.22	62.12	75.92	89.73	103.53	124.24
Ramsey	36.62	42.72	48.83	54.93	67.14	79.34	91.55	109.86
St.Ives	81.23	94.76	108.30	121.84	148.92	175.99	203.07	243.68
St.Neots	77.50	90.42	103.33	116.25	142.08	167.92	193.75	232.50
Sawtry	51.99	60.66	69.32	77.99	95.32	112.65	129.98	155.98
Sibson-cum-Stibbington	32.02	37.36	42.69	48.03	58.70	69.38	80.05	96.06
Somersham	83.06	96.90	110.75	124.59	152.28	179.96	207.65	249.18
Southoe & Midloe	54.66	63.77	72.88	81.99	100.21	118.43	136.65	163.98
Spaldwick	28.55	33.30	38.06	42.82	52.34	61.85	71.37	85.64
Stilton	74.76	87.22	99.68	112.14	137.06	161.98	186.90	224.28
Stow Longa	31.43	36.66	41.90	47.14	57.62	68.09	78.57	94.28
The Stukeleys	30.97	36.14	41.30	46.46	56.78	67.11	77.43	92.92
Tilbrook	21.51	25.09	28.68	32.26	39.43	46.60	53.77	64.52
Toseland	13.67	15.95	18.23	20.51	25.07	29.63	34.18	41.02
Upton & Coppingford	36.40	42.47	48.53	54.60	66.73	78.87	91.00	109.20
Upwood & the Raveleys	38.85	45.33	51.80	58.28	71.23	84.18	97.13	116.56
Warboys	52.29	61.00	69.72	78.43	95.86	113.29	130.72	156.86
Waresley-cum-Tetworth	22.99	26.82	30.65	34.48	42.14	49.80	57.47	68.96
Water Newton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Winwick	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Wistow	44.45	51.85	59.26	66.67	81.49	96.30	111.12	133.34
Woodhurst	25.48	29.73	33.97	38.22	46.71	55.21	63.70	76.44
Woodwalton	44.05	51.39	58.73	66.07	80.75	95.43	110.12	132.14
Wyton-On-The-Hill	31.75	37.04	42.33	47.62	58.20	68.78	79.37	95.24
Yaxley	85.43	99.67	113.91	128.15	156.63	185.11	213.58	256.30
Yelling	22.07	25.75	29.43	33.11	40.47	47.83	55.18	66.22

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

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).

## **Robustness and Budget Setting**

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.

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).

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%.

## **Challenges facing the Council**

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**

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.



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

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).

## Governance

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.

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”.*

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.

## Risks

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

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.

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.

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

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.

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 (minimum wage, 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 Councils 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 difference 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 there 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**

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 Factor	£000	Middle-Way Factor	£000	Optimistic 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
	CIS 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%

## Revenue Reserves

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

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/

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.

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			
Minimum Level of Reserves (*)	6,801			5,826			4,831			3,698			2,742			
	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	4,663	5,205	5,676	3,688	4,230	4,701	2,693	3,235	3,706	1,560	2,102	2,573	604	1,146	1,617	
- Do Reserves remain above	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No	
Minimum Level of Reserves																
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			
Minimum Level of Reserves (*)	10,734			12,432			14,110			15,650			17,367			
	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	8,596	9,138	9,609	10,294	10,836	11,307	11,972	12,514	12,985	13,512	14,054	14,525	15,229	15,771	16,242	
- Do Reserves remain above	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Minimum Level of Reserves																
* = The minimum level of reserves is 15% of Net "budgeted" Expenditure																

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.

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>

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.

## 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 MTFS; 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)

# Code of Financial Management

## 1. FINANCIAL RESPONSIBILITIES

### **General**

- 1.1. Before any proposal that affects the Council's financial position is made the body or person(s) responsible for making that decision, or for making a recommendation to that body or person(s), shall consider a written report, approved by the officer accountable for the appropriate budget, detailing the financial implications.

### **The Council**

- 1.2. Will:
- determine the Council's Medium Term Financial Strategy (MTFS), approve the annual budget and set the level of the Council Tax.
  - approve the Council's Treasury Management Strategy (TMS) and prudential indicators.
  - approve changes to this code.

### **The Corporate Governance Committee**

- 1.3. Will:
- ensure that the financial management of the Council is adequate and effective.
  - ensure that the Council has a sound system of internal control including arrangements for the management of risk.
  - consider the Council's code of corporate governance and approve the annual statement.
  - approve the internal audit charter and the annual internal audit plan and comment on the external audit plan.
  - approve the Council's Annual Financial Report (AFR), which includes the statutory accounts.
  - consider reports from the external auditor.
  - recommend changes to this code to the Council.

### **The Cabinet:**

- 1.4. Will propose to the Council:
- the MTFS.
  - the annual budget and Council Tax level.
  - a combined annual report including the TMS, Treasury Management Policy, and the Treasury Management and Commercial Investment Strategy prudential indicators.
  - after considering the views of the appropriate Overview and Scrutiny Panel and representatives of the business community, set financial priorities, allocate and re-allocate resources in accordance with the limits in this code, monitor and review financial performance.
  - approve the Risk Management Strategy.

### **Overview and Scrutiny Panels**

- 1.5. Will contribute to the development of, and review the effectiveness of, the Council's MTFS, Treasury Management and annual Budget.

### **Cabinet and Committees (and sub-committees)**

- 1.6. Will ensure that all decisions within their remit are made within the relevant budgets and are consistent with achieving the Council's corporate plan and adopted policies. If they wish to make proposals that will require additional resources, these will need to be subject to officers, the Cabinet or the Council making these available through the normal process.

### **Budget Managers and Executive Councillors**

- 1.7 Will own and manage the budgets within their responsibility. Specifically, they will effectively plan and control financial activity to ensure efficient and effective use of resources. Budget Managers should ensure that the full financial implications of all decisions are properly assessed and highlighted to decision makers.
- 1.8 Will take lead responsibility for planning the Budgetary Cycle, including monitoring and forecasting of revenue activity so far as it is related to those budgets.

### **Members and Employees**

- 1.9. Will contribute to the general stewardship, integrity and confidence in the Council's financial affairs and comply with this code and any systems, procedures, or policies relating to the financial management of the Council.
- 1.10. Specifically, they shall bring to the attention of the Responsible Financial Officer (RFO) any act or omission that is contrary to the provisions of this code or the maintenance of high standards of financial probity, and provide information or explanation on matters within their responsibility to him/her, the Monitoring Officer (MO), Internal Audit Service or the Council's external auditors.
- 1.11. Any member or employee who is involved in a transaction with the Council, or who has an **interest** in a transaction between a third party and the Council, shall declare the nature and amount to the MO before any decision on the matter is made by the Council. The MO will advise the member or employee of any actions they should or must take.
- 1.12. For the purpose of this section an interest also includes any interest of a member of your family or a close associate or acquaintance. This shall be interpreted as anyone whom a reasonable member of the public might think you would be prepared to favour or disadvantage.

### **The Monitoring Officer (MO) or, in their absence, the Deputy Monitoring Officer (DMO).**

- 1.13. Will report to the Council on any proposal, decision or omission that in their view is likely to result in a contravention of the law or any code of practice enacted under it, fails to comply with a legal duty, represents maladministration or is unjust, in accordance with section 5 of the Local Government and Housing Act 1989.
- 1.14. For these purposes he/she shall have full and unrestricted access to all Council assets, systems, documents, information, employees and Members.

### **The Responsible Financial Officer (RFO) or, in their absence, the Deputy Responsible Financial Officer (DRFO).**

- 1.15. Will be responsible for the proper administration of the Council's financial affairs, prescribe appropriate financial systems, protocols, procedures and policies, maintain an internal audit service and report to the Council in the event of a decision or action leading to unlawful expenditure, a loss or deficiency or an unlawful accounting entry (in accordance with section 151 of the Local Government Act 1972, section 114 of the Local Government Act 1988 and the Accounts and Audit Regulations).

- 1.16. Will be responsible for ensuring the final accounts are completed and published by the statutory dates and reporting the details of any material amendments specified by the external auditor to the Corporate Governance Committee.
- 1.17. For these purposes they shall have full and unrestricted access to all Council assets, systems, documents, information, employees and Members.
- 1.18. The DRFO officer will be responsible for detailed and operational aspects of the administration of the Council's financial affairs on behalf of the RFO, approving new financial systems and undertaking such duties as are set out in this code.

**Budget Managers (Team Managers, Heads of Service, Corporate Directors and Managing Director)**

- 1.19. The Council's management structure is based on Team Managers, Heads of Service, Corporate Directors and the Managing Director taking responsibility for a service and its related budget. For the purpose of this Code they are referred to as Budget Managers. Whilst they retain ultimate responsibility they will often delegate appropriate tasks to their members of staff.

**The Budget Manager responsible for a budget:**

- will be responsible for proper financial and resource management and the prevention of fraud and corruption within the services and functions under their control and will be responsible for informing the Internal Audit & Risk Manager of all suspected or notified cases of fraud, corruption or impropriety.
- will be responsible for preparing and submitting the capital project appraisal form to the Finance Governance Board (FGB) for approval.
- will be responsible for developing and submitting a detailed business case to the FGB if required (following approval of the capital project appraisal form).
- may incur financial commitments and liabilities in accordance with this Code, the Council's scheme of delegation and resources allocated in their budgets. In particular they may make purchases of goods and services, subject to the requirements of the code of procurement, and employ staff, in accordance with HR policies and any CMT requirements.
- will need approval from their Head of Service in consultation with Corporate Director for appointments for vacant posts at Grade D and below.
- will need approval from CMT for the appointment to vacant posts of Grades E and above.
- will be responsible for regular and effective monitoring and forecasting of the financial position relating to their services.
- will, in accordance with the risk management strategy determine the inherent risks within their services, to the achievement of the Council's priorities and establish, maintain and document adequate systems of risk management and internal control, in consultation with the Internal Audit service, and ensure that relevant employees or Members are familiar with such systems.
- will be responsible for providing in a timely manner, the information necessary to ensure that the final accounts can be completed by the statutory deadlines.
- will be responsible for improving the value for money and efficiency of their services and in discussion with their accountant, ensuring that any budget adjustments are included in the following years budget process.
- will be responsible for identifying opportunities and then bidding for grants or contributions from other bodies to support the achievement of the Council objectives through their services.
- annually review their services to identify any aspects that are not currently charged for, but could be and the appropriateness of the current charges.

- annually review their fees and charges in line with the Fees and Charges guidance for managers and in consultation with the Executive Councillors, with any changes being included in and approved with the annual budget. Changes within the financial year will be subject to consultation with the Executive Councillors and approved by the RFO. In doing so:
  - charges should be made for services whenever the Council has a power or duty to do so.
  - however, this presumption may be modified by the application of the charging principles set out at below, which may result in no charge being made or a lesser charge being made or in some cases a charge being made which is greater than that required for cost recovery.
  - no charge will be made in cases where the Council is not permitted to charge by law. Where charges are set by external bodies, those charges will be applied. Where maximum or minimum charges are specified externally, charges will be set in compliance with those requirements.
  - when deciding to set a charge which is not based on cost recovery, general areas of consideration are set out at in the Fees and Charges Guidance for Managers. This provides relevant factors which should be taken in to account.
  - where without prior agreement by the Council, individuals or organisations engage in activities that result in a cost to the Council, the Council will seek to recover this cost, wherever possible.
  - consideration may be given to offering a discount or other reduction, in appropriate cases, where it is felt that this may improve take up of the service or to encourage prompt payment, following consultation with Head of Services and the S151 Officer.
  - activities carried out by the Council will be continually reviewed in order to identify any new areas where it would be appropriate to make a charge to persons or organisations benefiting (actually or potentially) from those activities. The level of the charge will be determined in accordance with these charging principles.
- will be accountable for the delivery of services, projects, contracts within the budgets set by the Council.
- will be accountable for financial performance and ensuring, wherever possible, appropriate comparisons are made against service standards or other organisational comparators.

### **Internal Audit**

- 1.20. Will be responsible for providing an independent and objective opinion on internal control, risk management and governance systems. It will act in accordance with the internal audit charter and undertake reviews that focus on areas of greatest risk to the Council's control environment as contained within a programme agreed annually by the Corporate Governance Committee after consultation with the RFO and budget managers.
- 1.21. For these purposes internal audit shall have free, full and unrestricted access to services and functions and all Council assets, systems, documents, information, employees and Members. All employees are required to assist internal audit to carry out its role.



## **2. FINANCIAL AND SERVICE PLANNING**

### **June - Overall review**

- 2.2. The Cabinet shall review the financial performance of the Council in the previous year, compared with the annual budget, on the basis of the provisional outturn report prepared by the DRFO in conjunction with budget managers.

### **August to January – Preparation of the draft budget and MTFS**

- 2.3. The RFO in conjunction with budget managers will review and prepare the draft annual budget and the MTFS for review by Cabinet after consultation with the relevant Overview and Scrutiny panel.

### **February - Annual budget, MTFS and service plans**

- 2.4. The Cabinet shall, after consultation with the relevant Overview and Scrutiny Panel, recommend to the Council an annual budget for the next financial year and a MTFS for the succeeding four years, incorporating both capital and revenue expenditure, which is consistent with corporate and service strategies. Following approval of the annual budget each budget manager shall update their service plan(s) to reflect the approved budget and how the resources allocated will be used to meet service objectives in the forthcoming year.

### **March to July – Annual Financial Report (AFR)**

- 2.5. The DRFO in conjunction with the budget managers will prepare the AFR. The AFR includes the statutory annual accounts which subject to external audit will be approved by both the RFO and Corporate Governance Committee.

## **3. CONTROLLING FINANCIAL PLANS**

### **Financial Monitoring**

- 3.1. Budget Managers will be responsible for regular and effective monitoring and forecasting of the financial position relating to their services. Where it is identified that there will be a significant overspend or underspend, this will be promptly reported to the RFO by the budget manager. If it is considered necessary by the RFO in delivering projects or programmes, the same discipline will apply.
- 3.2. On a monthly basis the financial and overall performance of the Council will be reviewed by the budget managers and the relevant Executive Councillors. This will include trend and forecast data and, where available comparative data.
- 3.3. CMT will review, on a monthly basis, the Financial Performance Monitoring Suite (FPMS). The FPMS will be reported to Cabinet on a quarterly basis. The FPMS will be prepared by the DRFO, in consultation with each Head of Service and budget manager to include comparisons with other service providers and local trend data.

### **Commitments to Expenditure in Future Years**

- 3.4. No new commitment to expenditure beyond the current budget year may be made unless it:
- is consistent with the achievement of the Council's objectives and other relevant strategies, and
  - is compatible with the Council's MTFS.

### **Grants, Cost Sharing and S106/CIL agreements**

- 3.5. Where a budget manager proposes to take advantage of:
- receipts of grants, contributions and other forms of external funding, or
  - enter cost sharing arrangements,
- 3.6. with other organisations, and where such arrangements will deliver additional or improved services, consistent with their service plan without creating any current or future commitment to net expenditure they may do so subject to:
- the relevant Head of Service being satisfied that the project funding meets with corporate objectives and that the resource required to produce the bidding documents is reasonable.
  - the funds being dependent upon a particular project or service being provided but, in the case of S106/CIL agreements, the location or some other aspect is at the Council's discretion.
  - informing the DRFO of the details.
  - consulting the relevant Executive Councillor(s) if the proposal exceeds £30,000 revenue or £50,000 capital in any one year with any capital having been previously agreed by the FGB or any discretionary element of a S106/CIL agreement.
- 3.7. A budget manager may utilise sums of money received under S106/CIL, or equivalent agreements where there is no discretion. The DRFO should be informed of the details including:
- A copy of all information that supports the grants received (grant letter etc) so a decision can be made in respect of the correct accounting treatment.
  - Documentation confirming how they plan to meet any grant conditions, including suitable monitoring and reporting arrangements.

### **Approvals for additional spending with a net impact**

- 3.8. The Managing Director, or in their absence, the RFO, may incur expenditure for the immediate alleviation of hardship or suffering in the case of peacetime emergency in the district. Any exercise of this power must be reported to the Cabinet (under £500,000) or the Council (over £500,000) at the first opportunity.
- 3.9. The Managing Director, or in their absence, the RFO, may incur expenditure of up to £500,000 for any purpose which is urgent and demonstrably in the Council's best interests to do so following consultation with the Executive Leader or Deputy Executive Leader. Any exercise of this power must be reported to the Cabinet at the first opportunity.

### **Approvals for additional spending with compensating savings**

- 3.10. Proposals that require initial funding but will then result in net surpluses or savings that are at least sufficient to produce a break-even position will be supported in principle if they are:
- consistent with increasing the achievement of the Council's objectives and compatible with relevant strategies.
  - achievable within the Council's MTFS.
  - supported by a robust business case which includes a risk assessment.
  - supported by CMT.
- 3.11. The RFO may approve such a scheme following consultation with the relevant Executive Councillor for the service and the Executive Councillor for Resources. The relevant budget(s) and MTFS will be appropriately adjusted.

### **Budget Virements**

- 3.12. The process of moving budget resources between different areas within the budget year is called a virement. The virement of resources within, or between, any of the types of budgets is supported in principle when it will make it more likely that the Council will achieve its service objectives and targets or enhance value for money.
- 3.13. These limitations are:
- The salary budgets (pay, national insurance and pension) represent the Councils approved establishment list. As such the salary budgets cannot be vired to other areas of the budget. A positive salary budget variance may be used to cover the additional temporary staffing costs incurred due to vacant posts.
  - The corporate finance budgets are those budgets that are necessary to the operation of the Council and have limited controllability. Such budgets included with this area are; minimum revenue provision, interest, pension liability and levies. Changes to the corporate budget can only be made by the RFO following consultation with the Head of Paid Service.
  - Not from capital to revenue.
- 3.14. A Budget Manager may approve a budget virement within and between the budgets they are responsible for providing it is:
- Consistent with increasing, or at least maintaining the achievement of service objectives and compatible with the Council's financial and other relevant strategies.
  - Only a movement of establishment posts to another service as part of a service restructure.
  - Notified to the DRFO.
  - Each virement is over £5,000.
  - Within the following limits if between service budgets:
    - Revenue to revenue £75k
    - Revenue to capital £75k
    - Capital to capital £75k
- 3.15. CMT may, subject to the same criteria, except for the enhanced limits shown below, approve budget virements between any budgets:
- Revenue to revenue £250k
  - Revenue to capital £250k
  - Capital to capital £250k
- 3.16. Cabinet may approve budget virements of up to:
- Revenue to revenue £500k
  - Revenue to capital £500k
  - Capital to capital £500k
- 3.17. In all cases, any previous transfers in the same financial year relating to those budgets shall be aggregated for determining whether the limit has been exceeded. Providing there is no increase in the "budget requirement", Cabinet can approve the application of reserves to meet additional expenditure in line with the reserves strategy.
- 3.18. In all other cases the approval of the Council will be required.

### **Price Base Changes**

- 3.19. Inflation will be included, if necessary during the budget process as directed by the RFO.

### **Capital Programme**

- 3.20. The Finance Governance Procurement Board (FGPB) will review and recommend to CMT those schemes that should be included in the capital programme, the MTFS and be approved by Cabinet.
- 3.21. FGPB may recommend changes to existing schemes or the introduction of new schemes during the financial year based on the performance of, or delays incurred within the delivery of the approved capital programme plan. Changes to the schemes in the MTFS will be approved by Cabinet.

## **4. CASH AND CREDIT MANAGEMENT**

### **Banking**

- 4.1. The RFO is responsible for all Council banking arrangements and shall maintain an account(s) with an appropriate bank(s) as defined in the Treasury Management Strategy (TMS). All transactions involving income or expenditure shall be dealt with through the Council's bank account(s).

### **Income**

- 4.2. All employees receiving money (including cash, cheques, credit card payments etc.) must comply with the relevant procedures issued by the RFO to ensure that the sums are properly recorded, receipted and banked.
- 4.3. No cash payment in excess of £1,000 will be accepted.
- 4.4. The Head of Customer Services will manage the Council Tax and Non-Domestic Rating collection service on behalf of the Council; including the billing and debt recovery procedures.
- 4.5. The DRFO shall manage a sundry debt collection service on behalf of the Council and all sums due must be registered by raising an invoice on the Council's financial management system.
- 4.6. All budget managers are required to ensure that:
- Invoices and invoice adjustments are raised promptly.
  - Invoice queries are answered promptly.
  - The Income Team are informed of any information that may affect the recovery of any invoiced sums.
  - All debts are collected in a timely fashion.
  - They periodically consider, in liaison with the Income Team, whether there would be a more effective or efficient way of collecting sums due (e.g. cash in advance).
  - They comply with the Debt Management Policy.

### **Treasury Management**

- 4.7. All treasury management activities will be undertaken in accordance with the Council's annual Treasury Management Strategy (TMS), which includes the policies, objectives, risk management approach, and the treasury management and commercial investment strategy prudential indicators. The strategy will comply with the Code of Practice for Treasury Management and the Prudential Code for Capital Finance, both published by the Chartered Institute of Public Finance and Accountancy (CIPFA), and reflect any published Government advice. The execution and administration of treasury management is delegated to the DRFO.

- 4.8. The Council shall have overall responsibility for treasury management and will formally approve the annual TMS and receive an annual and mid-year report on treasury management activities.
- 4.9. The Cabinet will be responsible for the implementation and regular monitoring of treasury management activity. The Treasury and Capital Management Group will include:
- the Leader, Deputy Leader and the Executive Councillor for Strategic Resources. Other members can be co-opted onto the group at the discretion of the Executive Leader.
  - the RFO and the DRFO, and as and when necessary the Managing Director and/or Corporate Director (Services). Other officers can be co-opted onto the group at the discretion of the Managing Director or the RFO.
- 4.10. The Overview and Scrutiny (Performance and Customers) Panel will be responsible for the scrutiny of treasury management.

### **Payments**

- 4.11. All payments made by the Council must be made either:
- through the Council's purchase ledger system, with payments being made direct to the supplier's bank account wherever this is practicable.
  - by procurement card.
  - by direct debits or standing orders (after agreement from the DRFO).
  - by some other system specifically approved by the DRFO.
- 4.12. In each case complying fully with the relevant procedures for that system (e.g. appropriate authorisation), particularly the requirement to obtain official VAT receipts, as determined by the DRFO. Advice can be sought from the DRFO.

## **5. ACCOUNTING REQUIREMENTS**

### **Best Practice**

- 5.1. The Council will follow the best practice guidance contained in the Accounting Code of Practice and other relevant publications produced by CIPFA in the preparation and maintenance of its accounts.

### **Records**

- 5.2. Each budget manager is responsible for maintaining records of their financial transactions and commitments, that they are in the appropriate financial period and with the appropriate account codes. Each budget manager is responsible for ensuring that the financial management system is used only by authorised individuals and for proper council purposes.

### **Retention of Documents**

- 5.3. Documents required for the verification of accounts, including invoices, will be retained for six years plus current year.

### **Contingent Assets and Liabilities**

- 5.4. Any officer who is aware of a material and outstanding contingent asset or liability shall notify the DRFO, who shall include details in the Council's accounts or in a Letter of Representation to be presented to the Council's external auditors in respect of those accounts.

### **Stock**

- 5.5. The DRFO shall determine, after consultation with the relevant budget manager, when stock accounts shall be maintained. This will normally be where the value of the items are significant or the items are considered to be vulnerable to loss or theft.

- 5.6. In such cases the relevant budget manager shall ensure that a certified stock-take is carried out at the end of March each year, and that records of receipt and issue of all stock are maintained throughout the year in a manner agreed with the DRFO.

#### **Insurance**

- 5.7. The Internal Audit Manager shall obtain insurance to protect the Council or minimise its potential losses from risks including those to employees, property, equipment and cash. Any decision not to insure significant risks must be based on a detailed risk assessment and reported to the Executive Councillor for Resources.

#### **Write-off of Irrecoverable Debts**

- 5.8. The Head of Service where the debt originated or the DRFO is authorised to write-off debt with an individual value up to £5,000. Greater than £5,000 requires consultation with the Executive Councillor for Resources. Appropriate steps must be taken to ensure that the debt is irrecoverable or cannot be recovered without incurring disproportionate costs.

#### **Accounts Closure, Accounting Accruals and Estimates**

- 5.9. The AFR will be produced in line with both statutory regulations and relevant Codes of Practice.
- 5.10. The DRFO will ensure that there is appropriate liaison with service teams prior to closure, including the hosting of relevant training and the issue of closure guidance and timetables. The accruals de-minimis limits will be adhered to by all services, and where estimated accruals are to be issued they are to be supported by accurate calculation. Other accounting estimates will be calculated by finance staff in line with professional advice.
- 5.11. Provisions, either for bad debts or other purposes will be calculated in line with the guidelines approved by the DRFO. Earmarked reserves will be operated in line with the reserves strategy.
- 5.12. The accounts of the Local Authority Trading Company, HDC Ventures and possibly the Joint Venture Company will need to be included within the Council's accounts and in particular, any guarantees that the Council gives in respect of the Company should be counted as a liability of the Council under the accounts.

#### **Assets**

- 5.13. An asset is an item of land, building, road or other infrastructure, vehicle or plant, equipment, furniture and fittings or information and communications technology (hardware and software) with a life exceeding one year.
- 5.14. The acquisition and disposal of assets will be completed in accordance with the Disposal and Acquisition of Land and Buildings Policy. In addition, there is a new Disposal of Small Land Parcels Policy.
- 5.15. The financial thresholds for both disposals and acquisitions are as shown in the table below:

£0 - £500,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), following consultation with Executive Councillor for Resources
£500,000 to £2,000,000	Treasury and Capital Management Group
£2,000,000 +	Cabinet

- 5.16 The financial thresholds of the sale or transfer of small land parcels are shown in the table below:

Thresholds of the Sale or Transfer of Small Land Parcels		Table 1
All sales and transfers will include the transfer of all associated liabilities.		<b>Minimum Administration Charge (*)</b>
<b>Transfer of Small Land Parcels to Other Public Bodies</b>		
£0 - £10,000	Head of Resources (as Section 151 Officer),	£500
£10,000 - £50,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer),	£1,000
£50,000 - £100,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), in consultation with the Executive Member for Strategic Resources.	£1,500
£100,000 - £500,000	Treasury & Capital Management Group.	£2,000
£500,000+	Cabinet.	£3,000
<b>Sale of Small Parcels of Land</b>		
£0 - £10,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer).	£1,000
£10,000 - £100,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), in consultation with the Executive Member for Strategic Resources.	£1,500
£100,000 - £500,000	Treasury & Capital Management Group.	£2,000
£500,000+	Cabinet.	£3,000
* This Administration Charge excludes all legal and other ancillary costs. Further it is the minimum charge that any prospective purchaser will pay. If any sale requires additional officer time beyond what would reasonably be expected, the vendor will be required to meet this higher charge.		

- 5.17 Each Budget Manager is responsible for ensuring that the assets relating to their services are properly safeguarded, managed and maintained, and used only to achieve the Council's objectives. This will include establishing and maintaining appropriate security, control systems and records. They will need to consult relevant officers in relation to specialist items and, where vehicles are concerned, the officer holding the Council's operating certificate who has specific statutory responsibilities.
- 5.18 Heads of Service must keep up to date records so a physical verification of all capital assets, and their condition, is possible.
- 5.19 Once the asset is disposed of, the relevant budget manager will inform the DRFO within 10 working days of the disposal of any asset included in the asset register.

### **Capital Expenditure**

- 5.20 The purchase or improvement of any asset will normally be treated as capital expenditure. However, expenditure of less than £10,000 will not normally be treated as capital expenditure unless the DRFO considers it is in the Council's interests to do so.

### **Leases**

- 5.21 Finance and operating leases are to be used only if they are in the Council's financial interest and with the prior formal approval of the DRFO.

### **Valuations**

- 5.22 In order to comply with accounting requirements, assets will need to be revalued at regular intervals. A three year "phased" revaluation programme will be followed, other than for:

- those assets that are categorised as "investment" properties (e.g. industrial units), which must be revalued every year, or
- where, following significant capital investment or disinvestment in an asset within an asset group, whereby the whole asset group will be revalued.

- 5.23 All capital asset revaluations for the AFR will be obtained by the DRFO.

## **6 Update of the Code of Financial Management**

- 6.1 The Code will be updated in the summer as the Council will be implementing a new Financial Management System (FMS) which will go live in April 2018.



# Code of Procurement

## 1. INTRODUCTION

- 1.1 The Code of Procurement defines the regulatory and legal framework for procurement. It has been adopted in accordance with the requirements of Section 135 (2) of the Local Government Act 1972.
- 1.2 Throughout the Code, reference to Manager shall mean Managing Director, Corporate Director, Head of Service or Budget Manager as appropriate. A Manager shall be responsible for procuring all goods and services that require the quotation or tender procedures as set out in this Code to be followed.
- 1.3 No **Officer** shall procure any goods or services valued at £5,000 or more unless they have attended training provided by the Procurement Manager and consider themselves to have such detailed knowledge and understanding of this Code and how it shall be applied in respect of the total value of the procurement being considered.
- 1.4 This Code applies to the procurement, commissioning, hire, rental or lease of -
- ◆ land and buildings, roads or other infrastructure;
  - ◆ vehicles or plant;
  - ◆ equipment, furniture and fittings;
  - ◆ construction and engineering works;
  - ◆ information and communication technology - hardware and software;
  - ◆ goods, materials and services;
  - ◆ repairs and maintenance;
  - ◆ consultants, agents and professional services.
- 1.5 This Code does not apply to purchases made from internal management units or 3 Cs partners.
- 1.6 The Code also applies to the disposal of assets and goods by the Council. Where the appropriate Manager estimates that the assets, or goods, to be worth less than £1,000, then the goods or assets may be donated to a recognised Charity. If disposal to Officers is proposed, then the goods or assets shall be advertised internally to all Officers and sealed bids sought. Where the value is estimated as exceeding £1,000, fair market value must be sought.
- 1.7 The Council includes the Cabinet, Panels, Committees or other body or person(s) acting in accordance with delegated authority on behalf of the Council.
- 1.8 All procurements or sales made by or on behalf of the Council shall comply with this Code, subject to any overriding requirements of the Council's Rules of Procedure or Code of Financial Management or British or European Union law or regulation or Crown Commercial Services' Procurement Policy Notices.
- 1.9 Throughout the Code, reference to contractor(s) or sub-contractor(s) shall mean any person, company or supplier who has -
- (a) requested to be on an approved or ad-hoc approved list of tenderers; or
  - (b) been approached to provide a quotation or tender; or
  - (c) provided a quotation or tender; or
  - (d) been awarded a contract in accordance with the provisions of this Code.

- 1.10 The Corporate Director (Services) shall annually review all the financial values contained in the Code to take account of the impact of inflation. The Corporate Director (Services) shall inform all Managers of any amendments to the values prior to the 1st April from which they shall be operative.

## 2. REPORTING AND ADVERTISING

- 2.1 Heads of Service shall provide the following information to the Procurement Manager

- (a) No later than the 1 April each year, details of each contract expected to be advertised in the following year; and an estimate of the total value for each discrete procurement area where the spend is likely to exceed £100,000.
- (b) new or additional requirements likely to meet or exceed EU thresholds as they arise.

- 2.2 The Public Procurement Regulations 2015 (Statutory Instrument no. 102 2015) requires that contracts above EU threshold are advised in the Official Journal of the European Union and that any contract opportunity above £25,000 is advertised in the Cabinet Office's portal "Contracts Finder". For requirements estimated as above £5,000 Managers shall advertise in the Contracts Register where needed to stimulate competition and obtain best value. There is no requirement to advertise competitions run using frameworks or approved lists.

Media	Threshold		
	Supplies and Services	Works and Concessions	Light Touch Regime Services
Contracts Register	£5,000	£5,000	£5,000
Contracts Finder	£ 25,000	£ 25,000	£25,000
Official Journal of the European Union (OJEU)	£ 181,302	£ 4,551,413	£615,278

(1 January 2018)

## 3. 'BEST VALUE' AND SOURCING POLICY

- 3.1 The Council seeks 'Best Value' in all procurement activity. 'Best Value' being:

- ◆ The opportunity to obtain leverage (better prices and) for volume.
- ◆ Transparent and efficient procurement processes.
- ◆ Appropriate social, environmental and equality outcomes
- ◆ Regulatory compliance.
- ◆ Minimum procurement overhead.

- 3.2 Achieving 'Best Value' needs valid competition and valid competition is dependent on the existence of an 'open' market with the selected contractors having the interest, capability and capacity for the work or business being offered. Wherever possible a minimum of three competitive tenders or quotations shall be sought. In selecting contractors to provide a tender or quotation Managers shall ensure that wherever possible -
- (a) the selection process used is fair and equitable, and that no favouritism is shown to any one contractor (e.g. the requirement is not an extract of a contractor's product specification).
  - (b) checks are made to ensure that contractors are interested in this type of business;
  - (c) repeat or 'automatic' invitations to the 'same' contractor or group of contractors are avoided, particularly where previously invited to bid and had failed to do so;
  - (d) 'new' contractors are sought and invited to tender or quote;
  - (e) the geographic area of the search for potential contractors is widened; and
  - (f) 'no-bids' are checked for the reasons for a contractor's failure to bid.
- 3.3 Sourcing policy is determined by the needs of 'Best Value' and in order of preference is:
- (a) Adopted catalogues or framework contracts. An adopted catalogue or framework is the preferred contract for the Council's business within a defined category (a type or group of goods or service). The Procurement Manager shall make available adopted catalogues or framework contracts on the e-marketplace or publish details of the contract or framework in Procurement Protocols & Guidelines. Managers shall ensure that orders for such categories are placed through the e-marketplace using appropriate 'adopted' catalogue or framework contract. The Procurement Manager shall keep under review the continued suitability of any such catalogues, contracts or framework agreements.
  - (b) Collaborative procurements with other public bodies or authorities.
  - (c) Council let corporate contracts.
- 3.4 Some categories are managed corporately by specialist areas. The Procurement Manager shall provide a list of specialist categories and Managers shall ensure all requirements for such categories are referred to the relevant specialist.

## **Market Sounding**

- 3.5 Market engagement is encouraged to help achieve Best Value though trying to understanding the market, the suppliers, their business models and their costs
- 3.6 Supplier Meetings/Briefings. To avoid the risk of unfair competitive advantage, any such meeting should be structured as an open event; all questions and answers recorded and with a minimum of 2 officers present. If pre-competition a minimum of 3 suppliers shall be invited and during a competition, all participating contractors shall be invited.

## **4. METHODS OF ORDERING**

- 4.1 All orders shall be placed through one of the following recognised methods:
- ◆ A purchase order raised on the financial management system.
  - ◆ An order raised on the e-marketplace.
  - ◆ A procurement card order.

- ◆ A manual purchase order.

4.2 Where there is an exception requirement and the relevant Corporate Director or Head of Service considers that the work is of an emergency nature necessary to enable the service to continue and none of the ordering methods are suitable, the relevant Corporate Director or Head of Service shall record the details of the exceptional requirement and the action taken for future audit.

## **5. CONTRACTS REGISTER**

5.1 In compliance with the Local Government Transparency Code 2013, Managers shall keep a record using the Contracts Register, for all tenders and quotes greater than £5,000 (and subsequent contract extensions); of:

- ◆ the reasons (if appropriate) for not advertising on the Council's 'Latest Opportunities' internet site;
- ◆ all those contractors that were requested to quote or tender;
- ◆ the reasons why those particular contractors were selected to quote or tender;
- ◆ if applicable, the reasons why less than three contractors were selected to quote or tender;
- ◆ if the selected contractor is a Small or Medium Enterprise, voluntary or third sector organisation or charity;
- ◆ if the selected contractor is VAT registered;
- ◆ contract renewal date (if appropriate);
- ◆ summary details of a single tender/quote (if appropriate), and
- ◆ file or other reference to the contract and location of the documents and contract.

5.2 Any procurement estimated to exceed £100,000, which is not covered by the exceptions in paragraph 6 below, must be referred to the Procurement Manager before the procurement process is commenced. If a Manager does not wish to accept the Procurement Manager's advice on any significant aspect the matter will be determined by the relevant Corporate Director. The discussion will cover:

- ◆ Scope and objectives of the procurement;
- ◆ Budget and costing;
- ◆ Tender methods;
- ◆ Product and market information;
- ◆ Timescales; and
- ◆ Deliverables.

5.3 Where there is no adopted contract or framework, Managers shall, wherever practicable, seek to maximise contract values with other Managers to secure lower costs. The Council nevertheless wishes to balance the effort of going to the market with the effort and efficiency of the procurement process. Managers after determining the proposed contract's total value shall then

follow one of the procurement procedures detailed below. These procedures shall be used in all procurements or sales bar those exceptions at paragraph 6.

	<b>Procedure</b>	<b>Estimated Total Value of Procurement</b>	<b>Requirement</b>
(a)	Estimate	Up to £5,000	At least 1 written estimate or offer (e-marketplace, email, web or paper) shall be sought and recorded.
(b)	Request for Price (Informal Quote)	£5,000 up to £25,000	At least 3 written estimates or offer (e-marketplace, e-tendering, email or headed paperwork) shall be sought.
(c)	Request for Quote (Formal Quote)	£25,000 to £100,000	Formal quotations sought from all contractors expressing interest following advertisement in accordance with paragraph 2.2. A formal written contract prepared in accordance with paragraph 13.1(f) if justified by potential risk or specialist subject matter.
(d)	Tender	£100,000 to EU Procurement Threshold	Competitive tenders shall be obtained using one of the tendering options in this Code, and a formal written contract prepared in accordance with paragraph 13.1(f).
(e)	EU tender	The EU Threshold and above	The appropriate EU procurement directive shall be complied with.

5.4 Total value is the cost of all elements of the procurement (e.g. installation, testing, training, maintenance, etc.). The Manager shall ensure that a procurement is not split or otherwise disaggregated and may choose to competitively tender requirements less than £100,000.

5.5 A Manager shall not invite quotations or tenders from any contractor or sub-contractor who has participated in the preparation of documentation or were involved in other preparatory work for the contract, unless they have, in writing, explained to the Monitoring Officer why this does not constitute an unfair competitive advantage or a conflict of interest and obtained agreement, in writing, that the contractor/sub-contractor may compete in the quote/tender process.

## 6. TENDER AND REQUEST FOR QUOTATION PROCEDURES

6.1 **Exceptions.** Nothing in this Code shall require tenders/quotes to be sought: -

- (a) for purchases made from a Public Purchasing Body (ESPO, PRO5, Crown Commercial Service) where:
  - ◆ there is a single supplier 'call-off contract' or catalogue created with fixed prices, or
  - ◆ the contract is created to our requirements;
- (b) for purchases through local authority, government body or agency, police, health or other similar public authority, where the procurement rules of that organisation have been approved by the Procurement Manager and the contract is created in co-operation, agreed joint requirements or partnership;
- (c) for purchases made at public auction.

6.2 Provided that a compliant procurement process is underway a contract may be extended to complete procurement and contract negotiations by up to 3 months subject to agreement of the Procurement Manager.

6.3 **Single Tenders/Quotes.** All single tenders/quotes shall be reported to and recorded by the Procurement Manager in a register kept for that purpose.

6.4 **Head of Service Approval.** A Head of Service can approve a single tender/quote:

- (a) if the Head of Service considers that the work is of an emergency nature or is necessary to enable the service to continue and is reported to the next meeting of Cabinet.
- (b) for ongoing maintenance of propriety IT systems or where work to be executed or goods, services or materials to be supplied consist of repairs to or the supply of parts of existing proprietary machinery, equipment, hardware or plant and the repairs or the supply of parts cannot be carried out practicably by alternative contractors provided:
  - ◆ there is evidence that it is a propriety system;
  - ◆ the initial contract award was compliant with this Code;
  - ◆ the renewal is for a period not greater than 4 years (this is the time interval the EU uses to calculate contract value for ongoing contracts);
  - ◆ the total ongoing value does not exceed the EU threshold.
- (c) where a single expression of interest is received for a competition run in accordance with the quote procedures (paragraphs 5.3 (a) & (b)) provided that:
  - ◆ a clear description of the requirement has been advertised (paragraph 2.2) for an adequate period;
  - ◆ the sole prospective supplier is kept unaware of their status;
  - ◆ the process for seeking the quote is compliant.
- (d) where a new extension is proposed to a contract awarded under quote procedures (paragraphs 5.3 (a) & (b)) provided:
  - ◆ the value of the proposed and all previous extensions to the contract are:
    - a. not greater than 10% of the advertised requirement for goods and services, or

- b. or not greater than 15% of the advertised requirement for works;
  - ◆ the extension does not materially change the nature of the contract;
  - ◆ the initial contract award was compliant with this Code.
  - ◆ the extension is recorded in the Contracts Register.
- (e) where the HoS considers a single quote is in the Council's best interest and:
  - ◆ the total value is less than £25,000; and
  - ◆ the details and justification are reported to the next quarterly Corporate Governance Committee.

**6.5 Monitoring Officer Approval.** A Head of Service after consulting the Monitoring Officer may obtain a single tender or quotation when no satisfactory alternative is available:

- (a) Prices are wholly controlled by trade organisations or government order and no reasonably satisfactory alternative is available.
- (b) Specialist consultants, agents or professional advisers are required and
  - ◆ there is no satisfactory alternative; or
  - ◆ evidence indicates that there is likely to be no genuine competition; or
  - ◆ it is in the Council's best interest to engage a particular consultant, agent or adviser.
- (c) Products are sold at a fixed price, and market conditions make genuine competition impossible.
- (d) With the Monitoring Officer's agreement, considers that it is in the Council's best interest in negotiating a further contract for works, supplies or services of a similar nature with a contractor who is currently undertaking such work and is reported to the next meeting of cabinet.
- (e) For reasons of interoperability/interchangeability or substantial duplication of costs.

**6.6** If the single quote/tender option is used, the Manager shall:

- (a) seek approval of the Monitoring Officer; and
- (b) retain records that demonstrate that the best price or value for money has been obtained from the negotiations with the contractor.

## **7. LIST OF APPROVED TENDERERS**

7.1 Tenders shall be invited from at least three contractors selected from an approved list established in accordance with this paragraph of the Code. Vetting is not normally required as the contractor was vetted to join the list.

7.2 The Council uses 2 types of list of approved contractors:

- (a) Third party vetted lists of contractors that are compiled and maintained by an external organisation. Only external organisations approved by the Procurement Manager, after consultation with other relevant Manager(s) shall be adopted. The Procurement Manager shall ensure that the external organisation and approved list of contractors is detailed in Procurement Protocols & Guidelines.
- (b) Ad-hoc list of approved tenderers. If a Manager believes that the approved list of tenders does not allow him to obtain sufficient competition for 'Best Value', the Manager shall write to the Procurement Manager seeking approval to source additional contractors or create an ad-hoc list of approved tenderers.

7.3 Subject to approval as required in paragraph 7.2(b) the Manager shall:

- (a) issue a public notice inviting applications for inclusion on a specific approved list for the supply of goods, services or materials.
- (b) vet (as detailed at paragraph 9.1) all contractors replying to the public notice or who have requested within the previous 12 months to be considered for work of a similar nature;
- (c) only include contractors satisfactorily completing the checks;
- (d) tell all potential suppliers how the approved list operates
- (e) ensure the ad-hoc list shall only be used for seeking tenders for the supply of goods, services or materials specifically detailed within the original public notice;

7.4 The Procurement Manager in conjunction with the relevant Managers shall review the continued suitability of any List of Approved Tenderers periodically and at least prior to the third anniversary of its initial or further adoption.

## **8. FRAMEWORKS**

8.1 All contractors on the framework (or lot if split into lots) shall be invited to submit a tender or quotation unless:

- (a) the framework explicitly permits direct award;
- (b) the proposed award is less than the tender threshold (£100,000); and
- (c) the Head of Service can show both objective reasons for the selection of a supplier and evidence of best value.

8.2 No public notice is required and general Terms & Conditions are set in the original framework contract but additional Terms & Conditions specific to the requirement may be permitted. Vetting is not normally required as the contractor was vetted as part of the original framework competition.



- 8.3 When advertising any contract or framework, Managers shall name any wholly publicly owned Local Authority Trading Company (LATC) (eg: "Huntingdonshire Ventures").

## **9. COMPETITION**

### **9.1 Shortlisting and Restricted Tenders**

- (a) Restricted (shortlisting) tenders are not permitted for competitions below the EU threshold.
- (b) Where allowed, the Manager shall undertake sufficient vetting to ensure that all contractors:
  - ◆ comply with minimum standards of Insurance;
  - ◆ have the necessary Health & Safety policy and performance and (where applicable) membership of the Contractor's Health and Safety Scheme or equivalent health and safety standard;
  - ◆ are financially viable based on a risk based assessment;
  - ◆ have an appropriate environmental policy;
  - ◆ comply with equalities legislation and policy; and
  - ◆ possess the experience and capacity required.
- (c) The Procurement Manager shall provide an appropriate questionnaire for the purpose of vetting contractors.

### **9.2 Open Tenders/Quotes**

- (a) Provided the Manager complies with paragraph 2.2 and is satisfied that Expressions of Interest received represent contractors with genuine interest and capacity, then no further public notice is required. Otherwise public notice may be given in one or more newspapers and/or in an appropriate trade journal. The notice shall state the nature and purpose of the contract, where further information and documentation can be obtained, and state the closing date for the process.
- (b) An Invitation to Tender (ITT) or Request to Quote (RFQ) shall be sent to all contractors expressing an interest. ITTs and RFQs may include an appropriate suitability questionnaire. The Procurement Manager shall provide a suitable questionnaire.

### **9.3 Invitations to Tenders (ITT) and Requests for Quotations (RFQ)**

Managers shall ensure that all ITTs and RFQs include;

- (a) approved contract terms in accordance with paragraph 13.1 of this Code;
- (b) a clear statement that explains if the bid is to be evaluated on the basis of the most economically advantageous tender (best value).

### **9.4 Evaluation Criteria**

Except where the Cabinet decides otherwise, all formal quotations or tenders that are being sought shall:

- (a) be based on a definite written specification, which shall include consideration (where relevant to the requirement) of:
  - ◆ environmental performance including low energy and water consumption and the elimination of substances hazardous to health and the environment.

- ◆ delivery of social benefit (for services only)
- ◆ inclusion of Small & Medium sized Enterprises
- (b) include award criteria,
- (c) include specific weightings applied to individual award criteria, and
- (d) if appropriate, include a requirement for a performance bond and liquidated damages

## **9.5 Non-Traditional Procurement**

If a Manager believes that by following one of the procurement procedures detailed in paragraph 9 above that the procurement process will not provide him with the most appropriate method of delivery, the most competitive prices, allow for continuous improvements in delivery, or stifle innovation, then they may suggest alternative procurement strategies.

The Manager shall produce in accordance with guidance issued by the Procurement Manager and prior to proceeding with the procurement, a written acquisition strategy that shall be approved by the Monitoring Officer and the Cabinet.

## **10. SUB-CONTRACTS AND NOMINATED SUPPLIERS**

- 10.1 Quotations or tenders for sub-contracts to be performed or for goods, services or materials to be supplied by nominated sub-contractors shall be invited in accordance with this Code.
- 10.2 The relevant Manager is authorised to nominate to a main contractor a sub-contractor whose quotation or tender has been obtained in full accordance with this Code.

## **11. RECEIPT AND OPENING OF TENDERS AND QUOTATIONS**

- 11.1 Contractors shall be notified that tenders or formal quotations are invited in accordance with this Code. No tender or formal quotation will be considered unless -
  - (a) it has been received via the e-tendering or e-marketplace 'sealed quote' facility; or
  - (b) it is contained in a plain envelope/packet which shall be securely sealed and shall bear the word "Tender" or "Quotation", the Unique Reference Number (URN) from the Contracts Register; and the envelope shall not bear any distinguishing matter or mark intended to indicate the identity of the sender. Such envelope shall be addressed
    - ◆ impersonally to the 3Cs Head of Legal Practice if it contains a "Tender", or
    - ◆ the appropriate Manager if it contains a "Quotation"; or
  - (c) RFQs (Formal Quotations) may be sent electronically to a specific e-mail address, which the appropriate Manager shall obtain from the IMD Service Manager. The IMD Service Manager shall ensure that the e-mail address is secure.
- 11.2 All Officers shall comply with the procedure note 'Procedure for the Receipt of Tenders and Formal Quotations' which can be found on the Procurement internet pages.
- 11.3 All tenders or quotations upon opening shall be recorded in writing on either a tender or quotation opening record unless the Contracts Register is being completed contemporaneously. The format of the opening record shall have been previously agreed with the Monitoring Officer and 3Cs Head of Legal Practice.
- 11.4 Any tenders or quotations received after the specified time may in exceptional circumstances be accepted by 3Cs Head of Legal Practice, otherwise they shall be returned promptly to the

contractor by the 3Cs Head of Legal Practice or his nominated officer in respect of tenders, or by the appropriate Manager or his nominated officer in respect of a formal quotation.

- 11.5 Late tenders shall be rejected once any other tender/quotation has been opened. The tender or quotation may be opened to ascertain the name of the contractor but no details of the tender or quotation shall be disclosed.

## **12. ACCEPTANCE OF TENDERS AND QUOTATIONS**

- 12.1 The appropriate Manager shall evaluate all the tenders or quotations received in accordance with the award criteria set out in the bid documentation and shall accept, subject to the provisos set out in this paragraph, the most economically advantageous tender or quotation, as evaluated against the award criteria.

- 12.2 Tenders or quotations exceeding the approved estimate may only be accepted once approval to further expenditure is obtained.

- 12.3 If the most economically advantageous quotation exceeds £100,000 but -

- (a) is within 15% of the original estimate and budget, the appropriate Head of Service may accept the quotation without seeking further competition; or
- (b) is in excess of 15% of the original estimate then the Head of Service shall consult the Procurement Manager and obtain the approval of the Monitoring Officer that the quotation can be accepted otherwise a competitive tender exercise in accordance with paragraph 9.1 above shall be carried out.

- 12.4 A tender or quotation shall not be accepted -

- (a) where payment is to be made by the Council and it is not the most economically advantageous tender or quotation in accordance with the award criteria set out in the tender or quotation documentation; or
- (b) if payment is to be received by the Council and the tender or quotation is not the highest price or value;
- (c) unless –
  - ◆ the Cabinet have considered a written report from the appropriate Head of Service/Service Manager, or
  - ◆ in cases of urgency, the Monitoring Officer has consulted and obtained the approval of the relevant executive councillor. Tenders or quotations accepted in this way shall be reported by the appropriate Manager to the next meeting of the Cabinet.

## **12.6 Arithmetical Errors and Post-Tender Negotiations**

- (a) Contractors can alter their tenders or quotations after the date specified for their receipt but before the acceptance of the tender or quotation, where examination of the tender or quotation documents reveals arithmetical errors or discrepancies which affect the tender or quotation figure. The contractor shall be given details of all such errors or discrepancies and afforded an opportunity of confirming, amending or withdrawing his offer.
- (b) Post-tender negotiations shall not be used to degrade the original specification unless:
  - ◆ the capital or revenue budget is exceeded; or
  - ◆ other special circumstances exist;

- ◆ in which case the Monitoring Officer and Procurement Manager shall decide which of those contractors who originally submitted a tender or quotation shall be given the opportunity to submit a further bid based upon a degraded specification. This decision shall be recorded in writing.
- (c) In evaluating tenders, the appropriate Manager may invite one or more contractors who have submitted a tender to submit a revised offer following post-tender negotiations.
- (d) All post-tender negotiations shall:
  - ◆ only be undertaken where permitted by law and where the appropriate Manager and Monitoring Officer and 3Cs Head of Legal Practice consider additional financial or other benefits may be obtained which over the period of the contract shall exceed the cost of the post-tender negotiation process;
  - ◆ be conducted by a team of officers approved in writing by the Monitoring Officer and 3Cs Head of Legal Practice;
  - ◆ be conducted in accordance with guidance issued by the 3Cs Head of Legal Practice; and
  - ◆ not disclose commercially sensitive information supplied by other bidders for the contract.
- (e) The appropriate Manager shall ensure that all post-tender negotiation meetings are properly minuted with all savings and benefits offered clearly costed. Following negotiations but before the letting of the contract, amendments to the original tender submitted shall be put in writing by the contractor(s) and shall be signed by him.

### **13. TERMS OF BUSINESS AND THE FORM OF CONTRACTS**

13.1 All orders placed by the Council shall be on the Council's Standard Terms and Conditions (T&Cs) except for:-

- (a) Any purchase at a public auction.
- (b) Any framework or contract formally adopted by the Council.
- (c) Purchasing Agency (e.g. ESPO, Crown Commercial Service) arranged contracts and orders.
- (d) Orders of a total value of less than £ 25,000 where the goods or service are purchased on a 'retail' basis on terms available to the general public.
- (e) Orders for software where the licence is for a 'standard' product but not where any form of modification, customisation, development or on-site service is required for the 'standard' product.
- (f) Any contract where
  - ◆ the estimated total value is likely to exceed £100,000; or
  - ◆ significant risk to performance, cost or delivery is identified; or
  - ◆ if a specialist category (eg: works, IT, professional services, concessions),
 then the contract shall be in writing in a form approved by the 3Cs Head of Legal Practice. Managers shall ensure that advice of the 3Cs Head of Legal Practice is sought at a stage as early as practicable (normally before the issue of an Invitation to Tender).

- 13.2 Managers shall not use Contractor's documentation to order, acknowledge, instruct to proceed or make any other commitment where the documentation makes any reference to the Contractor's T&Cs. Except where permitted at paragraph 13.1, if a contractor formally insists on trading on T&Cs other than the Council's T&Cs, the Procurement Manager shall be informed.
- 13.3 In the case of any contract likely to exceed £100,000 for the execution of works or for the supply of goods, services or materials, the Manager after consulting with the Procurement Manager and the Monitoring Officer shall consider whether the Council should require security for its due performance and shall either certify that no such security is necessary or shall specify in the specification of tender the nature and amount of the security to be given. In the latter event, the Council shall require and take a bond or other sufficient security for the due performance of the contract.
- 13.4 Managers shall produce the final version of all contracts in 2 copies. Where the total value of a contract exceeds £100,000 both copies shall be presented to the Head of Resources for signature. Once signed by the contractor, the signed contract, all original documents, including specifications, drawings, tender documents and correspondence relating to shall be forwarded by the 3Cs Head of Legal Practice. Where the total value of the contract is less than £100,000 the relevant Manager shall make arrangements for the retention of all the original documentation.
- 13.5 Managers shall maintain a record (in the form detailed in the Procurement Protocols & Guidance) for their area of each contract or agreement (both written and verbal agreements).
- 13.6 Managers shall include one of the specific T&Cs listed in the Procurement Home Page in all contracts. Where a Manager considers a term or condition inappropriate they shall seek advice of the 3Cs Head of Legal Practice on the modification or deletion of the term or condition.

#### **14. LETTERS OF INTENT**

- 14.1 Letters of intent provide a contractor with the authority to proceed prior to the award of a contract. However, letters of intent have two main disadvantages:-
- (a) if the contract is not awarded the contractor is entitled to payment regardless as to whether the work was actually needed;
  - (b) the Council's negotiating position is weakened as the contractor may believe actual award of contract is a formality and therefore, the contractor may refuse to accept conditions that are seen as disadvantageous.
- 14.2 Managers shall ensure that:-
- (a) all letters of intent are in a form approved by the 3Cs Head of Legal Practice; and
  - (b) all letters of intent are signed by the appropriate Budget Manager with sufficient authority for either the value of the intended contract or the estimated value of any 'extension' period defined in the letter of intent if below £100,000 , otherwise by the Head of Resources.

#### **15. POST-COMPETITION DEBRIEFS**

- 15.1 For all contracts greater than £25,000, Managers shall maintain records of selection and evaluation scoring and where requested by participating suppliers, provide a suitable post-tender debrief in writing. For contracts greater than £100,000 , unsuccessful tenderers shall be advised in writing of the winning supplier, the value of the contract awarded and the strengths and weaknesses of their tender and the advice of the Procurement Manager shall be sought on the format and scope of the debrief.

## **16. PUBLISHING CONTRACT AWARDS**

16.1 Contract Award Notices shall be published within 90 days of contract award in the appropriate online system:

- ◆ Contracts Register if greater than £5,000, and.
- ◆ Contracts Finder if greater than £25,000 (including awards under mini-competition using a framework) or if advertised in Contracts Finder, and
- ◆ The Official Journal of the European Union if greater than the promulgated EU threshold.

## **17. LOCAL GOVERNMENT ACT – COMMUNITY RIGHT TO CHALLENGE**

The Local Government Act permits relevant bodies (charities, community bodies, town & parish councils and staff) to submit Expressions of Interest to provide Council services. The Procurement Manager shall maintain and publish a timetable for the submission of Expressions of Interest. All Expressions of Interest received from relevant bodies should be forwarded to the Policy, Performance and Transformation Manager (Scrutiny).

## **18. RETENTION OF DOCUMENTS**

18.1 Managers shall ensure that every contract or quotation is assigned the Unique Reference Number (URN) from the Contract Register, which is to be used in all correspondence. Any Division or reference may be included in addition to the URN shall comprise abbreviation for the Division and year. Formal amendments to a contract or order should also be given unique numbers showing the order in which the amendments were made.

18.2 Documentation retention periods are dictated by the Statute of Limitations and (where applicable) EU requirements. The following rules apply:-

- (a) retention for 12 years from the date of completion of the contract for contracts made under deed;
- (b) retention for 6 years from the date of completion of the contract:-
  - ◆ Contract Documents
  - ◆ Hire/Rental Agreements
  - ◆ Successful Tenders
  - ◆ Summary of Tender Opening
  - ◆ Disposal Board papers
  - ◆ All selection and evaluation scoring and reports
  - ◆ Goods Received Notes
  - ◆ HM Customs and Excise Import documentation
  - ◆ Invitations to Tender/Quotation Requests
  - ◆ Maintenance/Software licence agreements
  - ◆ Specifications
  - ◆ Successful Quotations
  - ◆ Suppliers' Advice Notes;
- (c) retention for 3 years after the last entry:-

- ◆ Stock and Purchase Record Cards or Registers
- (d) retention for 2 years after the financial year to which the document relates:-
  - ◆ Unsuccessful Quotations.
  - ◆ Unsuccessful Tenders.

## **19. FREEDOM OF INFORMATION ACT 2000 (FOIA)**

Managers shall ensure that the handling of requests for procurement information complies with the detailed guidance published as Procurement Protocols & Procedures and the general FOIA guidance published by the Council's Freedom of Information Officer.

## **20. CONFLICTS OF INTEREST**

20.1 Where a potential conflict is declared by an officer or otherwise recognised, the HoS shall ensure the relevant company and businesses areas are identified. Other business areas are exempt from the procedure.

20.2 The following procedure is applied according to value:

- (a) Low value (less than £100,000)
  - ◆ HoS shall arrange for specifications/evaluation criteria written by the affected officer to be independently vetted;
  - ◆ HoS shall appoint 2 independent officers to evaluations were the relevant company participates; and
  - ◆ HoS shall ensure independent vetting of evaluations were the relevant company becomes the preferred bidder.
- (b) High Value (greater than £100,000). Where the relevant company bids or is considered likely to bid the HoS shall ensure participation by the affected officer is limited to providing specialist advice.

20.3 If a conflict of interest becomes apparent once a procurement is underway but before contract award the HoS shall seek the advice of the Procurement Manager and 3Cs Head of Legal Practice on how to proceed. If discovered after contract award, the HoS shall refer the matter to the Monitoring Officer.

## **21. Interims, Consultants and Contractors**

21.1 The Manager responsible for appointing any Interim, Consultant or Contractor (ICC) shall:

- (a) if engaged through an agency, provide the agency with any information requested about the role.
- (b) if engaged directly, use the HMRC's online employment status tool to check the ICC's tax status and record the outcome. If the ICC is deemed an employee then HR shall be provided with the details of the engagement.

22.2 If the ICC will be responsible to the Council for the management or supervision of a contract on its behalf, then the Manager shall provide the ICC with a copy of this Code and ensure that it shall be a condition of the engagement that the ICC shall:

- (a) comply with this Code; and
- (b) at any time during the carrying out of the contract produce to the appropriate Manager, on request, all the records maintained in relation to the contract; and
- (c) on completion of the contract transfer all records produced or received that relate to the contract to the appropriate Manager.

## **22. PROCUREMENT TRAINING**

22.1 The Procurement Manger shall create, maintain and arrange the delivery of training for Officers undertaking procurement duties.

22.2 Managers shall ensure that all Officers routinely undertaking purchasing or procurement duties where the gross value of the procurement is £5,000 or more shall have undertaken appropriate training.



# Service 2018/19 Budgets at Code Level

## Community

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Head Of Community						
CH26	4139	Head Of Community	137	64300	Conferences	800
			P01	60000	Salary Gross Pay	62,848
			P15	60001	National Insurance	7,547
			P16	60002	Pensions	10,873
			250	62003	Books & Publications	140
			754	64800	Corporate Subscriptions	2,280
			S07	69303	Mfds - Local Print Scan & Copy	50
			P41	61100	Mileage Allowance	500
			P44	60022	Travel Allowances Other	250
			Expenditure Total			85,288
DT99	4242	Env Health General Renewals	Y03	65100	Renewals Fund Contribution	6,612
			Expenditure Total			6,612
EX07	4174	Closed Churchyards	303	60201	Building Mtce	2,000
			Expenditure Total			2,000
			Head Of Community Total			93,900
C C T V						
KC01	4184	Cctv Huntingdonshire	A02	53000	Charges (Income)	(6,818)
			B12	51002	Contribution From Town Council	(63,575)
			Income Total			(70,393)
KC80	4185	Cctv Shared Service Hosting	B37	51010	Scdcccharge To Other Districts	(299,000)
			Income Total			(299,000)
			100	60011	Hired Staff	5,000
			130	60115	Training	600
			137	64300	Conferences	150
			P01	60000	Salary Gross Pay	270,408
			P15	60001	National Insurance	23,805
			P16	60002	Pensions	46,785
			412	60401	Service Charges	180
			420	60303	Electricity	4,000
			231	64100	Postage	50
			240	64077	Telephone & Mobile Phonecharges	2,400
			511	61702	Equipment Maintenance	41,642
			562	62803	Paper	50
			730	60410	Licences	700
			754	64800	Corporate Subscriptions	1,200
			767	64075	Transmission Lines Rental	57,056
			S04	69301	Printing (Internal)	200
			P41	61100	Mileage Allowance	100
			Expenditure Total			454,326
			Net Expenditure Total			155,326
			C C T V Total			84,933

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Commercial Team						
DF90	4248	Food Safety General	A02	53000	Charges (Income)	(1,500)
			A04	53100	Costs Recovered	(7,600)
			A13	52000	Course Fee	(6,000)
			B11	51001	Contributn From County Council	(5,300)
			Income Total			(20,400)
			411	60402	Hire Of Rooms	600
			231	64100	Postage	750
			250	62003	Books & Publications	640
			500	61713	Equipment	200
			511	61702	Equipment Maintenance	250
			550	61709	Materials	1,000
			710	61902	Catering	180
			728	60520	Laundry	380
			754	64800	Corporate Subscriptions	500
			S04	69301	Printing (Internal)	600
			Expenditure Total			5,100
			Net Expenditure Total			(15,300)
DH01	4253	Health Promotion - General	255	62005	Advertising/Promoting Services	2,500
			Expenditure Total			2,500
MU05	5269	Commercial Team	P01	60000	Salary Gross Pay	220,185
			P15	60001	National Insurance	23,174
			P16	60002	Pensions	38,193
			231	64100	Postage	714
			734	60111	Medical Fees	180
			S04	69301	Printing (Internal)	105
			S07	69303	Mfds - Local Print Scan & Copy	301
			636	60012	Travel Expenses	260
			P41	61100	Mileage Allowance	3,921
			P44	60022	Travel Allowances Other	51
			S27	69309	Pool Car	2,500
			Expenditure Total			289,584
			Commercial Team Total			276,784
Community Team						
DG01	4212	Dog Control	715	60505	Enforcement - Works In Default	2,000
			S04	69301	Printing (Internal)	150
			S07	69303	Mfds - Local Print Scan & Copy	100
			609	60907	Vehicle Licence	228
			622	60924	Vehicle Mot	50
			625	60904	Vehicle Parts & Fittings	500
			630	62926	Tyres	200
			W12	60903	Diesel From Stock	880
			810	64600	Contribution (Paid Out)	27,000
			Expenditure Total			31,108
DN06	4277	Environmental Enforcement	A02	53000	Charges (Income)	(1,500)
			Income Total			(1,500)
			163	62000	Protective Clothing & Uniforms	500
			P01	60000	Salary Gross Pay	132,267
			P15	60001	National Insurance	12,622
			P16	60002	Pensions	22,885

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			231	64100	Postage	50
			750	63700	Removal/Storage	350
			754	64800	Corporate Subscriptions	950
			S04	69301	Printing (Internal)	120
			P41	61100	Mileage Allowance	3,000
			S27	69309	Pool Car	2,600
			<b>Expenditure Total</b>			<b>175,344</b>
			<b>Net Expenditure Total</b>			<b>173,844</b>
<b>DP90</b>	<b>4285</b>	<b>Pest Control</b>	A02	53000	Charges (Income)	(32,000)
			T17	56303	Internal Sales	(600)
			<b>Income Total</b>			<b>(32,600)</b>
			255	62005	Advertising/Promoting Services	100
			500	61713	Equipment	200
			550	61709	Materials	1,700
			S04	69301	Printing (Internal)	25
			S07	69303	Mfds - Local Print Scan & Copy	5
			609	60907	Vehicle Licence	228
			622	60924	Vehicle Mot	50
			625	60904	Vehicle Parts & Fittings	500
			630	62926	Tyres	200
			W12	60903	Diesel From Stock	2,000
			<b>Expenditure Total</b>			<b>5,008</b>
			<b>Net Expenditure Total</b>			<b>(27,592)</b>
<b>KA11</b>	<b>4819</b>	<b>Community Development</b>	P01	60000	Salary Gross Pay	81,779
			P15	60001	National Insurance	5,484
			P16	60002	Pensions	14,151
			<b>Expenditure Total</b>			<b>101,414</b>
<b>KG04</b>	<b>5072</b>	<b>Voluntary Sector Grants</b>	800	64600	Grants (Paid Out)	238,000
			<b>Expenditure Total</b>			<b>238,000</b>
<b>KP01</b>	<b>4192</b>	<b>Community Safety</b>	359	60273	Sitework	500
			231	64100	Postage	825
			S04	69301	Printing (Internal)	100
			S07	69303	Mfds - Local Print Scan & Copy	50
			636	60012	Travel Expenses	200
			P41	61100	Mileage Allowance	2,500
			810	64600	Contribution (Paid Out)	6,000
			<b>Expenditure Total</b>			<b>10,175</b>
<b>KP21</b>	<b>4190</b>	<b>Building Safer Communities</b>	B13	51003	Contribution From Police	(23,000)
			<b>Income Total</b>			<b>(23,000)</b>
			799	69150	Other Services	23,000
			<b>Expenditure Total</b>			<b>23,000</b>
			<b>Net Expenditure Total</b>			<b>0</b>
<b>MU14</b>	<b>5270</b>	<b>Community Safety</b>	P01	60000	Salary Gross Pay	66,736
			P15	60001	National Insurance	7,515
			P16	60002	Pensions	11,669
			231	64100	Postage	600
			710	61902	Catering	100

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget	
Old	New		Old	New			
			715	60505	Enforcement - Works In Default	1,000	
			734	60111	Medical Fees	50	
			S04	69301	Printing (Internal)	50	
			S07	69303	Mfds - Local Print Scan & Copy	100	
			P41	61100	Mileage Allowance	250	
			Expenditure Total			88,070	
			Community Team Total			615,019	
Corporate Health & Safety							
MH20	5219	Health & Safety Contract	P01	60000	Salary Gross Pay	71,153	
			P06	60020	Special Duty Allowance	1,118	
			P15	60001	National Insurance	7,722	
			P16	60002	Pensions	12,504	
			500	61713	Equipment	11,000	
			P41	61100	Mileage Allowance	750	
			S27	69309	Pool Car	750	
			Expenditure Total			104,997	
			Corporate Health & Safety Total			104,997	
Document Centre							
MP01	5185	Printing	T17	56303	Internal Sales	(108,500)	
			Income Total			(108,500)	
			224	62002	Envelopes	13,851	
			511	61702	Equipment Maintenance	60,116	
			550	61709	Materials	831	
			562	62803	Paper	22,587	
			799	69150	Other Services	(12,000)	
			Expenditure Total			85,385	
			Net Expenditure Total			(23,115)	
MP02	5183	Mfds -Local Print, Scan & Copy	T17	56303	Internal Sales	(5,407)	
			Income Total			(5,407)	
			511	61702	Equipment Maintenance	20,824	
			562	62803	Paper	5,945	
			Expenditure Total			26,769	
			Net Expenditure Total			21,362	
MP03	5375	Printing External Work	A02	53000	Charges (Income)	(96,893)	
			Income Total			(96,893)	
			S04	69301	Printing (Internal)	44,000	
			Expenditure Total			44,000	
			Net Expenditure Total			(52,893)	
MS01	5184	Post Handling	231	64100	Postage	(5,000)	
			511	61702	Equipment Maintenance	2,500	
			S04	69301	Printing (Internal)	350	
			S07	69303	Mfds - Local Print Scan & Copy	400	
			625	60904	Vehicle Parts & Fittings	961	
			630	62926	Tyres	150	
			S27	69309	Pool Car	150	
			W12	60903	Diesel From Stock	1,666	
			Expenditure Total			1,177	

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
<b>MU67</b>	<b>5182</b>	<b>Document Centre</b>	P01	60000	Salary Gross Pay	219,099
			P15	60001	National Insurance	15,177
			P16	60002	Pensions	34,507
			550	61709	Materials	697
			S07	69303	Mfds - Local Print Scan & Copy	100
			S27	69309	Pool Car	100
			<b>Expenditure Total</b>			<b>269,680</b>
			<b>Document Centre Total</b>			<b>216,211</b>
<b>Emergency Planning</b>						
<b>GQ01</b>	<b>5009</b>	<b>Emergency Planning</b>	500	61713	Equipment	750
			710	61902	Catering	100
			799	69150	Other Services	10,000
			S04	69301	Printing (Internal)	200
			810	64600	Contribution (Paid Out)	525
			<b>Expenditure Total</b>			<b>11,575</b>
			<b>Emergency Planning Total</b>			<b>11,575</b>
<b>Environmental Health Admin</b>						
<b>DT02</b>	<b>4243</b>	<b>Flare - It Application</b>	754	64800	Corporate Subscriptions	120
			<b>Expenditure Total</b>			<b>120</b>
<b>MU23</b>	<b>5272</b>	<b>Community Business Support</b>	P01	60000	Salary Gross Pay	112,434
			P15	60001	National Insurance	7,634
			P16	60002	Pensions	14,776
			231	64100	Postage	600
			562	62803	Paper	100
			734	60111	Medical Fees	250
			S04	69301	Printing (Internal)	800
			S07	69303	Mfds - Local Print Scan & Copy	206
			636	60012	Travel Expenses	100
			P41	61100	Mileage Allowance	30
			<b>Expenditure Total</b>			<b>136,930</b>
			<b>Environmental Health Admin Total</b>			<b>137,050</b>
<b>Environmental Protection Team</b>						
<b>DA01</b>	<b>4206</b>	<b>Permitted Processes</b>	A03	53000	Fees	(26,754)
			A10	54100	Application Fee	(2,600)
			<b>Income Total</b>			<b>(29,354)</b>
			777	62401	Subcontractors	714
			<b>Expenditure Total</b>			<b>714</b>
			<b>Net Expenditure Total</b>			<b>(28,640)</b>
<b>DA02</b>	<b>4205</b>	<b>Air Quality</b>	B11	51001	Contributn From County Council	(3,400)
			<b>Income Total</b>			<b>(3,400)</b>
			500	61713	Equipment	2,730
			507	61700	Equipment Hire	160
			511	61702	Equipment Maintenance	6,025

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			754	64800	Corporate Subscriptions	300
			S04	69301	Printing (Internal)	10
			<b>Expenditure Total</b>			<b>9,225</b>
			<b>Net Expenditure Total</b>			<b>5,825</b>
<b>DA03</b>	<b>4228</b>	<b>Contaminated Land</b>	A03	53000	Fees	(2,057)
			<b>Income Total</b>			<b>(2,057)</b>
			730	60410	Licences	661
			777	62401	Subcontractors	5,000
			S04	69301	Printing (Internal)	10
			<b>Expenditure Total</b>			<b>5,671</b>
			<b>Net Expenditure Total</b>			<b>3,614</b>
<b>DN01</b>	<b>4280</b>	<b>Statutory Nuisances</b>	754	64800	Corporate Subscriptions	955
			S04	69301	Printing (Internal)	10
			<b>Expenditure Total</b>			<b>965</b>
<b>DN04</b>	<b>4278</b>	<b>Noise Control</b>	203	64070	Other I T Hardware	200
			250	62003	Books & Publications	50
			511	61702	Equipment Maintenance	2,500
			754	64800	Corporate Subscriptions	274
			S04	69301	Printing (Internal)	10
			<b>Expenditure Total</b>			<b>3,034</b>
<b>DS01</b>	<b>4291</b>	<b>Private Sector Housing</b>	A04	53100	Costs Recovered	(200)
			A11	53500	Inspection Fee	(500)
			<b>Income Total</b>			<b>(700)</b>
			250	62003	Books & Publications	50
			754	64800	Corporate Subscriptions	1,080
			<b>Expenditure Total</b>			<b>1,130</b>
			<b>Net Expenditure Total</b>			<b>430</b>
<b>DS03</b>	<b>4222</b>	<b>Caravan &amp; Camping Sites</b>	A08	53900	Licence Fees	(2,809)
			<b>Income Total</b>			<b>(2,809)</b>
<b>DS04</b>	<b>4290</b>	<b>Multiple Occupation Housing</b>	A08	53900	Licence Fees	(438)
			<b>Income Total</b>			<b>(438)</b>
<b>DY01</b>	<b>4217</b>	<b>Burials Under Health Act</b>	717	62600	Funerals And Graves	3,000
			<b>Expenditure Total</b>			<b>3,000</b>
<b>MU04</b>	<b>5271</b>	<b>Env Protection</b>	163	62000	Protective Clothing & Uniforms	200
			P01	60000	Salary Gross Pay	268,954
			P03	60003	Overtime	1,112
			P15	60001	National Insurance	28,830
			P16	60002	Pensions	46,602
			231	64100	Postage	955
			715	60505	Enforcement - Works In Default	2,000
			S04	69301	Printing (Internal)	70
			S07	69303	Mfds - Local Print Scan & Copy	180
			P41	61100	Mileage Allowance	8,500
			<b>Expenditure Total</b>			<b>357,403</b>
			<b>Environmental Protection Team Total</b>			<b>342,384</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
<b>Licensing</b>						
<b>DG05</b>	<b>4211</b>	<b>Animal Licensing - Inspections</b>	A08	53900	Licence Fees	(10,128)
			<b>Income Total</b>			<b>(10,128)</b>
			760	62407	Vets	3,642
			<b>Expenditure Total</b>			<b>3,642</b>
			<b>Net Expenditure Total</b>			<b>(6,486)</b>
<b>DN05</b>	<b>4279</b>	<b>Scrap Metal Dealers</b>	A08	53900	Licence Fees	0
			<b>Income Total</b>			<b>0</b>
			777	62401	Subcontractors	1,276
			<b>Expenditure Total</b>			<b>1,276</b>
			<b>Net Expenditure Total</b>			<b>1,276</b>
<b>GM03</b>	<b>4265</b>	<b>Street Trading/Consents</b>	A08	53900	Licence Fees	(12,168)
			<b>Income Total</b>			<b>(12,168)</b>
<b>GM04</b>	<b>4264</b>	<b>Sex Establishments</b>	A08	53900	Licence Fees	(2,824)
			<b>Income Total</b>			<b>(2,824)</b>
<b>GM05</b>	<b>4260</b>	<b>Electrolysis,Pierc,Tatto,Acup</b>	A08	53900	Licence Fees	(1,600)
			<b>Income Total</b>			<b>(1,600)</b>
<b>GM12</b>	<b>4261</b>	<b>Hc &amp; Ph Drivers Licences</b>	A08	53900	Licence Fees	(39,993)
			<b>Income Total</b>			<b>(39,993)</b>
			250	62003	Books & Publications	30
			S04	69301	Printing (Internal)	400
			<b>Expenditure Total</b>			<b>430</b>
			<b>Net Expenditure Total</b>			<b>(39,563)</b>
<b>GM13</b>	<b>4263</b>	<b>Ph Operators</b>	A08	53900	Licence Fees	(7,723)
			<b>Income Total</b>			<b>(7,723)</b>
<b>GM14</b>	<b>4262</b>	<b>Ph &amp; Hc Vechicles</b>	A08	53900	Licence Fees	(170,000)
			<b>Income Total</b>			<b>(170,000)</b>
			231	64100	Postage	70
			564	60912	Licence Plates	4,000
			S04	69301	Printing (Internal)	200
			618	60920	Vehicle Inspection	33,786
			<b>Expenditure Total</b>			<b>38,056</b>
			<b>Net Expenditure Total</b>			<b>(131,944)</b>
<b>GM20</b>	<b>4268</b>	<b>Premises Licences 2003 Act</b>	A08	53900	Licence Fees	(119,746)
			<b>Income Total</b>			<b>(119,746)</b>
			S04	69301	Printing (Internal)	50
			S27	69309	Pool Car	300
			<b>Expenditure Total</b>			<b>350</b>
			<b>Net Expenditure Total</b>			<b>(119,396)</b>
<b>GM21</b>	<b>4267</b>	<b>Personal Licences 2003 Act</b>	A08	53900	Licence Fees	(3,653)
			<b>Income Total</b>			<b>(3,653)</b>
<b>GM22</b>	<b>4266</b>	<b>Temp Licences 2003 Act</b>	A08	53900	Licence Fees	(8,500)
			<b>Income Total</b>			<b>(8,500)</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
GM31	4259	Gambling Premises Licences	A08	53900	Licence Fees	(14,000)
			Income Total			(14,000)
GM32	4272	Permits & Registration	A08	53900	Licence Fees	(1,625)
			Income Total			(1,625)
GM33	4271	Lotteries	A08	53900	Licence Fees	(3,005)
			Income Total			(3,005)
GM90	4269	Licensing Common Costs	130	60115	Training	2,300
			137	64300	Conferences	550
			755	64800	Professional Subscriptions	1,130
			P01	60000	Salary Gross Pay	189,278
			P15	60001	National Insurance	16,780
			P16	60002	Pensions	32,650
			206	64071	Software	950
			231	64100	Postage	270
			250	62003	Books & Publications	661
			710	61902	Catering	141
			S04	69301	Printing (Internal)	500
			S07	69303	Mfids - Local Print Scan & Copy	550
			636	60012	Travel Expenses	400
			P41	61100	Mileage Allowance	400
			S27	69309	Pool Car	700
			Expenditure Total			247,260
			Licencing Total			(103,951)
Community Total Budget for 2018/19						1,778,902



# Customer Services

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Head of Customer Services						
CH23	4140	Head Of Customer Services	137	64300	Conferences	500
			P01	60000	Salary Gross Pay	75,828
			P15	60001	National Insurance	8,204
			P16	60002	Pensions	13,120
			S07	69303	Mfds - Local Print Scan & Copy	50
			P41	61100	Mileage Allowance	100
			S27	69309	Pool Car	240
			Expenditure Total			98,042
			Head of Customer Services Total			98,042
Customer Services						
KA09	5177	Yaxley Community Info Centre	P01	60000	Salary Gross Pay	9,000
			P15	60001	National Insurance	1,430
			P16	60002	Pensions	1,473
			410	60400	Rent	8,000
			414	60600	Building Insurance	200
			420	60303	Electricity	600
			430	60403	N N D R	4,443
			432	60302	Water & Sewerage	200
			440	60501	Building Cleaning	1,000
			Expenditure Total			26,346
KA10	5176	Ramsey Community Infor Centre	P01	60000	Salary Gross Pay	9,000
			P15	60001	National Insurance	1,430
			P16	60002	Pensions	1,473
			410	60400	Rent	3,100
			412	60401	Service Charges	1,300
			P41	61100	Mileage Allowance	100
			Expenditure Total			16,403
MU69	5175	Customer Service Centres	A02	53000	Charges (Income)	(700)
			Income Total			(700)
			137	64300	Conferences	850
			P01	60000	Salary Gross Pay	620,397
			P15	60001	National Insurance	52,343
			P16	60002	Pensions	105,870
			383	60203	Electrical Testing	82
			410	60400	Rent	7,000
			206	64071	Software	4,680
			231	64100	Postage	1,500
			731	64086	I C T Services	13,000
			734	60111	Medical Fees	283
			S04	69301	Printing (Internal)	800
			S07	69303	Mfds - Local Print Scan & Copy	760
			636	60012	Travel Expenses	500
			P41	61100	Mileage Allowance	600
			P44	60022	Travel Allowances Other	380
			S27	69309	Pool Car	320
			Expenditure Total			809,365
			Net Expenditure Total			808,665
			Customer Services Total			851,414

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Council Tax Support						
FB05	5034	Council Tax Support	A02	53000	Charges (Income)	(1,000)
			B55	50103	Benefit Administration Subsidy	(126,354)
			Income Total			(127,354)
			Council Tax Support Total			(127,354)
Housing Benefits						
HB01	4454	Rent Allowance National Scheme	A04	53100	Costs Recovered	(662,355)
			B50	50000	Government Grants	(378,236)
			B56	50104	Rent Allowance Subsidy	(27,107,242)
			Income Total			(28,147,833)
			821	66900	Rent Allowances	27,598,110
			Expenditure Total			27,598,110
			Net Expenditure Total			(549,723)
HB02	4453	Rent Allowance Local Scheme	B56	50104	Rent Allowance Subsidy	(42,000)
			Income Total			(42,000)
			821	66900	Rent Allowances	55,000
			Expenditure Total			55,000
			Net Expenditure Total			13,000
HB05	4459	Rent Rebates Non-Hra National	B57	50105	Temp Accommodation Subsidy	(290,234)
			Income Total			(290,234)
			824	64404	Temp Accom 100% Subsidy	672,230
			Expenditure Total			672,230
			Net Expenditure Total			381,996
HB85	4446	Benefits Management	A02	53000	Charges (Income)	(2,000)
			A04	53100	Costs Recovered	(2,000)
			A05	55400	Summons Costs Recovered	(332,000)
			B50	50000	Government Grants	(16,000)
			B55	50103	Benefit Administration Subsidy	(390,844)
			Y60	65500	Bad Debts Provision	81,996
			Income Total			(660,848)
			163	62000	Protective Clothing & Uniforms	200
			P01	60000	Salary Gross Pay	1,234,957
			P03	60003	Overtime	18,000
			P15	60001	National Insurance	117,726
			P16	60002	Pensions	196,650
			P49	60122	Other Expenses	200
			231	64100	Postage	90,000
			250	62003	Books & Publications	1,200
			257	62006	Advertising - Statutory Notice	1,200
			295	62004	Other Office Expenses	16,300
			703	62700	Bailiffs	100
			723	63400	Enquiries	6,000
			727	60409	Land Registry Fee	500
			729	63200	Legal Fees	20,000
			734	60111	Medical Fees	540
			754	64800	Corporate Subscriptions	1,000
			766	62408	Translation Services	400
			S04	69301	Printing (Internal)	20,000
			S07	69303	Mfds - Local Print Scan & Copy	2,000
			636	60012	Travel Expenses	1,500

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			P41	61100	Mileage Allowance	1,500
			S27	69309	Pool Car	5,550
			<b>Expenditure Total</b>			<b>1,735,523</b>
			<b>Net Expenditure Total</b>			<b>1,074,675</b>
			<b>Housing Benefits Total</b>			<b>919,948</b>
<b>Local Tax Collection</b>						
<b>FD05</b>	<b>5039</b>	<b>N D R Management</b>	A05	55400	Summons Costs Recovered	(14,000)
			B50	50000	Government Grants	(217,080)
			<b>Income Total</b>			<b>(231,080)</b>
			703	62700	Bailiffs	310
			729	63200	Legal Fees	3,000
			<b>Expenditure Total</b>			<b>3,310</b>
			<b>Net Expenditure Total</b>			<b>(227,770)</b>
			<b>Local Tax Collection Total</b>			<b>(227,770)</b>
<b>Housing Needs</b>						
<b>HD05</b>	<b>4474</b>	<b>Housing Register</b>	A04	53100	Costs Recovered	(8,000)
			<b>Income Total</b>			<b>(8,000)</b>
			733	60411	Management Charge	11,622
			734	60111	Medical Fees	800
			<b>Expenditure Total</b>			<b>12,422</b>
			<b>Net Expenditure Total</b>			<b>4,422</b>
<b>HH01</b>	<b>4440</b>	<b>Homelessness *</b>	A04	53100	Costs Recovered	(25,000)
			A07	51406	B&B Costs Recovered	(735,000)
			B50	50000	Government Grants	(43,000)
			Y60	65500	Bad Debts Provision	44,050
			<b>Income Total</b>			<b>(758,950)</b>
			727	60409	Land Registry Fee	100
			733	60411	Management Charge	70,000
			750	63700	Removal/Storage	15,000
			636	60012	Travel Expenses	5,000
			816	64403	Incentive Payment	47,000
			817	64402	Hostel Revenue Support	160,000
			818	64401	Bed & Breakfast Payment	745,000
			<b>Expenditure Total</b>			<b>1,042,100</b>
			<b>Net Expenditure Total</b>			<b>283,150</b>
<b>MU35</b>	<b>5278</b>	<b>Housing Needs &amp; Resources</b>	P01	60000	Salary Gross Pay	575,959
			P03	60003	Overtime	2,020
			P06	60020	Special Duty Allowance	2,527
			P15	60001	National Insurance	58,069
			P16	60002	Pensions	79,847
			203	64070	Other I T Hardware	2,451
			231	64100	Postage	1,000
			250	62003	Books & Publications	800
			500	61713	Equipment	300
			710	61902	Catering	100
			723	63400	Enquiries	100
			734	60111	Medical Fees	150
			766	62408	Translation Services	1,000
			S04	69301	Printing (Internal)	1,000

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			S07	69303	Mfds - Local Print Scan & Copy	1,050
			636	60012	Travel Expenses	900
			P41	61100	Mileage Allowance	800
			S27	69309	Pool Car	3,000
			<b>Expenditure Total</b>			<b>731,073</b>
			<b>Housing Needs Total</b>			<b>1,018,645</b>
<b>Customer Services Total Budget for 2018/19</b>						<b>2,532,925</b>

\* Please note - any payments or invoices raised for individual homeless families should go through the Homeless Sub-Ledger. The coding structure for this is different from the codes above. A family code e.g. H4500 will replace the Cost Centre code (but the sub ledger will roll up the totals to the Homeless cost centre).

# Development

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Head of Development						
CH25	4141	Head Of Development	P01	60000	Salary Gross Pay	64,909
			P15	60001	National Insurance	7,831
			P16	60002	Pensions	11,230
			S07	69303	Mfds - Local Print Scan & Copy	25
			636	60012	Travel Expenses	100
			P41	61100	Mileage Allowance	350
			P44	60022	Travel Allowances Other	200
			S27	69309	Pool Car	70
			Expenditure Total			84,715
			Head of Development Total			84,715
Building Control						
PB01	5066	Bc Advice	779	62404	Client Contracts	152,540
			Expenditure Total			152,540
			Building Control Total			152,540
Development Management						
MU16	5282	Development Management	120	60116	Recruitment Costs	5,000
			163	62000	Protective Clothing & Uniforms	150
			755	64800	Professional Subscriptions	275
			P01	60000	Salary Gross Pay	883,945
			P15	60001	National Insurance	87,072
			P16	60002	Pensions	152,937
			211	62801	Photocopying & Image Capture	2,000
			231	64100	Postage	8,500
			250	62003	Books & Publications	100
			511	61702	Equipment Maintenance	1,800
			562	62803	Paper	1,700
			710	61902	Catering	250
			734	60111	Medical Fees	50
			754	64800	Corporate Subscriptions	7,000
			S04	69301	Printing (Internal)	1,500
			S07	69303	Mfds - Local Print Scan & Copy	2,500
			636	60012	Travel Expenses	600
			P41	61100	Mileage Allowance	4,000
			P44	60022	Travel Allowances Other	200
			S27	69309	Pool Car	7,200
			Expenditure Total			1,166,779
PD01	5086	Dm Advice	835	57008	Income Refunded	500
			A02	53000	Charges (Income)	(86,400)
			A31	51210	Sales - Publications	(1,800)
			Income Total			(87,700)
PD02	5081	Dm Application Processing	A02	53000	Charges (Income)	(14,000)
			A10	54100	Application Fee	(1,560,000)
			Income Total			(1,574,000)
			257	62006	Advertising - Statutory Notice	7,500
			500	61713	Equipment	200

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			711	62400	Consultants	10,000
			799	69150	Other Services	108,111
			Expenditure Total			125,811
			Net Expenditure Total			(1,448,189)
PD03	5080	Dm Appeals	411	60402	Hire Of Rooms	1,000
			231	64100	Postage	300
			711	62400	Consultants	70,000
			Expenditure Total			71,300
PD04	5074	Alconbury Devt Proposal	A04	53100	Costs Recovered	(45,450)
			Income Total			(45,450)
			Development Management Total			(343,260)
Planning Policy						
CA23	5131	Biodiversity Action Plan	810	64600	Contribution (Paid Out)	7,700
			Expenditure Total			7,700
MU17	5283	Planning Policy	163	62000	Protective Clothing & Uniforms	200
			P01	60000	Salary Gross Pay	462,080
			P15	60001	National Insurance	47,439
			P16	60002	Pensions	79,946
			231	64100	Postage	100
			710	61902	Catering	200
			734	60111	Medical Fees	150
			S04	69301	Printing (Internal)	800
			S07	69303	Mfds - Local Print Scan & Copy	1,100
			636	60012	Travel Expenses	1,400
			P41	61100	Mileage Allowance	2,500
			P44	60022	Travel Allowances Other	200
			S27	69309	Pool Car	1,000
			Expenditure Total			597,115
PA01	5126	Strategic Planning	A04	53100	Costs Recovered	(25,463)
			Income Total			(25,463)
			231	64100	Postage	100
			Expenditure Total			100
			Net Expenditure Total			(25,363)
PA03	5125	Local Plan Prep (Excl Inq)	A31	51210	Sales - Publications	(500)
			Income Total			(500)
			711	62400	Consultants	50,000
			754	64800	Corporate Subscriptions	1,450
			S04	69301	Printing (Internal)	100
			636	60012	Travel Expenses	150
			S27	69309	Pool Car	100
			Expenditure Total			51,800
			Net Expenditure Total			51,300
PA05	5136	Planning Projects General	A03	53000	Fees	(500)
			Income Total			(500)
			810	64600	Contribution (Paid Out)	13,000
			Expenditure Total			13,000
			Net Expenditure Total			12,500

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
PA07	5132	Great Fen Project	810	64600	Contribution (Paid Out)	20,000
			Expenditure Total			20,000
PA08	5133	Local Enterprise P'Shp/Choriz	810	64600	Contribution (Paid Out)	12,141
			Expenditure Total			12,141
PA10	5137	Viability Assessments	A04	53100	Costs Recovered	(15,759)
			Income Total			(15,759)
			777	62401	Subcontractors	15,759
			Expenditure Total			15,759
			Net Expenditure Total			0
PA11	5134	Neighbourhood Planning	B50	50000	Government Grants	(20,000)
			Income Total			(20,000)
			411	60402	Hire Of Rooms	2,000
			220	62001	Printing (External)	5,750
			225	62002	Stationery	600
			231	64100	Postage	1,500
			777	62401	Subcontractors	3,500
			S04	69301	Printing (Internal)	50
			P41	61100	Mileage Allowance	25
			Expenditure Total			13,425
			Net Expenditure Total			(6,575)
PA12	5127	Strategic Sites	A04	53100	Costs Recovered	(50,000)
			Income Total			(50,000)
			799	69150	Other Services	50,000
			Expenditure Total			50,000
			Net Expenditure Total			0
PD15	5079	Community Infrastruct Levy Cil	A04	53100	Costs Recovered	(95,782)
			Income Total			(95,782)
			P01	60000	Salary Gross Pay	114,120
			P15	60001	National Insurance	11,807
			P16	60002	Pensions	19,745
			754	64800	Corporate Subscriptions	2,680
			Expenditure Total			148,352
			Net Expenditure Total			52,570
			Planning Policy Total			721,388
Public Transport						
TP01	4422	Concessionary Fares	810	64600	Contribution (Paid Out)	26,100
			Expenditure Total			26,100
			Public Transport Total			26,100
Transportation Strategy						
TA04	4430	Transportation Grants	810	64600	Contribution (Paid Out)	56,120
			Expenditure Total			56,120
			Transportation Strategy Total			56,120

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Economic Development						
QA03	5096	Business & Enterprise Support	P01	60000	Salary Gross Pay	86,003
			P15	60001	National Insurance	8,490
			P16	60002	Pensions	14,881
			231	64100	Postage	50
			799	69150	Other Services	49,998
			636	60012	Travel Expenses	400
			P41	61100	Mileage Allowance	1,000
			Expenditure Total			160,822
			Economic Development Total			160,822
Housing Strategy						
HC10	4494	Renovation/Improvement Grant	724	67200	Home Improvement Agency Fees	1,320
			727	60409	Land Registry Fee	300
			800	64600	Grants (Paid Out)	11,000
			Expenditure Total			12,620
HD02	4484	Housing Strategy	A04	53100	Costs Recovered	(2,000)
			Income Total			(2,000)
			711	62400	Consultants	2,000
			810	64600	Contribution (Paid Out)	27,750
			Expenditure Total			29,750
			Net Expenditure Total			27,750
HF01	4471	Mobile Home Park	A19	56027	Rent - Land	(110,070)
			A26	56030	Electricity Charge	(26,400)
			A30	51202	Sales	(5,000)
			Income Total			(141,470)
			303	60201	Building Mtce	5,000
			420	60303	Electricity	26,400
			430	60403	N N D R	648
			432	60302	Water & Sewerage	28,000
			Y03	65100	Renewals Fund Contribution	1,620
			733	60411	Management Charge	23,577
			Y59	65460	V A T P E Irrecoverable	5,800
			Expenditure Total			91,045
			Net Expenditure Total			(50,425)
MU34	5279	Housing Policy R&D	100	60011	Hired Staff	11,500
			P01	60000	Salary Gross Pay	164,247
			P15	60001	National Insurance	15,119
			P16	60002	Pensions	28,417
			231	64100	Postage	700
			710	61902	Catering	200
			734	60111	Medical Fees	100
			S04	69301	Printing (Internal)	250
			S07	69303	Mfds - Local Print Scan & Copy	350
			636	60012	Travel Expenses	200
			P41	61100	Mileage Allowance	1,000
			P44	60022	Travel Allowances Other	50
			S27	69309	Pool Car	400
			Expenditure Total			222,533
			Housing Strategy Total			212,478
Development Total Budget for 2018/19						1,070,903



# Leisure & Health

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Head of Leisure & Health						
CH27	4142	Head Of Leisure & Health	P01	60000	Salary Gross Pay	62,848
			P15	60001	National Insurance	7,547
			P16	60002	Pensions	10,873
			Employees Total			81,268
			S07	69303	Mfds - Local Print Scan & Copy	20
			Supplies & Services Total			20
			P41	61100	Mileage Allowance	500
			Transport Total			500
						81,788
			Head of Leisure & Health Total			81,788
One Leisure Active Lifestyles						
LB30	4106	OL Active Lifestyles Gen Mng'T	163	62000	Protective Clothing & Uniforms	750
			755	64800	Professional Subscriptions	50
			P01	60000	Salary Gross Pay	85,458
			P15	60001	National Insurance	8,415
			P16	60002	Pensions	14,786
			231	64100	Postage	500
			723	63400	Enquiries	200
			S04	69301	Printing (Internal)	100
			S07	69303	Mfds - Local Print Scan & Copy	130
			609	60907	Vehicle Licence	225
			622	60924	Vehicle Mot	50
			625	60904	Vehicle Parts & Fittings	150
			P41	61100	Mileage Allowance	1,095
			W12	60903	Diesel From Stock	1,000
			Expenditure Total			112,909
LB31	4104	Healthy Walks	A04	53100	Costs Recovered	(670)
			B16	51130	Private Donations	(1,500)
			B63	50100	Grants - Other	(9,000)
			Income Total			(11,170)
			P01	60000	Salary Gross Pay	6,860
			P15	60001	National Insurance	506
			P16	60002	Pensions	1,100
			411	60402	Hire Of Rooms	75
			220	62001	Printing (External)	1,076
			500	61713	Equipment	100
			710	61902	Catering	250
			S04	69301	Printing (Internal)	150
			636	60012	Travel Expenses	833
			P41	61100	Mileage Allowance	250
			Expenditure Total			11,200
			Net Expenditure Total			30
LB33	4103	Exercise Referral	B63	50100	Grants - Other	(20,000)
			Income Total			(20,000)
			P01	60000	Salary Gross Pay	66,375
			P15	60001	National Insurance	6,007
			P16	60002	Pensions	11,484

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			500	61713	Equipment	150
			S04	69301	Printing (Internal)	280
			S07	69303	Mfds - Local Print Scan & Copy	100
			P41	61100	Mileage Allowance	900
			<b>Expenditure Total</b>			<b>85,296</b>
			<b>Net Expenditure Total</b>			<b>65,296</b>
<b>LB37</b>	<b>4107</b>	<b>Sports Development</b>	A04	53100	Costs Recovered	(12,500)
			A13	52000	Course Fee	(16,500)
			B64	50101	Lottery Grant	(10,000)
			<b>Income Total</b>			<b>(39,000)</b>
			P01	60000	Salary Gross Pay	53,727
			P15	60001	National Insurance	4,605
			P16	60002	Pensions	8,597
			411	60402	Hire Of Rooms	400
			220	62001	Printing (External)	500
			255	62005	Advertising/Promoting Services	400
			500	61713	Equipment	350
			720	62405	Instructors/Tutors	3,500
			730	60410	Licences	180
			S04	69301	Printing (Internal)	300
			S07	69303	Mfds - Local Print Scan & Copy	100
			P41	61100	Mileage Allowance	1,800
			<b>Expenditure Total</b>			<b>74,459</b>
			<b>Net Expenditure Total</b>			<b>35,459</b>
<b>LB41</b>	<b>4101</b>	<b>Active At 50</b>	A04	53100	Costs Recovered	(7,000)
			A13	52000	Course Fee	(40,000)
			<b>Income Total</b>			<b>(47,000)</b>
			P01	60000	Salary Gross Pay	24,076
			P15	60001	National Insurance	1,377
			P16	60002	Pensions	2,954
			411	60402	Hire Of Rooms	9,000
			220	62001	Printing (External)	400
			255	62005	Advertising/Promoting Services	300
			500	61713	Equipment	200
			S04	69301	Printing (Internal)	150
			S07	69303	Mfds - Local Print Scan & Copy	20
			P41	61100	Mileage Allowance	200
			<b>Expenditure Total</b>			<b>38,677</b>
			<b>Net Income Total</b>			<b>(8,323)</b>
<b>LB48</b>	<b>4108</b>	<b>Lets Get Moving</b>	B63	50100	Grants - Other	(41,420)
			<b>Income Total</b>			<b>(41,420)</b>
			P01	60000	Salary Gross Pay	28,173
			P15	60001	National Insurance	2,208
			P16	60002	Pensions	4,181
			411	60402	Room Hire	2,000
			255	62005	Advertising/Promoting Services	2,308
			500	61713	Equipment	1,000
			720	62405	Instructors/Tutors	1,000
			S07	69303	Mfds - Local Print Scan & Copy	50
			P41	61100	Mileage Allowance	500
			<b>Expenditure Total</b>			<b>41,420</b>
			<b>Net Expenditure Total</b>			<b>0</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
LB49	4109	Active8rlives	B63	50100	Grants - Other	(4,000)
			<b>Income Total</b>			<b>(4,000)</b>
			130	60115	Training	3,000
			500	61713	Equipment	500
			636	60012	Travel Expenses	500
			<b>Expenditure Total</b>			<b>4,000</b>
			<b>Net Expenditure Total</b>			<b>0</b>
LB50	4110	Groundwork Community Act	B63	50100	Grants - Other	(8,370)
			<b>Income Total</b>			<b>(8,370)</b>
			P01	60000	Salary Gross Pay	4,000
			411	60402	Hire Of Rooms	3,000
			255	62005	Advertising/Promoting Services	870
			500	61713	Equipment	500
			<b>Expenditure Total</b>			<b>8,370</b>
			<b>Net Expenditure Total</b>			<b>0</b>
			<b>One Leisure Active Lifestyles Total</b>			<b>205,371</b>
<b>One Leisure Support Team</b>						
LL01	4010	One Leisure Support Team	A13	52000	Course Fee	(552)
			D99	55011	Membership	(1,500)
			<b>Income Total</b>			<b>(2,052)</b>
			P01	60000	Salary Gross Pay	249,288
			P15	60001	National Insurance	14,949
			P16	60002	Pensions	39,819
			231	64100	Postage	700
			255	62005	Advertising/Promoting Services	134,000
			500	61713	Equipment	1,900
			711	62400	Consultants	3,000
			730	60410	Licences	260
			636	60012	Travel Expenses	30
			P41	61100	Mileage Allowance	500
			<b>Expenditure Total</b>			<b>444,446</b>
			<b>Net Expenditure Total</b>			<b>442,394</b>
			<b>One Leisure Support Team Total</b>			<b>442,394</b>
<b>One Leisure Management Team</b>						
LL05	4012	One Leisure Management Team	P01	60000	Salary Gross Pay	102,351
			P15	60001	National Insurance	11,872
			P16	60002	Pensions	17,708
			636	60012	Travel Expenses	30
			P41	61100	Mileage Allowance	500
			<b>Expenditure Total</b>			<b>132,461</b>
			<b>One Leisure Management Team Total</b>			<b>132,461</b>
<b>One Leisure Huntingdon</b>						
LP01	4022	Swimming	A02	53000	Charges (Income)	(87,179)
			A21	53400	Room Hire	(25,000)
			A62	52000	Education/Training	(20,000)
			D02	55004	Adult Swimming Courses	(5,404)

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			D03	55005	Junior Swimming Courses	(258,486)
			D64	55008	Fitness Classes	(5,660)
			D85	55010	Parties	(11,000)
			D99	55011	Membership	(22,564)
			<b>Income Total</b>			<b>(435,293)</b>
			P01	60000	Salary Gross Pay	137,782
			P15	60001	National Insurance	4,384
			P16	60002	Pensions	4,654
			P31	60121	Salary - Training Attendance	4,000
			420	60303	Electricity	27,331
			421	60305	Gas	21,055
			432	60302	Water & Sewerage	10,283
			500	61713	Equipment	2,200
			511	61702	Equipment Maintenance	1,000
			550	61709	Materials	1,500
			551	64000	Chemicals	4,000
			571	61712	Badges And Certificates	300
			<b>Expenditure Total</b>			<b>218,489</b>
			<b>Net Income Total</b>			<b>(216,805)</b>
<b>LP02</b>	<b>4018</b>	<b>Impressions</b>	A02	53000	Charges (Income)	(19,000)
			A33	51217	Sales - Equipment	(960)
			A62	52000	Education/Training	(1,000)
			D62	55007	Consultation Appointments	(35,000)
			D99	55011	Membership	(363,353)
			<b>Income Total</b>			<b>(419,313)</b>
			P01	60000	Salary Gross Pay	151,921
			P15	60001	National Insurance	11,452
			P16	60002	Pensions	24,188
			P31	60121	Salary - Training Attendance	100
			500	61713	Equipment	13,000
			511	61702	Equipment Maintenance	7,000
			570	61400	Materials For Resale	619
			P41	61100	Mileage Allowance	200
			<b>Expenditure Total</b>			<b>208,479</b>
			<b>Net Income Total</b>			<b>(210,834)</b>
<b>LP10</b>	<b>4019</b>	<b>Indoor Sports</b>	A02	53000	Charges (Income)	(86,900)
			A13	52000	Course Fee	(6,000)
			A21	53400	Room Hire	(27,800)
			A62	52000	Education/Training	(1,000)
			D64	55008	Fitness Classes	(35,328)
			D85	55010	Parties	(27,800)
			D99	55011	Membership	(162,666)
			<b>Income Total</b>			<b>(347,494)</b>
			P01	60000	Salary Gross Pay	53,727
			P15	60001	National Insurance	844
			P16	60002	Pensions	908
			500	61713	Equipment	3,000
			511	61702	Equipment Maintenance	1,800
			550	61709	Materials	500
			551	64000	Chemicals	80
			571	61712	Badges And Certificates	100
			720	62405	Instructors/Tutors	750
			730	60410	Licences	2,136
			<b>Expenditure Total</b>			<b>63,845</b>
			<b>Net Income Total</b>			<b>(283,649)</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
LP20	4017	Hospitality	A37	51214	Sales - Bar	(5,000)
			A38	51209	Sales - Catering	(60,000)
			A39	51207	Sales - Vending	(30,000)
			A43	51218	Sales-Confectionery	(10,000)
			Income Total			(105,000)
			163	62000	Protective Clothing & Uniforms	100
			P01	60000	Salary Gross Pay	38,629
			P15	60001	National Insurance	1,766
			P16	60002	Pensions	4,044
			443	61300	Cleaning Materials	150
			500	61713	Equipment	1,600
			507	61700	Equipment Hire	400
			511	61702	Equipment Maintenance	200
			550	61709	Materials	2,700
			558	61905	Bar Provisions	4,850
			559	61900	Catering Materials	19,800
			560	61907	Vending Materials	12,000
			572	61906	Confectionery	3,500
			758	61904	Stock Control	450
			P41	61100	Mileage Allowance	240
			Expenditure Total			90,429
			Net Income Total			(14,571)
LP29	4020	Outdoor Sports	A74	53702	Pitch Hire	(37,000)
			Income Total			(37,000)
			351	60503	Grounds Mtce Contractors	1,250
			511	61702	Equipment Maintenance	400
			730	60410	Licences	100
			Expenditure Total			1,750
			Net Income Total			(35,250)
LP36	4016	Creche	A02	53000	Charges (Income)	(200)
			D99	55011	Membership	(25,318)
			Income Total			(25,518)
			P01	60000	Salary Gross Pay	29,534
			P15	60001	National Insurance	364
			P16	60002	Pensions	2,443
			500	61713	Equipment	0
			550	61709	Materials	100
			Expenditure Total			32,441
			Net Expenditure Total			6,923
LP90	4021	Site & Centre Management	A02	53000	Charges (Income)	(400)
			A04	53100	Costs Recovered	(2,000)
			A09	51900	Concession	(31,800)
			A33	51217	Sales - Equipment	(11,500)
			D74	55009	Pure Spa	(13,500)
			Income Total			(59,200)
			163	62000	Protective Clothing & Uniforms	2,000
			P01	60000	Salary Gross Pay	285,694
			P15	60001	National Insurance	21,402
			P16	60002	Pensions	47,520
			303	60201	Building Mtce	54,250

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			420	60303	Electricity	41,934
			421	60305	Gas	6,369
			430	60403	N N D R	69,072
			432	60302	Water & Sewerage	10,371
			440	60501	Building Cleaning	9,100
			443	61300	Cleaning Materials	6,800
			450	60205	Fire & Security	3,000
			007	69210	Loan Interest Paid	3,960
			206	64071	Software	800
			231	64100	Postage	200
			500	61713	Equipment	5,000
			507	61700	Equipment Hire	2,500
			511	61702	Equipment Maintenance	2,200
			550	61709	Materials	4,200
			551	64000	Chemicals	800
			570	61400	Materials For Resale	7,419
			702	61800	Cash Collection	2,700
			730	60410	Licences	12,750
			758	61904	Stock Control	50
			763	64050	Waste Disposal	1,872
			772	62300	Income Transaction Charges	3,500
			615	60902	Diesel	20
			P41	61100	Mileage Allowance	500
			P44	60022	Travel Allowances Other	100
			Y59	65460	V A T P E Irrecoverable	15,000
			<b>Expenditure Total</b>			<b>621,082</b>
			<b>Net Expenditure Total</b>			<b>561,882</b>
			<b>One Leisure Huntingdon Total</b>			<b>(192,304)</b>
<b>One Leisure Ramsey</b>						
<b>LR01</b>	<b>4033</b>	<b>Swimming</b>	A02	53000	Charges (Income)	(42,925)
			A21	53400	Room Hire	(3,600)
			A62	52000	Education/Training	(12,000)
			D02	55004	Adult Swimming Courses	(3,900)
			D03	55005	Junior Swimming Courses	(161,515)
			D64	55008	Fitness Classes	(2,264)
			D85	55010	Parties	(2,000)
			D99	55011	Membership	(16,045)
			<b>Income Total</b>			<b>(244,249)</b>
			P01	60000	Salary Gross Pay	112,241
			P15	60001	National Insurance	1,679
			P16	60002	Pensions	4,625
			P31	60121	Salary - Training Attendance	4,000
			500	61713	Equipment	1,000
			511	61702	Equipment Maintenance	750
			550	61709	Materials	500
			551	64000	Chemicals	2,300
			571	61712	Badges And Certificates	300
			<b>Expenditure Total</b>			<b>127,395</b>
			<b>Net Income Total</b>			<b>(116,854)</b>
<b>LR02</b>	<b>4029</b>	<b>Impressions</b>	A02	53000	Charges (Income)	(9,000)
			A33	51217	Sales - Equipment	(2,881)

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			D62	55007	Consultation Appointments	(55,000)
			D99	55011	Membership	(149,970)
			<b>Income Total</b>			<b>(216,851)</b>
			P01	60000	Salary Gross Pay	99,777
			P15	60001	National Insurance	7,842
			P16	60002	Pensions	14,641
			500	61713	Equipment	5,500
			511	61702	Equipment Maintenance	10,000
			550	61709	Materials	100
			570	61400	Materials For Resale	1,859
			P41	61100	Mileage Allowance	50
			<b>Expenditure Total</b>			<b>139,770</b>
			<b>Net Income Total</b>			<b>(77,081)</b>
<b>LR10</b>	<b>4030</b>	<b>Indoor Sports</b>	A02	53000	Charges (Income)	(11,600)
			A13	52000	Course Fee	(1,000)
			A21	53400	Room Hire	(12,000)
			A62	52000	Education/Training	(5,000)
			D64	55008	Fitness Classes	(19,208)
			D85	55010	Parties	(4,650)
			D99	55011	Membership	(52,535)
			<b>Income Total</b>			<b>(105,993)</b>
			P01	60000	Salary Gross Pay	30,125
			P15	60001	National Insurance	533
			P16	60002	Pensions	1,434
			500	61713	Equipment	1,500
			550	61709	Materials	500
			720	62405	Instructors/Tutors	750
			730	60410	Licences	700
			<b>Expenditure Total</b>			<b>35,542</b>
			<b>Net Income Total</b>			<b>(70,451)</b>
<b>LR20</b>	<b>4028</b>	<b>Hospitality</b>	A38	51209	Sales - Catering	200
			A39	51207	Sales - Vending	(8,000)
			<b>Income Total</b>			<b>(7,800)</b>
			P01	60000	Salary Gross Pay	2,416
			P15	60001	National Insurance	221
			P16	60002	Pensions	418
			550	61709	Materials	200
			560	61907	Vending Materials	2,500
			758	61904	Stock Control	50
			<b>Expenditure Total</b>			<b>5,805</b>
			<b>Net Income Total</b>			<b>(1,995)</b>
<b>LR29</b>	<b>4031</b>	<b>Outdoor Sports</b>	A74	53702	Pitch Hire	(7,000)
			<b>Income Total</b>			<b>(7,000)</b>
			351	60503	Grounds Mtce Contractors	800
			615	60902	Diesel	30
			<b>Expenditure Total</b>			<b>830</b>
			<b>Net Income Total</b>			<b>(6,170)</b>
<b>LR36</b>	<b>4027</b>	<b>Creche</b>	A02	53000	Charges (Income)	(200)
			D99	55011	Membership	(10,242)
			<b>Income Total</b>			<b>(10,442)</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			P01	60000	Salary Gross Pay	18,412
			P15	60001	National Insurance	30
			P16	60002	Pensions	1,432
			500	61713	Equipment	100
			550	61709	Materials	50
			<b>Expenditure Total</b>			<b>20,024</b>
			<b>Net Expenditure Total</b>			<b>9,582</b>
<b>LR90</b>	<b>4032</b>	<b>Site &amp; Centre Management</b>	A02	53000	Charges (Income)	(50)
			A04	53100	Costs Recovered	(2,000)
			A21	53400	Room Hire	(200)
			A33	51217	Sales - Equipment	(4,900)
			A82	55012	Functions	(400)
			D74	55009	Pure Spa	(1,110)
			D99	55011	Membership	(4,800)
			<b>Income Total</b>			<b>(13,460)</b>
			163	62000	Protective Clothing & Uniforms	1,000
			P01	60000	Salary Gross Pay	117,575
			P15	60001	National Insurance	9,443
			P16	60002	Pensions	17,513
			303	60201	Building Mtce	16,000
			420	60303	Electricity	39,842
			421	60305	Gas	12,401
			430	60403	N N D R	32,316
			432	60302	Water & Sewerage	8,886
			440	60501	Building Cleaning	7,000
			443	61300	Cleaning Materials	2,500
			450	60205	Fire & Security	2,300
			231	64100	Postage	200
			500	61713	Equipment	1,500
			507	61700	Equipment Hire	1,600
			511	61702	Equipment Maintenance	2,000
			550	61709	Materials	2,400
			570	61400	Materials For Resale	3,161
			702	61800	Cash Collection	700
			711	62400	Consultants	590
			730	60410	Licences	5,850
			758	61904	Stock Control	50
			763	64050	Waste Disposal	456
			772	62300	Income Transaction Charges	1,683
			P41	61100	Mileage Allowance	300
			Y59	65460	V A T P E Irrecoverable	9,000
			<b>Expenditure Total</b>			<b>296,267</b>
			<b>Net Expenditure Total</b>			<b>282,807</b>
			<b>One Leisure Ramsey Total</b>			<b>19,839</b>
<b>One Leisure Sawtry</b>						
<b>LS01</b>	<b>4044</b>	<b>Swimming</b>	A02	53000	Charges (Income)	(36,937)
			A62	52000	Education/Training	(2,000)
			D02	55004	Adult Swimming Courses	(4,200)
			D03	55005	Junior Swimming Courses	(91,367)
			D64	55008	Fitness Classes	(2,058)
			D85	55010	Parties	(3,000)
			D99	55011	Membership	(7,999)



Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			Income Total			(147,561)
			P01	60000	Salary Gross Pay	73,882
			P15	60001	National Insurance	570
			P31	60121	Salary - Training Attendance	3,000
			500	61713	Equipment	1,500
			507	61700	Equipment Hire	1,800
			511	61702	Equipment Maintenance	500
			550	61709	Materials	500
			551	64000	Chemicals	2,000
			571	61712	Badges And Certificates	100
			Expenditure Total			83,852
			Net Income Total			(63,709)
LS02	4040	Impressions	A02	53000	Charges (Income)	(3,500)
			D62	55007	Consultation Appointments	(6,000)
			D99	55011	Membership	(84,150)
			Income Total			(93,650)
			P01	60000	Salary Gross Pay	50,688
			P15	60001	National Insurance	3,694
			P16	60002	Pensions	3,224
			500	61713	Equipment	4,500
			511	61702	Equipment Maintenance	10,000
			P41	61100	Mileage Allowance	50
			Expenditure Total			72,155
			Net Income Total			(21,495)
LS10	4041	Indoor Sports	A02	53000	Charges (Income)	(15,500)
			A13	52000	Course Fee	(4,000)
			A21	53400	Room Hire	(6,000)
			A62	52000	Education/Training	(30,000)
			D64	55008	Fitness Classes	(12,005)
			D85	55010	Parties	(3,900)
			D99	55011	Membership	(38,057)
			Income Total			(109,462)
			P01	60000	Salary Gross Pay	34,463
			P15	60001	National Insurance	447
			P16	60002	Pensions	1,200
			500	61713	Equipment	1,000
			550	61709	Materials	500
			720	62405	Instructors/Tutors	750
			730	60410	Licences	700
			Expenditure Total			39,061
			Net Income Total			(70,400)
LS20	4039	Hospitality	A39	51207	Sales - Vending	(10,000)
			Income Total			(10,000)
			P01	60000	Salary Gross Pay	2,416
			P15	60001	National Insurance	221
			P16	60002	Pensions	418
			560	61907	Vending Materials	5,200
			758	61904	Stock Control	50
			Expenditure Total			8,305
			Net Income Total			(1,695)
LS29	4042	Outdoor Sports	A74	53702	Pitch Hire	(12,000)
			Income Total			(12,000)

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			351	60503	Grounds Mtce Contractors	1,250
			Expenditure Total			1,250
			Net Income Total			(10,750)
LS36	4038	Creche	A02	53000	Charges (Income)	(100)
			D99	55011	Membership	(10,633)
			Income Total			(10,733)
			P01	60000	Salary Gross Pay	11,182
			P15	60001	National Insurance	25
			P16	60002	Pensions	1,916
			500	61713	Equipment	100
			550	61709	Materials	50
			Expenditure Total			13,273
			Net Expenditure Total			2,540
LS90	4043	Site & Centre Management	A21	53400	Room Hire	(450)
			A33	51217	Sales - Equipment	(3,220)
			Income Total			(3,670)
			163	62000	Protective Clothing & Uniforms	750
			P01	60000	Salary Gross Pay	111,186
			P15	60001	National Insurance	8,668
			P16	60002	Pensions	16,584
			303	60201	Building Mtce	10,000
			420	60303	Electricity	31,000
			421	60305	Gas	11,961
			430	60403	N N D R	33,796
			432	60302	Water & Sewerage	5,150
			440	60501	Building Cleaning	7,100
			443	61300	Cleaning Materials	2,000
			450	60205	Fire & Security	1,600
			231	64100	Postage	200
			500	61713	Equipment	800
			507	61700	Equipment Hire	2,200
			511	61702	Equipment Maintenance	1,000
			550	61709	Materials	1,710
			570	61400	Materials For Resale	2,077
			702	61800	Cash Collection	700
			711	62400	Consultants	590
			730	60410	Licences	5,300
			758	61904	Stock Control	50
			763	64050	Waste Disposal	456
			772	62300	Income Transaction Charges	1,150
			P41	61100	Mileage Allowance	500
			P44	60022	Travel Allowances Other	50
			Y59	65460	V A T P E Irrecoverable	11,000
			Expenditure Total			267,578
			Net Expenditure Total			263,908
			One Leisure Sawtry Total			98,399
One Leisure St Ives						
LQ01	4056	Swimming	A02	53000	Charges (Income)	(98,330)
			A21	53400	Room Hire	(46,500)
			A62	52000	Education/Training	(59,000)

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			D02	55004	Adult Swimming Courses	(14,000)
			D03	55005	Junior Swimming Courses	(218,839)
			D64	55008	Fitness Classes	(5,660)
			D85	55010	Parties	(10,500)
			D99	55011	Membership	(21,470)
			<b>Income Total</b>			<b>(474,299)</b>
			P01	60000	Salary Gross Pay	164,484
			P15	60001	National Insurance	2,180
			P16	60002	Pensions	2,634
			P31	60121	Salary - Training Attendance	5,000
			500	61713	Equipment	3,000
			511	61702	Equipment Maintenance	500
			550	61709	Materials	1,300
			551	64000	Chemicals	4,600
			571	61712	Badges And Certificates	300
			<b>Expenditure Total</b>			<b>183,998</b>
			<b>Net Income Total</b>			<b>(290,301)</b>
<b>LQ02</b>	<b>4053</b>	<b>Impressions</b>	A02	53000	Charges (Income)	(31,400)
			A33	51217	Sales - Equipment	(2,881)
			D62	55007	Consultation Appointments	(47,250)
			D99	55011	Membership	(609,514)
			<b>Income Total</b>			<b>(691,045)</b>
			P01	60000	Salary Gross Pay	150,625
			P15	60001	National Insurance	11,040
			P16	60002	Pensions	18,347
			500	61713	Equipment	10,000
			511	61702	Equipment Maintenance	30,000
			570	61400	Materials For Resale	1,859
			P41	61100	Mileage Allowance	200
			<b>Expenditure Total</b>			<b>222,070</b>
			<b>Net Income Total</b>			<b>(468,974)</b>
<b>LQ10</b>	<b>4054</b>	<b>Indoor Sports</b>	A02	53000	Charges (Income)	(82,100)
			A13	52000	Course Fee	(10,000)
			A21	53400	Room Hire	(74,000)
			A62	52000	Education/Training	(56,000)
			D64	55008	Fitness Classes	(65,169)
			D85	55010	Parties	(39,800)
			D99	55011	Membership	(201,610)
			<b>Income Total</b>			<b>(528,679)</b>
			P01	60000	Salary Gross Pay	58,117
			P15	60001	National Insurance	780
			P16	60002	Pensions	290
			500	61713	Equipment	9,000
			511	61702	Equipment Maintenance	1,500
			550	61709	Materials	400
			720	62405	Instructors/Tutors	750
			730	60410	Licences	4,030
			<b>Expenditure Total</b>			<b>74,867</b>
			<b>Net Income Total</b>			<b>(453,812)</b>
<b>LQ16</b>	<b>4061</b>	<b>Ten Pin Bowling</b>	A02	53000	Charges (Income)	(90,000)
			D85	55010	Parties	(10,000)
			<b>Income Total</b>			<b>(100,000)</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			P01	60000	Salary Gross Pay	37,948
			P15	60001	National Insurance	5
			P16	60002	Pensions	13
			500	61713	Equipment	500
			511	61702	Equipment Maintenance	1,750
			550	61709	Materials	200
			<b>Expenditure Total</b>			<b>40,416</b>
			<b>Net Income Total</b>			<b>(59,584)</b>
<b>LQ20</b>	<b>4052</b>	<b>Hospitality</b>	A37	51214	Sales - Bar	(42,000)
			A38	51209	Sales - Catering	(185,000)
			A39	51207	Sales - Vending	(12,700)
			A43	51218	Sales-Confectionery	(22,000)
			<b>Income Total</b>			<b>(261,700)</b>
			120	60116	Recruitment Costs	100
			163	62000	Protective Clothing & Uniforms	100
			P01	60000	Salary Gross Pay	106,833
			P15	60001	National Insurance	3,282
			P16	60002	Pensions	7,272
			443	61300	Cleaning Materials	1,250
			500	61713	Equipment	1,000
			511	61702	Equipment Maintenance	1,500
			550	61709	Materials	5,300
			558	61905	Bar Provisions	15,540
			559	61900	Catering Materials	61,000
			560	61907	Vending Materials	8,690
			567	61711	Gas Cylinders (Incl. Bars)	400
			572	61906	Confectionery	7,310
			758	61904	Stock Control	500
			P41	61100	Mileage Allowance	240
			<b>Expenditure Total</b>			<b>220,318</b>
			<b>Net Income Total</b>			<b>(41,382)</b>
<b>LQ21</b>	<b>4050</b>	<b>Burgess Hall</b>	A02	53000	Charges (Income)	(30,350)
			A06	51800	Commission	(4,800)
			A21	53400	Room Hire	(163,732)
			A22	51208	Equipment Hire	(7,700)
			A27	51403	Advertising	(500)
			A33	51217	Sales - Equipment	(300)
			A62	52000	Education/Training	(36,107)
			A82	55012	Functions	(248,800)
			<b>Income Total</b>			<b>(492,289)</b>
			100	60011	Hired Staff	11,750
			120	60116	Recruitment Costs	50
			163	62000	Protective Clothing & Uniforms	300
			P01	60000	Salary Gross Pay	119,556
			P15	60001	National Insurance	7,075
			P16	60002	Pensions	10,834
			443	61300	Cleaning Materials	1,000
			231	64100	Postage	5,000
			500	61713	Equipment	3,000
			507	61700	Equipment Hire	3,000
			511	61702	Equipment Maintenance	1,000
			550	61709	Materials	8,000

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			710	61902	Catering	23,800
			730	60410	Licences	7,200
			744	64079	Entertainments Inc Cable Tv	120,900
			P41	61100	Mileage Allowance	280
			<b>Expenditure Total</b>			<b>322,745</b>
			<b>Net Income Total</b>			<b>(169,544)</b>
<b>LQ27</b>	<b>4049</b>	<b>Burgess Bar</b>	A02	53000	Charges (Income)	(5,100)
			A37	51214	Sales - Bar	(190,500)
			A38	51209	Sales - Catering	(71,500)
			A43	51218	Sales-Confectionery	(6,200)
			<b>Income Total</b>			<b>(273,300)</b>
			163	62000	Protective Clothing & Uniforms	250
			P01	60000	Salary Gross Pay	70,007
			P15	60001	National Insurance	2,063
			P16	60002	Pensions	4,828
			443	61300	Cleaning Materials	250
			500	61713	Equipment	1,500
			507	61700	Equipment Hire	3,292
			511	61702	Equipment Maintenance	500
			550	61709	Materials	3,000
			558	61905	Bar Provisions	71,480
			559	61900	Catering Materials	23,200
			567	61711	Gas Cylinders (Incl. Bars)	450
			572	61906	Confectionery	2,400
			758	61904	Stock Control	400
			P41	61100	Mileage Allowance	50
			<b>Expenditure Total</b>			<b>183,669</b>
			<b>Net Income Total</b>			<b>(89,631)</b>
<b>LQ36</b>	<b>4051</b>	<b>Creche</b>	A02	53000	Charges (Income)	(1,000)
			D99	55011	Membership	(27,200)
			<b>Income Total</b>			<b>(28,200)</b>
			P01	60000	Salary Gross Pay	35,812
			P15	60001	National Insurance	973
			P16	60002	Pensions	5,267
			500	61713	Equipment	100
			550	61709	Materials	50
			<b>Expenditure Total</b>			<b>42,203</b>
			<b>Net Expenditure Total</b>			<b>14,003</b>
<b>LQ90</b>	<b>4055</b>	<b>Site &amp; Centre Management</b>	A02	53000	Charges (Income)	(100)
			A04	53100	Costs Recovered	(2,000)
			A09	51900	Concession	(21,600)
			A19	56027	Rent - Land	(5,000)
			A21	53400	Room Hire	(450)
			A33	51217	Sales - Equipment	(15,000)
			D74	55009	Pure Spa	(33,050)
			<b>Income Total</b>			<b>(77,200)</b>
			120	60116	Recruitment Costs	500
			163	62000	Protective Clothing & Uniforms	2,500
			P01	60000	Salary Gross Pay	303,366
			P15	60001	National Insurance	23,369
			P16	60002	Pensions	48,276

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			P31	60121	Salary - Training Attendance	200
			303	60201	Building Mtce	83,000
			420	60303	Electricity	71,500
			421	60305	Gas	43,531
			430	60403	N N D R	123,343
			432	60302	Water & Sewerage	10,718
			440	60501	Building Cleaning	26,250
			443	61300	Cleaning Materials	5,175
			450	60205	Fire & Security	5,000
			206	64071	Software	800
			231	64100	Postage	1,500
			500	61713	Equipment	5,000
			507	61700	Equipment Hire	3,600
			511	61702	Equipment Maintenance	5,000
			550	61709	Materials	5,000
			551	64000	Chemicals	3,300
			570	61400	Materials For Resale	9,677
			702	61800	Cash Collection	2,100
			711	62400	Consultants	1,070
			730	60410	Licences	15,260
			758	61904	Stock Control	50
			763	64050	Waste Disposal	6,240
			772	62300	Income Transaction Charges	14,000
			607	60909	Vehicle Hire	100
			P41	61100	Mileage Allowance	700
			807	61903	Hospitality	200
			Y59	65460	V A T P E Irrecoverable	24,000
			<b>Expenditure Total</b>			<b>844,325</b>
			<b>Net Expenditure Total</b>			<b>767,125</b>
			<b>One Leisure St Ives Total</b>			<b>(792,101)</b>
<b>One Leisure St Ives Outdoor Centre</b>						
<b>LK20</b>	<b>4057</b>	<b>Hospitality</b>	A37	51214	Sales - Bar	(48,800)
			A38	51209	Sales - Catering	(34,000)
			A39	51207	Sales - Vending	(3,200)
			A43	51218	Sales-Confectionery	(6,255)
			<b>Income Total</b>			<b>(92,255)</b>
			P01	60000	Salary Gross Pay	27,252
			P15	60001	National Insurance	1,002
			P16	60002	Pensions	1,773
			443	61300	Cleaning Materials	700
			500	61713	Equipment	1,000
			511	61702	Equipment Maintenance	500
			550	61709	Materials	2,900
			558	61905	Bar Provisions	16,300
			559	61900	Catering Materials	10,600
			560	61907	Vending Materials	400
			567	61711	Gas Cylinders (Incl. Bars)	850
			572	61906	Confectionery	4,200
			744	64079	Entertainments Inc Cable Tv	1,740
			758	61904	Stock Control	400
			P41	61100	Mileage Allowance	50
			<b>Expenditure Total</b>			<b>69,667</b>
			<b>Net Income Total</b>			<b>(22,588)</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
LK29	4062	Outdoor Sports	A02	53000	Charges (Income)	(1,000)
			A62	52000	Education/Training	(15,500)
			A74	53702	Pitch Hire	(130,000)
			Income Total			(146,500)
			351	60503	Grounds Mtce Contractors	12,000
			Y03	65100	Renewals Fund Contribution	25,000
			500	61713	Equipment	5,000
			Expenditure Total			42,000
			Net Income Total			(104,500)
LK90	4063	Site & Centre Management	A02	53000	Charges (Income)	(600)
			A21	53400	Room Hire	(6,000)
			A22	51208	Equipment Hire	(300)
			Income Total			(6,900)
			163	62000	Protective Clothing & Uniforms	500
			P01	60000	Salary Gross Pay	30,712
			P15	60001	National Insurance	2,254
			P16	60002	Pensions	4,411
			420	60303	Electricity	38,302
			421	60305	Gas	5,988
			430	60403	N N D R	76,966
			432	60302	Water & Sewerage	10,793
			440	60501	Building Cleaning	19,162
			443	61300	Cleaning Materials	500
			450	60205	Fire & Security	2,000
			500	61713	Equipment	3,000
			507	61700	Equipment Hire	2,290
			550	61709	Materials	500
			570	61400	Materials For Resale	200
			730	60410	Licences	1,700
			763	64050	Waste Disposal	816
			615	60902	Diesel	3,000
			619	60921	Vehicle Maintenance External	4,000
			Expenditure Total			207,094
			Net Expenditure Total			200,194
			St Ives Outdoor Centre Total			73,105
One Leisure St Neots						
LN01	4076	Swimming	A02	53000	Charges (Income)	(134,718)
			A21	53400	Room Hire	(23,000)
			A62	52000	Education/Training	(30,000)
			D02	55004	Adult Swimming Courses	(10,500)
			D03	55005	Junior Swimming Courses	(280,408)
			D64	55008	Fitness Classes	(2,500)
			D85	55010	Parties	(27,500)
			D99	55011	Membership	(25,614)
			Income Total			(534,240)
			P01	60000	Salary Gross Pay	209,655
			P15	60001	National Insurance	3,193
			P16	60002	Pensions	4,202
			P31	60121	Salary - Training Attendance	6,000
			420	60303	Electricity	103,595

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			421	60305	Gas	30,735
			432	60302	Water & Sewerage	31,969
			500	61713	Equipment	2,000
			507	61700	Equipment Hire	1,900
			511	61702	Equipment Maintenance	3,000
			550	61709	Materials	1,000
			551	64000	Chemicals	5,800
			571	61712	Badges And Certificates	400
			<b>Expenditure Total</b>			<b>403,449</b>
			<b>Net Income Total</b>			<b>(130,791)</b>
<b>LN02</b>	<b>4072</b>	<b>Impressions</b>	A02	53000	Charges (Income)	(23,000)
			A33	51217	Sales - Equipment	(3,841)
			D62	55007	Consultation Appointments	(47,250)
			D99	55011	Membership	(532,642)
			<b>Income Total</b>			<b>(606,733)</b>
			P01	60000	Salary Gross Pay	149,694
			P15	60001	National Insurance	11,391
			P16	60002	Pensions	20,632
			P31	60121	Salary - Training Attendance	500
			500	61713	Equipment	8,000
			511	61702	Equipment Maintenance	37,000
			570	61400	Materials For Resale	2,478
			P41	61100	Mileage Allowance	100
			<b>Expenditure Total</b>			<b>229,796</b>
			<b>Net Income Total</b>			<b>(376,937)</b>
<b>LN10</b>	<b>4073</b>	<b>Indoor Sports</b>	A02	53000	Charges (Income)	(86,900)
			A13	52000	Course Fee	(4,000)
			A21	53400	Room Hire	(31,000)
			A62	52000	Education/Training	(500)
			D64	55008	Fitness Classes	(48,705)
			D85	55010	Parties	(33,800)
			D99	55011	Membership	(172,581)
			<b>Income Total</b>			<b>(377,486)</b>
			P01	60000	Salary Gross Pay	67,462
			P15	60001	National Insurance	638
			P16	60002	Pensions	2,060
			500	61713	Equipment	3,000
			550	61709	Materials	500
			720	62405	Instructors/Tutors	750
			730	60410	Licences	2,800
			<b>Expenditure Total</b>			<b>77,210</b>
			<b>Net Income Total</b>			<b>(300,276)</b>
<b>LN20</b>	<b>4071</b>	<b>Hospitality</b>	A37	51214	Sales - Bar	(11,500)
			A38	51209	Sales - Catering	(61,000)
			A39	51207	Sales - Vending	(16,000)
			A43	51218	Sales-Confectionery	(3,800)
			<b>Income Total</b>			<b>(92,300)</b>
			163	62000	Protective Clothing & Uniforms	50
			P01	60000	Salary Gross Pay	42,969
			P15	60001	National Insurance	1,368
			P16	60002	Pensions	7,436





Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			443	61300	Cleaning Materials	1,200
			500	61713	Equipment	1,300
			511	61702	Equipment Maintenance	600
			550	61709	Materials	2,200
			558	61905	Bar Provisions	4,260
			559	61900	Catering Materials	20,240
			560	61907	Vending Materials	10,030
			567	61711	Gas Cylinders (Incl. Bars)	50
			572	61906	Confectionery	1,790
			758	61904	Stock Control	650
			P41	61100	Mileage Allowance	240
			<b>Expenditure Total</b>			<b>94,383</b>
			<b>Net Expenditure Total</b>			<b>2,083</b>
<b>LN29</b>	<b>4074</b>	<b>Outdoor Sports</b>	A62	52000	Education/Training	(11,777)
			A74	53702	Pitch Hire	(69,250)
			<b>Income Total</b>			<b>(81,027)</b>
			P01	60000	Salary Gross Pay	2,855
			P15	60001	National Insurance	9
			351	60503	Grounds Mtce Contractors	6,000
			500	61713	Equipment	200
			571	61712	Badges And Certificates	400
			615	60902	Diesel	100
			<b>Expenditure Total</b>			<b>9,563</b>
			<b>Net Income Total</b>			<b>(71,464)</b>
<b>LN36</b>	<b>4070</b>	<b>Creche</b>	A02	53000	Charges (Income)	(200)
			D99	55011	Membership	(44,000)
			<b>Income Total</b>			<b>(44,200)</b>
			P01	60000	Salary Gross Pay	44,116
			P15	60001	National Insurance	2,012
			P16	60002	Pensions	6,089
			500	61713	Equipment	100
			550	61709	Materials	100
			<b>Expenditure Total</b>			<b>52,418</b>
			<b>Net Expenditure Total</b>			<b>8,218</b>
<b>LN90</b>	<b>4075</b>	<b>Site &amp; Centre Management</b>	A02	53000	Charges (Income)	(1,000)
			A04	53100	Costs Recovered	(2,000)
			A09	51900	Concession	(4,200)
			A21	53400	Room Hire	(12,000)
			A33	51217	Sales - Equipment	(17,950)
			D74	55009	Pure Spa	(18,100)
			<b>Income Total</b>			<b>(55,250)</b>
			120	60116	Recruitment Costs	500
			163	62000	Protective Clothing & Uniforms	2,500
			P01	60000	Salary Gross Pay	297,314
			P15	60001	National Insurance	22,597
			P16	60002	Pensions	44,247
			303	60201	Building Mtce	53,750
			421	60305	Gas	3,105
			430	60403	N N D R	130,743
			432	60302	Water & Sewerage	5,169
			440	60501	Building Cleaning	20,510

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			443	61300	Cleaning Materials	5,500
			450	60205	Fire & Security	5,500
			206	64071	Software	800
			231	64100	Postage	200
			500	61713	Equipment	5,000
			507	61700	Equipment Hire	5,000
			511	61702	Equipment Maintenance	3,000
			550	61709	Materials	6,500
			551	64000	Chemicals	1,300
			570	61400	Materials For Resale	9,645
			702	61800	Cash Collection	4,200
			730	60410	Licences	12,720
			758	61904	Stock Control	50
			763	64050	Waste Disposal	3,120
			772	62300	Income Transaction Charges	6,000
			P41	61100	Mileage Allowance	400
			Y59	65460	V A T P E Irrecoverable	22,000
			<b>Expenditure Total</b>			<b>671,370</b>
			<b>Net Expenditure Total</b>			<b>616,120</b>
			<b>One Leisure St Neots Total</b>			<b>(253,047)</b>
<b>The Club Alconbury Weald</b>						
<b>LL10</b>	<b>4011</b>	<b>The Club Alconbury Weald</b>	<b>A04</b>	<b>53100</b>	<b>Costs Recovered</b>	<b>(6,000)</b>
			<b>Income Total</b>			<b>(6,000)</b>
			<b>The Club Alconbury Weald Total</b>			<b>(6,000)</b>
<b>Leisure &amp; Health Total Budget 2018/19</b>						<b>(190,096)</b>

# Operations

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Head of Operations						
CH24	4143	Head Of Operations	P01	60000	Salary Gross Pay	60,788
			P15	60001	National Insurance	7,263
			P16	60002	Pensions	10,517
			P41	61100	Mileage Allowance	1,000
			Expenditure Total			79,568
			Head of Operations Total			79,568
Car Parks						
TC46	4372	Huntingdon Multi-Storey	A56	51504	Parking Charges Casual	(219,416)
			Income Total			(219,416)
			430	60403	N N D R	44,280
			Expenditure Total			44,280
			Net Income Total			(175,136)
TC49	4376	Ramsey Mews Close	430	60403	N N D R	2,114
			Expenditure Total			2,114
TC52	4383	Huntingdon St Germain (Minor)	A56	51504	Parking Charges Casual	(42,107)
			Income Total			(42,107)
			430	60403	N N D R	4,124
			Expenditure Total			4,124
			Net Income Total			(37,983)
TC55	4374	Huntingdon Ingram Street	A56	51504	Parking Charges Casual	(21,304)
			Income Total			(21,304)
			430	60403	N N D R	4,441
			Expenditure Total			4,441
			Net Income Total			(16,863)
TC56	4392	Huntingdon High Street Ccc	A56	51504	Parking Charges Casual	(20,242)
			Income Total			(20,242)
TC58	4368	Godmanchester Mill Yd/Post St	430	60403	N N D R	1,639
			Expenditure Total			1,639
TC59	4369	Huntingdon Great Northern St	A56	51504	Parking Charges Casual	(17,195)
			Income Total			(17,195)
			430	60403	N N D R	3,807
			Expenditure Total			3,807
			Net Income Total			(13,388)
TC60	4361	Huntingdon Buttsgrove Way	A19	56027	Rent - Land	(1,600)
			Income Total			(1,600)
			430	60403	N N D R	2,089
			Expenditure Total			2,089
			Net Income Total			489
TC61	4367	Godmanchester Bridge Place	A56	51504	Parking Charges Casual	(17,665)
			Income Total			(17,665)
			430	60403	N N D R	27,226
			Expenditure Total			27,226
			Net Income Total			9,561

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
TC62	4370	Huntingdon Hinchbrook Cp	A56	51504	Parking Charges Casual	(44,620)
			Income Total			(44,620)
TC63	4375	Huntingdon Princes Street	A56	51504	Parking Charges Casual	(109,204)
			Income Total			(109,204)
			430	60403	N N D R	15,045
			Expenditure Total			15,045
			Net Income Total			(94,159)
TC66	4380	Huntingdon Sainsburys	A56	51504	Parking Charges Casual	(424,662)
			Income Total			(424,662)
			430	60403	N N D R	33,404
			Expenditure Total			33,404
			Net Income Total			(391,258)
TC68	4371	Huntingdon Mill Common	A56	51504	Parking Charges Casual	(34,901)
			Income Total			(34,901)
			416	61600	Land Lease	7,000
			430	60403	N N D R	4,821
			Expenditure Total			11,821
			Net Income Total			(23,080)
TC69	4373	Huntingdon Riverside	A56	51504	Parking Charges Casual	(47,746)
			Income Total			(47,746)
			430	60403	N N D R	14,871
			Expenditure Total			14,871
			Net Income Total			(32,875)
TC70	4382	Closed Hunt St Germain (Disa)	416	61600	Land Lease	6,048
			Expenditure Total			6,048
TC71	4388	St Neots Tan Yard	A56	51504	Parking Charges Casual	(10,004)
			Income Total			(10,004)
			430	60403	N N D R	3,067
			Expenditure Total			3,067
			Net Income Total			(6,937)
TC72	4394	St Neots Market Square Ccc	A56	51504	Parking Charges Casual	(81,264)
			Income Total			(81,264)
TC73	4385	St Neots Priory Lane West	A56	51504	Parking Charges Casual	(26,332)
			Income Total			(26,332)
			430	60403	N N D R	3,807
			Expenditure Total			3,807
			Net Income Total			(22,525)
TC74	4379	St Neots Priory Centre	A56	51504	Parking Charges Casual	(27,869)
			Income Total			(27,869)
TC75	4389	St Neots Tebbutts Road	A56	51504	Parking Charges Casual	(209,819)
			Income Total			(209,819)
			430	60403	N N D R	25,481
			Expenditure Total			25,481
			Net Income Total			(184,338)
TC77	4387	St Neots Waitrose	A56	51504	Parking Charges Casual	(202,958)
			Income Total			(202,958)

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
TC81	4360	St Neots Brooke Street	A56	51504	Parking Charges Casual	(13,406)
			<b>Income Total</b>			<b>(13,406)</b>
			430	60403	N N D R	1,348
			<b>Expenditure Total</b>			<b>1,348</b>
			<b>Net Income Total</b>			<b>(12,058)</b>
TC82	4386	St Neots Riverside	A56	51504	Parking Charges Casual	(49,118)
			<b>Income Total</b>			<b>(49,118)</b>
			430	60403	N N D R	16,004
			<b>Expenditure Total</b>			<b>16,004</b>
			<b>Net Income Total</b>			<b>(33,114)</b>
TC83	4396	St Ives Cattle Market (Bus)	430	60403	N N D R	21,136
			<b>Expenditure Total</b>			<b>21,136</b>
TC84	4384	St Ives Cattle Market (Wait)	A56	51504	Parking Charges Casual	(286,964)
			<b>Income Total</b>			<b>(286,964)</b>
			430	60403	N N D R	8,052
			<b>Expenditure Total</b>			<b>8,052</b>
			<b>Net Income Total</b>			<b>(278,912)</b>
TC85	4364	St Ives Darwoods Pond	A56	51504	Parking Charges Casual	(42,545)
			<b>Income Total</b>			<b>(42,545)</b>
			430	60403	N N D R	8,591
			<b>Expenditure Total</b>			<b>8,591</b>
			<b>Net Income Total</b>			<b>(33,954)</b>
TC86	4366	St Ives Globe Place	A56	51504	Parking Charges Casual	(102,335)
			<b>Income Total</b>			<b>(102,335)</b>
			430	60403	N N D R	19,963
			<b>Expenditure Total</b>			<b>19,963</b>
			<b>Net Income Total</b>			<b>(82,372)</b>
TC87	4363	St Ives Cattle Market (Hw)	A56	51504	Parking Charges Casual	(108,106)
			<b>Income Total</b>			<b>(108,106)</b>
			430	60403	N N D R	21,136
			<b>Expenditure Total</b>			<b>21,136</b>
			<b>Net Income Total</b>			<b>(86,970)</b>
TC88	4393	St Ives Market Hill Ccc	A56	51504	Parking Charges Casual	(30,218)
			<b>Income Total</b>			<b>(30,218)</b>
TC89	4381	Somersham Church Street	430	60403	N N D R	581
			<b>Expenditure Total</b>			<b>581</b>
TC90	4362	Car Parks Operational Mgt	A55	51503	Parking Residents Season	(3,000)
			A56	51504	Parking Charges Casual	(20,000)
			A57	51507	Parking Charges Season Tickets	(115,000)
			A58	51505	Parking Excess Charges	(210,000)
			A59	51506	Parking - Residents Permits	(15,000)
			<b>Income Total</b>			<b>(363,000)</b>
			163	62000	Protective Clothing & Uniforms	2,000
			P01	60000	Salary Gross Pay	142,255
			P15	60001	National Insurance	9,605
			P16	60002	Pensions	24,617
			303	60201	Building Mtce	19,000
			359	60273	Sitework	45,000
			420	60303	Electricity	17,485

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			430	60403	N N D R	2,876
			432	60302	Water & Sewerage	1,200
			440	60501	Building Cleaning	4,300
			227	69140	Tickets	1,739
			500	61713	Equipment	3,500
			522	61707	Car Park Machines	45,100
			565	60299	Signs	600
			702	61800	Cash Collection	51,376
			S04	69301	Printing (Internal)	1,200
			609	60907	Vehicle Licence	683
			619	60921	Vehicle Maintenance External	100
			622	60924	Vehicle Mot	135
			625	60904	Vehicle Parts & Fittings	800
			630	62926	Tyres	100
			P41	61100	Mileage Allowance	100
			W12	60903	Diesel From Stock	1,700
			810	64600	Contribution (Paid Out)	459,000
			<b>Expenditure Total</b>			<b>834,471</b>
			<b>Net Expenditure Total</b>			<b>471,471</b>
			<b>Car Parks Total</b>			<b>(1,420,054)</b>
<b>Environmental &amp; Energy Mgt</b>						
<b>DA12</b>	<b>4235</b>	<b>Environmental Projects</b>	<b>A04</b>	<b>53100</b>	<b>Costs Recovered</b>	<b>(15,000)</b>
			<b>Income Total</b>			<b>(15,000)</b>
<b>MU10</b>	<b>5275</b>	<b>Environmental Policy Mu</b>	<b>P01</b>	<b>60000</b>	<b>Salary Gross Pay</b>	<b>75,195</b>
			<b>P15</b>	<b>60001</b>	<b>National Insurance</b>	<b>8,125</b>
			<b>P16</b>	<b>60002</b>	<b>Pensions</b>	<b>13,010</b>
			<b>231</b>	<b>64100</b>	<b>Postage</b>	<b>530</b>
			<b>S04</b>	<b>69301</b>	<b>Printing (Internal)</b>	<b>50</b>
			<b>S07</b>	<b>69303</b>	<b>Mfds - Local Print Scan &amp; Copy</b>	<b>350</b>
			<b>636</b>	<b>60012</b>	<b>Travel Expenses</b>	<b>300</b>
			<b>P41</b>	<b>61100</b>	<b>Mileage Allowance</b>	<b>100</b>
			<b>S27</b>	<b>69309</b>	<b>Pool Car</b>	<b>100</b>
			<b>Expenditure Total</b>			<b>97,760</b>
			<b>Environmental &amp; Energy Mgt Total</b>			<b>82,760</b>
<b>Facilities Management</b>						
<b>LM04</b>	<b>4005</b>	<b>Priory Centre</b>	<b>B12</b>	<b>51002</b>	<b>Contribution From Town Council</b>	<b>(5,260)</b>
			<b>Income Total</b>			<b>(5,260)</b>
			<b>810</b>	<b>64600</b>	<b>Contribution (Paid Out)</b>	<b>33,010</b>
			<b>Expenditure Total</b>			<b>33,010</b>
			<b>Net Expenditure Total</b>			<b>27,750</b>
<b>MB01</b>	<b>5288</b>	<b>Pathfinder House</b>	<b>A02</b>	<b>53000</b>	<b>Charges (Income)</b>	<b>(4,250)</b>
			<b>A15</b>	<b>56009</b>	<b>Rent</b>	<b>(230,224)</b>
			<b>Income Total</b>			<b>(234,474)</b>
			<b>163</b>	<b>62000</b>	<b>Protective Clothing &amp; Uniforms</b>	<b>300</b>
			<b>P01</b>	<b>60000</b>	<b>Salary Gross Pay</b>	<b>60,572</b>
			<b>P03</b>	<b>60003</b>	<b>Overtime</b>	<b>8,797</b>
			<b>P06</b>	<b>60020</b>	<b>Special Duty Allowance</b>	<b>5,910</b>
			<b>P15</b>	<b>60001</b>	<b>National Insurance</b>	<b>6,222</b>
			<b>P16</b>	<b>60002</b>	<b>Pensions</b>	<b>13,025</b>
			<b>303</b>	<b>60201</b>	<b>Building Mtce</b>	<b>55,335</b>
			<b>380</b>	<b>61702</b>	<b>Plant &amp; Equipment Maintenance</b>	<b>23,100</b>
			<b>420</b>	<b>60303</b>	<b>Electricity</b>	<b>108,000</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			421	60305	Gas	14,500
			429	60405	Business Improvement Dist Levy	6,338
			430	60403	N N D R	235,949
			432	60302	Water & Sewerage	6,500
			440	60501	Building Cleaning	45,000
			443	61300	Cleaning Materials	6,000
			500	61713	Equipment	2,000
			511	61702	Equipment Maintenance	1,000
			552	61200	Refuse Sacks	1,800
			744	64079	Entertainments Inc Cable Tv	146
			763	64050	Waste Disposal	5,000
			S04	69301	Printing (Internal)	500
			S07	69303	Mfds - Local Print Scan & Copy	20
			S27	69309	Pool Car	500
			<b>Expenditure Total</b>			<b>606,514</b>
			<b>Net Expenditure Total</b>			<b>372,040</b>
<b>MB28</b>	<b>5191</b>	<b>St Ives Gatehouses/Octagon</b>	303	60201	Building Mtce	1,000
			383	60203	Electrical Testing	100
			420	60303	Electricity	1,500
			430	60403	N N D R	374
			Y59	65460	V A T P E Irrecoverable	700
			<b>Expenditure Total</b>			<b>3,674</b>
<b>MB41</b>	<b>5190</b>	<b>Eastfield House</b>	A04	53100	Costs Recovered	(29,000)
			A15	56009	Rent	(10,000)
			<b>Income Total</b>			<b>(39,000)</b>
			P01	60000	Salary Gross Pay	5,369
			P06	60020	Special Duty Allowance	657
			P15	60001	National Insurance	496
			P16	60002	Pensions	1,043
			303	60201	Building Mtce	23,000
			380	61702	Plant & Equipment Maintenance	7,300
			420	60303	Electricity	45,000
			421	60305	Gas	4,000
			430	60403	N N D R	90,372
			432	60302	Water & Sewerage	3,300
			440	60501	Building Cleaning	14,500
			443	61300	Cleaning Materials	1,000
			500	61713	Equipment	500
			738	60504	Pest Control	650
			763	64050	Waste Disposal	5,000
			773	64055	Shredding	2,600
			<b>Expenditure Total</b>			<b>204,787</b>
			<b>Net Expenditure Total</b>			<b>165,787</b>
<b>MU26</b>	<b>5276</b>	<b>Facilities</b>	163	62000	Protective Clothing & Uniforms	100
			P01	60000	Salary Gross Pay	159,194
			P06	60020	Special Duty Allowance	312
			P15	60001	National Insurance	23,952
			P16	60002	Pensions	43,608
			206	64071	Software	300
			231	64100	Postage	660
			500	61713	Equipment	400
			734	60111	Medical Fees	70
			754	64800	Corporate Subscriptions	140
			782	60307	Utilities Monitoring	6,898
			S04	69301	Printing (Internal)	1,200



Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			S07	69303	Mfds - Local Print Scan & Copy	1,300
			P41	61100	Mileage Allowance	250
			S27	69309	Pool Car	1,500
			Expenditure Total			239,884
TA10	4427	Cycle Routes	359	60273	Sitework	500
			Expenditure Total			500
TA11	4428	Cycle Shelters	359	60273	Sitework	1,500
			Expenditure Total			1,500
TB01	4415	Huntingdon Bus Station	A15	56009	Rent	(5,650)
			Income Total			(5,650)
			303	60201	Building Mtce	5,000
			420	60303	Electricity	6,000
			430	60403	N N D R	16,405
			432	60302	Water & Sewerage	450
			440	60501	Building Cleaning	10,860
			443	61300	Cleaning Materials	1,100
			Y59	65460	V A T P E Irrecoverable	4,600
			Expenditure Total			44,415
			Net Expenditure Total			38,765
TB02	4417	St Ives Bus Station	A02	53000	Charges (Income)	(1,550)
			Income Total			(1,550)
			303	60201	Building Mtce	2,500
			420	60303	Electricity	800
			430	60403	N N D R	11,101
			440	60501	Building Cleaning	2,580
			Expenditure Total			16,981
			Net Expenditure Total			15,431
			Facilities Management Total			865,331
Public Conveniences						
EP01	4302	Bus Station Pc - Huntingdon	303	60201	Building Mtce	5,550
			432	60302	Water & Sewerage	570
			440	60501	Building Cleaning	1,300
			443	61300	Cleaning Materials	430
			Expenditure Total			7,850
EP09	4306	Market Rd Pc Bus Stn - St Ives	303	60201	Building Mtce	5,550
			Expenditure Total			5,550
			Public Conveniences Total			13,400
Markets						
QM01	5366	Huntingdon Market	A02	53000	Charges (Income)	(39,600)
			A26	56030	Electricity Charge	(1,300)
			Income Total			(40,900)
			420	60303	Electricity	350
			429	60405	Business Improvement Dist Levy	165
			430	60403	N N D R	4,436
			511	61702	Equipment Maintenance	500
			Expenditure Total			5,451
			Net Income Total			(35,449)

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
QM02	5369	St Ives Market	A02	53000	Charges (Income)	(106,000)
			A26	56030	Electricity Charge	(2,800)
			Income Total			(108,800)
			420	60303	Electricity	650
			430	60403	N N D R	13,464
			511	61702	Equipment Maintenance	500
			565	60299	Signs	300
			Expenditure Total			14,914
			Net Income Total			(93,886)
QM03	5368	St Ives Bank Holiday Market	A02	53000	Charges (Income)	(13,500)
			Income Total			(13,500)
			550	61709	Materials	500
			Expenditure Total			500
			Net Income Total			(13,000)
QM04	5367	Ramsey Market	430	60403	N N D R	14
			Expenditure Total			14
QM90	5370	Markets Management	P01	60000	Salary Gross Pay	52,082
			P03	60003	Overtime	5,250
			P15	60001	National Insurance	5,055
			P16	60002	Pensions	9,920
			248	64080	I T Line Rental	480
			255	62005	Advertising/Promoting Services	5,000
			754	64800	Corporate Subscriptions	636
			P41	61100	Mileage Allowance	1,000
			Y59	65460	V A T P E Irrecoverable	1,900
			Expenditure Total			81,323
			Markets Total			(60,998)
Green Spaces						
ED01	4200	Watercourses	359	60273	Sitework	34,000
			754	64800	Corporate Subscriptions	300
			Expenditure Total			34,300
ED04	4198	Sewer Ditches/Village Drains	359	60273	Sitework	21,000
			Expenditure Total			21,000
ED07	4199	Spring Common Flood Chamber	380	61702	Plant & Equipment Maintenance	700
			Expenditure Total			700
EE90	4404	Env Imps Management	359	60273	Sitework	5,000
			420	60303	Electricity	1,500
			432	60302	Water & Sewerage	210
			Expenditure Total			6,710
EG05	5209	Arboricultural Team	A02	53000	Charges (Income)	(10,000)
			B31	51009	Charge To Parish/Town Council	(5,000)
			Income Total			(15,000)
			130	60115	Training	4
			163	62000	Protective Clothing & Uniforms	800
			P01	60000	Salary Gross Pay	102,180
			P03	60003	Overtime	1,000
			P15	60001	National Insurance	9,595
			P16	60002	Pensions	17,680
			500	61713	Equipment	3,700

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			507	61700	Equipment Hire	500
			511	61702	Equipment Maintenance	800
			550	61709	Materials	1,000
			556	60506	Plants And Seeds	4,000
			763	64050	Waste Disposal	300
			777	62401	Subcontractors	900
			S07	69303	Mfds - Local Print Scan & Copy	20
			625	60904	Vehicle Parts & Fittings	2,500
			630	62926	Tyres	200
			W12	60903	Diesel From Stock	2,600
			<b>Expenditure Total</b>			<b>147,779</b>
			<b>Net Expenditure Total</b>			<b>132,779</b>
<b>EG06</b>	<b>5214</b>	<b>Grounds Maintenance</b>	A02	53000	Charges (Income)	(120,000)
			B30	51008	Charge To County Council	(34,131)
			B31	51009	Charge To Parish/Town Council	(71,000)
			T52	58504	Commuted Sums Contributions	(81,000)
			<b>Income Total</b>			<b>(306,131)</b>
			163	62000	Protective Clothing & Uniforms	3,500
			P01	60000	Salary Gross Pay	472,835
			P03	60003	Overtime	15,000
			P06	60020	Special Duty Allowance	312
			P15	60001	National Insurance	44,604
			P16	60002	Pensions	84,593
			500	61713	Equipment	5,000
			507	61700	Equipment Hire	2,500
			550	61709	Materials	3,000
			551	64000	Chemicals	1,000
			556	60506	Plants And Seeds	19,000
			557	60506	Fertilizer,Compost,Bark	500
			738	60504	Pest Control	200
			750	63700	Removal/Storage	2,288
			763	64050	Waste Disposal	1,800
			797	63009	Insurance Excess	2,000
			S04	69301	Printing (Internal)	50
			S07	69303	Mfds - Local Print Scan & Copy	80
			607	60909	Vehicle Hire	3,000
			609	60907	Vehicle Licence	2,500
			614	60902	Petrol	3,000
			615	60902	Diesel	1,000
			619	60921	Vehicle Maintenance External	1,503
			622	60924	Vehicle Mot	640
			623	60925	Vehicle Accident Damage	500
			625	60904	Vehicle Parts & Fittings	16,000
			626	60904	Vehicle Oil & Lubricants	2,000
			630	62926	Tyres	2,500
			W12	60903	Diesel From Stock	40,050
			<b>Expenditure Total</b>			<b>730,955</b>
			<b>Net Expenditure Total</b>			<b>424,824</b>
<b>LD20</b>	<b>4117</b>	<b>H'Brooke Countryside Centre</b>	A13	52000	Course Fee	(6,550)
			A21	53400	Room Hire	(23,000)
			A22	51208	Equipment Hire	(500)
			A38	51209	Sales - Catering	(7,085)
			A83	55013	Entertainments	(4,175)
			<b>Income Total</b>			<b>(41,310)</b>
			P01	60000	Salary Gross Pay	35,530
			P15	60001	National Insurance	2,989

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			P16	60002	Pensions	6,147
			303	60201	Building Mtce	3,000
			420	60303	Electricity	3,000
			432	60302	Water & Sewerage	300
			440	60501	Building Cleaning	5,200
			443	61300	Cleaning Materials	200
			450	60205	Fire & Security	550
			231	64100	Postage	10
			255	62005	Advertising/Promoting Services	1,500
			500	61713	Equipment	360
			511	61702	Equipment Maintenance	500
			550	61709	Materials	500
			554	61704	First Aid & Medical Supplies	50
			562	62803	Paper	50
			570	61400	Materials For Resale	2,000
			763	64050	Waste Disposal	750
			772	62300	Income Transaction Charges	100
			S04	69301	Printing (Internal)	150
			<b>Expenditure Total</b>			<b>62,886</b>
			<b>Net Expenditure Total</b>			<b>21,576</b>
LD40	4118	Hinchingbrooke Park Cafe	A38	51209	Sales - Catering	(155,000)
			<b>Income Total</b>			<b>(155,000)</b>
			P01	60000	Salary Gross Pay	46,726
			P15	60001	National Insurance	2,996
			P16	60002	Pensions	8,007
			303	60201	Building Mtce	1,000
			420	60303	Electricity	4,000
			432	60302	Water & Sewerage	300
			443	61300	Cleaning Materials	500
			450	60205	Fire & Security	200
			511	61702	Equipment Maintenance	2,000
			559	61900	Catering Materials	55,000
			702	61800	Cash Collection	600
			738	60504	Pest Control	322
			763	64050	Waste Disposal	750
			772	62300	Income Transaction Charges	500
			<b>Expenditure Total</b>			<b>122,901</b>
			<b>Net Income Total</b>			<b>(32,099)</b>
LD90	4119	Hinchingbrooke Park Management	A42	51215	Sale Of Souvenirs	(1,600)
			A78	55015	Angling Charge	(675)
			A83	55013	Entertainments	(1,000)
			B30	51008	Charge To County Council	(11,000)
			B50	50000	Government Grants	(835)
			T52	58504	Commuted Sums Contributions	(31,995)
			<b>Income Total</b>			<b>(47,105)</b>
			P01	60000	Salary Gross Pay	79,481
			P03	60003	Overtime	600
			P15	60001	National Insurance	7,673
			P16	60002	Pensions	13,855
			303	60201	Building Mtce	2,400
			420	60303	Electricity	2,000
			432	60302	Water & Sewerage	300
			443	61300	Cleaning Materials	300
			450	60205	Fire & Security	700
			500	61713	Equipment	2,000
			511	61702	Equipment Maintenance	2,500

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			550	61709	Materials	5,500
			554	61704	First Aid & Medical Supplies	50
			556	60506	Plants And Seeds	50
			559	61900	Catering Materials	200
			570	61400	Materials For Resale	1,300
			730	60410	Licences	180
			743	62900	Promotions And Exhibitions	500
			763	64050	Waste Disposal	750
			S04	69301	Printing (Internal)	200
			S07	69303	Mfds - Local Print Scan & Copy	200
			614	60902	Petrol	200
			615	60902	Diesel	800
			619	60921	Vehicle Maintenance External	500
			625	60904	Vehicle Parts & Fittings	500
			630	62926	Tyres	150
			P41	61100	Mileage Allowance	100
			Y59	65460	V A T P E Irrecoverable	1,900
			<b>Expenditure Total</b>			<b>124,889</b>
			<b>Net Expenditure Total</b>			<b>77,784</b>
<b>LE01</b>	<b>4124</b>	<b>Paxton Pits</b>	A21	53400	Room Hire	(400)
			A76	55002	Mooring Rights	(6,500)
			B50	50000	Government Grants	(12,000)
			T52	58504	Commuted Sums Contributions	(13,325)
			<b>Income Total</b>			<b>(32,225)</b>
			P01	60000	Salary Gross Pay	78,369
			P03	60003	Overtime	1,300
			P15	60001	National Insurance	8,822
			P16	60002	Pensions	13,783
			303	60201	Building Mtce	4,000
			359	60273	Sitework	5,000
			383	60203	Electrical Testing	54
			414	60600	Building Insurance	140
			420	60303	Electricity	3,000
			432	60302	Water & Sewerage	3,000
			443	61300	Cleaning Materials	400
			450	60205	Fire & Security	400
			500	61713	Equipment	2,000
			507	61700	Equipment Hire	500
			511	61702	Equipment Maintenance	1,700
			550	61709	Materials	3,000
			554	61704	First Aid & Medical Supplies	50
			555	64040	Trees/Shrubs	500
			556	60506	Plants And Seeds	500
			730	60410	Licences	35
			734	60111	Medical Fees	50
			743	62900	Promotions And Exhibitions	300
			763	64050	Waste Disposal	800
			S04	69301	Printing (Internal)	300
			609	60907	Vehicle Licence	228
			610	61000	Vehicle Insurance	529
			614	60902	Petrol	800
			615	60902	Diesel	800
			619	60921	Vehicle Maintenance External	1,200
			625	60904	Vehicle Parts & Fittings	200
			630	62926	Tyres	300
			P41	61100	Mileage Allowance	300

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			S27	69309	Pool Car	150
			Y59	65460	V A T P E Irrecoverable	100
			<b>Expenditure Total</b>			<b>132,610</b>
			<b>Net Expenditure Total</b>			<b>100,385</b>
LE05	4121	Holt Island	B50	50000	Government Grants	(686)
			<b>Income Total</b>			<b>(686)</b>
			P01	60000	Salary Gross Pay	5,439
			P16	60002	Pensions	941
			500	61713	Equipment	500
			511	61702	Equipment Maintenance	100
			550	61709	Materials	1,500
			554	61704	First Aid & Medical Supplies	10
			S04	69301	Printing (Internal)	50
			P41	61100	Mileage Allowance	50
			<b>Expenditure Total</b>			<b>8,590</b>
			<b>Net Expenditure Total</b>			<b>7,904</b>
LE06	4120	Barford Road Pocket Park	B50	50000	Government Grants	(1,343)
			T52	58504	Commuted Sums Contributions	(23,811)
			<b>Income Total</b>			<b>(25,154)</b>
			P01	60000	Salary Gross Pay	5,439
			P16	60002	Pensions	941
			359	60273	Sitework	1,000
			500	61713	Equipment	500
			507	61700	Equipment Hire	200
			511	61702	Equipment Maintenance	500
			550	61709	Materials	1,000
			554	61704	First Aid & Medical Supplies	10
			555	64040	Trees/Shrubs	100
			743	62900	Promotions And Exhibitions	100
			S04	69301	Printing (Internal)	50
			614	60902	Petrol	50
			P41	61100	Mileage Allowance	100
			<b>Expenditure Total</b>			<b>9,990</b>
			<b>Net Expenditure Total</b>			<b>(15,164)</b>
LE08	4123	Spring Common	B50	50000	Government Grants	(1,058)
			T52	58504	Commuted Sums Contributions	(1,200)
			<b>Income Total</b>			<b>(2,258)</b>
			P01	60000	Salary Gross Pay	1,968
			P15	60001	National Insurance	159
			P16	60002	Pensions	341
			<b>Expenditure Total</b>			<b>2,468</b>
			<b>Net Expenditure Total</b>			<b>210</b>
LF40	4114	Nursery Project - Gmc	A02	53000	Charges (Income)	(7,000)
			A35	51213	Sales - Plants	(2,000)
			<b>Income Total</b>			<b>(9,000)</b>
			P01	60000	Salary Gross Pay	22,398
			P15	60001	National Insurance	2,077
			P16	60002	Pensions	3,875
			303	60201	Building Mtce	200
			380	61702	Plant & Equipment Maintenance	65
			420	60303	Electricity	250
			421	60305	Gas	1,200
			432	60302	Water & Sewerage	200
			443	61300	Cleaning Materials	50

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			507	61700	Equipment Hire	250
			511	61702	Equipment Maintenance	400
			550	61709	Materials	1,900
			554	61704	First Aid & Medical Supplies	10
			556	60506	Plants And Seeds	400
			557	60506	Fertilizer,Compost,Bark	100
			743	62900	Promotions And Exhibitions	300
			S04	69301	Printing (Internal)	50
			<b>Expenditure Total</b>			<b>33,725</b>
			<b>Net Expenditure Total</b>			<b>24,725</b>
<b>LF90</b>	<b>4113</b>	<b>Countryside Service Management</b>	163	62000	Protective Clothing & Uniforms	1,500
			P01	60000	Salary Gross Pay	61,882
			P03	60003	Overtime	300
			P15	60001	National Insurance	5,786
			P16	60002	Pensions	10,759
			730	60410	Licences	350
			743	62900	Promotions And Exhibitions	500
			S04	69301	Printing (Internal)	100
			609	60907	Vehicle Licence	228
			610	61000	Vehicle Insurance	400
			614	60902	Petrol	250
			615	60902	Diesel	50
			619	60921	Vehicle Maintenance External	500
			622	60924	Vehicle Mot	50
			625	60904	Vehicle Parts & Fittings	300
			626	60904	Vehicle Oil & Lubricants	30
			630	62926	Tyres	150
			P41	61100	Mileage Allowance	300
			P44	60022	Travel Allowances Other	30
			W12	60903	Diesel From Stock	400
			800	64600	Grants (Paid Out)	300
			<b>Expenditure Total</b>			<b>84,165</b>
<b>LV06</b>	<b>4129</b>	<b>Parks &amp; Open Spaces</b>	A02	53000	Charges (Income)	(9,000)
			A09	51900	Concession	(2,910)
			A19	56027	Rent - Land	(30,000)
			A74	53702	Pitch Hire	(7,039)
			A78	55015	Angling Charge	(300)
			A79	55014	Boating Charge	(500)
			<b>Income Total</b>			<b>(49,749)</b>
			P01	60000	Salary Gross Pay	185,413
			P15	60001	National Insurance	16,402
			P16	60002	Pensions	32,081
			303	60201	Building Mtce	10,000
			359	60273	Sitework	20,000
			360	61706	Playground Equipment	20,000
			420	60303	Electricity	7,400
			432	60302	Water & Sewerage	2,500
			250	62003	Books & Publications	150
			511	61702	Equipment Maintenance	500
			730	60410	Licences	100
			754	64800	Corporate Subscriptions	1,845
			S07	69303	Mfds - Local Print Scan & Copy	500
			S27	69309	Pool Car	1,500
			<b>Expenditure Total</b>			<b>298,391</b>
			<b>Net Expenditure Total</b>			<b>248,642</b>
			<b>Green Spaces Total</b>			<b>1,138,441</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
<b>Street Cleansing</b>						
ES01	4327	Street Cleansing	A02	53000	Charges (Income)	(49,828)
			B30	51008	Charge To County Council	(49,136)
			B31	51009	Charge To Parish/Town Council	(10,000)
			<b>Income Total</b>			<b>(108,964)</b>
			100	60011	Hired Staff	31,019
			163	62000	Protective Clothing & Uniforms	3,000
			P01	60000	Salary Gross Pay	556,673
			P03	60003	Overtime	11,000
			P06	60020	Special Duty Allowance	2,501
			P15	60001	National Insurance	41,514
			P16	60002	Pensions	98,653
			500	61713	Equipment	3,500
			550	61709	Materials	700
			551	64000	Chemicals	800
			763	64050	Waste Disposal	2,000
			777	62401	Subcontractors	35,000
			797	63009	Insurance Excess	1,000
			S04	69301	Printing (Internal)	100
			S07	69303	Mfds - Local Print Scan & Copy	250
			607	60909	Vehicle Hire	3,000
			609	60907	Vehicle Licence	2,600
			622	60924	Vehicle Mot	800
			625	60904	Vehicle Parts & Fittings	20,000
			626	60904	Vehicle Oil & Lubricants	1,500
			630	62926	Tyres	4,000
			W12	60903	Diesel From Stock	62,000
			<b>Expenditure Total</b>			<b>881,610</b>
			<b>Net Expenditure Total</b>			<b>772,646</b>
			<b>Street Cleansing Total</b>			<b>772,646</b>
<b>Fleet Management</b>						
MF10	5203	Pool Cars	T17	56303	Internal Sales	(33,981)
			<b>Income Total</b>			<b>(33,981)</b>
			609	60907	Vehicle Licence	338
			615	60902	Diesel	450
			619	60921	Vehicle Maintenance External	500
			620	60923	Vehicle Cleaning	350
			622	60924	Vehicle Mot	400
			625	60904	Vehicle Parts & Fittings	2,000
			626	60904	Vehicle Oil & Lubricants	200
			630	62926	Tyres	500
			W12	60903	Diesel From Stock	5,000
			<b>Expenditure Total</b>			<b>9,738</b>
			<b>Net Income Total</b>			<b>(24,243)</b>
MU95	5204	Vehicle Maintenance *	163	62000	Protective Clothing & Uniforms	1,000
			P01	60000	Salary Gross Pay	166,745
			P03	60003	Overtime	10,000
			P06	60020	Special Duty Allowance	2,020
			P15	60001	National Insurance	16,392
			P16	60002	Pensions	30,931
			303	60201	Building Mtce	20
			412	60401	Service Charges	56
			500	61713	Equipment	2,000
			511	61702	Equipment Maintenance	6,000



Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			550	61709	Materials	17,000
			730	60410	Licences	2,400
			S07	69303	Mfds - Local Print Scan & Copy	500
			609	60907	Vehicle Licence	465
			614	60902	Petrol	100
			619	60921	Vehicle Maintenance External	1,000
			622	60924	Vehicle Mot	160
			625	60904	Vehicle Parts & Fittings	2,000
			626	60904	Vehicle Oil & Lubricants	400
			630	62926	Tyres	400
			636	60012	Travel Expenses	50
			P41	61100	Mileage Allowance	200
			S27	69309	Pool Car	250
			W12	60903	Diesel From Stock	3,000
			<b>Expenditure Total</b>			<b>263,089</b>
			<b>Fleet Management Total</b>			<b>238,846</b>

\* Please note - expenditure (and income) for specific vehicles should go through the Vehicles sub-ledger. The coding structure for this is different from the codes above. A vehicle code, the Registration Number, will replace the Cost Centre code (but the sub ledger will roll up the totals to the General Ledger according to the cost centre assigned to each vehicle).

Waste Management						
<b>EQ02</b>	<b>4317</b>	<b>Recycling Collections</b>	A47	51216	Sales - Textiles	(9,000)
			A53	51300	Recycling Credits	(800,000)
			<b>Income Total</b>			<b>(809,000)</b>
			100	60011	Hired Staff	33,740
			163	62000	Protective Clothing & Uniforms	6,500
			P01	60000	Salary Gross Pay	487,966
			P03	60003	Overtime	30,000
			P15	60001	National Insurance	44,453
			P16	60002	Pensions	85,791
			511	61702	Equipment Maintenance	4,000
			552	61200	Refuse Sacks	11,000
			747	63500	Recycling Collections	170,000
			754	64800	Corporate Subscriptions	4,341
			S07	69303	Mfds - Local Print Scan & Copy	200
			609	60907	Vehicle Licence	6,100
			619	60921	Vehicle Maintenance External	12,500
			622	60924	Vehicle Mot	1,159
			625	60904	Vehicle Parts & Fittings	45,000
			626	60904	Vehicle Oil & Lubricants	2,700
			630	62926	Tyres	14,000
			W12	60903	Diesel From Stock	110,000
			<b>Expenditure Total</b>			<b>1,069,450</b>
			<b>Net Expenditure Total</b>			<b>260,450</b>
<b>ER01</b>	<b>4343</b>	<b>Domestic Waste Collection</b>	A02	53000	Charges (Income)	(4,500)
			A51	51302	Bulky Refuse Charges	(40,240)
			<b>Income Total</b>			<b>(44,740)</b>
			100	60011	Hired Staff	34,150
			163	62000	Protective Clothing & Uniforms	7,000
			P01	60000	Salary Gross Pay	706,761
			P03	60003	Overtime	30,000
			P15	60001	National Insurance	64,514

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			P16	60002	Pensions	124,264
			206	64071	Software	5,000
			231	64100	Postage	2,500
			255	62005	Advertising/Promoting Services	19,000
			500	61713	Equipment	3,000
			550	61709	Materials	50
			552	61200	Refuse Sacks	24,000
			734	60111	Medical Fees	120
			763	64050	Waste Disposal	1,200
			797	63009	Insurance Excess	1,000
			S04	69301	Printing (Internal)	4,500
			607	60909	Vehicle Hire	6,000
			609	60907	Vehicle Licence	6,250
			619	60921	Vehicle Maintenance External	12,500
			622	60924	Vehicle Mot	2,300
			625	60904	Vehicle Parts & Fittings	51,000
			626	60904	Vehicle Oil & Lubricants	3,650
			630	62926	Tyres	13,500
			636	60012	Travel Expenses	600
			P41	61100	Mileage Allowance	300
			P44	60022	Travel Allowances Other	100
			S27	69309	Pool Car	1,000
			W12	60903	Diesel From Stock	136,548
			810	64600	Contribution (Paid Out)	11,554
			<b>Expenditure Total</b>			<b>1,272,361</b>
			<b>Net Expenditure Total</b>			<b>1,227,621</b>
<b>ER03</b>	<b>5380</b>	<b>Trade Refuse</b>	A02	53000	Charges (Income)	(190,000)
			<b>Income Total</b>			<b>(190,000)</b>
			P01	60000	Salary Gross Pay	65,432
			P03	60003	Overtime	5,000
			P15	60001	National Insurance	5,711
			P16	60002	Pensions	12,186
			231	64100	Postage	300
			255	62005	Advertising/Promoting Services	1,500
			550	61709	Materials	500
			552	61200	Refuse Sacks	2,100
			763	64050	Waste Disposal	44,000
			S04	69301	Printing (Internal)	750
			<b>Expenditure Total</b>			<b>137,479</b>
			<b>Net Income Total</b>			<b>(52,521)</b>
<b>ER06</b>	<b>4346</b>	<b>Green Waste Collection</b>	A48	51303	2nd Green Bin Charges	(142,000)
			<b>Income Total</b>			<b>(142,000)</b>
			100	60011	Hired Staff	33,000
			163	62000	Protective Clothing & Uniforms	6,500
			P01	60000	Salary Gross Pay	484,713
			P03	60003	Overtime	30,000
			P15	60001	National Insurance	44,004
			P16	60002	Pensions	89,056
			607	60909	Vehicle Hire	6,000
			609	60907	Vehicle Licence	6,250
			619	60921	Vehicle Maintenance External	12,500
			622	60924	Vehicle Mot	2,300
			625	60904	Vehicle Parts & Fittings	51,000
			626	60904	Vehicle Oil & Lubricants	3,650

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			630	62926	Tyres	13,500
			W12	60903	Diesel From Stock	119,978
			<b>Expenditure Total</b>			<b>902,451</b>
			<b>Net Expenditure Total</b>			<b>760,451</b>
			<b>Waste Management Total</b>			<b>2,196,001</b>
<b>Operations Total Budget for 2018/19</b>						<b>3,905,941</b>

## Directors & Corporate Team

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Corporate Team						
CH02	4138	Corporate Team	A02	53000	Charges (Income)	(1,000)
			A04	53100	Costs Recovered	(16,000)
			Income Total			(17,000)
			P01	60000	Salary Gross Pay	258,984
			P15	60001	National Insurance	26,164
			P16	60002	Pensions	44,808
			225	62002	Stationery	18,000
			231	64100	Postage	1,000
			250	62003	Books & Publications	100
			255	62005	Advertising/Promoting Services	1,200
			500	61713	Equipment	500
			710	61902	Catering	500
			730	60410	Licences	1,500
			734	60111	Medical Fees	200
			754	64800	Corporate Subscriptions	800
			S04	69301	Printing (Internal)	500
			S07	69303	Mfds - Local Print Scan & Copy	800
			636	60012	Travel Expenses	700
			P41	61100	Mileage Allowance	300
			S27	69309	Pool Car	200
			Expenditure Total			356,256
			Net Expenditure Total			339,256
			Corporate Team Total			339,256
Democratic & Elections						
CD90	4157	Committee Management	P01	60000	Salary Gross Pay	113,546
			P15	60001	National Insurance	11,234
			P16	60002	Pensions	19,646
			231	64100	Postage	17,000
			710	61902	Catering	2,000
			754	64800	Corporate Subscriptions	19,500
			S04	69301	Printing (Internal)	5,000
			S07	69303	Mfds - Local Print Scan & Copy	500
			636	60012	Travel Expenses	200
			P41	61100	Mileage Allowance	100
			Expenditure Total			188,726
CE86	4499	District Elections	P01	60000	Salary Gross Pay	132,548
			411	60402	Hire Of Rooms	25,000
			220	62001	Printing (External)	36,000
			231	64100	Postage	46,963
			799	69150	Other Services	(181,733)
			S04	69301	Printing (Internal)	1,600
			Expenditure Total			60,378
CE90	4604	Electoral Registration	B50	50000	Government Grants	(20,000)
			Income Total			(20,000)
			P01	60000	Salary Gross Pay	85,774
			P15	60001	National Insurance	7,743
			P16	60002	Pensions	14,841
			P48	60017	Electoral Registration Fees	22,300

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			220	62001	Printing (External)	23,000
			231	64100	Postage	60,000
			250	62003	Books & Publications	2,045
			255	62005	Advertising/Promoting Services	650
			733	60411	Management Charge	6,000
			S04	69301	Printing (Internal)	5,500
			S07	69303	Mfds - Local Print Scan & Copy	600
			636	60012	Travel Expenses	100
			P41	61100	Mileage Allowance	200
			<b>Expenditure Total</b>			<b>228,753</b>
			<b>Net Expenditure Total</b>			<b>208,753</b>
<b>CF01</b>	<b>4163</b>	<b>Civic Expenses Allowance</b>	710	61902	Catering	500
			814	66507	Support Of External Entity	1,000
			<b>Expenditure Total</b>			<b>1,500</b>
<b>CF02</b>	<b>4162</b>	<b>Civic Allowances &amp; Support</b>	710	61902	Catering	500
			N02	64502	Chairmans Allowance	4,531
			N03	64503	Vice Chairmans Allowance	600
			N15	64501	National Insurance - Councillo	500
			800	64600	Grants (Paid Out)	2,000
			<b>Expenditure Total</b>			<b>8,131</b>
<b>CG03</b>	<b>4164</b>	<b>Member Allowances &amp; Support</b>	562	62803	Paper	200
			710	61902	Catering	500
			711	62400	Consultants	0
			739	62800	Photographic Services	600
			748	64900	Registration Fee	2,500
			N01	64500	Basic Allowance	220,220
			N06	64504	Special Duty Allowance	167,513
			N15	64501	National Insurance - Councillo	9,000
			N45	64507	Telephone Allowances	2,500
			S04	69301	Printing (Internal)	200
			S07	69303	Mfds - Local Print Scan & Copy	50
			636	60012	Travel Expenses	1,000
			N41	64505	Mileage Allowance	10,000
			<b>Expenditure Total</b>			<b>414,283</b>
<b>GL10</b>	<b>5003</b>	<b>Local Land Charges Register</b>	A02	53000	Charges (Income)	(40,000)
			<b>Income Total</b>			<b>(40,000)</b>
<b>GL12</b>	<b>5002</b>	<b>Land Enquiry Con 29 Restricted</b>	A44	56301	Hdc Payments	(10,000)
			<b>Income Total</b>			<b>(10,000)</b>
<b>GL14</b>	<b>5001</b>	<b>Land Enquiry Con 29 Full</b>	A02	53000	Charges (Income)	(150,000)
			<b>Income Total</b>			<b>(150,000)</b>
			295	62004	Other Office Expenses	52,000
			723	63400	Enquiries	10,000
			<b>Expenditure Total</b>			<b>62,000</b>
			<b>Net Expenditure Total</b>			<b>(88,000)</b>
<b>GL90</b>	<b>5000</b>	<b>Land Charges Management</b>	P01	60000	Salary Gross Pay	50,968
			P15	60001	National Insurance	3,507
			P16	60002	Pensions	8,819
			260	63007	Ins (Service Related)	3,300

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			754	64800	Corporate Subscriptions	115
			S07	69303	Mfds - Local Print Scan & Copy	300
			<b>Expenditure Total</b>			<b>67,009</b>
			<b>Democratic &amp; Elections Total</b>			<b>810,780</b>
<b>Directors</b>						
<b>CH01</b>	<b>4145</b>	<b>Managing Directors Team</b>	137	64300	Conferences	600
			P01	60000	Salary Gross Pay	206,775
			P15	60001	National Insurance	23,974
			P16	60002	Pensions	35,774
			411	60402	Hire Of Rooms	200
			711	62400	Consultants	3,000
			S04	69301	Printing (Internal)	40
			S07	69303	Mfds - Local Print Scan & Copy	100
			636	60012	Travel Expenses	240
			P41	61100	Mileage Allowance	800
			807	61903	Hospitality	700
			<b>Expenditure Total</b>			<b>272,203</b>
<b>CH20</b>	<b>4136</b>	<b>Corporate Director (Services)</b>	137	64300	Conferences	2,000
			P01	60000	Salary Gross Pay	80,118
			P15	60001	National Insurance	9,919
			P16	60002	Pensions	13,861
			P41	61100	Mileage Allowance	500
			<b>Expenditure Total</b>			<b>106,398</b>
<b>CH21</b>	<b>4135</b>	<b>Corporate Director (Delivery)</b>	137	64300	Conferences	2,000
			P01	60000	Salary Gross Pay	85,269
			P15	60001	National Insurance	10,630
			P16	60002	Pensions	14,752
			P41	61100	Mileage Allowance	800
			<b>Expenditure Total</b>			<b>113,451</b>
			<b>Directors Total</b>			<b>492,052</b>
<b>Directors &amp; Corporate Team Total Budget For 2018/19</b>						<b>1,642,088</b>

## 3C's ICT Shared Service

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
ICT Shared Service						
MD20	5225	Imd Shared Service	A04	53100	Costs Recovered	(44,000)
			B19	51007	Ccitycontribution Dist Councils	(1,398,464)
			B37	51010	Scdccharge To Other Districts	(731,790)
			Income Total			(2,174,254)
			P01	60000	Salary Gross Pay	2,467,508
			P03	60003	Overtime	22,000
			P15	60001	National Insurance	253,457
			P16	60002	Pensions	401,841
			Expenditure Total			3,144,806
			Net Expenditure Total			970,552
MD22	5227	Ccity Recharge Invoices	B19	51007	Charges (Income)	(1,722,077)
			Income Total			(1,722,077)
			130	60115	Training	10,200
			Employees Total			10,200
			203	64070	Other I T Hardware	102,000
			205	64069	Network Hardware	18,800
			206	64071	Software	1,027,621
			208	61705	Printers	153,000
			225	62002	Stationery	20,400
			240	64077	Telephone &Mobile Phonecharges	323,432
			248	64080	I T Line Rental	64,453
			255	62005	Advertising/Promoting Services	541
			711	62400	Consultants	96,900
			731	64086	I C T Services	61,200
			754	64800	Corporate Subscriptions	510
			798	64060	Shared Service Savings	(158,000)
			799	69150	Other Services	1,020
			Expenditure Total			1,711,877
			Net Expenditure Total			0
MD23	5228	Scdc Recharge Invoices	B37	51010	Charges (Income)	(581,851)
			Income Total			(581,851)
			205	64069	Network Hardware	10,930
			206	64071	Software	547,492
			225	62002	Stationery	1,698
			240	64077	Telephone &Mobile Phonecharges	764
			248	64080	I T Line Rental	47,277
			500	61713	Equipment	1,380
			510	63008	Equipment Ins/All Risks	3,502
			511	61702	Equipment Maintenance	1,592
			731	64086	I C T Services	54,971
			754	64800	Corporate Subscriptions	4,245
			798	64060	Shared Service Savings	(92,000)
			Expenditure Total			581,851
			Net Expenditure Total			0
MD24	5229	Hdc Recharge Invoices	120	60116	Recruitment Costs	1,592
			130	60115	Training	34,363
			163	62000	Protective Clothing & Uniforms	530
			361	60300	Signs erecting & removal	21,224
			149	60117	Other Staff Costs	1,061

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			203	64070	Other I T Hardware	27,422
			205	64069	Network Hardware	3,767
			206	64071	Software	750,095
			225	62002	Stationery	371
			240	64077	Telephone & Mobile Phonecharges	50,212
			248	64080	I T Line Rental	173,141
			255	62005	Advertising/Promoting Services	1,783
			500	61713	Equipment	2,336
			510	63008	Equipment Ins/All Risks	5,943
			511	61702	Equipment Maintenance	123,100
			565	60299	Signs	2,123
			730	60410	Licence Fee	5,508
			731	64086	I C T Services	7,428
			798	64060	Shared Service Savings	(128,000)
			799	69150	Other Services	45,865
			S07	69303	Mfds - Local Print Scan & Copy	881
			636	60012	Travel Expenses	1,624
			S27	69309	Pool Car	3,820
			<b>Expenditure Total</b>			<b>1,136,189</b>
			<b>ICT Shared Service Total</b>			<b>2,106,741</b>
<b>3C's ICT Shared Service Total Budget for 2018/19</b>						<b>2,106,741</b>



# Resources

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Head of Resources						
CH22	4144	Head Of Resources	755	64800	Professional Subscriptions	350
			P01	60000	Salary Gross Pay	62,848
			P12	60007	Honorarium	5,024
			P15	60001	National Insurance	8,240
			P16	60002	Pensions	11,743
			P41	61100	Mileage Allowance	500
			Expenditure Total			88,705
			Head of Resources Total			88,705
Legal						
MU61	5256	Legal	729	63200	Legal Fees	5,000
			779	62404	Client Contracts	218,940
			Expenditure Total			223,940
			Legal Total			223,940
Audit & Risk Management						
FR01	5198	Risk Management	S04	69301	Printing (Internal)	20
			Expenditure Total			20
FR02	5197	Insurance Administration	711	62400	Consultants	4,000
			Expenditure Total			4,000
MU75	5261	Audit	P01	60000	Salary Gross Pay	125,204
			P15	60001	National Insurance	10,887
			P16	60002	Pensions	20,710
			250	62003	Books & Publications	320
			701	62100	Audit Fees	22,700
			754	64800	Corporate Subscriptions	3,050
			S04	69301	Printing (Internal)	25
			S07	69303	Mfds - Local Print Scan & Copy	300
			636	60012	Travel Expenses	400
			P41	61100	Mileage Allowance	250
			S27	69309	Pool Car	100
			Expenditure Total			183,946
XJ01	5250	Insurance Vehicles & Plant	610	61000	Vehicle Insurance	80,737
			Expenditure Total			80,737
XJ02	5238	Ins Employees Public Liability	160	63002	Insurance Public Liability	187,016
			166	63004	Insurance Fidelity Guarantee	7,190
			168	63006	Insurance Officials Indemnity	8,315
			Expenditure Total			202,521
XJ07	5242	Insurance Buildings	414	60600	Building Insurance	51,313
			Expenditure Total			51,313
XJ08	5243	Insurance Engineering	260	63007	Ins (Service Related)	17,142
			Expenditure Total			17,142

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
XJ17	5247	Insurance Misc	260	63007	Ins (Service Related)	5,000
			<b>Expenditure Total</b>			<b>5,000</b>
			<b>Audit &amp; Risk Management Total</b>			<b>544,679</b>
<b>Commercial Estates</b>						
QC01	5298	Commercial Properties	A04	53100	Costs Recovered	(1,000)
			A15	56009	Rent	(264,000)
			A60	51106	Insurance Premiums Recovered	(5,800)
			<b>Income Total</b>			<b>(270,800)</b>
			303	60201	Building Mtce	10,000
			429	60405	Business Improvement Dist Levy	500
			430	60403	N N D R	8,417
			260	63007	Ins (Service Related)	5,800
			711	62400	Consultants	7,500
			Y59	65460	V A T P E Irrecoverable	5,500
			<b>Expenditure Total</b>			<b>37,717</b>
			<b>Net Expenditure Total</b>			<b>(233,083)</b>
QD01	5306	Industrial Properties	A04	53100	Costs Recovered	(5,000)
			A15	56009	Rent	(564,150)
			A19	56027	Rent - Land	(170,350)
			A24	54302	Service Charge	(15,050)
			A60	51106	Insurance Premiums Recovered	(28,842)
			<b>Income Total</b>			<b>(783,392)</b>
			303	60201	Building Mtce	42,502
			410	60400	Rent	120,000
			414	60600	Building Insurance	23,000
			420	60303	Electricity	1,000
			421	60305	Gas	500
			430	60403	N N D R	5,262
			432	60302	Water & Sewerage	200
			260	63007	Ins (Service Related)	5,842
			507	61700	Equipment Hire	300
			711	62400	Consultants	11,000
			Y59	65460	V A T P E Irrecoverable	13,000
			<b>Expenditure Total</b>			<b>222,606</b>
			<b>Net Expenditure Total</b>			<b>(560,786)</b>
QD03	5307	St Ives Enterprise Centre	A15	56009	Rent	(66,335)
			A24	54302	Service Charge	(15,000)
			A60	51106	Insurance Premiums Recovered	(753)
			<b>Income Total</b>			<b>(82,088)</b>
			303	60201	Building Mtce	10,000
			359	60273	Sitework	2,000
			420	60303	Electricity	1,500
			430	60403	N N D R	3,032
			432	60302	Water & Sewerage	200
			440	60501	Building Cleaning	1,230
			260	63007	Ins (Service Related)	753
			711	62400	Consultants	4,000
			805	67100	Profit Share Payable	6,000
			<b>Expenditure Total</b>			<b>28,715</b>
			<b>Net Expenditure Total</b>			<b>(53,373)</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
QD04	5304	Commercial Investment Strategy	A15	56009	Rent	(3,017,000)
			A60	51106	Insurance Premiums Recovered	(10,766)
			Income Total			(3,027,766)
			260	63007	Ins (Service Related)	10,766
			729	63200	Legal Fees	5,000
			733	60411	Management Charge	144,000
			796	67500	Minimum Revenue Provision	1,896,000
			Expenditure Total			2,055,766
			Net Expenditure Total			(972,000)
QE90	5102	Property Development And Mgt	P01	60000	Salary Gross Pay	84,374
			P15	60001	National Insurance	9,391
			P16	60002	Pensions	14,598
			754	64800	Corporate Subscriptions	2,000
			S27	69309	Pool Car	300
			Expenditure Total			110,663
QF02	5103	Miscellaneous Properties	A04	53100	Costs Recovered	(4,000)
			A15	56009	Rent	(11,450)
			A19	56027	Rent - Land	(24,000)
			A60	51106	Insurance Premiums Recovered	(1,680)
			Income Total			(41,130)
			303	60201	Building Mtce	4,000
			420	60303	Electricity	500
			260	63007	Ins (Service Related)	1,680
			711	62400	Consultants	150
			729	63200	Legal Fees	5,000
			Y59	65460	V A T P E Irrecoverable	2,000
			Expenditure Total			13,330
			Net Expenditure Total			(27,800)
QF03	5313	Oak Tree Health Centre	A15	56009	Rent	(958,395)
			A24	54302	Service Charge	(61,174)
			A60	51106	Insurance Premiums Recovered	(10,577)
			Income Total			(1,030,146)
			303	60201	Building Mtce	50,000
			260	63007	Ins (Service Related)	10,577
			711	62400	Consultants	30,000
			Expenditure Total			90,577
			Net Expenditure Total			(939,569)
TB10	4410	Bus Shelters	359	60273	Sitework	4,000
			420	60303	Electricity	1,500
			440	60501	Building Cleaning	13,410
			Expenditure Total			18,910
			Commercial Estates Total			(2,657,038)
Finance						
MU76	5262	Finance	P01	60000	Salary Gross Pay	389,167
			P12	60007	Honorarium	2,500
			P15	60001	National Insurance	37,815
			P16	60002	Pensions	67,564
			Employees Total			497,046
			206	64071	Software	45,534
			231	64100	Postage	2,700

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
			711	62400	Consultants	26,500
			723	63400	Enquiries	100
			754	64800	Corporate Subscriptions	15,800
			S04	69301	Printing (Internal)	900
			S07	69303	Mfds - Local Print Scan & Copy	750
			<b>Supplies &amp; Services Total</b>			<b>92,284</b>
			636	60012	Travel Expenses	500
			S27	69309	Pool Car	100
			<b>Transport Total</b>			<b>600</b>
						<b>589,930</b>
			<b>Finance Total</b>			<b>589,930</b>
<b>Human Resources</b>						
<b>MH07</b>	<b>5220</b>	<b>H R Services</b>	A04	53100	Costs Recovered	(7,000)
			<b>Income &amp; Fees Total</b>			<b>(7,000)</b>
			130	60115	Training	112,257
			138	60123	Training - Members	4,000
			P01	60000	Salary Gross Pay	218,094
			P15	60001	National Insurance	22,904
			P16	60002	Pensions	38,598
			<b>Employees Total</b>			<b>395,853</b>
			220	62001	Printing (External)	250
			711	62400	Consultants	7,800
			723	63400	Enquiries	2,880
			725	62406	Laboratory Services	250
			734	60111	Medical Fees	33,000
			754	64800	Corporate Subscriptions	1,100
			S04	69301	Printing (Internal)	1,500
			S07	69303	Mfds - Local Print Scan & Copy	325
			<b>Supplies &amp; Services Total</b>			<b>47,105</b>
						<b>435,958</b>
			<b>Human Resources Total</b>			<b>435,958</b>
<b>Payroll Services</b>						
<b>FH01</b>	<b>5221</b>	<b>Payroll Services</b>	144	60106	Childcare Admin Vouchers	3,000
			P01	60000	Salary Gross Pay	97,121
			P15	60001	National Insurance	8,898
			P16	60002	Pensions	16,803
			P53	60019	Long Service Awards	1,400
			<b>Employees Total</b>			<b>127,222</b>
			754	64800	Corporate Subscriptions	1,890
			S04	69301	Printing (Internal)	1,500
			S07	69303	Mfds - Local Print Scan & Copy	325
			<b>Supplies &amp; Services Total</b>			<b>3,715</b>
						<b>130,937</b>
			<b>Payroll ServicesTotal</b>			<b>130,937</b>

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Apprentice Scheme						
QA10	5098	Hdc Apprentice Scheme	P01	60000	Salary Gross Pay	241,664
			P15	60001	National Insurance	15,328
			P16	60002	Pensions	41,808
			Employees Total			298,800
						298,800
			Apprentice Scheme Total			298,800
Procurement						
MU73	5263	Procurement	P01	60000	Salary Gross Pay	46,181
			P15	60001	National Insurance	5,247
			P16	60002	Pensions	7,990
			Employees Total			59,418
			799	69150	Other Services	(30,000)
			S04	69301	Printing (Internal)	1,000
			S07	69303	Mfds - Local Print Scan & Copy	100
			Supplies & Services Total			(28,900)
			P44	60022	Travel Allowances Other	250
			S27	69309	Pool Car	100
			Transport Total			350
						30,868
			Procurement Total			30,868
Resources Total Budget for 2018/19						(313,221)

## Resources (Corporate Budgets)

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
Corporate Finance						
CH08	4137	Corporate Finance	P16	60100	Pension Deficit Funding	1,584,000
			701	62100	Audit Fees	71,000
			704	62200	Bank Charges	90,000
			Expenditure Total			1,745,000
CH09	4146	Non Distributed Costs	150	60101	Pension Increase Act Payments	187,000
			151	60103	Pension Early Retirements	12,000
			Expenditure Total			199,000
FA01	5326	Corporate Finance (Non Cm)	A95	58501	Interest Earned	(2,000)
			T51	58503	Interest Charges Apportioned	8,500
			Y60	65500	Bad Debts Provision	20,000
			Income Total			26,500
			260	63007	Ins (Service Related)	580
			702	61800	Cash Collection	16,600
			806	60008	Apprenticeship Levy	76,000
			Expenditure Total			93,180
			Net Expenditure Total			119,680
FA07	5332	Short Term Investments	A95	58501	Interest Earned	(40,000)
			Income Total			(40,000)
FA11	5330	Loans To Staff	P75	58502	Car Loan Interest Repaid	(2,000)
			Income Total			(2,000)
FA15	5327	Loans To Local Organisations	A95	58501	Interest Earned	(35,000)
			Income Total			(35,000)
FA16	5329	Loans To Rsls	A95	58501	Interest Earned	(224,000)
			Income Total			(224,000)
FA17	5325	Comm Inv Strategy Interest	A95	58501	Interest Earned	(162,000)
			Income Total			(162,000)
FA50	5319	Loans From Pwlb	007	69210	Loan Interest Paid	565,000
			Expenditure Total			565,000
FA53	5320	Temporary Loans	007	69210	Loan Interest Paid	10,000
			Expenditure Total			10,000
GC06	8000	Minimum Revenue Provision	796	67500	Minimum Revenue Provision	2,169,486
			Expenditure Total			2,169,486
Internal Drainage Board Levies:-						
GV01	5407	Sawtry	861	69110	Levies	4,499
GV02	5395	Alconbury & Ellington	861	69110	Levies	60,410
GV03	5396	Benwick	861	69110	Levies	2,027
GV04	5398	Connington & Holme	861	69110	Levies	3,691
GV05	5401	Middle Level	861	69110	Levies	211,727
GV06	5399	Holmewood & Stilton	861	69110	Levies	1,945
GV08	5402	Ramsey 1st	861	69110	Levies	4,532
GV10	5404	Ramsey 4th	861	69110	Levies	11,539

Cost Centre Code		Cost Centre Description	Subjective Code		Subjective Code Description	2018/19 Budget
Old	New		Old	New		
GV11	5405	Ramsey Internal	861	69110	Levies	23,654
GV12	5406	Ramsey, Upwood & Raveley	861	69110	Levies	19,401
GV13	5409	Warboys & Somersham	861	69110	Levies	14,190
GV14	5410	Whittlesey & District Internal	861	69110	Levies	16,299
GV16	5408	Sutton & Mepal	861	69110	Levies	16,949
GV17	5411	Woodwalton	861	69110	Levies	570
GV18	5397	Bluntisham	861	69110	Levies	10,845
			Expenditure Total			402,278
			Corporate Finance Total			4,747,444
Resources (Corporate Budgets) Total Budget for 2018/19						4,747,444

