



Budget and Medium Term
Financial Strategy
2019/20

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Council Tax Summary 2019/20

		Total £'000	Band D Equivalent £
Huntingdonshire District Council			
	Net Expenditure	17,156	277.84
Add	Contribution to Reserves	3,285	53.21
	Budget Requirement	20,441	331.05
Less	Collection Fund Deficit/(Surplus)	(989)	(16.01)
		19,452	315.04
	Financed By		
Less	Government Revenue Support Grant	0	0.00
Less	Retained NDR	(6,907)	(111.87)
Less	Special Grants	(3,767)	(61.01)
	Council Tax for Huntingdonshire	8,778	142.16
Add	Parishes	6,651	107.71
		15,429	249.87
Add	Cambridgeshire County Council	81,021	1,312.11
	Police Authority	13,749	222.66
	Fire Authority	4,368	70.74
	Council Tax 2018/19	114,567	1,855.38

Comparison with 2017/18	2017/18 £	2018/19 £	Increase %
Huntingdonshire District Council	138.56	142.16	2.6
Parishes	97.52	107.71	10.5
	236.08	249.87	5.8
Cambridgeshire County Council	1,249.83	1,312.11	4.9
Police Authority	198.72	222.66	12.0
Fire Authority	68.76	70.74	2.9
Total	1,753.39	1,855.38	5.8

How the money is spent

		£'000	£'000	£'000
EXPENDITURE	Employees Pay (including national insurance and pension)	24,974		
	Other	749		
			25,723	
	Buildings Maintenance, cleaning and security	914		
	Energy and water	1,059		
	Non domestic rates	1,197		
	Other	269		
			3,439	
	Transport			1,233
	Supplies and Services			
	Supplies	6,961		
	Services	5,782		
			12,743	
	Benefits and Transfer Payments			
	Housing Benefits	24,041		
	Grants	861		
	Drainage Precepts	408		
	Other	1,504		
			26,814	
	Other Expenditure			72
	Gross Expenditure			70,024
INCOME	Income & Fees			
	Sales, Fees & Charges	(18,933)		
	Rents	(5,795)		
	Interest	(533)		
	Housing Benefits Grants	(23,343)		
	Other Grants	(4,264)		
			(52,868)	
	Gross Income			(52,868)
NET EXPENDITURE				17,156

1.0 STRATEGIC BUDGET SUMMARY

Savings, Income Generation, Growth and Revenue Implications of Capital

- Savings and Income**

Over the Autumn of 2018, Portfolio holders were challenged to review their budgets with respective senior officers and developed both savings proposals for the forthcoming financial year (2019/20) and the MTFS period (2020/21 to 2023/24). Details of the savings proposed were approved by Cabinet in January 2019 and are summarised in the service budget pages later in this report. Since the January Cabinet, there have been four adjustments to the budget giving a net decrease of £162k for 2019/20, and net decreases over the MTFS period of £223k, £119k, £146k and £148k for each of the four years.

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 Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages.

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 2019 and are summarised in the service budget pages later in this report. The only changes in the proposals are in Customer Services where grant income was boosted in respect of Housing Benefits administration grant and additional New Burdens grant, a reduction in initial income receivable from both One Leisure's St. Ives outdoor fitness training scheme and in relation to the 3G pitch at Ramsay due to delays in signing agreements with relevant partners and new income from recently purchased commercial property at Little End Road. The total Savings and Additional Income Proposals for 2019/20 are £1.9m and **Table 1** below shows how this is allocated by service.

Service	Service Savings and Additional Income Proposals			
	Draft Budget Savings *	Savings Adjustments Since Draft Budget		Final Savings and Additional Income
		Additional	Removed	
£000	£000	£000	£000	
Community	71			71
Customer Services	166	110		276
Development	153			153
Leisure & Health	179		(46)	133
Operations	562			562
Directors & Corporate Team	50			50
3C's ICT (HDC element)	20			20
Resources	339	101		440
Corporate Resources	236			236
Total	1,776	211	(46)	1,941

* Reported to Cabinet January 2019.

- **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 2019 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 a Government New Burdens grant allocation. The total Service Growth Proposals for 2019/20 are £1.7m and **Table 2** below shows how this is allocated by service.

Service	Service Growth Proposals			
	Draft Budget Growth *	Growth Adjustments Since Draft Budget		Final Growth
		Additional	Removed	
	£000	£000	£000	£000
Community	69			69
Customer Services	345	3		348
Development	(7)			(7)
Leisure & Health	376			376
Operations	655			655
Directors & Corporate Team	12			12
3C's ICT (HDC element)	27			27
Resources	131			131
Corporate Resources	92			92
Total	1,700	3	0	1,703

* Reported to Cabinet January 2019.

- **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. The income budgets for both Pre and New have changed by a total of £350k. 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 £5.5m and £6.0m per annum and is shown in **Table A** below.

CIS Investment Type	Gross Income: Commercial Investment Strategy								
	2015/16	2016/17	2017/18	2018/19	Budget	Medium Term Financial Strategy			
	£'000	£'000	£'000	£'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Pre CIS Commercial Property Investments	(1,930)	(1,922)	(2,022)	(2,297)	(2,326)	(2,626)	(2,141)	(2,128)	(2,295)
New CIS Commercial Property Investments	(31)	(509)	(785)	(1,242)	(1,398)	(1,398)	(1,398)	(1,398)	(1,398)
"To be acquired" CIS Commercial Property Investments	0	10	(2,232)	(1,775)	(1,821)	(1,842)	(1,803)	(1,842)	(1,842)
Total Commercial Property Investments	(1,961)	(2,421)	(5,039)	(5,314)	(5,545)	(5,866)	(5,342)	(5,368)	(5,535)
Property Fund	(20)	(111)	(162)	(162)	(162)	(162)	(162)	(162)	(162)
Total CIS Income	(1,981)	(2,532)	(5,201)	(5,476)	(5,707)	(6,028)	(5,504)	(5,530)	(5,697)

- **Capital – Revenue Implications**

The revenue budget contains any implications from the proposed capital programme for 2019/20 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 2018/19 to Final Budget 2019/20**

Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net decrease in the Council's budget of £125k (<1%) when compared to the 2018/19 Original Budget and an reduction of £751k (4%) when compared to the September 2018/19 Forecast Outturn. A service by service summary is shown in **Table 3** below.

Service	Summary of Total Budget Movements (Original Budget for 2018/19 to Base Budget 2019/20)											
	2018/19			2019/20						Variance		
	Forecast Outturn	Original Budget	Previously Approved Adjustments	Growth Bids				Inflation	Other Operational Adjustments	Proposed Budget	To 2018/19 Forecast	To 2018/19 Budget
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	%
Community	1,740	1,758	(35)	40	(35)	(10)	(26)	21	29	1,742	0%	(1%)
Customer Services	2,682	2,533	40	286	(243)	0	0	32	29	2,677	0%	6%
Development	700	1,071	76	0	(153)	0	0	23	(7)	1,010	44%	(6%)
Leisure & Health	226	(190)	(133)	327	(44)	(21)	(68)	60	48	(21)	(109%)	(89%)
Operations	4,580	3,911	(334)	596	(131)	(372)	0	72	0	3,742	(18%)	(4%)
Directors & Corporate Team	1,503	1,642	9	(12)	(33)	0	0	13	7	1,626	8%	(1%)
3C's ICT (HDC element)	2,154	2,128	(21)	57	9	0	0	31	(59)	2,145	0%	1%
Resources	(232)	(318)	(58)	119	(428)	0	0	16	1	(668)	188%	110%
Corporate Finance	4,555	4,747	285	49	(113)	(76)	(18)	16	14	4,904	8%	3%
Net Expenditure	17,908	17,282	(171)	1,462	(1,171)	(479)	(112)	284	62	17,157		
Forecast Outturn	17,908				(751)					17,157	(4%)	
Budget		17,282			(125)					17,157		(1%)

Corporate and Government Funding

- **Government Grant**

The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g. Housing Benefit, but some of the funding is in support of general activity; with regard to:

- New Homes Bonus (NHB), on the 13 December the Government made an announcement in respect of New Homes Bonus and that the 2019/20 settlement would be £2.0m (this is £680k less than last year). The Government's intention is to phase out the grant over a 4 year period with the grant being reduced to zero by 2023/24.
- On the 13 December the Government provisionally confirmed that the Revenue Support Grant (RSG) 2019/20 would be zero, this was in line with what was expected. In the 2018/19 MTFs it was expected that the council would be in a negative RSG position from 2020/21 onwards. However, it is now largely expected that the Government would not enforce this position but would consider grant to remain at zero. As the final decision is likely to be a part of the Fair Funding Review, the 2019/20 MTFs still provides for negative payments of RSG of £150k for each of the years 2020/21 to 2023/24 as a prudent measure.

Council Tax and Business Rates

There is an assumption within the 2019/20 Budget and over the term of the MTFS that the Council Tax will increase by 2.6% per annum. Therefore, the Council Tax for 2019/20 will be £142.16 per Band D equivalent property. Members should note that when the Local Government Financial Settlement was announced, this confirmed the Council Tax threshold (also known as the Referendum Limit) as “the higher of 3% or £5” for a Band D property.

A Council Tax increase of 2.6% 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 £6.0m in 2019/20. An increase of 2% is allowed year on year over the MTFS period to reflect the annual inflation increases to the business rates multiplier.

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.

Table 4	Collection Fund Estimated Surplus 2017/18	
	(Surplus)/Deficit £000	HDC Share £000
Council Tax	(4,225)	(635)
Business Rates	(1,588)	(354)
Total	(5,813)	(989)

Summary Budget

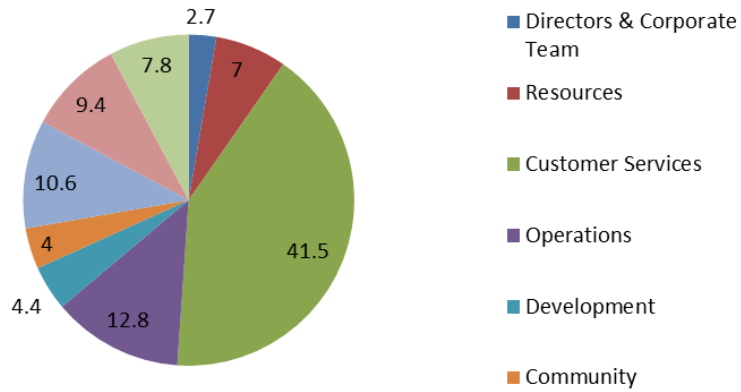
Considering the 2.6% increase in Council Tax for 2019/20 and over the MTFS period, this results in the funding statement shown in **Table 5** and **Table 6** below.

Table 5	Council Services Net Expenditure Budget (2019/20) and MTFS						
	2018/19		2019/20	Medium Term Financial Strategy			
	Budget	Forecast (November)	Budget	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000	£000	£000
Community Services	1,758	1,740	1,742	1,772	1,792	1,826	1,866
Customer Services	2,533	2,682	2,676	3,160	3,340	3,358	3,256
Development Services	1,071	700	1,010	920	960	1,000	1,042
Leisure and Health	(190)	226	(21)	(507)	(713)	(749)	(741)
Operational Services	3,911	4,580	3,742	3,532	4,087	4,059	4,161
Corporate Team and Directors	1,642	1,503	1,626	1,631	1,658	1,660	1,683
ICT	2,128	2,154	2,145	2,104	2,120	2,136	2,192
Resources	(318)	(232)	(668)	(819)	(341)	(322)	(464)
Corporate Finance	4,747	4,555	4,904	4,906	5,107	5,204	5,636
Net Expenditure	17,282	17,908	17,156	16,699	18,010	18,172	18,631

Table 6	Council Funding Statement Budget (2019/20) and MTFS						
	2018/19		2019/20	Funding Streams and a 2.6% Council Tax increase			
	Budget	Forecast (November)	Budget	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000	£000	£000
Net Expenditure	17,282	17,908	17,156	16,699	18,010	18,172	18,631
Contribution to/(from) Earmarked Reserves:	0						
- Commercial Investment Strategy	1,135	1,135	2,038	1,474	881	427	0
General Reserves	1,891	1,265	1,247	(724)	(1,559)	(1,229)	(1,180)
Budget Requirement	20,308	20,308	20,441	17,449	17,332	17,370	17,451
Non-Domestic Rates	(5,841)	(5,841)	(5,958)	(6,077)	(6,199)	(6,323)	(6,449)
Non-Domestic Rates (Growth Pilot)	0	0	(949)	0	0	0	0
S31 Grant	(1,729)	(1,729)	(1,729)	(1,579)	(1,579)	(1,579)	(1,579)
Revenue Support Grant (RSG)	(604)	(604)	0	150	150	150	150
Fair Funding Review Adjustment	0	0	0	650	650	650	650
New Homes Bonus	(2,718)	(2,718)	(2,038)	(1,474)	(881)	(427)	0
Collection Fund (Surplus) / Deficit	(966)	(966)	(989)	0	0	0	0
Council Tax Requirement	8,450	8,450	8,778	9,119	9,473	9,841	10,223
- Base (*)	60,984	60,984	61,749	62,521	63,302	64,094	64,895
- Per Band D	138.56	138.56	142.16	145.86	149.65	153.54	157.53
- Increase £			£ 3.60	£ 3.70	£ 3.79	£ 3.89	£ 3.99
- Increase %			2.60%	2.60%	2.60%	2.60%	2.60%

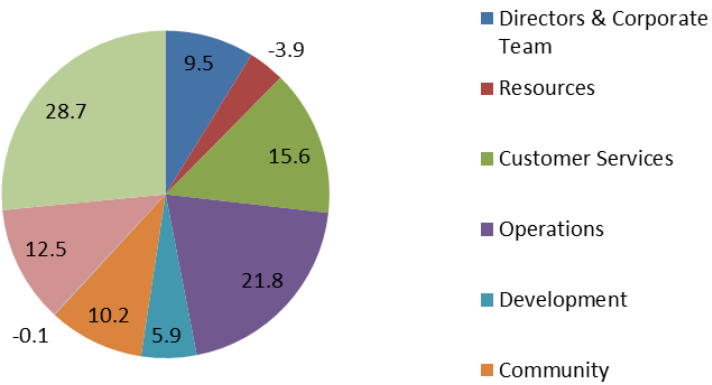
Gross Expenditure by Service 2019/20

%



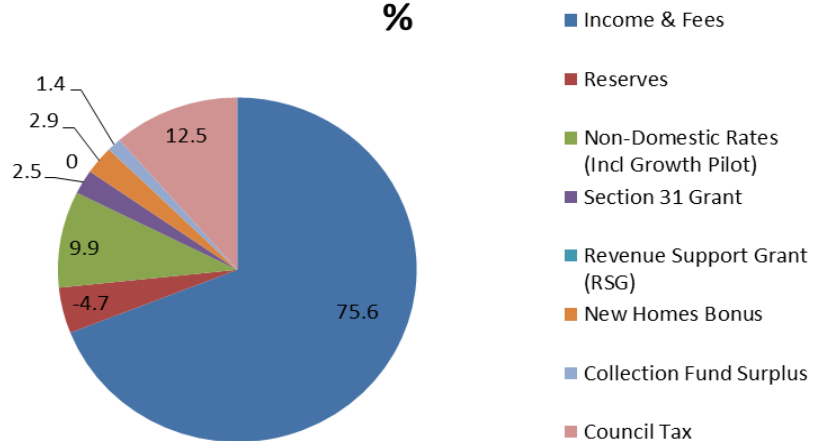
Net Expenditure by Service 2019/20

%



How Services are Paid for in 2019/20

%



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 2019/20 and MTFS is shown in **Table 7** below.

Table 7	Reserves and MTFS						
	2018/19		2019/20 Budget £000	Medium Term Financial Strategy			
	Budget £000	Forecast £000		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
GENERAL FUND (Unallocated) RESERVE							
b/f	2,698	2,658	2,686	2,573	2,505	2,702	2,726
<i>Contribution to Reserve</i>	1,891	1,265	0	0	0	0	0
<i>Contribution from Reserve</i>	0	0	1,247	(724)	(1,559)	(1,229)	(1,180)
Contribution from(to) Budget Surplus	(1,997)	(1,237)	(1,360)	656	1,756	1,253	1,249
c/f	2,592	2,686	2,573	2,505	2,702	2,726	2,795
Net Expenditure	17,282	17,908	17,156	16,699	18,010	18,172	18,631
Minimum Level of Reserves (15%)	2,592	2,686	2,573	2,505	2,702	2,726	2,795
BUDGET SURPLUS RESERVE							
b/f	2,212	2,212	3,449	3,820	3,164	1,408	155
<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	1,997	1,237	1,360	(656)	(1,756)	(1,253)	(1,249)
Contribution from (to) CIS Reserve	0	0	(266)	0	0	0	1,095
Contribution from (to) Earmarked Reserves	0	0	(723)	0	0	0	0
c/f	4,209	3,449	3,820	3,164	1,408	155	1
COMMERCIAL INVESTMENT RESERVE							
b/f	2,798	3,598	4,733	7,037	8,511	9,392	9,819
<i>Contribution to Reserve (former NHB)</i>	1135	1,135	2,038	1,474	881	427	0
<i>Contribution from Reserve</i>	0	0	0	0	0	0	0
Contribution from (to) General Fund	0	0	0	0	0	0	0
Contribution from (to) Budget Surplus Reserve	0	0	266	0	0	0	(1,095)
c/f	3,933	4,733	7,037	8,511	9,392	9,819	8,724

Analysis of Budget Variations - HDC Total Budget

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	17,281,627	17,394,096	17,677,091	18,085,962	18,253,626	18,253,626
New Bids Added						
Community		(31,000)	(31,000)	(49,000)	(49,000)	(49,000)
Customer Services		46,341	387,341	484,410	439,410	279,410
3C's ICT		66,000	5,000	5,000	5,000	5,000
Development		(153,000)	(184,000)	(185,000)	(187,000)	(188,000)
Leisure & Health		193,494	(123,000)	(336,410)	(376,763)	(455,763)
Operations		93,384	(229,616)	211,384	66,384	51,384
Resources		(310,100)	(450,300)	(32,100)	(38,300)	(205,300)
Resources (Corporate Items)		(158,000)	(204,000)	(15,000)	237,000	654,000
Directors & Corporate Team		(45,000)	(65,000)	(55,000)	(65,000)	(65,000)
Adjustment to Inflation		(1)	(3,624)	(8,721)	(14,643)	280,748
Other Budget Adjustments						
General Salary Changes (All Services)		(292,309)	(301,853)	(305,484)	(309,172)	(137,203)
Other Service Operational Adjustments:-						
Community		29,604	15,604	15,604	15,604	15,604
Customer Services		16,924	18,160	19,160	20,160	21,160
3C's ICT		118,192	123,192	123,192	123,192	123,192
Development		(1,121)	(1,121)	(1,121)	(1,121)	(1,121)
Leisure & Health		164,538	40,801	27,106	29,087	23,288
Operations		0	0	0	0	0
Resources		39,269	39,269	39,456	39,456	39,456
Resources (Corporate Items)		13,722	14,116	13,614	13,538	13,907
Directors & Corporate Team		(28,499)	(28,499)	(28,499)	(28,499)	(28,499)
New MTFS Totals	17,281,627	17,156,534	16,698,561	18,008,553	18,172,959	18,630,889

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

2.2 Service Budgets by Head of Service

Table 9

Head of Community									
Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(951,266)	Income & Fees	Fees & charges	(865,110)	(881,634)	(972,848)	(957,948)	(957,248)	(962,848)	(962,848)
(37,438)		Sales	(500)	(109,100)	(600)	(600)	(600)	(600)	(600)
(94,225)		Other grants and contributions	(92,131)	(95,275)	(64,975)	(64,975)	(64,975)	(64,975)	(64,975)
(848)		Interest	0	0	0	0	0	0	0
(1,083,777)	Income & Fees Total		(957,741)	(1,086,009)	(1,038,423)	(1,023,523)	(1,022,823)	(1,028,423)	(1,028,423)
1,562,423	Employees	Salary	1,567,330	1,696,259	1,732,721	1,750,038	1,749,527	1,767,011	1,784,669
150,103		National Insurance	149,254	156,290	161,295	162,908	164,538	166,183	167,845
259,704		Pension	264,373	285,595	279,047	298,126	317,561	337,355	357,513
5,693		Hired Staff	30,530	5,000	5,000	5,000	5,000	5,000	5,000
4,697		Training	7,333	4,400	4,400	4,400	4,400	4,400	4,400
1,746		Uniform & laundry	589	700	700	700	700	700	700
14,083		Other staff costs	6,511	1,112	6,112	6,112	6,112	6,112	6,112
6,646		Recruitment	8,800	0	0	0	0	0	0
98,140		Severance payments	0	0	0	0	0	0	0
2,103,235	Employees Total		2,034,719	2,149,356	2,189,275	2,227,284	2,247,838	2,286,761	2,326,239
8,518	Buildings	Rents	763	780	780	780	780	780	780
29,403		Repairs & Maintenance	2,375	2,500	2,500	2,500	2,500	2,500	2,500
4,378		Energy Costs	5,316	4,000	4,000	4,000	4,000	4,000	4,000
42,298	Buildings Total		8,454	7,280	7,280	7,280	7,280	7,280	7,280
1,391	Supplies & Services	Catering	246	521	521	521	521	521	521
102,920		Communication and computing	107,283	60,701	56,145	31,145	31,145	31,145	31,145
41,771		Services	69,794	40,462	29,820	29,820	29,820	29,820	29,820
241,642		Equipment, furniture & materials	175,442	137,451	228,989	230,489	228,989	230,489	230,489
24,497		Office expenses	(17,276)	99,550	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
138		Uniform & laundry	246	380	380	380	380	380	380
308		Insurance - service related	0	0	0	0	0	0	0
412,664	Supplies & Services Total		335,735	339,065	303,855	280,355	278,855	280,355	280,355
17,415	Transport	Mileage Allowance	20,615	19,951	16,451	16,451	16,451	16,451	16,451
40,239		Operating Costs	43,585	41,399	10,113	10,113	10,113	10,113	10,113
4,002		Pool Car	3,996	7,100	4,500	4,500	4,500	4,500	4,500
3,029		Public Transport	1,274	1,261	1,261	1,261	1,261	1,261	1,261
64,685	Transport Total		69,470	69,711	32,325	32,325	32,325	32,325	32,325
15	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
297,039		Grants	276,305	271,525	241,525	241,525	241,525	241,525	241,525
166		Irrecoverable V A T	0	0	0	0	0	0	0
297,220	Benefit & Transfer Payments Total		276,305	271,525	241,525	241,525	241,525	241,525	241,525
0	Renewals Fund Contribution	Renewals Fund Contribution	6,612	6,612	6,612	6,612	6,612	6,612	6,612
0	Renewals Fund Contribution Total		6,612	6,612	6,612	6,612	6,612	6,612	6,612
1,836,325	Grand Total		1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913
2,920,102	Gross Service Expenditure		2,731,296	2,843,549	2,780,872	2,795,381	2,814,435	2,854,858	2,894,336
(1,083,777)	Gross Service Income		(957,741)	(1,086,009)	(1,038,423)	(1,023,523)	(1,022,823)	(1,028,423)	(1,028,423)
1,836,325	Net Service Expenditure		1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913
87,459	Head of Community		85,754	85,288	86,076	87,538	89,021	90,526	92,052
311,601	Commercial Team		238,045	276,784	266,776	271,242	275,771	280,363	285,021
573,757	Community Team		572,025	615,019	584,272	590,699	597,220	603,836	610,546
96,208	Corporate Health & Safety		103,241	104,997	105,509	107,154	108,823	110,516	112,232
133,624	Environmental Health Admin		145,177	143,662	146,997	149,267	133,568	135,721	137,905
330,798	Environmental Protection Team		313,840	342,384	314,123	320,981	324,914	331,924	337,512
(182,448)	Licencing		(120,217)	(103,951)	(115,622)	(96,335)	(91,185)	(92,272)	(87,694)
5,906	Emergency Planning		12,067	11,575	11,575	11,575	11,575	11,575	11,575
299,844	Document Centre		297,047	194,849	247,662	253,107	258,630	264,231	269,912
255	Closed Churchyards		2,000	2,000	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
(59,330)	CCTV		(68,665)	(70,393)	(89,496)	(89,496)	(89,496)	(89,496)	(89,496)
238,650	CCTV Shared Service		193,241	155,326	197,577	179,126	185,771	192,511	199,348
1,836,325	Grand Total		1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

Analysis of Budget Variations - Community

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

Table 10

Head of Customer Services

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(2,187,453)	Income & Fees	Fees & charges	(2,092,453)	(1,782,055)	(2,031,202)	(1,247,683)	(1,131,266)	(1,110,761)	(1,110,761)
(33,712,958)		Government grants	(31,433,349)	(28,610,990)	(24,296,273)	(18,190,988)	(13,348,561)	(12,508,369)	(12,507,369)
(35,900,410)	Income & Fees Total		(33,525,802)	(30,393,045)	(26,327,475)	(19,438,671)	(14,479,827)	(13,619,130)	(13,618,130)
2,287,684	Employees	Salary	2,401,948	2,527,668	2,532,965	2,557,146	2,581,569	2,569,896	2,476,569
216,777		National Insurance	229,678	239,202	237,666	239,931	242,219	241,905	233,325
359,562		Pension	380,686	398,433	398,983	426,266	454,055	475,958	484,399
73,063		Hired Staff	29,491	0	0	0	0	0	0
1,535		Training	4,705	1,350	1,350	1,350	1,350	1,350	1,350
228		Uniform & laundry	191	200	(2,300)	200	(2,300)	200	200
24,770		Other staff costs	21,063	20,220	20,220	20,220	20,220	20,220	20,220
591		Recruitment	0	0	0	0	0	0	0
3,646		Severance payments	0	0	0	0	0	0	0
2,967,857	Employees Total		3,067,761	3,187,073	3,188,884	3,245,113	3,297,113	3,309,529	3,216,063
26,409	Buildings	Rents	17,412	19,400	0	0	0	0	0
21,034		Repairs & Maintenance	11,119	82	82	82	82	82	82
398		Energy Costs	33	600	0	0	0	0	0
436		Water Services	200	200	0	0	0	0	0
2,700		Rates	0	4,443	0	0	0	0	0
822		Premises Cleaning	0	1,000	0	0	0	0	0
0		Premises Insurance	0	200	0	0	0	0	0
51,799	Buildings Total		28,764	25,925	82	82	82	82	82
524	Supplies & Services	Catering	0	100	100	100	100	100	100
114,168		Communication and computing	102,810	105,500	105,500	105,500	105,500	105,500	105,500
123,143		Services	129,886	128,505	198,505	198,505	198,505	198,505	198,505
95,082		Equipment, furniture & materials	19,864	7,431	7,431	7,431	7,431	7,431	7,431
35,382		Office expenses	46,389	47,560	47,560	47,560	47,560	47,560	47,560
368,300	Supplies & Services Total		298,948	289,096	359,096	359,096	359,096	359,096	359,096
1,391	Transport	Mileage Allowance	2,356	3,100	3,000	3,000	3,000	3,000	3,000
13,306		Pool Car	9,249	9,110	9,110	9,110	9,110	9,110	9,110
10,857		Public Transport	7,110	8,280	8,280	8,280	8,280	8,280	8,280
25,554	Transport Total		18,715	20,490	20,390	20,390	20,390	20,390	20,390
1,010,746	Benefit & Transfer Payments	Contributions paid	1,092,251	952,000	1,273,000	626,000	626,000	626,000	626,000
33,836,410		Benefits	31,395,312	28,325,340	24,040,830	18,210,530	13,359,830	12,505,430	12,505,430
34,847,156	Benefit & Transfer Payments Total		32,487,563	29,277,340	25,313,830	18,836,530	13,985,830	13,131,430	13,131,430
143,987	Reserve-Revenue Transfers	Bad Debts Provision	110,290	126,046	122,046	137,046	157,046	157,046	147,046
143,987	Reserve-Revenue Transfers Total		110,290	126,046	122,046	137,046	157,046	157,046	147,046
2,504,242	Grand Total		2,486,240	2,532,925	2,676,853	3,159,586	3,339,730	3,358,443	3,255,977
38,404,652	Gross Service Expenditure		36,012,042	32,925,970	29,004,328	22,598,257	17,819,557	16,977,573	16,874,107
(35,900,410)	Gross Service Income		(33,525,802)	(30,393,045)	(26,327,475)	(19,438,671)	(14,479,827)	(13,619,130)	(13,618,130)
2,504,242	Net Service Expenditure		2,486,240	2,532,925	2,676,853	3,159,586	3,339,730	3,358,443	3,255,977
63,378	Head of Customer Services		10,549	98,042	106,909	108,804	110,727	112,678	114,656
(156,193)	Council Tax Support		(129,076)	(127,354)	(122,896)	(121,896)	(120,896)	(119,896)	(118,896)
(226,059)	Local Tax Collection		(226,499)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)
1,123,120	Housing Benefits		966,570	919,948	1,050,444	1,439,063	1,573,708	1,561,899	1,439,420
863,797	Housing Needs		1,010,732	1,018,645	1,066,215	1,140,892	1,171,723	1,182,709	1,184,994
836,200	Customer Services		853,965	851,414	803,951	820,493	832,238	848,823	863,573
2,504,242	Grand Total		2,486,240	2,532,925	2,676,853	3,159,586	3,339,730	3,358,443	3,255,977

Analysis of Budget Variations - Customer Services

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145	2,884,145
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145	2,884,145
New Bids Added						
Higher Net Cost of Homeless Benefits		129,000	575,000	575,000	575,000	575,000
Coneygear Court Homeless Accommodation		(44,000)	(44,000)	(44,000)	(44,000)	(44,000)
Crown Gardens Homeless Accommodation		0	(142,000)	(142,000)	(142,000)	(142,000)
Homeless Prevention		30,000	30,000	30,000	30,000	30,000
Homeless Bad Debt Provision		2,000	17,000	37,000	37,000	27,000
Joint Commissioning - Housing Support		40,000	40,000	40,000	40,000	40,000
Call Centre Interventions		39,000	39,000	39,000	39,000	39,000
Closure of Satellite Offices		(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Recovery Officer		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Universal Credit Admin Grant Impact		45,952	67,952	67,952	67,952	67,952
Universal Credit Other Savings		0	0	0	(45,000)	(45,000)
New Burdens Grants		(77,069)	(77,069)	0	0	0
Council Tax Support Grant - Reduced Allocation		3,458	3,458	3,458	3,458	3,458
Revenues Shared Service - to explore the potential for a Revs & Bens Shared Service		0	0	0	0	(150,000)
Robotics Pilot		(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Inflation		0	(370)	(726)	(1,065)	31,788
Minor Budget Adjustments						
Misc. Salary , NI & Pension		9,376	11,619	13,879	15,793	39,474
Grant Reduction - Council Tax Support		1,000	2,000	3,000	4,000	5,000
One-off Grant Budget removed		16,000	16,000	16,000	16,000	16,000
Other Minor Adjustments		(76)	160	160	160	160
New MTFS Totals	2,532,925	2,676,853	3,159,586	3,339,730	3,358,443	3,255,977

Table 11

Head of 3C's ICT

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

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

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

Analysis of Budget Variations - 3C's ICT

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

Table 12

Head of Development

Actuals 2017/18	Subjective Analysis : Controllable Only	2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£		£	£	£	£	£	£	£
(2,015,409)	Income & Fees	(1,981,531)	(1,921,254)	(1,922,209)	(1,998,668)	(2,000,132)	(2,002,600)	(2,003,600)
(13,104)	Fees & charges	(7,014)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)
(50,000)	Sales	0	0	0	0	0	0	0
(20,000)	Other grants and contributions	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
(115,247)	Government grants	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)
(2,213,760)	Income & Fees Total	(2,118,615)	(2,058,624)	(2,059,579)	(2,136,038)	(2,137,502)	(2,139,970)	(2,140,970)
1,634,034	Employees	1,628,650	1,775,304	1,805,946	1,824,293	1,842,823	1,861,538	1,880,153
161,715	Salary	167,177	177,758	177,698	179,504	181,326	183,169	185,001
283,309	National Insurance	281,492	307,156	309,684	330,861	352,429	374,395	396,767
41,860	Pension	30,418	11,500	0	0	0	0	0
40	Hired Staff	69	0	0	0	0	0	0
89	Training	266	350	350	350	350	350	350
3,384	Uniform & laundry	1,457	0	0	0	0	0	0
13,450	Other staff costs	9,373	5,000	0	0	0	0	0
	Recruitment							
2,137,880	Employees Total	2,118,901	2,277,068	2,293,678	2,335,008	2,376,928	2,419,452	2,462,271
5,552	Buildings	1,750	3,000	3,000	3,000	3,000	3,000	3,000
18,551	Rents	7,000	5,000	5,000	5,000	5,000	5,000	5,000
22,837	Repairs & Maintenance	26,400	26,400	27,900	27,900	27,900	27,900	27,900
32,315	Energy Costs	31,518	28,000	28,000	28,000	28,000	28,000	28,000
0	Water Services	648	648	667	687	708	729	751
	Rates							
79,255	Buildings Total	67,316	63,048	64,567	64,587	64,608	64,629	64,651
527	Supplies & Services	481	650	400	400	400	400	400
19,082	Catering	9,962	11,250	5,250	5,250	5,250	5,250	5,250
811,172	Communication and computing	493,064	537,405	523,796	498,796	498,796	498,796	498,796
8,242	Services	3,710	4,000	4,000	4,000	4,000	4,000	4,000
57,658	Equipment, furniture & materials	40,043	33,730	33,430	33,430	33,430	33,430	33,430
	Office expenses							
896,681	Supplies & Services Total	547,259	587,035	566,876	541,876	541,876	541,876	541,876
6,685	Transport	7,351	8,875	8,875	8,875	8,875	8,875	8,875
10,557	Mileage Allowance	8,232	8,770	8,770	8,770	8,770	8,770	8,770
1,754	Pool Car	3,123	3,500	3,500	3,500	3,500	3,500	3,500
	Public Transport							
18,995	Transport Total	18,707	21,145	21,145	21,145	21,145	21,145	21,145
4	Benefit & Transfer Payments	0	0	0	0	0	0	0
152,983	Contributions paid	167,311	173,811	115,550	85,550	85,550	85,550	85,550
8,488	Grants	5,800	5,800	5,800	5,800	5,800	5,800	5,800
	Irrecoverable V A T							
161,475	Benefit & Transfer Payments Total	173,111	179,611	121,350	91,350	91,350	91,350	91,350
0	Renewals Fund Contribution	1,620	1,620	1,620	1,620	1,620	1,620	1,620
0	Renewals Fund Contribution Total	1,620	1,620	1,620	1,620	1,620	1,620	1,620
1,080,527	Grand Total	808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

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

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

Analysis of Budget Variations - Development

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

Table 13

Head of Leisure & Health

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(5,945,429)	Income & Fees	Fees & charges	(6,111,044)	(6,559,526)	(6,612,840)	(7,224,134)	(7,487,069)	(7,607,531)	(7,690,380)
(715,670)		Sales	(803,196)	(905,488)	(816,884)	(829,821)	(831,821)	(833,821)	(833,821)
(84,946)		Other grants and contributions	(147,498)	(94,290)	(36,471)	(19,341)	(17,523)	(17,723)	(17,723)
(5,000)		Rent	(4,166)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(6,751,045)	Income & Fees Total		(7,065,903)	(7,564,304)	(7,471,195)	(8,078,296)	(8,341,413)	(8,464,075)	(8,546,924)
3,639,046	Employees	Salary	3,635,264	3,963,583	3,982,719	4,016,626	4,056,791	4,097,362	4,138,334
206,625		National Insurance	218,098	226,302	221,129	222,706	224,935	227,184	229,456
397,706		Pension	411,115	447,275	475,283	507,779	540,887	574,607	608,942
9,629		Hired Staff	23,876	11,750	11,750	11,750	11,750	11,750	11,750
22,171		Training	23,776	25,800	3,200	200	200	200	200
8,505		Uniform & laundry	8,657	10,800	8,600	11,450	8,600	11,450	11,600
14,733		Other staff costs	8,716	0	0	0	0	0	0
3,385		Recruitment	28,689	1,150	150	150	150	150	150
12,480		Severance payments	0	0	0	0	0	0	0
4,314,281	Employees Total		4,358,191	4,686,660	4,702,831	4,770,661	4,843,313	4,922,703	5,000,432
10,728	Buildings	Rents	18,162	14,475	10,475	9,975	9,975	9,975	9,975
228,267		Repairs & Maintenance	219,912	236,400	200,100	199,700	214,500	199,700	199,700
453,925		Energy Costs	500,227	488,649	630,357	676,357	637,357	637,357	637,357
95,589		Water Services	98,653	93,339	117,328	117,328	117,328	117,328	117,328
468,821		Rates	473,480	466,236	480,222	494,628	509,468	524,751	540,494
24,254		Ground Maintenance Costs	226,231	21,300	22,480	20,310	20,310	20,310	20,310
120,416		Premises Cleaning	119,569	116,147	132,430	132,550	132,550	132,550	132,550
1,402,001	Buildings Total		1,656,235	1,436,546	1,593,392	1,650,848	1,641,488	1,641,971	1,657,714
23,719	Supplies & Services	Catering	16,264	24,050	16,250	16,250	16,250	16,250	16,250
98,031		Communication and computing	76,767	80,186	82,395	86,495	84,895	86,495	84,895
187,887		Services	178,842	190,193	195,404	221,147	220,707	220,267	220,267
618,437		Equipment, furniture & materials	635,300	685,956	591,859	559,659	555,459	560,959	560,459
118,356		Office expenses	146,512	144,054	142,178	140,820	140,820	140,820	140,820
382		Uniform & laundry	0	0	400	400	400	400	400
64		Expenses	2	0	0	0	0	0	0
0		Insurance - service related	700	0	0	0	0	0	0
1,046,875	Supplies & Services Total		1,054,387	1,124,439	1,028,486	1,024,771	1,018,531	1,025,191	1,023,091
9,073	Transport	Mileage Allowance	10,297	10,345	9,640	9,515	9,515	9,515	9,515
6,696		Operating Costs	10,033	8,575	8,410	8,410	8,410	8,410	8,410
3,330		Public Transport	1,554	1,543	1,530	1,030	1,030	1,030	1,030
178		Contract Hire & operating leases	60	100	0	0	0	0	0
19,276	Transport Total		21,944	20,563	19,580	18,955	18,955	18,955	18,955
26	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
95,644		Irrecoverable V A T	76,625	81,000	81,000	81,000	81,000	81,000	81,000
95,670	Benefit & Transfer Payments Total		76,625	81,000	81,000	81,000	81,000	81,000	81,000
0	Renewals Fund Contribution	Renewals Fund Contribution	0	25,000	25,000	25,000	25,000	25,000	25,000
0	Renewals Fund Contribution Total		0	25,000	25,000	25,000	25,000	25,000	25,000
127,058	Grand Total		101,479	(190,096)	(20,906)	(507,061)	(713,126)	(749,255)	(740,732)

6,878,103	Gross Service Expenditure	7,167,381	7,374,208	7,450,289	7,571,235	7,628,287	7,714,820	7,806,192
(6,751,045)	Gross Service Income	(7,065,903)	(7,564,304)	(7,471,195)	(8,078,296)	(8,341,413)	(8,464,075)	(8,546,924)
127,058	Net Service Expenditure	101,479	(190,096)	(20,906)	(507,061)	(713,126)	(749,255)	(740,732)

80,531	Head of Leisure & Health	81,333	81,788	82,576	84,038	85,521	87,026	88,552
197,463	One Leisure Active Lifestyles	354,267	205,371	176,686	149,571	145,633	141,299	146,915
(150,936)	One Leisure	(334,121)	(477,255)	(280,168)	(740,670)	(944,280)	(977,580)	(976,199)
127,058	Grand Total	101,479	(190,096)	(20,906)	(507,061)	(713,126)	(749,255)	(740,732)

Analysis of Budget Variations - Leisure & Health

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)	(279,826)
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)	(279,826)
New Bids Added						
OLSI Outdoor - Fitness Offering		(24,122)	(110,616)	(160,026)	(184,379)	(184,379)
OLR 3G Pitch		(2,000)	(5,000)	(5,000)	(5,000)	(5,000)
Removal of The Club Alconbury Weald		6,000	6,000	6,000	6,000	6,000
Additional Utility Costs		177,616	223,616	184,616	184,616	184,616
General Price Increases		0	0	0	0	(75,000)
Burgess Hall Income Realignment		143,000	65,000	0	0	0
Exercise Referral & Physio Follow-on Income		(7,000)	(8,000)	(9,000)	(10,000)	(10,000)
OL Concessionary Pricing Scheme		(10,000)	(15,000)	(20,000)	(25,000)	(25,000)
Children & Families Activities Offer		0	(15,000)	(15,000)	(15,000)	(15,000)
Group Exercise Classes Income		(9,000)	(32,000)	(53,000)	(53,000)	(53,000)
OL St Ives Impressions Income		(38,000)	(144,000)	(167,000)	(167,000)	(167,000)
Swimming Pool Changing Rooms		(4,000)	(14,000)	(20,000)	(23,000)	(23,000)
OL Sawtry		(39,000)	(74,000)	(78,000)	(85,000)	(89,000)
Adjustment to Inflation		1	(606)	(1,280)	(1,941)	62,791
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(115,987)	(121,769)	(120,796)	(119,812)	(91,222)
Adjustments to match current Income Trends		239,124	129,133	119,848	117,779	114,930
Changes to Operational Costs		(75,078)	(88,029)	(92,579)	(88,029)	(89,979)
Other Minor Adjustments		492	(303)	(163)	(663)	(1,663)
New MTFS Totals	(190,096)	(20,906)	(507,061)	(713,126)	(749,255)	(740,732)

Table 14

Head of Operations

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

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

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

Analysis of Budget Variations - Operations

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

Table 15

Head of Resources									
Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(276,590)	Income & Fees	Fees & charges	(166,125)	(166,642)	(177,573)	(225,163)	(195,632)	(195,632)	(195,632)
(4,505)		Sales	0	0	0	0	0	0	0
(544)		Interest	0	0	0	0	0	0	0
(3,047,072)		Rent	(3,307,321)	(5,075,680)	(5,402,879)	(5,685,689)	(5,191,633)	(5,217,033)	(5,384,033)
(3,328,711)	Income & Fees Total		(3,473,445)	(5,242,322)	(5,580,452)	(5,910,852)	(5,387,265)	(5,412,665)	(5,579,665)
992,072	Employees	Salary	894,132	1,268,318	1,129,218	1,141,435	1,053,774	1,064,236	1,074,804
92,962		National Insurance	81,789	118,459	118,360	119,544	109,739	110,837	111,943
161,435		Pension	153,312	219,146	189,908	203,896	198,188	210,541	223,122
449,721		Hired Staff	525,300	0	0	0	0	0	0
129,060		Training	117,767	116,257	116,952	116,952	116,952	116,952	116,952
26,898		Other staff costs	3,725	4,400	4,400	4,400	4,400	4,400	4,400
3,945		Recruitment	464	0	0	0	0	0	0
192,096		Employee Insurance	195,245	187,016	195,174	215,746	238,375	238,375	238,375
2,048,189	Employees Total		1,971,733	1,913,597	1,754,012	1,801,973	1,721,428	1,745,341	1,769,596
124,647	Buildings	Rents	133,981	120,000	144,000	144,000	144,000	144,000	144,000
82,812		Repairs & Maintenance	104,592	122,502	143,502	143,502	143,502	143,502	143,502
4,367		Energy Costs	6,095	5,000	7,000	7,000	7,000	7,000	7,000
75,111		Premises Insurance	91,718	74,313	96,313	103,450	107,898	107,898	107,898
7,509		Premises Cleaning	12,882	14,640	14,640	14,640	14,640	14,640	14,640
215		Water Services	545	400	400	400	400	400	400
23,207		Rates	30,839	17,211	27,587	28,822	29,882	30,967	31,882
317,869	Buildings Total		380,652	354,066	433,442	441,814	447,322	448,407	449,322
2,189	Supplies & Services	Catering	26	0	0	0	0	0	0
6,821		Communication and computing	3,421	2,700	2,700	2,700	2,700	2,700	2,700
438,847		Services	595,723	2,399,820	2,496,298	2,503,498	2,487,398	2,506,704	2,506,704
63,551		Equipment, furniture & materials	47,584	45,834	49,834	49,834	49,834	49,834	49,834
26,185		Office expenses	27,303	31,505	31,055	31,055	31,055	31,055	31,055
97,670		Insurance - service related	69,637	73,065	69,087	70,990	73,039	73,039	73,039
635,264	Supplies & Services Total		743,694	2,552,924	2,648,974	2,658,077	2,644,026	2,663,332	2,663,332
1,383	Transport	Mileage Allowance	728	750	750	750	750	750	750
590		Pool Car	386	600	600	600	600	600	600
2,422		Public Transport	1,594	1,150	1,480	1,480	1,592	1,711	1,711
146,343		Vehicle Insurance	165,330	80,737	165,737	171,099	176,099	176,099	176,099
150,738	Transport Total		168,038	83,237	168,567	173,929	179,041	179,160	179,160
2	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
33,961		Irrecoverable V A T	17,938	20,500	20,500	20,500	20,500	20,500	20,500
33,962	Benefit & Transfer Payments Total		17,938	20,500	20,500	20,500	20,500	20,500	20,500
0	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0	0	(113,000)	(4,000)	34,000	34,000	34,000
0	Reserve-Revenue Transfers Total		0	0	(113,000)	(4,000)	34,000	34,000	34,000
(142,688)	Grand Total		(191,391)	(317,999)	(667,957)	(818,559)	(340,948)	(321,925)	(463,755)
3,186,023	Gross Service Expenditure		3,282,054	4,924,324	4,912,495	5,092,293	5,046,317	5,090,740	5,115,910
(3,328,711)	Gross Service Income		(3,473,445)	(5,242,322)	(5,580,452)	(5,910,852)	(5,387,265)	(5,412,665)	(5,579,665)
(142,688)	Net Service Expenditure		(191,391)	(317,999)	(667,957)	(818,559)	(340,948)	(321,925)	(463,755)
88,804	Head of Resources		88,219	88,705	88,525	89,987	91,470	92,975	94,501
870,030	Finance		745,027	589,930	665,689	627,058	623,917	632,678	641,565
663,230	Audit & Risk Management		622,349	539,902	623,696	660,754	696,995	699,140	701,316
207,904	Legal		222,897	223,940	223,940	223,940	223,940	223,940	223,940
605,559	HR and Payroll Services		646,456	865,695	497,109	503,018	512,010	518,089	524,256
60,524	Procurement		59,954	30,868	25,534	26,236	26,945	27,664	28,391
(2,638,739)	Commercial Estates		(2,576,293)	(2,657,038)	(2,792,450)	(2,949,552)	(2,516,225)	(2,516,411)	(2,677,724)
(142,688)	Grand Total		(191,391)	(317,999)	(667,957)	(818,559)	(340,948)	(321,925)	(463,755)

Analysis of Budget Variations - Resources

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)	(267,798)
Insurance to Operations	(4,778)	(4,778)	(4,778)	(4,778)	(4,778)	(4,778)
Adjusted Previous MTFS Totals	(317,999)	(359,151)	(366,134)	(303,518)	(272,576)	(272,576)
New Bids Added						
Internal Audit - Insurance Admin		6,000	6,000	6,000	6,000	6,000
Higher Insurance Premium Costs		91,000	94,000	94,000	94,000	94,000
NDR Vacant Properties		13,000	13,000	13,000	13,000	13,000
Repairs to Industrial Units		18,000	18,000	18,000	18,000	18,000
Caxton Road irrecoverable costs		2,000	2,000	2,000	2,000	2,000
Lower Consultants costs		(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Oaktree Car Park Development		0	0	0	0	(99,000)
Oaktree Lease Expiry		0	0	492,000	492,000	492,000
St Ives Redevelopment		0	0	0	0	(20,000)
Huntingdon Redevelopment		0	0	0	15,000	(31,000)
Alms Close		0	(85,000)	(85,000)	(85,000)	(85,000)
Commercial Estates Service		0	0	(81,000)	(83,000)	(85,000)
Resources Review		(29,000)	(40,000)	(52,000)	(52,000)	(52,000)
Apprenticeship Scheme (removal)		(299,000)	(299,000)	(299,000)	(299,000)	(299,000)
Debt Recovery		0	(37,000)	(37,000)	(37,000)	(37,000)
Commercial Investment Strategy		(101,100)	(111,300)	(92,100)	(111,300)	(111,300)
Internal Audit Shared Service		0	0	0	0	0
Adjustment to Inflation		(49)	(1,575)	(3,111)	(5,961)	8,733
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(37,926)	(39,819)	(41,675)	(44,544)	(34,068)
Ground Rent		23,300	23,300	23,300	23,300	23,300
HR Operational Costs		10,375	10,375	10,375	10,375	10,375
Estates Additional Costs		4,006	4,006	4,006	4,006	4,006
Other Minor Adjustments		1,588	1,588	1,775	1,775	1,775
New MTFS Totals	(317,999)	(667,957)	(818,559)	(340,948)	(321,925)	(463,755)

Table 16

Directors & Corporate Team

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

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

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

Analysis of Budget Variations - Directors & Corporate Team

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

Table 17

Head of Resources (Corporate Budgets)

Actuals 2017/18	Subjective Analysis : Controllable Only	2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£		£	£	£	£	£	£	£
(29,098)	Income & Fees	(289)	0	0	0	0	0	0
(462,315)	Fees & charges	(469,499)	(456,500)	(532,500)	(532,500)	(532,500)	(532,500)	(532,500)
(23,180)	Interest	0	0	0	0	0	0	0
	Government grants	0	0	0	0	0	0	0
(514,593)	Income & Fees Total	(469,787)	(456,500)	(532,500)	(532,500)	(532,500)	(532,500)	(532,500)
921	Employees	0	0	(12,200)	(14,522)	(14,667)	(14,814)	(14,962)
1,585,050	National Insurance	0	0	(22,800)	(27,828)	(28,106)	(28,387)	(28,671)
0	Pension	1,584,000	1,584,000	1,584,000	1,599,840	1,615,838	1,631,996	1,648,316
268,196	Other staff costs	193,714	199,000	177,650	168,767	160,329	152,313	152,313
0	Severance Payments	0	0	(132,000)	(163,320)	(164,953)	(166,603)	(168,269)
0	Salary	0	0	0	0	0	0	0
1,854,167	Employees Total	1,777,714	1,783,000	1,594,650	1,562,937	1,568,441	1,574,505	1,588,727
2,577,122	Supplies & Services	2,840,672	2,922,086	3,288,162	3,322,338	3,556,211	3,647,594	4,064,963
0	Services	14	0	0	0	0	0	0
5	Equipment, furniture & materials	600	0	0	0	0	0	0
2,743	Office expenses	(675)	580	580	580	580	580	580
	Insurance - service related	0	0	0	0	0	0	0
2,579,870	Supplies & Services Total	2,840,611	2,922,666	3,288,742	3,322,918	3,556,791	3,648,174	4,065,543
13	Transport	0	0	0	0	0	0	0
13	Pool Car	0	0	0	0	0	0	0
13	Transport Total	0	0	0	0	0	0	0
76,057	Benefit & Transfer Payments	76,000	76,000	76,000	76,000	76,000	76,000	76,000
4,056	Contributions paid	0	0	0	0	0	0	0
402,406	Irrecoverable V A T	403,065	402,278	407,868	407,868	407,868	407,868	407,868
0	Levies	0	0	39,000	39,000	0	0	0
	Discretionary Relief	0	0	0	0	0	0	0
482,519	Benefit & Transfer Payments Total	479,065	478,278	522,868	522,868	483,868	483,868	483,868
25,265	Reserve-Revenue Transfers	25,000	20,000	30,000	30,000	30,000	30,000	30,000
25,265	Bad Debts Provision	0	0	0	0	0	0	0
25,265	Reserve-Revenue Transfers Total	25,000	20,000	30,000	30,000	30,000	30,000	30,000
4,427,242	Grand Total	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,941,835	Gross Service Expenditure	5,122,390	5,203,944	5,436,260	5,438,723	5,639,100	5,736,547	6,168,138
(514,593)	Gross Service Income	(469,787)	(456,500)	(532,500)	(532,500)	(532,500)	(532,500)	(532,500)
4,427,242	Net Service Expenditure	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,427,242	Corporate Finance	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,427,242	Grand Total	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638

Analysis of Budget Variations - Resources (Corporate Budgets)

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

3.0 CAPITAL

The detailed Draft Capital Programme for the period 2019/20 to 2023/24 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 2019/20 Minimum Revenue Position (MRP) is £2.4m. In addition there is an MRP increase in 2020/21 of £0.1m as a result of the funding of the general 2019/20 Capital Programme. The MRP for the CIS programme is £1.9m.

Table 18

Capital Programme	Budget 2018/19 £000s	Medium Term Financial Strategy				
		2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Gross Expenditure						
Community						
CCTV Camera Replacements	220					
CCTV Pathfinder House Resilience	20					
CCTV Wi-Fi	250					
Lone Worker Software	20					
Scanner		16				
Printing Equipment	176					
Environmental Health Software		40				
Development						
Alconbury Weald Remediation	980					
Disabled Facilities Grants	2,232	2,250	2,250	2,200	2,150	2,100
Huntingdon West Development	553					
A14 Upgrade		200	200	200	200	200
Housing Company		206				
Leisure and Health						
One Leisure St Neots Synthetic Pitch	390					
One Leisure Improvements	406	317	306	296	285	300
One Leisure Huntingdon Changing Facilities	9					
One Leisure Huntingdon Development	21					
One Leisure St Neots Pool	279					
One Leisure St Ives Burgess Hall	2					
One Leisure St Ives - New Fitness Offering	125					
One Leisure St Ives - New Fitness Offering (Rephase)		125				
One Leisure Ramsey 3G	334					
One Leisure Ramsey 3G (Rephase)		266				
One Leisure St Ives Swimming Changing Rooms		250				
One Leisure Impressions Equipment		531				
Resources						
Industrial Unit Roof Replacement	162					
Income Management Software		62				
Oak Tree Car Park Development			1,500	6,500		
Alms Close Development		1,022				
Huntingdon Redevelopment					8,000	8,095
St Ives Redevelopment					3,500	2,500
Financial Management System Replacement	46					
FMS Archive Solution	14					
Capita Upgrade	1					
Oak Tree Remedial Works		950				
Loan Facility to Huntingdon Town Council	800					
Investment in Trading Company	100					
Health and Safety Works on Commercial Properties	60					
Energy Efficiency Works at Commercial Properties	44	25	25	10	10	
VAT Partial Exemption	241	59	24	21	21	18
Customer Services						
E-forms						
Pathfinder House Reception DWP						
3C ICT						
Flexible Working - 3CSS	65					
Telephones - 3CSS						
Robotics		50				
ICT Transformation	520					

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

Capital Programme	Budget	Medium Term Financial Strategy				
	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Financing						
Grants and Contributions						
DFGs	(1,248)	(1,150)	(1,200)	(1,200)	(1,200)	(1,200)
Pathfinder House Reception	(256)					
Wheeled Bins	(120)	(92)	(93)	(101)	(101)	(101)
Health and Safety Works on Commercial Properties	(20)					
Play Equipment	(14)					
One Leisure Huntingdon Changing Rooms	(9)					
Synthetic Pitch	(274)	(116)				
One Leisure 3G Ramsey	(184)					
Back Office Reserve	(112)	(117)				
Total Grants and Contributions	(2,237)	(1,475)	(1,293)	(1,301)	(1,301)	(1,301)
Use of Capital Reserves						
Alconbury Remediation Works Reserve	(979)					
Community Infrastructure Levy Reserve	(553)					
Total Capital Reserves	(1,532)	0	0	0	0	0
Capital Receipts						
Bridge Place Sale	(14)	(384)				
Loan Repayments	(320)	(320)	(320)	(320)	(320)	(320)
Housing Clawback Receipts	(500)	(500)	(450)	(400)	(400)	(400)
Total Capital Receipts	(834)	(1,204)	(770)	(720)	(720)	(720)
Use of Earmarked Reserves						
Financial Management System Replacement	(46)					
Capital Grant to Huntingdon Town Council						
Investment in Trading Company	(100)					
ICT Transformation	(520)					
FMS Archive	(14)					
To Earmarked Reserves	(680)	0	0	0	0	0
Net to be funded by borrowing (Internal)	4,985	5,014	4,940	8,714	13,469	13,007

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 2019/20.

- **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 £5,000; this is based on an estimated daily cash flow balance of £13.0m 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 2019/20, it is forecast that the total balances in respect of long-term borrowing will be £20.4m. The estimated cost of long term borrowing in 2019/20 is £0.61m.

During 2019/20 further long-term borrowing will occur to finance the Commercial Investment Strategy. Borrowing of up to £30m is estimated, with an estimated cost of £1.9k in 2019/20 this is based on repayments for an annuity type loan and as a result will vary each year.

Requirements

CIPFA's Treasury Management in the Public Services: Code of Practice (2017), CIPFA's Prudential Code (2017) and MHCLG Guidance on Local Government Investments 2018 now require, by law, the Council to approve the following on an annual basis:

- Treasury Management Strategy
- Capital Strategy
- Investment Strategy
- Minimum Revenue Provision Statement
- Flexible Use of Capital Receipts Strategy.

The Council's strategies and statement are set out on the following pages.

1. Treasury Management Strategy 2019/20

1.0 Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

2.0 External Context (See also Appendix B)

2.1 Economic Background

The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2019/20.

Following a weak performance in the first quarter of 2018 attributed to weather-related factors, UK GDP growth rebounded in the second quarter to 0.4%, but at an annual rate of only 1.2% this remains below trend. As economic growth had evolved broadly in line with its May Inflation Report forecast, the Bank of England's Monetary Policy Committee (MPC) voted unanimously for a rate rise of 0.25% in August, taking Bank Rate to 0.75%. In November 2018 the MPC maintained Bank Rate at 0.75% while the Inflation Report showed that compared to the August report further interest rate increases may be required to bring inflation down to the 2% target over the forecast horizon.

The headline rate of UK Consumer Price Inflation fell back to 2.4% year-on-year in September 2018 from 2.7% in August, as higher import and energy prices continued to hold inflation above the BoE target. Labour market data is positive. The ILO (International Labour Organisation) unemployment rate fell to 4%, its lowest level since 1975. The 3-month average annual growth rate for pay excluding bonuses rose to 3.1% in August providing some evidence that a shortage of labour is supporting wages. However, adjusting for inflation this means real wages were only up by 0.7% and only likely to have a moderate impact on household spending.

While external inflationary pressures from energy costs and import prices are expected to subside, domestic pressures are projected to build over the forecast horizon with the balance of these effects likely to keep inflation above the Bank of England's target throughout most of their forecast horizon, meaning that strong real income growth is unlikely to materialise any time soon.

As the US economy has continued to perform well, the Federal Reserve maintained its monetary tightening stance and pushed up its target range for the Fed Funds Rate in September 2018 by 0.25% to 2% - 2.25%. One further rise is expected in 2018 and two more in 2019.

The fallout from the US-China trade war continues which, combined with tighter monetary policy, risks contributing to a slowdown in global economic activity in 2019. Despite slower growth in the region, the European Central Bank has started conditioning markets for the end of quantitative easing as well as the timing of the first interest rate hike, currently expected in 2019, and the timing and magnitude of increases thereafter.

2.2 Credit outlook

The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non-ringfenced counterparts.

European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

2.3 Interest rate forecast

Following the increase in Bank Rate to 0.75% in August 2018, the Council's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. Whilst assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity. As such, the risks to the interest rate forecast are considered firmly to the downside.

Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the ECB's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.5% and 2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.8%, and that new long-term loans will be borrowed at an average rate of 3.0%.

3.0 Local Context

On the 31st December 2018, the Council held £20.8m of borrowing and £18.1m of investments. This is set out in further detail at Appendix C. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.18 Actual £m	31.3.19 Estimate £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m
General Fund CFR	41.6	44.6	47.2	49.6	55.6
Less: Other debt liabilities *	0.5	0.5	0.5	0.5	0.5
Loans CFR	41.1	44.1	46.7	49.1	55.1
Less: External borrowing **	20.9	20.7	20.4	20.2	19.9
Internal (over) borrowing	20.2	23.4	26.3	28.9	35.2
Less: Usable reserves	35.0	39.4	42.3	42.4	41.5
Less: Working capital	4.2	4.0	3.8	3.6	3.4
Investments or New borrowing	(19.0)	(20.0)	(19.8)	(17.1)	(9.7)

* finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

** shows only loans to which the Council is committed and excludes optional refinancing

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, known as internal borrowing.

The Council has an increasing CFR due to the capital programme, but minimal investments and will therefore not be required to borrow up to 2021/22 but is estimated be required to borrow an estimated £17m over the years 2022/23 and 2023/24.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2019/20.

4.0 Liability Benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £5.0m at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 2: Liability benchmark

	31.3.18 Actual £m	31.3.19 Estimate £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m
CFR	41.1	44.1	46.7	49.1	55.1
Less: Usable reserves	35.0	39.4	42.3	42.4	41.5
Less: Working capital	4.2	4.0	3.8	3.6	3.4
Plus: Minimum investments	5.0	5.0	5.0	5.0	5.0
Liability Benchmark	6.9	5.7	5.6	8.1	15.2

5.0 Borrowing Strategy

The Council currently holds £20.7m of loans, a decrease of £0.2m on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Council does not expect to need to borrow in 2019/20. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £135.0m.

5.1 Objectives

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

5.2 Strategy

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, 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 Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and 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. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 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 2019/20, 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 may borrow short-term loans to cover unplanned cash flow shortages.

5.3 Sources of Borrowing

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
- any other UK public sector body
- 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

5.4 Other sources of debt finance

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

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

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

5.5 Municipal Bonds Agency

UK Municipal Bonds Agency (UK MBA) plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities at a rate below PWLB. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. When the Council makes the decision to borrow, the option will be taken to consider whether the PWLB or the Municipal Bonds Agency are the most effective and efficient lender. Prior to approval to borrow from the UK MBA, separate approval will be sought from Cabinet.

5.6 LOBOs

The Council does not hold any LOBOs (Lender's Option Borrower's Option) loans. This where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost.

5.7 Short-Term and Variable Rate Loans

These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

5.8 Debt rescheduling

The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

6.0 Investment Strategy

The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the year 2018/19 to December, the Council's investment balance has ranged between £1.9m in June and £31.7m in December, and similar levels are expected to be maintained in the forthcoming year.

6.1 Objectives

The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

6.2 Negative interest rates

If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

6.3 Strategy

Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to continue to diversify its long-term investments into more secure and higher yielding asset classes, such as those offered through the Commercial Investment Strategy during 2019/20. The majority of the Council's surplus cash is currently invested in short-term unsecured bank deposits, and money market funds.

6.4 Business models

Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

6.5 Approved counterparties

The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved investment counterparties and limits

Credit rating	Banks unsecured	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
Public Authorities	n/a	n/a	£4m 50 Years	n/a	n/a
AAA F1+	£4m 2 years	£4m 20 years	£2m 50 years	£1m 20 years	£2m 20 years
AA+ F1+	£4m 2 years	£4m 10 years	£2m 25 years	£1m 10 years	£2m 10 years
AA F1+	£4m 2 years	£4m 5 years	£2m 15 years	£1m 5 years	£2m 10 years
AA- F1+	£4m 2 years	£4m 4 years	£2m 10 years	£1m 4 years	£2m 10 years
A+ F1	£4m 2 years	£4m 3 years	£2m 5 years	£1m 3 years	£2m 5 years
A F1	£4m 13 months	£4m 2 years	£2m 5 years	£1m 2 years	£2m 5 years
A- F2	£4m 6 months	£4m 13 months	£2m 5 years	£1m 13 months	£2m 5 years
None	£1m 6 months	n/a	£2m 25 years	£50,000 1 year	£2m 5 years
Pooled funds and real estate investment trusts		£5m per fund or trust			

This table must be read in conjunction with the notes below

6.6 Credit rating

Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

6.7 Banks unsecured

Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

6.8 Banks secured

Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to

determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

6.9 Government

Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

6.10 Corporates

Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made either following an external credit assessment or to a maximum of £50,000 per company as part of a diversified pool in order to spread the risk widely.

6.11 Registered providers

Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed. This does not include service loans which are subject to separate authorisation by Cabinet.

6.12 Pooled funds

Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

6.13 Real estate investment trusts

Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

6.14 Operational Bank Accounts

The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. 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 £1,000,000 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.

6.15 Risk assessment and credit ratings

Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

6.16 Other information on the security of investments

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

6.17 Investment Limits

The Council's revenue reserves available to cover investment losses are forecast to be £39.4m on 31st March 2019. In order that no more than 15% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5m. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£5m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£4m per broker
Foreign countries	£2m per country
Registered providers and registered social landlords	£4m in total
Unsecured investments with building societies	£4m in total
Loans to unrated corporates	£1m in total
Money market funds	£5m in total
Real estate investment trusts	£5m in total
Note: These limits are for Treasury Management investments and does not include investments made for service or community purposes.	

6.18 Liquidity management

The Council uses a cash flow forecasting spreadsheet to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

7.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

7.1 Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A-

7.2 Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling 3 month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£2m

7.3 Interest Rate Exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£128,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£128,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

7.4 Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	80%	0%
12 months and within 24 months	80%	0%
24 months and within 5 years	80%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%
20 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

7.5 Principal sums invested for periods longer than a 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. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£10m	£10m	£10m

8.0 Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

8.1 Financial Derivatives

Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

8.2 Markets in Financial Instruments Directive

The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

9.0 Financial Implications

The budget for investment income in 2019/20 is £0.37m, based on an average investment portfolio of £13.0m at an interest rate of 0.49%. The budget for debt interest paid in 2019/20 is £0.60m, based on an average debt portfolio of £20.0m at an average interest rate of 2.9%. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

10.0 Other Options Considered

The CIPFA Treasury Management Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer, having consulted the Executive Councillor for Strategic Resources believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Arlingclose Economic & Interest Rate Forecast October 2018

Underlying assumptions:

- The MPC left Bank Rate unchanged at the September meeting, after voting unanimously to increase Bank Rate to 0.75% in August.
- Our projected outlook for the UK economy means we maintain the significant downside risks to our interest rate forecast. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in Q2 2018, but the annual growth rate of 1.2% remains well below the long term average. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures were projected to ease but have risen more recently and are forecast to remain above the Bank's 2% target through most of the forecast period. The rising price of oil and tight labour market means inflation may remain above target for longer than expected. This means that strong real income growth is unlikely in the near future.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider both that: 1) ultra-low interest rates result in other economic problems, and 2) higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise and cuts are required.
- The global economy appears to be slowing, particularly the Eurozone and China, where the effects of the trade war has been keenly felt. Despite slower growth, the European Central Bank is adopting a more strident tone in conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. Meanwhile, European political issues, mostly lately with Italy, continue.
- The US economy is expanding more rapidly. The Federal Reserve has tightened monetary policy by raising interest rates to the current 2%-2.25% range; further rate hikes are likely, which will start to slow economic growth. Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon. Our central case is for Bank Rate is to rise twice in 2019. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our interest rate projections, the strength of the US economy and the ECB's forward guidance on higher rates. However, volatility arising from both economic and political events will continue to offer borrowing opportunities.

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
Arlingclose Central Case	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.17
Downside risk	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.65
3-mth money market rate														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
Arlingclose Central Case	0.80	1.00	1.10	1.20	1.30	1.30	1.25	1.20	1.20	1.20	1.20	1.20	1.20	1.17
Downside risk	0.20	0.50	0.60	0.70	0.80	0.80	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.68
1-yr money market rate														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
Arlingclose Central Case	1.05	1.25	1.35	1.40	1.50	1.45	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.37
Downside risk	0.35	0.50	0.60	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.69
5-yr gilt yield														
Upside risk	0.15	0.20	0.25	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.32
Arlingclose Central Case	1.15	1.20	1.25	1.35	1.40	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.30
Downside risk	0.30	0.35	0.45	0.50	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.54
10-yr gilt yield														
Upside risk	0.20	0.25	0.25	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.32
Arlingclose Central Case	1.60	1.65	1.65	1.70	1.75	1.75	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70
Downside risk	0.30	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.55
20-yr gilt yield														
Upside risk	0.20	0.25	0.25	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.32
Arlingclose Central Case	1.90	1.95	1.95	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.98
Downside risk	0.30	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.43
50-yr gilt yield														
Upside risk	0.20	0.25	0.25	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.32
Arlingclose Central Case	1.80	1.85	1.85	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.88
Downside risk	0.30	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.43

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Local Context for Economic and Credit Environment

Economic Background

A reduction in economic activity could have an adverse effect on the Council's trading operations (e.g. CIS, Markets, Car Parks, Building Control, Development Control, leisure) as well as receipts from business rates and council tax.

In addition restricted economic growth will increase financial strain on household which may result in increased demand for Council services such as benefits, homelessness, and housing services.

Inflationary pressures could start to effect council spending. As a result there could be pressure on some budgets where costs are rising. There will also be increased pressure in the MTFS to mitigate this pressure through changes in spending and income generation. The increase in Business Rates is set on the September CPI, so this will rise by 2.4%

In a positive labour market where there are few vacancies, the Council may find it harder to recruit suitably skilled staff.

Credit Outlook

The Council monitors credit ratings and credit default swaps, these are used to make decision about which institutions to invest with, based on the parameters set within the Treasury Management strategy

The council receives a monthly listing from its treasury management advisors (Arlingclose) showing the rates and durations for a range of financial institutions.

The Council's investments are in the majority of short duration as a consequence, any adverse movements in credit ratings would be a signal to remove investments from those institutions.

The Council uses Natwest for its transactional banking, but keeps the investment balance held with Natwest to a maximum of £1m.

Interest Rate Forecast

Increases in the Bank of England rate have pushed up other market rate e.g. Money Market Funds and deposit accounts rates. Whilst this is good news, interest rates are still at historically low levels, combined with the prediction that rates will rise slowly, total interest receipts will not increase significantly in the medium term.

Existing Investment & Debt Portfolio Position

	31/12/18 Actual Portfolio £m	31/12/18 Average Rate %
External borrowing:		
Public Works Loan Board	20.8	2.9
Local authorities	0	
Other loans	0	
Total external borrowing	20.8	
Other long-term liabilities:		
Finance Leases	0.5	n/a
Total other long-term liabilities	0.5	
Total gross external debt	21.0	
Treasury investments:		
Banks & building societies (unsecured)	6.7	0.4
Government (incl. local authorities)	1.0	0.5
Corporate bonds and loans	0	n/a
Money Market Funds	6.4	0.7
Pooled property fund	4.0	n/a
Total treasury investments	18.1	
Net debt	2.9	

2. Capital Strategy 2019/20

1.0 Why is a Strategy Needed?

1.1 Introduction

This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2.0 Capital Expenditure and Financing

2.1 Capital Expenditure

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

- For details of the Council's policy on capitalisation, see the Council's Code of Financial Management.

In 2019/20, the Council is planning capital expenditure of £7.7m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £m

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
General Fund services	8.5	10.3	7.7	7.0	10.7
Capital investments	5.7	0	0	0	0
TOTAL	14.2	10.3	7.7	7.0	10.7

The main capital projects include Disabled Facilities Grants (£2.2m), Alms Close Industrial Unit Construction (£1.0m) and Oak Tree Centre (£1.0m).

2.2 Governance

Service managers bid annually in August to include projects in the Council's capital programme. Bids are collated by the Finance team who calculate the financing cost (which can be nil if the project is fully externally financed). The Finance and Procurement Governance Board appraises all bids based on a comparison of service priorities against financing costs and makes recommendations to the Senior Leadership Team. The final capital programme is then presented to Cabinet in January and to Council in February each year.

The capital project will be monitored through its lifecycle by the Project Management Governance Board.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £m

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
External sources	2.8	2.2	1.5	1.3	1.3
Own resources	3.6	3.1	1.2	0.8	0.7
Debt	7.8	5.0	5.0	4.9	8.7
TOTAL	14.2	10.3	7.7	7.0	10.7

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Table 3: Replacement of debt finance in £m

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Own resources	1.8	2.0	2.4	2.5	2.8

- The Council's full minimum revenue provision statement is available as part of the MTFs report.

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £2.6m during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £m

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
General Fund services	36.6	44.6	47.2	49.6	55.6
Capital investments	5.0	0	0	0	0
TOTAL CFR	41.6	44.6	47.2	49.6	55.6

2.3 Asset management

To ensure that capital assets continue to be of long-term use, the Council has various strategies to manage assets held by services

2.4 Asset disposals

When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £0.8m of capital receipts in the coming financial year as follows:

Table 5: Capital receipts in £m

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Asset sales	0.42	0.52	0.88	0.45	0.40
Loans repaid	0.27	0.32	0.32	0.32	0.32
TOTAL	0.69	0.84	1.20	0.77	0.72

3.0 Borrowing, debt and investments

3.1 Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due to decisions taken in the past, the Council currently has £20.5m borrowing at an average interest rate of 2.94% and £18.1m treasury investments at an average rate of 0.5%.

3.2 Borrowing strategy

The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing, and leases are shown below, compared with the capital financing requirement (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £m

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Debt (incl. PFI & leases)	20.9	20.7	20.4	20.2	19.9
Capital Financing Requirement	41.6	44.6	47.2	49.6	55.6

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

3.3 Liability benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to £5m at each year-end. This benchmark is currently £5.7m and is forecast to rise to £15.2m over the next three years.

Table 7: Borrowing and the Liability Benchmark in £m

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Outstanding borrowing	20.9	20.7	20.4	20.2	19.9
Liability benchmark	6.9	5.7	5.6	8.1	15.2

The table shows that the Council expects to remain borrowed above its liability benchmark.

3.4 Affordable borrowing limit

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2018/19 limit	2019/20 limit	2020/21 limit	2021/22 limit
Authorised limit – General	78	80	80	80
Authorised limit – Loans	15	20	20	20
Authorised limit – CIS	30	35	35	35
Authorised limit – total external debt	123	135	135	135
Operational boundary – General	73	70	70	70
Authorised limit – Loans	15	15	15	15
Authorised limit – CIS	30	30	30	30
Operational boundary – total external debt	118	115	115	115

- Further details on borrowing are in detailed in the Treasury Management Strategy.

3.5 Investment strategy

Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that could be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments in £m

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Near-term investments	3.5	16.0	15.8	13.1	5.7
Longer-term investments	4.0	4.0	4.0	4.0	4.0
TOTAL	7.5	20.0	19.8	17.1	9.7

- Further details on treasury investments are in the Council's Treasury Management Strategy 2019/20.

3.6 Governance

Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Council. Half-yearly reports on treasury management activity are presented to Council. The Overview and Scrutiny Panel (Performance and Growth) is responsible for scrutinising treasury management decisions

4.0 Investments for Service Purposes

4.1 Service Investments

The Council makes investments to assist local public services, including making loans to local organisations. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break-even / generate a profit after all costs.

4.2 Governance

Decisions on service investments are made by the relevant service manager in consultation with the Director of Finance and must meet the criteria and limits laid down in the Treasury Management Strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

- Further details on service investments are in pages in the Investment Strategy.

5.0 Commercial Activities

5.1 Purpose of commercial activity

With central government financial support for local public services declining, the Council invests in commercial property purely or mainly for financial gain. Total commercial investments are currently valued at £35.169m with the largest being Shawlands Retail Park, Sudbury at £5m. The total portfolio provides a net yield (rental income/valuation) of 8.66%.

With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include see also Appendix A for further description and mitigation.

- Declining capital values risk
- Rising borrowing costs risk
- Illiquidity of assets risk
- Void risk
- Economic environment risk
- Regulatory risk
- Policy risk
- Resource risk

In order that commercial investments remain proportionate to the size of the authority, these are subject to a 6% gross yield and contingency plans are in place should expected yields not materialise.

5.2 Governance

Decisions on commercial investments are made by the Responsible Financial Officer in line with the criteria and limits approved by Council in the Treasury Management Strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

- Further details on commercial investments and limits on their use are in the Investment Strategy
- Further details on the risk management of commercial investments are in the Investment Strategy

6.0 Liabilities and guarantees

6.1 Liabilities

In addition to debt of £20.5m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £216m). The Council has also set aside £1.6m to cover risks from NDR Appeals Provision. The Council is also at risk of having to pay for contingent liabilities (as at 31st March 2018), including Contaminated Land (£3.3m), NHS Trust (£2.0m) and Municipal Mutual Insurance Liquidation (£0.6m). The Council has not put aside any money because the requirement to pay will only materialise if a future event outside the control of the council occurs.

6.2 Governance

Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Responsible Financial Officer. The risk of liabilities crystallising and requiring payment is monitored by Finance. New liabilities are reported to the Responsible Financial Officer for approval/notification as appropriate.

- Further details on liabilities are included in the 2017/18 statement of accounts (page 94).

7.0 Revenue Budget Implications

7.1 Minimum Revenue Provision

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Financing costs (£m)	1.915	4.186	4.503	4.607	4.875
Proportion of net revenue stream	9.5%	24%	26%	28%	27%

Note that the above include around £2m of MRP for CIS which may not materialise.

- Further details on the revenue implications of capital expenditure are set out in the 2019/20 revenue budget.

7.2 Sustainability

Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 35 years into the future. The Responsible Financial Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable, on the basis that;

- Services have been involved in the process to identify future capital requirements.
- Bids for capital expenditure have been scrutinised by the Finance and Procurement Governance Board, including a presentation to the board.
- MRP has been calculated according to the approved policy.
- A business plan will need to be produced for each project before it commences
- The capital project will be monitored by the Project Management Governance Board.
- Capital receipt projections are prudent and based on historic experience.
- The costs of borrowing have been built into the budget and MTFs, along with due sensitivity analysis on the current and medium term costs of borrowing, these have been included in the s.25 statement within the 2019/20 Budget (and Medium Term Financial Strategy 2020/21 to 2023/24)

8.0 Knowledge and Skills

8.1 Qualifications

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Head of Resources, is a qualified accountant with 25 years' experience, and the Estates Manager is a member of the Royal Institution of Chartered Surveyors. The Council can provide junior staff with funding to study relevant professional qualifications including CIPFA, and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, and Barker Storey Matthews as property consultants and other consultants as specialist tasks are identified. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

- Further details on staff training can be found in the Council's Workforce Strategy
- The Council has a guide for use of external advisors- The Professional Services Guide.

Appendix A

Risks inherent in the Council's investments in commercial property

	Risk	Description of risk	Mitigation
A	Falling capital value	Reduction in the market value of the property	<p>Commission regular condition surveys</p> <p>Ensure maintenance is carried out (including tenant repairs)</p> <p>Perform regular maintenance</p> <p>Plan capital improvements</p> <p>Monitor general market movements, if falling consider divestment of some of the portfolio</p> <p>Use active asset management including negotiation leases before terminations to maintain asset values</p>
B	Rising borrowing costs	Increase in the cost of servicing loan interest	Only use fixed rate borrowing (PWLB)
C	Illiquidity of assets	Assets cannot be sold in the short-term	<p>Keep sufficient funds in short-term investments</p> <p>Keep funds in the CCLA property fund, which is property based but is available to sell quicker than property</p> <p>Keep open channels to short-term borrowing</p> <p>Seek relationships with other local authorities that have surplus cash</p> <p>Maintain properties to make them more desirable if a sale is required</p>
D	Void risk	Empty properties reduce rental income	<p>Market empty properties on an active basis</p> <p>Keep close contact with tenants so their intentions are known</p> <p>Monitor tenant covenant</p>

E	Economic environment risk	General economic condition worsen leading to reduced demand for commercial properties	Diversify the portfolio geographically and by type (retail, commercial, industrial)
F	Regulatory risks	Changes to legislation or accounting regulations effect the operation of the CIS	Maintain awareness of the direction of Government and Treasury policies. Influence policy direction through nation groups, e.g. CIPFA, LGA, s151. Respond to consultations on relevant regulation changes
G	Policy risks	Changes to council priorities lead to lack of corporate support for the CIS	Influence corporate policy through officer forums Maintain relationships with political leadership Market the CIS internally to ensure the strategy is understood Integrate the CIS income streams into the budget
H	Resource risk	Lack of resource in terms of skills and time	Pay market salaries to recruit and retain the people with the right skills and experience Provide training to keep skills up to date Have sufficient budget to buy in professional skills and advice when required Provide member commercial investment training

3. Investment Strategy 2019/20

1.0 Introduction

The Authority invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

2.0 Treasury Management Investments

The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £2.0m and £32.0m during the 2019/20 financial year.

2.1 Contribution

The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.

2.2 Further Details

Full details of the Authority's policies and its plan for 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy.

3.0 Service Investments: Loans

3.1 Contribution

The Council lends money to its subsidiaries, its suppliers, local businesses, local charities, housing associations, local residents and its employees to support local public services and stimulate local economic growth.

Luminus – Together with Cambridgeshire County Council and health partners a need has been identified for extra care for older people in St Ives. A loan was provided to Luminus to develop a new health care scheme for frail older people at Langley Court, St Ives; which consists of 55 1 and 2 bedroom flats.

Cambridge Regional College (formerly Huntingdonshire Regional College) – A loan was provided to CRC for the redevelopment of their campus. It will ensure students are able to access quality courses and facilities; it will also be financially beneficial to both the Council and College.

Huntingdon Gymnastics Club – A loan was provided to Huntingdon Gymnasium Club to fund building a second gymnasium. At its current capacity they were not able to meet demand. The club considered the expansion of the facility at Huntingdon will serve the community as a whole and consolidate the reputation of Huntingdon Gymnastics Club as a centre of excellence.

Urban and Civic Loan – A loan was provided to Urban and Civic to fast forward the construction of Incubator II on the Enterprise Zone at Alconbury.

3.2 Security

The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £'000

Borrower	31.3.2018 actual			2019/20
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Luminus	5,103	0	5,103	Limit not split across categories
Cambridge Regional College	886	0	886	
Huntingdon Gymnastics Club	42	0	42	
Urban and Civic	1,005	0	1,005	
Improvement Loans	575	0	575	
Employee Loans	48	0	48	
Rental Deposits	173	0	173	
TOTAL	7,832	0	7,832	

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts from 2018/19 onwards will be shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

3.3 Risk assessment

The Authority assesses the risk of loss before entering into and whilst holding service loans by:

1. A robust acquisition due diligence process and subsequent approvals
2. Liability management (reviews of debt levels and terms)
3. Borrower (financial exposures, potential defaults, changing business plans, credit rating)
4. Delivery partners (suitability, performance levels and financial stability)
5. Market factors (with periodic advice from appropriate professionals)
6. State Aid considerations

7. Professional advisors

The Dun and Bradstreet Credit Reporter are used to provide credit reports on the borrowers. The reports provide the following:

- Risk Assessment
- Trade Payments
- Legal Events
- Corporate Linkage
- Company Profile
- Financials
- Registry Info

The credit reports have a tracking feature which notifies the Council regarding any updates on a borrower's credit. Other sources such as Companies House and news sites provide the Authority with extra information to assess and monitor risk.

4.0 Service Investments: Shares

4.1 Contribution

The Council will invest in the shares of its subsidiaries, to support local public services and stimulate local economic growth. The Council will be the sole shareholder of its subsidiary HDC Ventures Limited. The purpose of HDC Ventures is to enable the Council to participate in commercial trading activities.

4.2 Security

One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows.

Table 2: Shares held for service purposes in £'000

Category of company	31.3.2018 actual			2019/20
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	100	0	100	1,000
TOTAL	100	0	100	1,000

4.3 Risk assessment

The risk will be assessed as the company matures and contracts are developed.

4.4 Liquidity

Each investment will be considered by Cabinet and the maximum period set will be on a case by case basis.

4.5 Non-specified Investments

Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

5.0 Commercial Investments: Property

MHCLG defines property to be an investment if it is held primarily or partially to generate a profit.

5.1 Contribution

The Council faces considerable financial challenges over the medium term. To achieve financial sustainability, the Commercial Investment Strategy was approved. The Council invests in local and regional UK commercial property with the intention of income generation which will help fund public services. Over the last 3 years the Council has bought properties in Huntingdon, Wilbury, Sudbury and Fareham and St Neots.

Table 3: Property held for investment purposes in £'000

Property	Actual	31.3.2018 actual		31.3.2019 expected	
	Purchase cost	Gains or (losses)	Value in accounts	Gains or (losses)	Value in accounts
Existing Portfolio	20,113	(469)	19,644	0	19,644
2 Stonehill	1,300	100	1,400	0	1,400
80 Wilbury Way	2,185	15	2,200	0	2,200
Shawlands Retail Park	6,500	0	6,500	0	6,500
1400 & 1500 Parkway	5,425	0	5,425	0	5,425
Units 21a, 21b, 23a, b, c Little End Road, St Neots	3,200	0	3,200	0	3,200
TOTAL	38,723	(354)	38,369	0	38,369

5.2 Security

In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase price.

A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2018/19 year end accounts preparation and audit process value these properties below their purchase cost, then this may result in MRP being charged.

5.3 Risk assessment

The Authority assesses the risk of loss before entering into and whilst holding property investments. The strategic objectives of the Commercial Investment Strategy are designed to mitigate risk by:

- Having the fundamental aim of an income rather than capital return (although the latter is part of the strategy)
- Adopting a portfolio approach so as to avoid concentration of risk in any one property, tenant or risk type

In addition, CIS risk will be managed having regard to the following factors:

1. A robust acquisition due diligence process and subsequent approvals
2. Asset management plans and on-going reviews
3. Liability management (reviews of debt levels and terms)
4. Tenants (financial exposures, potential defaults, changing business plans, credit rating)
5. Portfolio factors including occupancy levels, operating costs.
6. Delivery partners (suitability, performance levels and financial stability)
7. Market factors (with periodic advice from appropriate professionals)
8. State Aid considerations
9. Professional advisors

External advisors are used when appropriate e.g. to undertake independent valuations prior to acquisition, asset valuation or when there is a lack of expertise in-house regarding an industry.

The Dun and Bradstreet Credit Reporter are used to provide credit reports on the tenants. The reports provide the following:

- Risk Assessment
- Trade Payments
- Legal Events
- Corporate Linkage
- Company Profile
- Financials
- Registry Info

The credit reports have a tracking feature which notifies the Council regarding any updates on a tenant's credit. Other sources such as Companies House and news sites provide the Authority with extra information to assess and monitor risk.

5.4 Liquidity

Compared with other investment types, property is relatively difficult to sell and convert to cash at very short notice. To ensure that the invested funds can be accessed or liquidated the Council will review investments regularly to ensure rental income is maximised (through rent reviews and lease renewals) and undertake asset management (re-letting, repairs, improvements etc) to ensure any proceeds from sale are maximised if assets are liquidated. Regular review of the property investment market will identify potential changes in market conditions and identify optimum opportunities to sell assets.

6.0 Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority. At this moment in time the Council doesn't have any financial guarantees.

7.0 Proportionality

The Authority is dependent on profit generating investment activity to achieve a balanced revenue budget. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium Term Financial Plan. Should it fail to achieve the expected net profit, the Authority's contingency plans for continuing to provide these services, are to use reserves where necessary to offset any negative variances in the final outturn. Unallocated general fund balances and budget surplus reserve can be used in case of a downturn in investment income to meet any detrimental effect.

Table 4: Proportionality of Investments in £'000

	2017/18 Actual	2018/19 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget
Gross service expenditure	78,322	75,729	69,951	63,638	59,787
Investment income	2,533	2,512	2,628	2,729	2,315
Proportion	3.2%	3.3%	3.8%	4.3%	3.9%

8.0 Borrowing in Advance of Need

Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed.

The Authority has chosen not to follow this guidance and has previously borrowed to invest in commercial property, and may continue to do so in the future. Despite reduced central government funding, the Council still wants to provide a cost effective service to the district. By using the income streams from its property investments it is able to do this. The risks of commercial investment are satisfactorily managed by precautions outlined within the commercial investment strategy, and this strategy. Also The Capital Strategy includes as an Appendix (Capital Strategy Appendix A) a list of the risks and mitigations of commercial investments.

Loans financing CIS purchases are required to be directly linked to the commercial investment strategy asset and the link can only be broken by a specific decision of full council. The asset is valued on an annual basis, if it is established that the value of the asset is less than the loan, then a minimum revenue provision payment will be required. The payment will continue until the asset value is greater than the loan. The risks of commercial investment are satisfactorily managed by precautions outlined within the commercial investment strategy.

9.0 Capacity, Skills and Culture

9.1 Elected members and statutory officers

Through quarterly formal Treasury and Capital Management Group meetings, members are provided with updates on:

- The property investment market.
- Performance of current property assets – income growth, capital values, voids and debt.
- Review of investment opportunities investigated.
- Analysis of the investment portfolio by value, location, and property type.

More informal and regular updates are provided on the progress of individual key transactions, opportunities and market changes.

Key staff are appropriately professionally qualified, maintain annual CPD and maintain professional networks with other investors and advisors.

9.2 Commercial Deals

The Commercial Estates and Finance teams are co-located and work closely to ensure the core principles of the prudential framework are maintained, co-authoring guidance notes and reviewing any revision to published guidelines.

9.3 Corporate governance

The Commercial Investment Strategy has published delegated authority levels and process for investment decisions, these are adhered to.

The Treasury and Capital Management Group are consulted early on any investment opportunities and provided with regular progress reports in addition to formal approval reports and a further report on due diligence findings prior to formal commitments. A report to Cabinet in relation to the purchase is made before the deal is finally completed.

10.0 Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

10.1 Total risk exposure

The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 5: Total investment exposure in £'000

Total investment exposure	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Treasury management investments	7,465	5,000	5,000
Service investments: Loans	7,832	8,872	8,472
Service investments: Shares	100	100	100
Commercial investments: Property	35,169	38,369	46,069
TOTAL INVESTMENTS	50,566	52,341	59,641
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
TOTAL EXPOSURE	50,566	52,341	59,641

10.2 How investments are funded

Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

Table 6: Investments funded by borrowing in £'000

Investments funded by borrowing	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Treasury management investments	0	0	0
Service investments: Loans	5,989	7,029	6,629
Service investments: Shares	0	0	0
Commercial investments: Property	5,000	5,000	13,100
TOTAL FUNDED BY BORROWING	10,989	12,029	19,729

10.3 Rate of return received

This indicator compares the investment income received to the purchase price of the investment. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 7: Investment yield (net of all costs)

Investments yield	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Treasury management investments	0.3%	0.5%	0.6%
Service investments: Loans	4.2%	4.4%	4.4%
Service investments: Shares	0%	0%	0%
Commercial investments: Property	8.1%	9.2%	9.0%
ALL INVESTMENTS	4.2%	4.7%	4.6%

Table 8: Other investment indicators

Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
<i>Interest Cover Ratio</i>	2.8	2.8	3.2
<i>Loan to Value Ratio</i>	92.2%	92.2%	93.5%
<i>Gross Rent Multiplier</i>	14.8	15.2	15.1
<i>Rent Yield</i>	8.1%	9.2%	9.0%
<i>Return on Equity</i>	8.0%	8.4%	8.3%

4. MINIMUM REVENUE PROVISION STATEMENT 2019/20

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 2003, Councils, are expected to make a prudent provision. The Local Government Act 2003 requires the Council to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
- 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.

2.0 MRP Policy - General

- 2.1 This Policy was originally approved by Cabinet on the 17th September 2009 and was subsequently amended for 2017/18 (a slight change to clarify when the incidence of MRP will be chargeable in iii). 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 MRP Policy - Loans to Organisations

3.1 This Policy was originally approved in 22nd February 2015. The aim of the policy is to facilitate the provision of finance (for asset creation purposes) 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, because the loan repayments will be applied to the CAA, so reducing the CFR in the same manner as MRP.

If principal repayments are not being made then MRP will be charged.

4.0 MRP Policy – Financing Expenditure with Annuity Loans

4.1 This Policy was originally approved on 22nd 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 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:

- i. 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.
- ii. 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:

- i. 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.
- ii. 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.
- iii. 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.
- iv. Even where the asset value exceeds the loan value the Council may decide to make a voluntary MRP.

6.0 Capital Financing Requirement and MRP Summary

Based on the Council’s latest estimate of its Capital Financing Requirement on 31st March 2019, the budget for MRP has been set as follows:

	31.03.2019 Estimated CFR £m	2019/20 Estimated MRP £m
Capital Expenditure	44.6	2.4
Commercial Investment Strategy	30.0	2.0
Total	74.6	4.4

Flexible Use of Capital Receipts Strategy

1.0 Introduction

As part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for the period of the Spending Review for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation. Guidance on the use of this flexibility was issued in March 2016 which applies to the financial years 2016/17 through to 2019/20. The Secretary of State has recently announced that this flexibility would be extended in to future years

2.0 The Guidance

The guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specified that;

- Local authorities will only be able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use their existing stock of capital receipts to finance the revenue costs of reform.
- Local authorities cannot borrow to finance the revenue costs of the service reforms.
- The expenditure for which the flexibility can be applied should be the up-front (set up or implementation) costs that will generate future ongoing savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.
- The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.
- In using the flexibility, the Council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice.
- The Council is also required to prepare a "Flexible use of capital receipts strategy" before the start of the year to be approved by Council which can be part of budget report to Council.

The guidance sets out examples of qualifying expenditure which includes;

- Sharing back-office and administrative services with one or more other council or public sector bodies;
- Investment in service reform feasibility work, e.g. setting up pilot schemes;
- Collaboration between local authorities and central government departments to free up land for economic use;
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;

- Sharing Chief-Executives, management teams or staffing structures;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others);
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.

3.0 The Council’s Proposals

The Council intends to use flexibility over capital receipts to support the following transformational projects:

The Council currently has no plans to use capital receipts, if circumstances change then a revised strategy will be produced and approved.

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	Medium Term Financial Strategy				
	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Opening Capital Financing Requirement	46,647	74,090	73,296	73,871	77,931	86,655
Closing Capital Financing Requirement	74,090	73,296	73,871	77,931	86,655	94,500
Increase/(Decrease) in Underlying Need to Borrow	27,443	(794)	574	4,060	8,724	7,845

Table 20

Capital Financing Requirement - General Capital Programme	Budget	Medium Term Financial Strategy				
	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Opening Capital Financing Requirement	41,637	44,574	47,166	49,637	55,593	66,213
Capital Investment						
Property, Plant and Equipment	4,999	2,635	3,028	1,825	1,630	2,133
Investment Properties	266	1,997	1,525	6,510	11,510	10,595
Intangible Assets	338	405	0	0	0	0
Revenue Expenditure Funded From Capital Under Statute	2,785	2,450	2,450	2,400	2,350	2,300
Repayable Advances	1,880	206	0	0	0	0
Additional Requirement	10,268	7,693	7,003	10,735	15,490	15,028
Sources of Finance						
Capital Receipts	(834)	(1,204)	(770)	(720)	(720)	(720)
Capital Grants and Contributions	(2,237)	(1,475)	(1,293)	(1,301)	(1,301)	(1,301)
Use of Capital Grants Unapplied	(1,532)	0	0	0	0	0
Direct Revenue Financing	(680)	0	0	0	0	0
Minimum Revenue Provision	(2,048)	(2,422)	(2,470)	(2,758)	(2,849)	(3,266)
	(7,331)	(5,101)	(4,533)	(4,779)	(4,870)	(5,287)
Closing Capital Financing Requirement	44,574	47,166	49,637	55,593	66,213	75,954
Increase/(Decrease) in Underlying Need to Borrow	2,937	2,592	2,470	5,956	10,620	9,741

Table 21

Capital Financing Requirement - Commercial Investment Strategy	Budget	Medium Term Financial Strategy				
	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Opening Capital Financing Requirement	5,010	29,516	26,130	24,234	22,338	20,442
Capital Investment						
Investments	30,000					
Additional Requirement	30,000	0	0	0	0	0
Sources of Finance						
Capital Investment Earmarked Reserve	(3,598)	(1,490)				
Minimum Revenue Provision	(1,896)	(1,896)	(1,896)	(1,896)	(1,896)	(1,896)
	(5,494)	(3,386)	(1,896)	(1,896)	(1,896)	(1,896)
Closing Capital Financing Requirement	29,516	26,130	24,234	22,338	20,442	18,546
Increase/(Decrease) in Underlying Need to Borrow	24,506	(3,386)	(1,896)	(1,896)	(1,896)	(1,896)

Formal 2019/20 Council Tax Resolutions

The formal 2019/20 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 3 December 2018 (and subsequent publication as a key decision).
The tax base (T) which is the amount anticipated from a District Council Tax of £1 is **£61,749**
- b) That the following amounts calculated by the Council for 2019/20 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 **£76,675,600**
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 **£61,245,620**
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 **£ 15,429,980**
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 2019/20 divided by the tax base (T) in accordance with Section 31B (1) of the Act **£249.87**
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. **£6,651,265**
The total value of Parish/Town precepts included in i and iii above.
 - (vi) the Basic Amount of Council Tax for 2019/20 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act. **£142.16**
The District Council's Band D Tax for 2019/20

- (vii) the basic amounts of Council Tax for 2019/20 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 2019/20 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 2019/20 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 2019/20 is not excessive. ***The basic amount at b(vi) above is not excessive as defined by the Government.***

Tax Base 2019/20

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

Abbotsley	261
Abbots Ripton	136
Alconbury	561
Alconbury Weston	292
Alwalton	115
Barham & Woolley	30
Bluntisham	735
Brampton	2,075
Brinton & Molesworth	167
Broughton	92
Buckden (inc Diddington)	1,176
Buckworth	53
Bury	628
Bythorn & Keyston	145
Catworth	152
Chesterton	60
Colne	362
Conington	72
Covington	45
Denton & Caldecote	26
Earith	586
Easton	82
Ellington	237
Elton	288
Farcet	527
Fenstanton	1,229
Folksworth & Washingley	350
Glatton	131
Godmanchester	2,661
Grafham	238
Great & Little Gidding	127
Great Gransden	449
Great Paxton	366
Great Staughton	328
Haddon	24
Hail Weston	247
Hamerton & Steeple Gidding	51
Hemingford Abbots	330
Hemingford Grey	1,280
Hilton	455
Holme	237
Holywell-cum-Needingworth	979
Houghton & Wyton	777
Huntingdon	7,510
Kimbolton & Stonely	597
Kings Ripton	84
Leighton Bromswold	79
Little Paxton	1,553

Morborne	11
Offord Cluny & Offord D'Arcy	534
Old Hurst	101
Old Weston	98
Perry	268
Pidley-cum-Fenton	172
Ramsey	2,843
St Ives	5,985
St Neots	10,980
Sawtry	1,879
Sibson-cum-Stibbington	225
Somersham	1,397
Southoe & Midloe	154
Spaldwick	251
Stilton	773
Stow Longa	70
The Stukeleys	654
Tilbrook	123
Toseland	38
Upton & Coppingford	84
Upwood & The Raveleys	433
Warboys	1,470
Waresley-cum-Tetworth	143
Water Newton	45
Winwick	46
Wistow	227
Woodhurst	157
Woodwalton	82
Wyton-on-the-Hill	422
Yaxley	2,947
Yelling	152
	61,749

2019/20 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	1204.30	1405.03	1605.74	1806.46	2207.89	2609.33	3010.76	3612.92
Abbots Ripton	1209.23	1410.77	1612.31	1813.85	2216.93	2620.00	3023.08	3627.70
Alconbury	1200.76	1400.90	1601.02	1801.15	2201.40	2601.66	3001.91	3602.30
Alconbury Weston	1197.51	1397.10	1596.68	1796.27	2195.44	2594.61	2993.78	3592.54
Alwalton	1192.94	1391.76	1590.58	1789.41	2187.06	2584.70	2982.35	3578.82
Barham & Woolley	1182.89	1380.04	1577.19	1774.34	2168.64	2562.93	2957.23	3548.68
Bluntisham	1249.31	1457.53	1665.75	1873.97	2290.41	2706.84	3123.28	3747.94
Brampton	1245.97	1453.64	1661.29	1868.96	2284.28	2699.61	3114.93	3737.92
Brington & Molesworth	1201.04	1401.21	1601.38	1801.56	2201.91	2602.25	3002.60	3603.12
Broughton	1190.47	1388.89	1587.29	1785.71	2182.53	2579.36	2976.18	3571.42
Buckden	1220.60	1424.03	1627.46	1830.90	2237.77	2644.63	3051.50	3661.80
Buckworth	1192.81	1391.62	1590.41	1789.22	2186.82	2584.43	2982.03	3578.44
Bury	1196.96	1396.45	1595.94	1795.44	2194.43	2593.41	2992.40	3590.88
Bythorn & Keyston	1177.98	1374.32	1570.64	1766.98	2159.64	2552.30	2944.96	3533.96
Catworth	1229.06	1433.91	1638.75	1843.60	2253.29	2662.98	3072.66	3687.20
Chesterton	1176.22	1372.27	1568.30	1764.34	2156.41	2548.49	2940.56	3528.68
Colne	1207.47	1408.72	1609.96	1811.21	2213.70	2616.19	3018.68	3622.42
Conington	1189.65	1387.93	1586.20	1784.48	2181.03	2577.58	2974.13	3568.96
Covington	1184.37	1381.77	1579.16	1776.56	2171.35	2566.14	2960.93	3553.12
Denton & Caldecote	1165.11	1359.30	1553.48	1747.67	2136.04	2524.41	2912.78	3495.34
Earith	1221.99	1425.66	1629.32	1832.99	2240.32	2647.65	3054.98	3665.98
Easton	1201.70	1401.98	1602.26	1802.55	2203.12	2603.68	3004.25	3605.10
Ellington	1191.18	1389.72	1588.24	1786.78	2183.84	2580.90	2977.96	3573.56
Elton	1206.78	1407.91	1609.04	1810.17	2212.43	2614.69	3016.95	3620.34
Farcet	1222.04	1425.71	1629.38	1833.06	2240.41	2647.75	3055.10	3666.12
Fenstanton	1204.62	1405.39	1606.16	1806.93	2208.47	2610.01	3011.55	3613.86
Folksworth & Washingley	1223.92	1427.91	1631.89	1835.88	2243.85	2651.82	3059.80	3671.76
Glatton	1185.46	1383.05	1580.62	1778.20	2173.35	2568.51	2963.66	3556.40
Godmanchester	1232.54	1437.97	1643.39	1848.82	2259.67	2670.52	3081.36	3697.64
Grafham	1204.32	1405.05	1605.76	1806.49	2207.93	2609.37	3010.81	3612.98
Great & Little Gidding	1223.12	1426.98	1630.83	1834.69	2242.40	2650.11	3057.81	3669.38
Great Gransden	1200.74	1400.87	1600.99	1801.12	2201.37	2601.62	3001.86	3602.24
Great Paxton	1201.54	1401.80	1602.05	1802.31	2202.82	2603.33	3003.85	3604.62
Great Staughton	1203.73	1404.36	1604.97	1805.60	2206.84	2608.09	3009.33	3611.20
Haddon	1165.11	1359.30	1553.48	1747.67	2136.04	2524.41	2912.78	3495.34
Hail Weston	1243.25	1450.46	1657.67	1864.88	2279.30	2693.71	3108.13	3729.76
Hamerton & Steeple Gidding	1174.92	1370.74	1566.56	1762.38	2154.02	2545.66	2937.30	3524.76
Hemingford Abbots	1203.32	1403.87	1604.42	1804.98	2206.09	2607.19	3008.30	3609.96
Hemingford Grey	1219.25	1422.46	1625.67	1828.88	2235.30	2641.71	3048.13	3657.76
Hilton	1207.04	1408.22	1609.39	1810.57	2212.92	2615.27	3017.61	3621.14

	TOTAL CHARGES							
	BAND	BAND	BAND	BAND	BAND	BAND	BAND	BAND
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Holme	1207.30	1408.53	1609.74	1810.96	2213.39	2615.83	3018.26	3621.92
Holywell-cum-Needingworth	1242.93	1450.09	1657.24	1864.40	2278.71	2693.02	3107.33	3728.80
Houghton & Wyton	1222.87	1426.69	1630.49	1834.31	2241.93	2649.56	3057.18	3668.62
Huntingdon	1277.18	1490.05	1702.91	1915.78	2341.51	2767.24	3192.96	3831.56
Kimbolton & Stonely	1230.50	1435.59	1640.67	1845.76	2255.93	2666.10	3076.26	3691.52
Kings Ripton	1207.90	1409.23	1610.54	1811.86	2214.49	2617.13	3019.76	3623.72
Leighton Bromswold	1228.40	1433.14	1637.87	1842.61	2252.08	2661.55	3071.01	3685.22
Little Paxton	1216.55	1419.31	1622.07	1824.83	2230.35	2635.86	3041.38	3649.66
Morborne	1165.11	1359.30	1553.48	1747.67	2136.04	2524.41	2912.78	3495.34
Offord Cluny & Offord D'Arcy	1228.81	1433.62	1638.41	1843.22	2252.82	2662.43	3072.03	3686.44
Old Hurst	1200.42	1400.50	1600.56	1800.64	2200.78	2600.92	3001.06	3601.28
Old Weston	1208.65	1410.10	1611.53	1812.98	2215.86	2618.75	3021.63	3625.96
Perry	1202.18	1402.54	1602.90	1803.27	2204.00	2604.72	3005.45	3606.54
Pidley-cum-Fenton	1209.68	1411.30	1612.91	1814.53	2217.76	2620.99	3024.21	3629.06
Ramsey	1204.98	1405.81	1606.64	1807.47	2209.13	2610.79	3012.45	3614.94
St. Ives	1249.47	1457.72	1665.96	1874.21	2290.70	2707.19	3123.68	3748.42
St. Neots	1256.34	1465.73	1675.12	1884.51	2303.29	2722.07	3140.85	3769.02
Sawtry	1216.74	1419.54	1622.32	1825.12	2230.70	2636.28	3041.86	3650.24
Sibson-cum-Stibbington	1197.70	1397.33	1596.94	1796.56	2195.79	2595.03	2994.26	3593.12
Somersham	1256.21	1465.58	1674.95	1884.32	2303.06	2721.79	3140.53	3768.64
Southoe & Midloe	1219.77	1423.07	1626.36	1829.66	2236.25	2642.84	3049.43	3659.32
Spaldwick	1192.74	1391.54	1590.32	1789.12	2186.70	2584.28	2981.86	3578.24
Stilton	1243.61	1450.88	1658.15	1865.42	2279.96	2694.49	3109.03	3730.84
Stow Longa	1196.54	1395.96	1595.38	1794.81	2193.66	2592.50	2991.35	3589.62
The Stukeleys	1212.16	1414.20	1616.22	1818.25	2222.30	2626.36	3030.41	3636.50
Tilbrook	1189.50	1387.76	1586.00	1784.26	2180.76	2577.26	2973.76	3568.52
Toseland	1179.14	1375.67	1572.19	1768.72	2161.77	2554.82	2947.86	3537.44
Upton & Coppingford	1202.81	1403.28	1603.75	1804.22	2205.16	2606.09	3007.03	3608.44
Upwood & the Raveleys	1203.60	1404.21	1604.80	1805.41	2206.61	2607.81	3009.01	3610.82
Warboys	1217.40	1420.30	1623.20	1826.10	2231.90	2637.70	3043.50	3652.20
Waresley-cum-Tetworth	1188.42	1386.50	1584.56	1782.64	2178.78	2574.92	2971.06	3565.28
Water Newton	1165.11	1359.30	1553.48	1747.67	2136.04	2524.41	2912.78	3495.34
Winwick	1165.11	1359.30	1553.48	1747.67	2136.04	2524.41	2912.78	3495.34
Wistow	1209.16	1410.70	1612.22	1813.75	2216.80	2619.86	3022.91	3627.50
Woodhurst	1190.16	1388.53	1586.88	1785.25	2181.97	2578.69	2975.41	3570.50
Woodwalton	1211.45	1413.36	1615.27	1817.18	2221.00	2624.81	3028.63	3634.36
Wyton-On-The-Hill	1204.60	1405.38	1606.14	1806.91	2208.44	2609.98	3011.51	3613.82
Yaxley	1250.97	1459.47	1667.96	1876.46	2293.45	2710.44	3127.43	3752.92
Yelling	1187.04	1384.88	1582.72	1780.56	2176.24	2571.92	2967.60	3561.12

Total 2019/20 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*	874.74	1020.53	1166.32	1312.11	1603.69	1895.27	2186.85	2624.22
<i>*Including Adult Social Care Precept</i>								
Cambridgeshire Office of the Police & Crime Commissioner	148.44	173.18	197.92	222.66	272.14	321.62	371.10	445.32
Huntingdonshire District Council	94.77	110.57	126.36	142.16	173.75	205.34	236.93	284.32
Cambridgeshire Fire Authority	47.16	55.02	62.88	70.74	86.46	102.18	117.90	141.48
Adult Social Care Precept	63.32	73.87	84.43	94.98	116.09	137.19	158.30	189.96
PARISH COUNCILS :-								
Abbotsley	39.19	45.73	52.26	58.79	71.85	84.92	97.98	117.58
Abbots Ripton	44.12	51.47	58.83	66.18	80.89	95.59	110.30	132.36
Alconbury	35.65	41.60	47.54	53.48	65.36	77.25	89.13	106.96
Alconbury Weston	32.40	37.80	43.20	48.60	59.40	70.20	81.00	97.20
Alwalton	27.83	32.46	37.10	41.74	51.02	60.29	69.57	83.48
Barham & Woolley	17.78	20.74	23.71	26.67	32.60	38.52	44.45	53.34
Bluntisham	84.20	98.23	112.27	126.30	154.37	182.43	210.50	252.60
Brampton	80.86	94.34	107.81	121.29	148.24	175.20	202.15	242.58
Brington & Molesworth	35.93	41.91	47.90	53.89	65.87	77.84	89.82	107.78
Broughton	25.36	29.59	33.81	38.04	46.49	54.95	63.40	76.08
Buckden	55.49	64.73	73.98	83.23	101.73	120.22	138.72	166.46
Buckworth	27.70	32.32	36.93	41.55	50.78	60.02	69.25	83.10
Bury	31.85	37.15	42.46	47.77	58.39	69.00	79.62	95.54
Bythorn & Keyston	12.87	15.02	17.16	19.31	23.60	27.89	32.18	38.62
Catworth	63.95	74.61	85.27	95.93	117.25	138.57	159.88	191.86
Chesterton	11.11	12.97	14.82	16.67	20.37	24.08	27.78	33.34
Colne	42.36	49.42	56.48	63.54	77.66	91.78	105.90	127.08
Conington	24.54	28.63	32.72	36.81	44.99	53.17	61.35	73.62
Covington	19.26	22.47	25.68	28.89	35.31	41.73	48.15	57.78
Denton & Caldecote	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Earith	56.88	66.36	75.84	85.32	104.28	123.24	142.20	170.64
Easton	36.59	42.68	48.78	54.88	67.08	79.27	91.47	109.76
Ellington	26.07	30.42	34.76	39.11	47.80	56.49	65.18	78.22
Elton	41.67	48.61	55.56	62.50	76.39	90.28	104.17	125.00
Farcet	56.93	66.41	75.90	85.39	104.37	123.34	142.32	170.78
Fenstanton	39.51	46.09	52.68	59.26	72.43	85.60	98.77	118.52
Folksworth & Washingley	58.81	68.61	78.41	88.21	107.81	127.41	147.02	176.42
Glatton	20.35	23.75	27.14	30.53	37.31	44.10	50.88	61.06
Godmanchester	67.43	78.67	89.91	101.15	123.63	146.11	168.58	202.30
Grafham	39.21	45.75	52.28	58.82	71.89	84.96	98.03	117.64
Great & Little Gidding	58.01	67.68	77.35	87.02	106.36	125.70	145.03	174.04
Great Gransden	35.63	41.57	47.51	53.45	65.33	77.21	89.08	106.90
Great Paxton	36.43	42.50	48.57	54.64	66.78	78.92	91.07	109.28
Great Staughton	38.62	45.06	51.49	57.93	70.80	83.68	96.55	115.86
Haddon	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hail Weston	78.14	91.16	104.19	117.21	143.26	169.30	195.35	234.42
Hamerton & Steeple Gidding	9.81	11.44	13.08	14.71	17.98	21.25	24.52	29.42

	BAND	BAND	BAND	BAND	BAND	BAND	BAND	BAND
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Hemingford Abbots	38.21	44.57	50.94	57.31	70.05	82.78	95.52	114.62
Hemingford Grey	54.14	63.16	72.19	81.21	99.26	117.30	135.35	162.42
Hilton	41.93	48.92	55.91	62.90	76.88	90.86	104.83	125.80
Holme	42.19	49.23	56.26	63.29	77.35	91.42	105.48	126.58
Holywell-cum-Needingworth	77.82	90.79	103.76	116.73	142.67	168.61	194.55	233.46
Houghton & Wyton	57.76	67.39	77.01	86.64	105.89	125.15	144.40	173.28
Huntingdon	112.07	130.75	149.43	168.11	205.47	242.83	280.18	336.22
Kimbolton & Stonely	65.39	76.29	87.19	98.09	119.89	141.69	163.48	196.18
Kings Ripton	42.79	49.93	57.06	64.19	78.45	92.72	106.98	128.38
Leighton Bromswold	63.29	73.84	84.39	94.94	116.04	137.14	158.23	189.88
Little Paxton	51.44	60.01	68.59	77.16	94.31	111.45	128.60	154.32
Morborne	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Offord Cluny & Offord D'Arcy	63.70	74.32	84.93	95.55	116.78	138.02	159.25	191.10
Old Hurst	35.31	41.20	47.08	52.97	64.74	76.51	88.28	105.94
Old Weston	43.54	50.80	58.05	65.31	79.82	94.34	108.85	130.62
Perry	37.07	43.24	49.42	55.60	67.96	80.31	92.67	111.20
Pidley-cum-Fenton	44.57	52.00	59.43	66.86	81.72	96.58	111.43	133.72
Ramsey	39.87	46.51	53.16	59.80	73.09	86.38	99.67	119.60
St. Ives	84.36	98.42	112.48	126.54	154.66	182.78	210.90	253.08
St. Neots	91.23	106.43	121.64	136.84	167.25	197.66	228.07	273.68
Sawtry	51.63	60.24	68.84	77.45	94.66	111.87	129.08	154.90
Sibson-cum-Stibbington	32.59	38.03	43.46	48.89	59.75	70.62	81.48	97.78
Somersham	91.10	106.28	121.47	136.65	167.02	197.38	227.75	273.30
Southoe & Midloe	54.66	63.77	72.88	81.99	100.21	118.43	136.65	163.98
Spaldwick	27.63	32.24	36.84	41.45	50.66	59.87	69.08	82.90
Stilton	78.50	91.58	104.67	117.75	143.92	170.08	196.25	235.50
Stow Longa	31.43	36.66	41.90	47.14	57.62	68.09	78.57	94.28
The Stukeleys	47.05	54.90	62.74	70.58	86.26	101.95	117.63	141.16
Tilbrook	24.39	28.46	32.52	36.59	44.72	52.85	60.98	73.18
Toseland	14.03	16.37	18.71	21.05	25.73	30.41	35.08	42.10
Upton & Coppingford	37.70	43.98	50.27	56.55	69.12	81.68	94.25	113.10
Upwood & the Raveleys	38.49	44.91	51.32	57.74	70.57	83.40	96.23	115.48
Warboys	52.29	61.00	69.72	78.43	95.86	113.29	130.72	156.86
Waresley-cum-Tetworth	23.31	27.20	31.08	34.97	42.74	50.51	58.28	69.94
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	44.05	51.40	58.74	66.08	80.76	95.45	110.13	132.16
Woodhurst	25.05	29.23	33.40	37.58	45.93	54.28	62.63	75.16
Woodwalton	46.34	54.06	61.79	69.51	84.96	100.40	115.85	139.02
Wyton-On-The-Hill	39.49	46.08	52.66	59.24	72.40	85.57	98.73	118.48
Yaxley	85.86	100.17	114.48	128.79	157.41	186.03	214.65	257.58
Yelling	21.93	25.58	29.24	32.89	40.20	47.51	54.82	65.78

Robustness of the 2019/20 Budget and Medium Term Financial Strategy

The Section 25 of Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2019/20 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 2018/19 Quarter 3 Integrated Performance Report is reporting a forecast overspend of £343k in respect of service expenditure. This is the second overspend that the Council has had in as many years. The overspend has reduced since the last quarter as a consequence of increase income. However, the main reasons for the overspend still centre around Operations and Leisure & Health and 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 Executive Councillors have led the budget setting process. In liaison with the Senior Management Team, savings and growth proposals (£1.9m and £1.7m respectively) have been developed by officers and Executive Councillors have reviewed and individually agreed each proposal. As ever, the Finance Team has provided the central support to services and the whole process 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 work-stream reviews, supported by an ongoing continuous improvement process that follows 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,
- developed funding proposals that help to mitigate the current uncertainty relating to Fair Funding and the other 'known' impacts of the current Strategic Spending Review, and
- the Executive has chosen to increase Council Tax by 2.6% (£3.60 for a Band D equivalent property).

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

For the past few years, 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. More recently, independent insights into future government funding propositions are clearly showing a direction of travel that indicates an even more challenging financial environment. However, as discussed in previous financial performance reports, the Council continues to take proactive action to effectively manage the financial consequences of austerity.

Following the 2019/20 provisional settlement announced in December 2018, **Table 22** clearly shows that the grant funding streams for the Councils MTFS for 2019/20 and for the period up to 2023/24 has moved when compared to the preceding year. For:

- 2019/20 the total grant included in last year's MTFS was £10.4m; following the provisional settlement this has now increased to £10.7m; a increase of £314k (3%). This is mainly due to an increase in NDR of £949k and a reduction in NHB of £635k.
- 2020/21 the total grant in last year's MTFS was £10.3m, this has now decreased to £8.3m; this reflects a decrease of £2m. However, this reflects a reduction in s.31 grant of £150k, a prudent estimate of the impact of Fair Funding of £650k and a reduction in NHB of £1.2m.
- 2021/22 onwards the Councils net grants position continues to decline until 2023/24 when it will be £1.1m less than 2021/22.

Between 2019/20 and 2023/24, the net reduction in grant is £3.4m (32%).

Table 22

	Comparison of Grant Assumptions: 2018/19 Budget & 2019/20 Budget and MTFS (2020/21 to 2023/24)					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
2018/19 Budget & MTFS						
NDR	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)	
FFR Adjust	0	0	0	0	0	
NHB	2,718	2,673	2,673	2,673	2,673	
Total	10,892	10,360	10,329	10,297	10,328	
2019/20 Budget & MTFS						
NDR		6,907	6,077	6,199	6,323	6,449
S31		1,729	1,579	1,579	1,579	1,579
RSG		0	(150)	(150)	(150)	(150)
FFR Adjust		0	(650)	(650)	(650)	(650)
NHB		2,038	1,474	881	427	0
Total		10,674	8,330	7,859	7,529	7,228
Variance between Grant Assumptions						
NDR	0	949	0	0	0	
S31	0	0	(150)	(150)	(150)	
RSG	0	0	0	154	247	
FFR Adjust	0	0	(650)	(650)	(650)	
NHB	0	(635)	(1,199)	(1,792)	(2,246)	
Total	0	314	(1,999)	(2,438)	(2,799)	
	%	%	%	%	%	
NDR	0.0	15.9	0.0	0.0	0.0	
S31	0.0	0.0	-8.7	-8.7	-8.7	
RSG	0.0	0.0	-100.0	-100.0	-100.0	
FFR Adjust	0.0	0.0	-100.0	-100.0	-100.0	
NHB	0.0	-23.8	-44.9	-67.0	-84.0	
Total	0.0	3.0	-19.4	-23.7	-27.1	

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 Executive have reviewed their budgets, with significant emphasis within the Leisure and Health and Operations services.

Governance

Noted within the 2017/18 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.

Over the course of the year it has become clear there are a number of overarching issues that are regularly informing and influencing the budget, performance and service delivery discussions at both Member and Officer level (e.g. homelessness/working with partners to keep people in their own home/service transformation).

The National Audit Office amongst other Local Government organisations are increasingly identifying these challenges as the issues that are likely to exert pressure on how the Council operates and how its finances are deployed during the period of the medium term financial

strategy. These issues will also impact upon Corporate Plan objectives and shape its future direction.

Traditionally this statement has contained matters for which the Council itself was wholly responsible. In a climate of increasing partnership and public service reform, it is felt that this approach does not address the risks that are of greatest potential impact to the authority and the achievement of its objectives. The statement reflects a more strategic outlook in considering matters that could severely impair the Council's financial position and, therefore, its ability to function (or indeed identifying new opportunities to be realised). Consequently this statement details five themes that will be required to be addressed across the forthcoming financial years."

The five themes that were included in the Annual Governance Statement are:

1	Housing Affordability	<i>Leading to homelessness and constraining growth.</i>
2	Morbidity/Growing number of years of ill health	<i>Impacting on people's ability to be self-reliant and generating additional cost through support needs.</i>
3	Wider economic environment	<i>Impact of Commercial Investment Strategy/Business rates receipts and level of need from residents.</i>
4	Skills level and educational attainment	<i>As a means by which residents are able to attract profitable work and in attracting employers to the area.</i>
5	Partner agency operational pressures	<i>Financial challenges of partners impacting on demand for our services or reducing existing support.</i>

In June 2018, the Council's Internal Audit and Risk Manager reported to the Corporate Governance Committee that the assurance given for the year to 31 March 2018 was:

".....the Council's internal control environment and systems of internal control as at 31 March 2018 provide adequate assurance over key business processes and financial systems".

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 to give 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 its General Fund (Unallocated) Reserve at percentage of Net Expenditure. In December 2015 the minimum threshold for the General Fund (Unallocated) Reserve was 15%.

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; the aim of this reserve is to "mop-up" service underspends that would cause the General Fund to be higher than the minimum threshold. This has been developed further 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 are passported through to the Commercial Investment Earmarked Reserve. Therefore 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 estimated deficits.

The technical definition of General Fund Reserves includes the General Fund (Unallocated) Reserve as well as all 'revenue' Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, the Council has self-limited this to the General Fund (Unallocated) Reserve itself as well as the Budget Surplus Earmarked Reserve. The Commercial Investment Reserve is not included in the following risk modelling assessment as this is the means by which the Council is able to invest to provide medium term financial sustainability – to include the Commercial Investment Reserve could give an overly 'optimistic' view of financial resilience. Consequently, to mitigate such events and secure the delivery (and security) of day-to-day business, the schedule of call-off would be:

- General Fund (Unallocated) Reserve, and then the
- Budget Surplus Earmarked Reserve.

As an absolute last resort, only then would the Commercial Investment Earmarked Reserve be applied.

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:

- Under achievement 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 £1.9m. 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 £582k.

- **Inflation**

With regard to:

- **Pay**
The budget for 2019/20 includes an “across the board” pay increase of 1%. Taking into account employer oncosts (national insurance and pension), this equates to a total cost of £23m; a further 1% for sensitivity equates to £233k.
- **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 2019/20 includes a Business Rates budget of £1.2m. Considering the changing occupancy of the Council’s 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 £60k.
- **General Inflation**
No general inflation has been included in the 2019/20 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 2019/20 assuming a borrowing cost of £53k (for non-CIS borrowing) based on a rate of between 3.4% and 4.4%. If this rate increased by 0.25% the cost of borrow would increase proportionally, for sensitivity purposes a 75% impact is modelled which equates to £40k.

- **Reduced income: Fees and Charges**

Total fees and charges are £17.9m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £358k. The largest income streams that are susceptible to variation include:

- Car Parks, £2.6m (Off-Street).
- Leisure Centres, £7.4m
- Commercial Estate, £5.6m
- Planning Fees, £1.7m

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

Total forecast CIS income is £5.6m; considering the reduced acquisition rate that has been encountered during 2018/19, for sensitivity analysis purposes if there was a 25% loss of income from rental income this would equate to £1.4m.

- **Reduced income: New Homes Bonus**

For 2019/20 the Council's NHB is £2.0m; it is expected that in due course the government will announce some significant changes to the scheme. The Council has modelled that by 2023/24 the Council will no longer receive such funding. However, for sensitivity purposes the Council is including a 10% reduction in NHB, reflecting £204k.

- **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. Similar to last year, for 2019/20 the Council has taken a more prudent line by formulating its own assessment for NDR receipts (£5.9m) 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 2019/20 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 to 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 conclude). In respect of:

- NDR, the gap between the estimated income (£5.9m) and the safety net (£4.1m) is £1.8m; 10% sensitivity reduction will be applied giving £180k.
- S.31, a 5% sensitivity reduction will be applied giving £86k.

As noted in **Table 4** (paragraph 1.2.7), the Council's share of the NDR surplus in respect of Business Rates is £989k, a 15% sensitivity will be applied giving £148k.

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 £85k. This block amount is included in the sensitivity analysis.

- **Emergency**

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

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

- **Estate property enhancement/development**

With the Council increasing its CIS Estate and the 'aging' of its current Operational Estate, it is fair to include a risk in respect of future property enhancement. For sensitivity

modelling purposes, the currently estimated cost of enhancement is £155k, for sensitivity purposes if 80% of this was required this would give a cost of £124k.

- **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 2019/20 is £1.3m and for Council Tax Support is £6.6m; if there was a 10% increase in demand for each this would require an additional £795k (£130k and £665k respectively). In addition, ICT has identified savings totalling £2.1m, if say 7% of this was not achieved this would amount to £150k.

- **Council Tax**

The Council has chosen to increase Council Tax for a third 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 2.6% (£3.60) 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 2.6% represents around £222k, 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 2019/20 Budget

Considering the risks noted above and the stated budget assumptions, the accumulated total cash risk is £5m. 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 2019/20, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of: £2.2m
- Middle-View, additional pressure of: £1.7m
- Optimistic View, additional pressure of: £1.2m

Table 23

Table 23		Sensitivity of Risks to 2019/20 Budget & Funding Options									
Risk		Costs Included in 2019/20 budget £000	Sensitivity Impact		Likelihood of Occurrence						
			+/-	Cost £000	Pessimistic		Middle-Way		Optimistic		
					Factor	£000	Factor	£000	Factor	£000	
Underachievement of Savings & Additional Income		1,941	Savings not achieved	30%	582	0.7	407	0.2	116	0.1	58
Inflation	Pay	23,258	Pay increase from 1% to 2%	1%	233	0.6	140	0.3	70	0.1	23
	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)	1,197	Business Rates vary due to change in liability etc	5%	60	0.2	12	0.3	18	0.5	30
	Investment/Borrowing Costs	53	Difference between Borrowing increased from 3.4% to 4.4%	75%	40	0.2	8	0.5	20	0.3	12
Reduced Income	Fees & Charges	(17,894)	Reduction in income.	2%	358	0.3	107	0.4	143	0.3	107
	CIS Income	(5,580)	Reduction in income.	25%	1,395	0.3	419	0.4	558	0.3	419
	New Homes Bonus	(2,038)	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	204	0.3	61	0.4	82	0.3	61
Government Grant	NDR - Difference between Safety Net and Budgeted Receipts	(1,800)	Reduced NDR receipts.	10%	180	0.6	108	0.3	54	0.1	18
	S.31 Grant	(1,729)	Not all grant received.	5%	86	0.6	52	0.3	26	0.1	9
	Collection Fund Surplus	(989)	Collection Fund Surplus not as significant as forecast.	15%	148	0.6	89	0.3	44	0.1	15
Failure of Borrower		85	Cost of borrowing from PWLB if Council lost £4m (average amount lent to a borrower)	100%	85	0.2	17	0.5	43	0.3	26
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	155	Estate property enhancement/development	80%	124	0.8	99	0.1	12	0.1	12
Increased Demand of Services	Homelessness	1,296	Increase in demand	10%	130	0.4	52	0.5	65	0.1	13
	ICT	2,145	Additional service requirement	7%	150	0.8	120	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
Total Sensitivity					4,990		2,187		1,651		1,153
OVERALL TEST FOR BUDGETARY RISK											
Estimated General Fund (Unallocated) Reserve at 31 March 2020							2,573		2,573		2,573
Budget Surplus Reserve at 31 March 2020							3,820		3,820		3,820
Total Estimated Reserves at 31 March 2020 (*)							6,393		6,393		6,393
Conclusion of Sensitivity i.e. Estimated Reserves less Sensitivity											
- Upon comparing 'Total Sensitivity' to Total Estimated Reserves, do Reserves remain positive? (*)							Yes		Yes		Yes
- Upon comparing 'Total Sensitivity' to the Minimum Level of General Fund (Unallocated) Reserves (15% of Net Expenditure), does Reserve Remain Positive							Yes		Yes		Yes
- If 'Total Sensitivity' Risk occurred, what would be the reduction in General Fund (Unallocated) Reserves							85.0%		64.2%		44.8%
* Note: HDC has set a minimum level of General Fund (unallocated) Reserves of 15%. However, in a 'crisis' situation the Council has immediately available, as well as the General Fund, the Budget Surplus Reserve. Therefore, for this 'Sensitivity Exercise' both Reserves will be considered.											

This analysis shows that if the most 'pessimistic' position occurred, the Councils General Fund (Unallocated) Reserves alone would be insufficient to meet this additional cost. However, if it also included the Budget Surplus Reserve it would have sufficient resources to meet this cost.

Revenue Reserves

Reserves for 2019/20 and the MTFs Period (2020/21 to 2023/24)

There is no statutory minimum level of reserves; however, as noted at 8.5.2 Cabinet has approved a new minimum threshold for its General Fund (Unallocated) Reserves of 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 8.5.2 to 8.5.3 the operates a number of reserves; including the Budget Surplus Reserve, the Commercial Investment Reserve and a number of specific Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from Statutory Commitments, Know Risks, Future or Political Commitments and costs associated with

Transformation and Commercialisation.

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 Primary Test of Financial Resilience

The “likelihood of occurrence” of the assessed risks will be compared against the General Fund (Unallocated) Reserve and the Budget Surplus Reserve – in this way the CIS Reserve can be used over the life of the MTFS to invest in commercial property that will generate a long term revenue stream.

As shown in **Table 24**, both reserves can meet the assessed risks until 2021/22; thereafter the minimum level of reserves threshold is breached.

Stage 2 – The Secondary Test of Financial Resilience

The Stage 2 assessment is a ‘complete’ test, in that it also brings into the assessment the Commercial Investment Reserve. This clearly shows that the Council would have sufficient resources to meet the modelled risks but this does mean that the Council would not be able to invest all the Commercial Investment Reserve as planned and therefore it would negate future income streams that would have supported ongoing service delivery obligations. However, it is highly unlikely that the Stage 2 scenario would occur as management would significantly intervened before the Council got anywhere near to this position.

Table 24

Table 24		Impact of 2019/20 Sensitivity of Risks on the MTFS General Fund Reserves Profile														
General Fund Reserve and Budget Surplus Reserve		2019/20 £000			2020/21 £000			2021/22 £000			2022/23 £000			2023/24 £000		
General Fund Reserve c/f		2,573			2,505			2,702			2,726			2,795		
Budget Surplus Reserve c/f		3,820			3,164			1,408			155			1		
Minimum Level of Reserves (*)		6,393			5,669			4,110			2,881			2,796		
		2,573			2,505			2,702			2,726			2,795		
		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)		2,187	1,651	1,153	2,187	1,651	1,153	2,187	1,651	1,153	2,187	1,651	1,153	2,187	1,651	1,153
Estimated Reserves c/f		4,206	4,742	5,240	3,482	4,018	4,516	1,923	2,459	2,957	694	1,230	1,728	609	1,145	1,643
- Do Reserves remain above Minimum Level of Reserves		Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	No	No	No	No	No
General Fund Reserve, Budget Surplus Reserve and Commercial Investment Reserve		2018/19 £'000			2019/20 £'000			2020/21 £'000			2021/22 £'000			2022/23 £'000		
General Fund Reserve c/f		2,573			2,505			2,702			2,726			2,795		
Budget Surplus Reserve c/f		3,820			3,164			1,408			155			1		
Commercial Investment Reserve c/f		7,037			8,511			9,392			9,819			8,724		
Minimum Level of Reserves (*)		13,430			14,180			13,502			12,700			11,520		
		2,573			2,505			2,702			2,726			2,795		
		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)		2,187	1,651	1,153	2,187	1,651	1,153	2,187	1,651	1,153	2,187	1,651	1,153	2,187	1,651	1,153
Estimated Reserves c/f		11,243	11,779	12,277	11,993	12,529	13,027	11,315	11,851	12,349	10,513	11,049	11,547	9,333	9,869	10,367
- Do Reserves remain above Minimum Level of Reserves		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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

Consequently, it is fair to say that:

- i. if the situation arose, with the use of the General Fund (Unallocated) Reserve, the Budget Surplus and Commercial Investment 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 6% of its net expenditure – as summarised in **Table 25** below and shown on the “Plan on a Page” at **Appendix 3**.

Table 25

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Plan on a Page - Approved MTFS 2019/20 - 2022/23				
Approved MTFS Net Expenditure	16,699	18,010	18,172	18,631
Plan on a Page - new savings required from MTFS	(724)	(1,559)	(1,229)	(1,180)
Plan on a Page - % savings required from MTFS	-4%	-9%	-7%	-6%
Budget Requirement (adjusted for savings required)	15,975	16,451	16,943	17,451

The Council should be rightly proud of the progress it has made over the past few years, especially as it has been able to maintain a similar gap at the end of the new MTFS to that of last year even with the significant grant reductions. And with the “MOSAIC” Transformation programme underway and the continued commercialisation of its services, this gap should close in the near future.

Conclusion

- **2019/20 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2019/20, 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 2019/20 should not give Members any significant concerns over the Council’s financial position.

- **Medium Term Financial Strategy (2020/21 to 2023/24)**

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

- expected reduction in NHB,
- the implications of Fair Funding 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)

ADDENDUM TO S.25 STATEMENT

The Chartered Institute of Public Finance and Accountancy (CIPFA) has issued a “Financial Resilience Index” (the index) and it has recommended that S.151 officers should refer to the index when they make comment within their S.25 statements. However, as the index is a ‘beta-version’ (draft) CIPFA has elected that the index must not be made public.

Upon reviewing the draft index, 7 of the 10 are in respect of reserves; especially how a council’s reserves have moved over the past three financial years. For Huntingdonshire, this shows an unfavourable result because over the period the council has chosen to use its reserves to generate a sustainable, medium term income stream.

Initial conclusions on draft index

With this index concentrating its view on the use of reserves, I consider this is a very narrow view and have consequently robustly challenged ‘its worth’ with CIPFA; other senior officers have similarly challenged with the Local Government Association.

RFO reflection on index

As CIPFA requires me to reflect on the index, my commentary is as follows:

The index shows a skewed view of the Councils ‘Financial Resilience’ because the council has made sound decisions on how it wants to use its reserves; further it has in place robust financial and performance management process and practices that ensure that it has good financial and performance governance. Some detailed commentary is shown below:

- The primary reason that the Council has reduced its General Fund (Unallocated) Reserves from £9.3m at the end of March 2015 to £2.5m at the end of March 2016 was to release funds to enable it to invest in Commercial Property. When the council was holding £9.3m in its General Fund (Unallocated) Reserve, it would have been investing these funds at less than 1%; this would have generated an optimistic annual income of approximately £93k. However, by releasing the £6.8m it has been able to invest in commercial assets which are generating a return of well above 5% e.g. the Shawlands Retail Park, one of 5 commercial investments acquired since early 2016, cost the council £6.5m

and is currently generating a return of 7.1%, £465k per annum – significantly more than would have been generated if the funds had been left in the bank. ***This is good Treasury Management.***

- Since the Council reduced its General Fund (Unallocated) Reserve, it has proactively monitored the Reserve to ensure that it is maintained at the currently agreed minimum threshold of 15% of Net Expenditure; this threshold has never been breached. ***This is good Financial Management.***
- Along with the General Fund (Unallocated) Reserve, the Council also maintains the Budget Surplus Reserves (used to meet the ‘peaks and troughs’ of service budgetary performance) and the Commercial Investment Reserve (ring-fenced funds to invest in commercial property, thereby securing long term sustainable income). In addition, the Council maintains a series of Earmarked Reserves to meet a number of organisational, political and transformational risks. ***This is good Risk Management and is Financially Prudent.***
- The Council has invested in a wide range of soft and hard assets and continues to invest in its workforce. Further, the council has in placed a Transformation and Commercialisation programme that will fundamentally change the councils ‘ways of working’ and how it will work with its broad range of customers. All supported by good financial, service and corporate plans that, in detail, provide the guidance to achieve corporate and political objectives. ***This is good Organisational and Financial Planning.***
- The Council has good processes and practices in place to identify its strategic and tactical risks, financial and operational performance; including reporting to respective stakeholders. These include, but not limited to, the Budget Report, Annual Financial Report, Annual Governance Statement, Integrated Performance Report. In addition, the council has a robust Internal Audit service that is operationally independent. ***This is good Financial and Performance Management.***

Over and above, the Council’s external auditors have consistently given the Council an unqualified opinion on both the Statement of Accounts and Value for Money.

RFO conclusion

In conclusion, I consider CIPFA’s Index is too simplistic a tool to enable a constructive commentary on the financial strength and resilience of the Council. The Council has used its surplus reserves effectively to maximise the long term benefits to the Council, in addition it has strong processes and practices in place to ensure good financial resilience which have been consistently endorsed by the Council’s external auditor.

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.		Minimum Administration Charge (*)
Transfer of Small Land Parcels to Other Public Bodies		
£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
Sale of Small Parcels of Land		
£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 A thorough review of the Code is currently being undertaken as a result of the implementation of the new Financial Management System (FMS). This will be presented to the Corporate Governance Committee for approval during the financial year 2019/20.

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 3Cs 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 applicable 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 Procurement Manager details of new or additional requirements likely to meet or exceed £100,000 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 TechOne FMS or publish details of the contract or framework in Procurement Protocols & Guidelines. Managers shall ensure that orders for such categories are placed through the TechOne FMS 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 TechOne Financial Management System (FMS).
 - ◆ 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.

	Procedure	Estimated Total Value of Procurement	Requirement
(a)	Estimate	Up to £5,000	At least 1 written estimate or offer (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-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
 - ◆ here 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) state explicitly all essential/mandatory/minimum requirements or award criteria. Any single failure or non-compliance with these requirements or criteria will result in rejection of the tender;
- (b) list all desirable award criteria together with specific weightings applied to each; and
- (c) if appropriate, include a requirement for a performance bond and liquidated damages.

9.5 Social Value

All tenders that are being sought for services or works shall include a relevant social value requirement, such as:

- (a) employment measures:
 - ◆ new work opportunities including work experience, training and apprenticeships,
 - ◆ back-to-work support (interviews skills, CV advice, and careers guidance),
 - ◆ employment of disadvantaged groups (care leavers or ex-military or ex-offenders).
- (b) community measures (including assisting community, voluntary and third-sector groups) by:
 - ◆ contributing practical business support (eg: financial, legal, HR advice, etc).
 - ◆ providing access to facilities and premises
 - ◆ supporting the creation of new volunteering opportunities
- (c) promoting environmental sustainability:
 - ◆ improved environmental performance including low energy and water
 - ◆ reducing the amount of waste generated
 - ◆ the elimination (or reduced consumption) of substances hazardous to health,

5% of the marks available to any tender shall be for social value, provided the social value benefit is relevant to the subject matter of the contract and delivered within the District.

9.6 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 '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 [e-tendering system](#) or 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 less £100,000 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) Where agreed by the Procurement Manager that there is potential detriment to performance, cost or delivery; or the procurement relates to a specialist category (eg: works, IT, professional services, concessions).

- 13.2 Any contract where the estimated total value exceeds £100,000 shall be in writing in a form agreed 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).
- 13.3 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.
- 13.4 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.
- 13.5 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.
- 13.6 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).
- 13.7 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 Manger 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 2019/20 Budgets at Code Level

3C's ICT Shared Service

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
ICT Shared Service				
5183	Mfds - Local Print, Scan & Copy	56303	Internal Sales	(5,407)
			Income Total	(5,407)
		61702	Maintenance - Equipment, Furniture And Materials	20,824
		62803	Paper	5,945
			Expenditure Total	26,769
			Net Expenditure Total	21,362
5225	IMD Shared Service	51007	Contribution District Councils	(1,493,411)
		51010	Charge To Other Districts	(796,240)
			Income Total	(2,289,651)
		60000	Salaries	2,338,560
		60001	National Insurance - Employers Contribution	233,597
		60002	Pensions - Employers Contribution	404,606
		60003	Overtime	36,697
		60011	Agency Staff	92,000
		60116	Staff Recruitment Costs	15,000
		62000	Clothes, Uniform And Laundry	1,326
		63002	Insurance Public Liability	171
		64300	Conference Expenses	1,065
		60300	Signs Erecting & Removal	6,123
		60402	Premises Hire - Facilities	300
		61702	Maintenance - Equipment, Furniture And Materials	143
		61902	Catering Services	508
		62002	Stationery	1,675
		62200	Bank Charges	85
		62400	Consultancy Fees	30,000
		63008	Insurance (Equipment)	5,600
		63200	Legal Fees	2,625
		64070	Ict Hardware	16,944
		64071	Ict Software	155,000
		64077	Telephone And Mobile Phone Costs	815
		64100	Postage And Courier Services	2,925
		64800	Membership And Subscriptions	86
		64900	Registration Fee	395
		69301	Printing (Internal)	164
		69303	Mfds - Local Print Scan & Copy	698
		60012	Employee Allowances	2,655
		60022	Travel Allowance - Other	5,710
		60027	CAR ALLOWANCES LUMP SUM	510
		60907	Other Vehicle Costs	243
		61100	Mileage Allowances	9,782
		69309	Pool Car	3,745
			Expenditure Total	3,369,753
			Net Expenditure Total	1,080,102
5227	CCC Recharge Invoices	51007	Contribution District Councils	(1,506,147)
			Income Total	(1,506,147)
		60115	Staff Development And Training	10,000
		61701	Lease - Equipment Furniture And Materials	72,199
		61702	Maintenance - Equipment, Furniture And Materials	117,323
		61705	Printers	38,711
		62002	Stationery	4,165
		62005	Advertising, Publicity And Marketing	527
		62400	Consultancy Fees	7,500
		64069	Network Hardware	3,309
		64070	Ict Hardware	35,000
		64071	Ict Software	885,000
		64077	Telephone And Mobile Phone Costs	206,936
		64080	Ict Line Rental	117,669
		64086	Ict Services	6,930
		64800	Membership And Subscriptions	30

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		69301	Printing (Internal)	50
		60909	Vehicle Hire	798
			Expenditure Total	1,506,147
			Net Expenditure Total	0
5228	SCDC Recharge Invoices	51010	Charge To Other Districts	(580,935)
		53100	Costs Recovered	(23,000)
			Income Total	(603,935)
		61702	Maintenance - Equipment, Furniture And Materials	30,000
		64070	Ict Hardware	20,000
		64071	Ict Software	471,855
		64077	Telephone And Mobile Phone Costs	22,303
		64080	Ict Line Rental	48,777
		64086	Ict Services	10,000
		64900	Registration Fee	1,000
			Expenditure Total	603,935
			Net Expenditure Total	0
5229	HDC Recharge Invoices	60115	Staff Development And Training	33,000
		60201	Maintenance - Building	194
		61702	Maintenance - Equipment, Furniture And Materials	71,886
		62400	Consultancy Fees	1,209
		64070	Ict Hardware	35,000
		64071	Ict Software	622,148
		64077	Telephone And Mobile Phone Costs	58,704
		64080	Ict Line Rental	220,551
		64900	Registration Fee	595
		69301	Printing (Internal)	48
			Expenditure Total	1,043,335
			Net Expenditure Total	1,043,335
ICT Shared Service Total				2,144,799
3C's ICT Shared Service Total Budget for 2019/20				2,144,799

Directors & Corporate Team

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Corporate Team				
4138	Corporate Team	53000	Fees & Charges Income	(500)
		53100	Costs Recovered	(23,000)
			Income Total	(23,500)
		60000	Salaries	264,336
		60001	National Insurance - Employers Contribution	27,183
		60002	Pensions - Employers Contribution	45,734
		60111	Occupational Health	200
		60410	Licences	1,500
		61713	Equipment	500
		61902	Catering Services	500
		62002	Stationery	15,000
		62003	Books, Publications And Resources	100
		62005	Advertising, Publicity And Marketing	500
		63400	Enquiries	5,000
		64060	Shared Services	(23,000)
		64100	Postage And Courier Services	1,000
		64800	Membership And Subscriptions	800
		69301	Printing (Internal)	500
		69303	Mfds - Local Print Scan & Copy	800
		60012	Employee Allowances	1,000
		61100	Mileage Allowances	500
		69309	Pool Car	200
			Expenditure Total	342,353
			Net Expenditure Total	318,853
Corporate Team Total				318,853
Democratic & Elections				
4157	Committee Management	53000	Fees for services	(24,000)
			Income Total	(24,000)
		60000	Salaries	133,701
		60001	National Insurance - Employers Contribution	12,607
		60002	Pensions - Employers Contribution	23,157
		61902	Catering Services	2,000
		62004	General Office Expenses	10,000
		63400	Enquiries	5,000
		64100	Postage And Courier Services	1,000
		64800	Membership And Subscriptions	19,500
		69301	Printing (Internal)	1,000
		69303	Mfds - Local Print Scan & Copy	500
		60012	Employee Allowances	200
		61100	Mileage Allowances	100
			Expenditure Total	208,765
			Net Expenditure Total	184,765
4162	Civic Allowances & Support	61902	Catering Services	500
		64501	Members Allowances - Nat. Ins. (Employers)	500
		64502	Chairmans Allowances	4,531
		64503	Vice Chairmans Allowances	600
			Expenditure Total	6,131
			Net Expenditure Total	6,131
4163	Civic Expenses Allowance	61902	Catering Services	500
		66507	Support Of External Entity	500
			Expenditure Total	1,000
			Net Expenditure Total	1,000
4164	Member Allowances & Support	61902	Catering Services	300
		62800	Design And Photographic Costs	500
		62803	Paper	100
		64500	Members Allowances	220,220
		64501	Members Allowances - Nat. Ins. (Employers)	9,000
		64504	Special Duty Allowances	167,513
		64900	Registration Fee	2,500
		69301	Printing (Internal)	200
		69303	Mfds - Local Print Scan & Copy	50

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60012	Employee Allowances	1,000
		64505	Mileage Allowances	10,000
			Expenditure Total	411,383
			Net Expenditure Total	411,383
4499	District Elections	60000	Salaries	4,000
		60402	Premises Hire - Facilities	1,000
		62001	Printing	2,000
		64100	Postage And Courier Services	3,963
		69150	Other Services	59,540
		69301	Printing (Internal)	200
			Expenditure Total	70,703
			Net Expenditure Total	70,703
4604	Electoral Registration	50000	Government Grants Revenue Income - Ringfenced	(17,000)
			Income Total	(17,000)
		60000	Salaries	85,875
		60001	National Insurance - Employers Contribution	7,668
		60002	Pensions - Employers Contribution	14,858
		60017	Electoral Registration Fees	22,300
		60411	Management Charge	6,000
		62001	Printing	17,000
		62003	Books, Publications And Resources	2,045
		62005	Advertising, Publicity And Marketing	650
		64100	Postage And Courier Services	60,000
		69301	Printing (Internal)	6,200
		69303	Mfds - Local Print Scan & Copy	600
		60012	Employee Allowances	100
		61100	Mileage Allowances	100
			Expenditure Total	223,396
			Net Expenditure Total	206,396
5000	Land Charges Management	60000	Salaries	50,889
		60001	National Insurance - Employers Contribution	3,420
		60002	Pensions - Employers Contribution	8,806
		63007	Insurance (Service Related)	3,300
		64800	Membership And Subscriptions	115
		69303	Mfds - Local Print Scan & Copy	300
			Expenditure Total	66,830
			Net Expenditure Total	66,830
5001	Land Enquiry Con 29 Full	53000	Fees & Charges Income	(148,000)
			Income Total	(148,000)
		62004	General Office Expenses	52,000
		63400	Enquiries	10,000
			Expenditure Total	62,000
			Net Expenditure Total	(86,000)
5002	Land Enquiry Con 29 Restricted	56301	Hdc Payments	(10,000)
			Income Total	(10,000)
			Net Income Total	(10,000)
5003	Local Land Charges Register	53000	Fees & Charges Income	(40,000)
			Income Total	(40,000)
			Net Income Total	(40,000)
Democratic & Elections Total				811,208
Directors				
4135	Corporate Director (Delivery)	60000	Salaries	85,329
		60001	National Insurance - Employers Contribution	10,613
		60002	Pensions - Employers Contribution	14,762
		64300	Conference Expenses	2,000
		61100	Mileage Allowances	800
			Expenditure Total	113,504
			Net Expenditure Total	113,504

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
4136	Corporate Director (Services)	60000	Salaries	80,126
		60001	National Insurance - Employers Contribution	9,895
		60002	Pensions - Employers Contribution	13,862
		64300	Conference Expenses	2,000
		61100	Mileage Allowances	500
			Expenditure Total	106,383
			Net Expenditure Total	106,383
4145	Managing Directors Team	60000	Salaries	206,514
		60001	National Insurance - Employers Contribution	23,852
		60002	Pensions - Employers Contribution	35,729
		64300	Conference Expenses	4,600
		60402	Premises Hire - Facilities	200
		61903	Hospitality	700
		62400	Consultancy Fees	3,000
		69301	Printing (Internal)	40
		69303	Mfds - Local Print Scan & Copy	100
		60012	Employee Allowances	240
		61100	Mileage Allowances	800
			Expenditure Total	275,775
			Net Expenditure Total	275,775
		Directors Total		
Directors & Corporate Team Total Budget for 2019/20				1,625,723

Community

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
CCTV				
4184	Cctv Huntingdonshire	51002	Contribution From Town Council	(61,575)
		53000	Fees & Charges Income	(6,818)
		51104	HDCV SSL Dividend	(11,103)
		51103	HDCV SSL Marketing Income	(10,000)
			Income Total	(89,496)
			Net Income Total	(89,496)
4185	Cctv Shared Service Hosting	51010	Charge To Other Districts	(255,500)
		53000	HDCV SSL Monitoring Income	(20,685)
			Income Total	(276,185)
		60000	Salaries	288,696
		60001	National Insurance - Employers Contribution	24,737
		60002	Pensions - Employers Contribution	49,949
		60003	Overtime	5,000
		60011	Agency Staff	5,000
		60115	Staff Development And Training	600
		64300	Conference Expenses	150
		60303	Electricity	4,000
		60401	Service Charges	180
		60410	Licences	700
		61702	Maintenance - Equipment, Furniture And Materials	15,000
		62803	Paper	50
		64075	Line Rental	20,000
		64077	Telephone And Mobile Phone Costs	2,400
		64100	Postage And Courier Services	50
		64800	Membership And Subscriptions	950
		69301	Printing (Internal)	200
		61100	Mileage Allowances	100
			Expenditure Total	417,762
			Net Expenditure Total	141,577
4186	Cctv Shared Service - City	53100	Costs Recovered	(89,500)
			Income Total	(89,500)
		61702	Maintenance - Equipment, Furniture And Materials	82,000
		64075	Line Rental	5,500
		64077	Telephone And Mobile Phone Costs	2,000
			Expenditure Total	89,500
			Net Expenditure Total	0
4187	Cctv Shared Service - HDC	64075	Line Rental	20,000
		61702	Maintenance - Equipment, Furniture And Materials	36,000
			Expenditure Total	56,000
			Net Expenditure Total	56,000
CCTV Shared Service Total				108,081
Commercial Team				
4248	Food Safety General	52000	Courses Income	(6,000)
		53000	Fees & Charges Income	(1,500)
		53100	Costs Recovered	(7,600)
			Income Total	(15,100)
		60402	Premises Hire - Facilities	600
		60520	Laundry	380
		61702	Maintenance - Equipment, Furniture And Materials	250
		61709	Materials	1,000
		61713	Equipment	200
		61902	Catering Services	180
		62003	Books, Publications And Resources	640
		64100	Postage And Courier Services	750
		64800	Membership And Subscriptions	500
		69301	Printing (Internal)	600
			Expenditure Total	5,100
			Net Expenditure Total	(10,000)
4253	Health Promotion - General	62005	Advertising, Publicity And Marketing	2,500
			Expenditure Total	2,500
			Net Expenditure Total	2,500

Cost Centre Details		Subjective Code Details		2019/20		
Code	Description	Code	Description	Budget £		
5269	Commercial Team	60000	Salaries	213,339		
		60001	National Insurance - Employers Contribution	22,004		
		60002	Pensions - Employers Contribution	30,901		
		60111	Occupational Health	180		
		64100	Postage And Courier Services	714		
		69301	Printing (Internal)	105		
		69303	Mfds - Local Print Scan & Copy	301		
		60012	Employee Allowances	260		
		60022	Travel Allowance - Other	51		
		61100	Mileage Allowances	3,921		
		69309	Pool Car	2,500		
			Expenditure Total		274,276	
			Net Expenditure Total		274,276	
		Commercial Team Total				266,776
Community Team						
4189	Community Development	60000	Salaries	114,689		
		60001	National Insurance - Employers Contribution	11,469		
		60002	Pensions - Employers Contribution	19,843		
		61100	Mileage Allowances	500		
			Expenditure Total		146,501	
	Net Expenditure Total		146,501			
4192	Community Safety	60273	Site Alterations And Materials	500		
		64100	Postage And Courier Services	825		
		69301	Printing (Internal)	100		
		69303	Mfds - Local Print Scan & Copy	50		
		60012	Employee Allowances	200		
		61100	Mileage Allowances	1,000		
		64600	Grants And Contributions	6,000		
			Expenditure Total		8,675	
	Net Expenditure Total		8,675			
4212	Dog Control	60505	Enforcement - Works In Default	2,000		
		69301	Printing (Internal)	150		
		69303	Mfds - Local Print Scan & Copy	100		
		60903	Diesel From Stock	1,380		
		60904	Vehicle Repairs And Maintenance	500		
		60907	Other Vehicle Costs	228		
		60924	Vehicle MOT	50		
		62926	Tyres	200		
		64600	Grants And Contributions	27,000		
			Expenditure Total		31,608	
			Net Expenditure Total		31,608	
4277	Environmental Enforcement	53000	Fees & Charges Income	(1,500)		
			Income Total	(1,500)		
		60000	Salaries	133,590		
		60001	National Insurance - Employers Contribution	12,625		
		60002	Pensions - Employers Contribution	23,113		
		62000	Clothes, Uniform And Laundry	500		
		63700	Removal Services	350		
		64100	Postage And Courier Services	50		
		64800	Membership And Subscriptions	950		
		69301	Printing (Internal)	120		
		60903	Diesel From Stock	1,500		
		61100	Mileage Allowances	250		
			Expenditure Total		173,048	
			Net Expenditure Total		171,548	
		4285	Pest Control	53000	Fees & Charges Income	(32,000)
				56303	Internal Sales	(600)
					Income Total	(32,600)
61709	Materials			1,700		
61713	Equipment			200		
69301	Printing (Internal)			25		
69303	Mfds - Local Print Scan & Copy			5		
60903	Diesel From Stock			2,000		
60904	Vehicle Repairs And Maintenance			500		

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60907	Other Vehicle Costs	228
		60924	Vehicle MOT	50
		62926	Tyres	200
			Expenditure Total	4,908
			Net Expenditure Total	(27,692)
5072	Voluntary Sector Grants	64600	Grants And Contributions	208,000
			Expenditure Total	208,000
			Net Expenditure Total	208,000
5270	Community Safety	60000	Salaries	33,702
		60001	National Insurance - Employers Contribution	3,198
		60002	Pensions - Employers Contribution	5,832
		60111	Occupational Health	50
		60505	Enforcement - Works In Default	1,000
		61902	Catering Services	100
		64100	Postage And Courier Services	600
		69301	Printing (Internal)	50
		69303	Mfds - Local Print Scan & Copy	100
		60903	Diesel From Stock	500
		61100	Mileage Allowances	500
			Expenditure Total	45,632
			Net Expenditure Total	45,632
Community Team Total				584,272
Corporate Health & Safety				
5219	Health & Safety Contract	60000	Salaries	71,864
		60001	National Insurance - Employers Contribution	7,593
		60002	Pensions - Employers Contribution	12,434
		60020	Special Duty Allowance	1,118
		61713	Equipment	11,000
		61100	Mileage Allowances	750
		69309	Pool Car	750
			Expenditure Total	105,509
			Net Expenditure Total	105,509
Corporate Health & Safety Total				105,509
Document Centre				
5182	Document Centre	60000	Salaries	251,374
		60001	National Insurance - Employers Contribution	19,187
		60002	Pensions - Employers Contribution	40,055
		61709	Materials	697
		69301	Printing (Internal)	300
		69303	Mfds - Local Print Scan & Copy	100
		69309	Pool Car	250
			Expenditure Total	311,963
			Net Expenditure Total	311,963
5184	Post Handling	61702	Maintenance - Equipment, Furniture And Materials	4,180
		69301	Printing (Internal)	350
		69303	Mfds - Local Print Scan & Copy	400
		60903	Diesel From Stock	1,666
		60904	Vehicle Repairs And Maintenance	961
		62926	Tyres	150
			Expenditure Total	7,707
			Net Expenditure Total	7,707
5185	Printing	61702	Maintenance - Equipment, Furniture And Materials	60,116
		61709	Materials	831
		62002	Stationery	10,851
		62803	Paper	22,587
		69301	Printing (Internal)	(108,500)
			Expenditure Total	(14,115)
			Net Expenditure Total	(14,115)
5375	Printing External Work	53000	Fees & Charges Income	(101,893)
			Income Total	(101,893)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		69301	Printing (Internal)	44,000
			Expenditure Total	44,000
			Net Expenditure Total	(57,893)
Document Centre Total				247,662
Emergency Planning				
5009	Emergency Planning	61713	Equipment	750
		61902	Catering Services	100
		69150	Other Services	10,000
		69301	Printing (Internal)	200
		64600	Grants And Contributions	525
			Expenditure Total	11,575
			Net Expenditure Total	11,575
Emergency Planning Total				11,575
Community Business Support				
4243	Flare - It Application	64800	Membership And Subscriptions	120
			Expenditure Total	120
			Net Expenditure Total	120
5272	Community Business Support	60000	Salaries	115,206
		60001	National Insurance - Employers Contribution	7,764
		60002	Pensions - Employers Contribution	15,209
		60111	Occupational Health	250
		62803	Paper	100
		64100	Postage And Courier Services	600
		69301	Printing (Internal)	800
		69303	Mfds - Local Print Scan & Copy	206
		60012	Employee Allowances	100
		61100	Mileage Allowances	30
			Expenditure Total	140,265
			Net Expenditure Total	140,265
Community Business Support Total				140,385
Environmental Protection Team				
4205	Air Quality	51001	Contributn From County Council	(3,400)
			Income Total	(3,400)
		61700	Hire - Equipment Furniture And Materials	160
		61702	Maintenance - Equipment, Furniture And Materials	6,025
		61713	Equipment	2,730
		64800	Membership And Subscriptions	300
		69301	Printing (Internal)	10
			Expenditure Total	9,225
			Net Expenditure Total	5,825
4206	Permitted Processes	53000	Fees & Charges Income	(26,754)
		54100	Planning Applications Income	(2,600)
			Income Total	(29,354)
		62401	Subcontractors	714
			Expenditure Total	714
			Net Expenditure Total	(28,640)
4217	Burials Under Health Act	62600	Cremation And Burial Costs	3,000
			Expenditure Total	3,000
			Net Expenditure Total	3,000
4222	Caravan & Camping Sites	53900	Licence And Permit Income	(2,809)
			Income Total	(2,809)
			Net Income Total	(2,809)
4228	Contaminated Land	53000	Fees & Charges Income	(2,057)
			Income Total	(2,057)
		60410	Licences	661
		62401	Subcontractors	5,000
		69301	Printing (Internal)	10
			Expenditure Total	5,671
			Net Expenditure Total	3,614
4278	Noise Control	61702	Maintenance - Equipment, Furniture And Materials	1,000
		62003	Books, Publications And Resources	50
		64070	Ict Hardware	200
		64800	Membership And Subscriptions	274

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		69301	Printing (Internal)	10
			Expenditure Total	1,534
			Net Expenditure Total	1,534
4280	Statutory Nuisances	64800	Membership And Subscriptions	955
		69301	Printing (Internal)	10
			Expenditure Total	965
			Net Expenditure Total	965
4290	Multiple Occupation Housing	53900	Licence And Permit Income	(438)
			Income Total	(438)
			Net Income Total	(438)
4291	Private Sector Housing	53100	Costs Recovered	(200)
		53500	Inspection Fees Income	(500)
			Income Total	(700)
		62003	Books, Publications And Resources	50
		64800	Membership And Subscriptions	1,080
			Expenditure Total	1,130
			Net Expenditure Total	430
5271	Env Protection	60000	Salaries	252,899
		60001	National Insurance - Employers Contribution	27,348
		60002	Pensions - Employers Contribution	37,378
		60003	Overtime	1,112
		62000	Clothes, Uniform And Laundry	200
		60505	Enforcement - Works In Default	2,000
		64100	Postage And Courier Services	955
		69301	Printing (Internal)	70
		69303	Mfds - Local Print Scan & Copy	180
		61100	Mileage Allowances	8,500
			Expenditure Total	330,642
			Net Expenditure Total	330,642
Environmental Protection Team Total				314,123
Head of Community				
4139	Head Of Community	60000	Salaries	63,476
		60001	National Insurance - Employers Contribution	7,598
		60002	Pensions - Employers Contribution	10,982
		64300	Conference Expenses	800
		62003	Books, Publications And Resources	140
		64800	Membership And Subscriptions	2,280
		69303	Mfds - Local Print Scan & Copy	50
		60022	Travel Allowance - Other	250
		61100	Mileage Allowances	500
			Expenditure Total	86,076
			Net Expenditure Total	86,076
4174	Closed Churchyards	53000	Fees & Charges Income	(15,000)
			Income Total	(15,000)
		60201	Maintenance - Building	2,000
			Expenditure Total	2,000
			Net Expenditure Total	(13,000)
4242	Env Health General Renewals	65100	Renewals Fund Contribution	6,612
			Expenditure Total	6,612
			Net Expenditure Total	6,612
Head of Community Total				79,688
Licensing				
4211	Animal Licensing - Inspections	53900	Licence And Permit Income	(10,486)
			Income Total	(10,486)
		62407	Vets	4,000
			Expenditure Total	4,000
			Net Expenditure Total	(6,486)
4259	Gambling Premises Licences	53900	Licence And Permit Income	(14,000)
			Income Total	(14,000)
			Net Income Total	(14,000)
4260	Electrolysis,Pierc,Tatto,Acup	53900	Licence And Permit Income	(1,600)
			Income Total	(1,600)
			Net Income Total	(1,600)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
4261	Hc & Ph Drivers Licences	53900	Licence And Permit Income	(39,993)
			Income Total	(39,993)
		62003	Books, Publications And Resources	30
			Expenditure Total	30
			Net Expenditure Total	(39,963)
4262	Ph & Hc Vechicles	52000	Courses Income	(10,000)
		53900	Licence And Permit Income	(136,214)
			Income Total	(146,214)
		60912	Licence Plates	4,000
		64100	Postage And Courier Services	70
		69301	Printing (Internal)	200
			Expenditure Total	4,270
	Net Expenditure Total	(141,944)		
4263	Ph Operators	53900	Licence And Permit Income	(7,723)
			Income Total	(7,723)
			Net Income Total	(7,723)
4264	Sex Establishments	53900	Licence And Permit Income	(2,824)
			Income Total	(2,824)
			Net Income Total	(2,824)
4265	Street Trading/Consents	53900	Licence And Permit Income	(12,168)
			Income Total	(12,168)
			Net Income Total	(12,168)
4266	Temp Licences 2003 Act	53900	Licence And Permit Income	(8,500)
			Income Total	(8,500)
			Net Income Total	(8,500)
4267	Personal Licences 2003 Act	53900	Licence And Permit Income	(3,653)
			Income Total	(3,653)
			Net Income Total	(3,653)
4268	Premises Licences 2003 Act	53900	Licence And Permit Income	(121,000)
			Income Total	(121,000)
			Net Income Total	(121,000)
4269	Licensing Common Costs	60000	Salaries	192,768
		60001	National Insurance - Employers Contribution	17,772
		60002	Pensions - Employers Contribution	33,351
		60115	Staff Development And Training	2,300
		64300	Conference Expenses	550
		61902	Catering Services	141
		62003	Books, Publications And Resources	661
		64071	Ict Software	950
		64100	Postage And Courier Services	270
		64800	Membership And Subscriptions	1,130
		69301	Printing (Internal)	950
		69303	Mfds - Local Print Scan & Copy	550
		60012	Employee Allowances	400
		61100	Mileage Allowances	400
		69309	Pool Car	1,000
			Expenditure Total	253,193
			Net Expenditure Total	253,193
4271	Lotteries	53900	Licence And Permit Income	(3,005)
			Income Total	(3,005)
			Net Income Total	(3,005)
4272	Permits & Registration	53900	Licence And Permit Income	(1,625)
			Income Total	(1,625)
			Net Income Total	(1,625)
4279	Scrap Metal Dealers	53900	Licence And Permit Income	(5,600)
			Income Total	(5,600)
		62401	Subcontractors	1,276
			Expenditure Total	1,276
	Net Expenditure Total	(4,324)		
Licensing Total				(115,622)
Community Total Budget for 2019/20				1,742,449

Customer Services

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Council Tax Support				
5034	Council Tax Support	50103	Benefit Administration Subsidy	(121,896)
		53000	Fees & Charges Income	(1,000)
			Income Total	(122,896)
			Net Income Total	(122,896)
Council Tax Support Total				(122,896)
Local Tax Collection				
5039	N D R Management	50000	Government Grants Revenue Income - Ringfenced	(217,080)
		55400	Legal Costs Income	(14,000)
			Income Total	(231,080)
		62700	Debt Collection And Recovery Costs	310
		63200	Legal Fees	3,000
			Expenditure Total	3,310
			Net Expenditure Total	(227,770)
Local Tax Collection Total				(227,770)
Customer Services				
5175	Customer Service Centres	53000	Fees & Charges Income	(700)
			Income Total	(700)
		60000	Salaries	624,490
		60001	National Insurance - Employers Contribution	50,984
		60002	Pensions - Employers Contribution	107,922
		62000	Clothes, Uniform And Laundry	(2,500)
		64300	Conference Expenses	850
		60203	Maintenance - Mechanical And Electrical	82
		60111	Occupational Health	283
		64071	Ict Software	4,680
		64086	Ict Services	13,000
		64100	Postage And Courier Services	1,500
		69301	Printing (Internal)	800
		69303	Mfds - Local Print Scan & Copy	760
		60012	Employee Allowances	500
		60022	Travel Allowance - Other	380
		61100	Mileage Allowances	600
		69309	Pool Car	320
			Expenditure Total	804,651
			Net Expenditure Total	803,951
Customer Services Total				803,951
Head of Customer Services				
4140	Head Of Customer Services	60000	Salaries	82,641
		60001	National Insurance - Employers Contribution	9,080
		60002	Pensions - Employers Contribution	14,298
		64300	Conference Expenses	500
		69303	Mfds - Local Print Scan & Copy	50
		61100	Mileage Allowances	100
		69309	Pool Car	240
			Expenditure Total	106,909
			Net Expenditure Total	106,909
Head of Customer Services Total				106,909
Housing Benefits				
4446	Benefits Management	50000	Government Grants Revenue Income - Ringfenced	(77,069)
		50103	Benefit Administration Subsidy	(344,892)
		53000	Fees & Charges Income	(2,000)
		53100	Costs Recovered	(2,000)
		55400	Legal Costs Income	(337,400)
			Income Total	(763,361)
		60000	Salaries	1,241,307
		60001	National Insurance - Employers Contribution	118,203
		60002	Pensions - Employers Contribution	197,717
		60003	Overtime	18,000
		60122	Staff Other Expenses (Payroll)	200
		62000	Clothes, Uniform And Laundry	200
		60111	Occupational Health	540

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60409	Land Registry Fee	500
		62003	Books, Publications And Resources	1,200
		62004	General Office Expenses	16,300
		62006	Statutory Advertising	1,200
		62408	Translation Services	400
		62700	Debt Collection And Recovery Costs	100
		63200	Legal Fees	20,000
		63400	Enquiries	6,000
		64100	Postage And Courier Services	90,000
		64800	Membership And Subscriptions	1,000
		69301	Printing (Internal)	20,000
		69303	Mfds - Local Print Scan & Copy	2,000
		60012	Employee Allowances	1,500
		61100	Mileage Allowances	1,500
		69309	Pool Car	5,550
		65500	Increase/Decrease In Bad Debt Provision	66,996
			Expenditure Total	1,810,413
			Net Expenditure Total	1,047,052
4453	Rent Allowance Local Scheme	50104	Rent Allowance Subsidy	(42,000)
			Income Total	(42,000)
		66900	Rent Allowances	55,000
			Expenditure Total	55,000
			Net Expenditure Total	13,000
4454	Rent Allowance National Scheme	50000	Government Grants Revenue Income - Ringfenced	(446,236)
		50104	Rent Allowance Subsidy	(22,553,866)
		53100	Costs Recovered	(551,102)
			Income Total	(23,551,204)
		66900	Rent Allowances	22,962,600
			Expenditure Total	22,962,600
			Net Expenditure Total	(588,604)
4459	Rent Rebates Non-Hra National	50105	Temp Accommodation Subsidy	(444,234)
			Income Total	(444,234)
		64404	Temp Accom 100% Subsidy	1,023,230
			Expenditure Total	1,023,230
			Net Expenditure Total	578,996
Housing Benefits Total				1,050,444
Housing Needs				
4440	Homelessness *	50000	Government Grants Revenue Income - Ringfenced	(49,000)
		51406	B&B Costs Recovered	(1,090,000)
		53100	Costs Recovered	(25,000)
			Income Total	(1,164,000)
		60409	Land Registry Fee	100
		60411	Management Charge	70,000
		62401	Subcontractors	30,000
		63700	Removal Services	15,000
		69150	Other Services	40,000
		60012	Employee Allowances	5,000
		64401	B&B Accommodation	1,110,000
		64402	Hostel Accommodation	116,000
		64403	Homeless Prevention Payments	47,000
		65500	Increase/Decrease In Bad Debt Provision	55,050
			Expenditure Total	1,488,150
			Net Expenditure Total	324,150
4474	Housing Register	53100	Costs Recovered	(8,000)
			Income Total	(8,000)
		60111	Occupational Health	800
		60411	Management Charge	11,622
			Expenditure Total	12,422
			Net Expenditure Total	4,422
5278	Housing Needs & Resources	60000	Salaries	582,000
		60001	National Insurance - Employers Contribution	59,399
		60002	Pensions - Employers Contribution	79,046
		60003	Overtime	2,020
		60020	Special Duty Allowance	2,527

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60111	Occupational Health	150
		61713	Equipment	300
		61902	Catering Services	100
		62003	Books, Publications And Resources	800
		62408	Translation Services	1,000
		63400	Enquiries	100
		64070	Ict Hardware	2,451
		64100	Postage And Courier Services	1,000
		69301	Printing (Internal)	1,000
		69303	Mfds - Local Print Scan & Copy	1,050
		60012	Employee Allowances	900
		61100	Mileage Allowances	800
		69309	Pool Car	3,000
			Expenditure Total	737,643
			Net Expenditure Total	737,643
Housing Needs Total				1,066,215
Customer Services Total Budget for 2019/20				2,676,853

* 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 rollup the totals to the Homeless cost centre).

Development

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Building Control				
5066	Bc Advice	62404	Client Contracts	152,540
			Expenditure Total	152,540
			Net Expenditure Total	152,540
Building Control Total				152,540
Development Management				
5074	Alconbury Devt Proposal	53100	Costs Recovered	(45,905)
			Income Total	(45,905)
			Net Income Total	(45,905)
5080	Dm Appeals	60402	Premises Hire - Facilities	1,000
		62400	Consultancy Fees	45,000
		64100	Postage And Courier Services	300
			Expenditure Total	46,300
			Net Expenditure Total	46,300
5081	Dm Application Processing	53000	Fees & Charges Income	(14,000)
		54100	Planning Applications Income	(1,560,000)
			Income Total	(1,574,000)
		61713	Equipment	200
		62006	Statutory Advertising	7,500
		62400	Consultancy Fees	10,000
		69150	Other Services	103,361
			Expenditure Total	121,061
			Net Expenditure Total	(1,452,939)
5086	Dm Advice	51210	Sale Of Publications	(1,800)
		53000	Fees & Charges Income	(110,400)
		57008	Income Refunded	500
			Income Total	(111,700)
			Net Income Total	(111,700)
5282	Development Management	60000	Salaries	920,839
		60001	National Insurance - Employers Contribution	89,542
		60002	Pensions - Employers Contribution	156,601
		62000	Clothes, Uniform And Laundry	150
		60111	Occupational Health	50
		61702	Maintenance - Equipment, Furniture And Materials	1,800
		62003	Books, Publications And Resources	100
		62801	Photocopying & Image Capture	2,000
		62803	Paper	1,700
		64100	Postage And Courier Services	2,500
		64800	Membership And Subscriptions	7,275
		69301	Printing (Internal)	1,500
		69303	Mfds - Local Print Scan & Copy	2,500
		60012	Employee Allowances	600
		60022	Travel Allowance - Other	200
		61100	Mileage Allowances	4,000
		69309	Pool Car	7,200
			Expenditure Total	1,198,557
			Net Expenditure Total	1,198,557
Development Management Total				(365,687)
Economic Development				
5096	Business & Enterprise Support	60000	Salaries	109,329
		60001	National Insurance - Employers Contribution	10,406
		60002	Pensions - Employers Contribution	18,916
		64100	Postage And Courier Services	50
		69150	Other Services	41,139
		60012	Employee Allowances	400
		61100	Mileage Allowances	1,000
			Expenditure Total	181,240
			Net Expenditure Total	181,240
Economic Development Total				181,240
Head of Development				
4141	Head Of Development	60000	Salaries	66,207
		60001	National Insurance - Employers Contribution	7,963

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60002	Pensions - Employers Contribution	11,454
		69303	Mfds - Local Print Scan & Copy	25
		60012	Employee Allowances	100
		60022	Travel Allowance - Other	200
		61100	Mileage Allowances	350
		69309	Pool Car	70
			Expenditure Total	86,369
			Net Expenditure Total	86,369
Head of Development Total				86,369
Housing Strategy				
4471	Mobile Home Park	51202	Sale Of Goods And Services	(5,000)
		56027	Ground Rents Income	(110,070)
		56030	Electricity Charge	(27,900)
			Income Total	(142,970)
		60201	Maintenance - Building	5,000
		60302	Water And Sewerage	28,000
		60303	Electricity	27,900
		60403	Business Rates Payable	667
		60411	Management Charge	23,577
		65460	V A T P E Irrecoverable	5,800
		65100	Renewals Fund Contribution	1,620
			Expenditure Total	92,564
			Net Expenditure Total	(50,406)
4484	Housing Strategy	53100	Costs Recovered	(2,000)
			Income Total	(2,000)
		62400	Consultancy Fees	2,000
		64600	Grants And Contributions	27,750
			Expenditure Total	29,750
			Net Expenditure Total	27,750
4494	Renovation/Improvement Grants	60409	Land Registry Fee	300
		67200	Home Improvement Agency Fees	1,320
		64600	Grants And Contributions	11,000
			Expenditure Total	12,620
			Net Expenditure Total	12,620
5279	Housing Policy R&D	60000	Salaries	149,933
		60001	National Insurance - Employers Contribution	13,675
		60002	Pensions - Employers Contribution	25,887
		60111	Occupational Health	100
		61902	Catering Services	200
		64100	Postage And Courier Services	700
		69301	Printing (Internal)	250
		69303	Mfds - Local Print Scan & Copy	350
		60012	Employee Allowances	200
		60022	Travel Allowance - Other	50
		61100	Mileage Allowances	1,000
		69309	Pool Car	400
			Expenditure Total	192,745
			Net Expenditure Total	192,745
Housing Strategy Total				182,709
Planning Policy				
5079	Community Infrastruct Levy Cil	53100	Costs Recovered	(95,782)
			Income Total	(95,782)
		60000	Salaries	116,081
		60001	National Insurance - Employers Contribution	11,331
		60002	Pensions - Employers Contribution	20,084
		64800	Membership And Subscriptions	2,680
			Expenditure Total	150,176
			Net Expenditure Total	54,394
5125	Local Plan Prep (Excl Inq)	51210	Sale Of Publications	(500)
			Income Total	(500)
		62400	Consultancy Fees	100,000
		64800	Membership And Subscriptions	1,450
		69301	Printing (Internal)	100
		60012	Employee Allowances	150

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		69309	Pool Car	100
			Expenditure Total	101,800
			Net Expenditure Total	101,300
5126	Strategic Planning	53100	Costs Recovered	(25,463)
			Income Total	(25,463)
		64100	Postage And Courier Services	100
			Expenditure Total	100
			Net Expenditure Total	(25,363)
5127	Strategic Sites	53100	Costs Recovered	(25,000)
			Income Total	(25,000)
		69150	Other Services	25,000
			Expenditure Total	25,000
			Net Expenditure Total	0
5131	Biodiversity Action Plan	64600	Grants And Contributions	7,700
			Expenditure Total	7,700
			Net Expenditure Total	7,700
5132	Great Fen Project	64600	Grants And Contributions	5,000
			Expenditure Total	5,000
			Net Expenditure Total	5,000
5134	Neighbourhood Planning	50000	Government Grants Revenue Income - Ringfenced	(20,000)
			Income Total	(20,000)
		60402	Premises Hire - Facilities	2,000
		62001	Printing	5,750
		62002	Stationery	600
		62401	Subcontractors	3,500
		64100	Postage And Courier Services	1,500
		69301	Printing (Internal)	50
		61100	Mileage Allowances	25
			Expenditure Total	13,425
			Net Expenditure Total	(6,575)
5136	Planning Projects General	53000	Fees & Charges Income	(500)
			Income Total	(500)
		64600	Grants And Contributions	13,000
			Expenditure Total	13,000
			Net Expenditure Total	12,500
5137	Viability Assessments	53100	Costs Recovered	(15,759)
			Income Total	(15,759)
		62401	Subcontractors	15,759
			Expenditure Total	15,759
			Net Expenditure Total	0
5283	Planning Policy	60000	Salaries	443,557
		60001	National Insurance - Employers Contribution	44,781
		60002	Pensions - Employers Contribution	76,742
		62000	Clothes, Uniform And Laundry	200
		60111	Occupational Health	150
		61902	Catering Services	200
		64100	Postage And Courier Services	100
		69301	Printing (Internal)	500
		69303	Mfds - Local Print Scan & Copy	1,100
		60012	Employee Allowances	1,400
		60022	Travel Allowance - Other	200
		61100	Mileage Allowances	2,500
		69309	Pool Car	1,000
			Expenditure Total	572,430
			Net Expenditure Total	572,430
	Planning Policy Total			721,386
Public Transport				
4422	Concessionary Fares	64600	Grants And Contributions	26,100
			Expenditure Total	26,100
			Net Expenditure Total	26,100
	Public Transport Total			26,100

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Transportation Strategy				
4430	Transportation Grants	64600	Grants And Contributions	25,000
			Expenditure Total	25,000
			Net Expenditure Total	25,000
Transportation Strategy Total				25,000
Development Total Budget for 2019/20				1,009,657

Leisure & Health

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Head of Leisure & Health				
4142	Head Of Leisure & Health	60000	Salaries	63,476
		60001	National Insurance - Employers Contribution	7,598
		60002	Pensions - Employers Contribution	10,982
		69303	Mfds - Local Print Scan & Copy	20
		61100	Mileage Allowances	500
			Expenditure Total	82,576
			Net Expenditure Total	82,576
Head of Leisure & Health Total				82,576
One Leisure Active Lifestyles				
4101	Older Adults	52000	Courses Income	(45,060)
		53100	Costs Recovered	(7,350)
			Income Total	(52,410)
		60000	Salaries	34,095
		60001	National Insurance - Employers Contribution	1,391
		60002	Pensions - Employers Contribution	2,984
		60402	Premises Hire - Facilities	9,500
		61713	Equipment	200
		62001	Printing	400
		62005	Advertising, Publicity And Marketing	300
		69301	Printing (Internal)	150
		69303	Mfds - Local Print Scan & Copy	20
		61100	Mileage Allowances	200
			Expenditure Total	49,240
			Net Expenditure Total	(3,170)
4103	Exercise Referral	50100	Grants - Other	(4,000)
		52000	Courses Income	(22,720)
			Income Total	(26,720)
		60000	Salaries	56,665
		60001	National Insurance - Employers Contribution	6,067
		60002	Pensions - Employers Contribution	11,599
		61713	Equipment	150
		69301	Printing (Internal)	280
		69303	Mfds - Local Print Scan & Copy	100
		61100	Mileage Allowances	900
			Expenditure Total	75,761
			Net Expenditure Total	49,041
4104	Healthy Walks	50100	Grants - Other	(8,026)
		51130	Private Donations	(1,650)
		53100	Costs Recovered	(770)
			Income Total	(10,446)
		60000	Salaries	6,929
		60001	National Insurance - Employers Contribution	511
		60002	Pensions - Employers Contribution	1,111
		60402	Premises Hire - Facilities	75
		61713	Equipment	100
		61902	Catering Services	250
		62001	Printing	670
		69301	Printing (Internal)	150
		60012	Employee Allowances	500
		61100	Mileage Allowances	150
			Expenditure Total	10,446
			Net Expenditure Total	0
4106	Active Lifestyles Gen Mng't	52000	Courses Income	(10,000)
			Income Total	(10,000)
		60000	Salaries	87,754
		60001	National Insurance - Employers Contribution	8,499
		60002	Pensions - Employers Contribution	14,934
		62000	Clothes, Uniform And Laundry	750
		64100	Postage And Courier Services	500
		64800	Membership And Subscriptions	50
		69301	Printing (Internal)	100

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		69303	Mfds - Local Print Scan & Copy	130
		60903	Diesel From Stock	1,000
		60904	Vehicle Repairs And Maintenance	150
		60907	Other Vehicle Costs	225
		60924	Vehicle MOT	50
		61100	Mileage Allowances	1,095
			Expenditure Total	115,237
			Net Expenditure Total	105,237
4107	Sports Development	50101	Lottery Grant	(7,500)
		52000	Courses Income	(23,495)
		53100	Costs Recovered	(16,875)
			Income Total	(47,870)
		60000	Salaries	54,264
		60001	National Insurance - Employers Contribution	4,651
		60002	Pensions - Employers Contribution	8,683
		60402	Premises Hire - Facilities	400
		61713	Equipment	350
		62001	Printing	500
		62005	Advertising, Publicity And Marketing	400
		62405	Instructors/Tutors	2,000
		69301	Printing (Internal)	300
		69303	Mfds - Local Print Scan & Copy	100
		61100	Mileage Allowances	1,800
			Expenditure Total	73,448
			Net Expenditure Total	25,578
4108	Lets Get Moving	50100	Grants - Other	(11,295)
			Income Total	(11,295)
		60000	Salaries	6,041
		60001	National Insurance - Employers Contribution	630
		60002	Pensions - Employers Contribution	1,223
		60402	Premises Hire - Facilities	500
		61713	Equipment	500
		62005	Advertising, Publicity And Marketing	1,308
		62405	Instructors/Tutors	918
		69303	Mfds - Local Print Scan & Copy	50
		61100	Mileage Allowances	125
			Expenditure Total	11,295
			Net Expenditure Total	0
4109	Active8rLives	50100	Grants - Other	(4,000)
			Income Total	(4,000)
		60115	Staff Development And Training	3,000
		61713	Equipment	500
		60012	Employee Allowances	500
			Expenditure Total	4,000
			Net Expenditure Total	0
One Leisure Active Lifestyles Total				176,686
Leisure Centres Corporate				
4010	One Leisure Support Team	60000	Salaries	266,950
		60001	National Insurance - Employers Contribution	16,894
		60002	Pensions - Employers Contribution	43,258
		60309	Water Sampling	700
		60410	Licences	260
		61713	Equipment	1,000
		62005	Advertising, Publicity And Marketing	134,000
		64100	Postage And Courier Services	1,000
		69303	Mfds - Local Print Scan & Copy	50
		60012	Employee Allowances	30
		60022	Travel Allowance - Other	100
		61100	Mileage Allowances	500
			Expenditure Total	464,742
			Net Expenditure Total	464,742
Leisure Centres Corporate Total				464,742

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
One Leisure Management				
4012	One Leisure Management Team	60000	Salaries	93,891
		60001	National Insurance - Employers Contribution	10,633
		60002	Pensions - Employers Contribution	16,245
		60012	Employee Allowances	30
		61100	Mileage Allowances	500
			Expenditure Total	121,299
			Net Expenditure Total	121,299
One Leisure Management Total				121,299
One Leisure Huntingdon				
4016	OLH - Creche	53000	Fees & Charges Income	(100)
		55011	Membership	(24,233)
			Income Total	(24,333)
		60000	Salaries	28,574
		60001	National Insurance - Employers Contribution	469
		60002	Pensions - Employers Contribution	4,474
		61709	Materials	50
		61713	Equipment	100
			Expenditure Total	33,667
			Net Expenditure Total	9,334
4017	OLH - Hospitality	51207	Vending Machine Income	(20,000)
		51209	Sale Of Food & Drink	(53,000)
		51214	Sales - Bar	(6,500)
		51218	Sales - Confectionery	(6,000)
			Income Total	(85,500)
		60000	Salaries	40,994
		60001	National Insurance - Employers Contribution	1,114
		60002	Pensions - Employers Contribution	3,218
		62000	Clothes, Uniform And Laundry	200
		61300	Cleaning Materials	300
		61700	Hire - Equipment Furniture And Materials	1,000
		61702	Maintenance - Equipment, Furniture And Materials	1,020
		61709	Materials	1,200
		61713	Equipment	1,000
		61900	Catering Supplies	15,900
		61904	Stock Control	850
		61905	Bar Provisions	2,275
		61906	Confectionery	2,700
		61907	Vending Materials	5,500
		61100	Mileage Allowances	240
			Expenditure Total	77,511
			Net Expenditure Total	(7,989)
4018	OLH - Impressions	51217	Sales - Equipment	(103)
		52010	Education & Training Income	(500)
		53000	Fees & Charges Income	(19,000)
		55007	Consultation Appointments	(33,000)
		55011	Membership	(376,254)
			Income Total	(428,857)
		60000	Salaries	136,439
		60001	National Insurance - Employers Contribution	10,150
		60002	Pensions - Employers Contribution	21,281
		61702	Maintenance - Equipment, Furniture And Materials	7,000
		61709	Materials	200
		61713	Equipment	4,500
		61100	Mileage Allowances	300
			Expenditure Total	179,870
			Net Expenditure Total	(248,987)
4019	OLH - Indoor Sports	52000	Courses Income	(2,500)
		53000	Fees & Charges Income	(88,141)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(15,000)
		55010	Party Hire	(22,000)
		55011	Membership	(15,716)
			Income Total	(143,357)
		60000	Salaries	19,597

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60001	National Insurance - Employers Contribution	66
		60410	Licences	1,184
		61702	Maintenance - Equipment, Furniture And Materials	1,000
		61709	Materials	400
		61712	Badges and Certificates	100
		61713	Equipment	1,500
			Expenditure Total	23,847
			Net Expenditure Total	(119,510)
4020	OLH - Outdoor Sports	53702	Pitch Hire	(32,000)
			Income Total	(32,000)
		60503	Grounds Maintenance	2,450
		61702	Maintenance - Equipment, Furniture And Materials	400
			Expenditure Total	2,850
			Net Expenditure Total	(29,150)
4021	OLH - Site & Centre Management	51208	Equipment Hire Income	(350)
		51217	Sales - Equipment	(13,000)
		51900	Concession	(22,000)
		53000	Fees & Charges Income	(350)
		55009	Pure Spa	(13,905)
			Income Total	(49,605)
		60000	Salaries	278,445
		60001	National Insurance - Employers Contribution	21,170
		60002	Pensions - Employers Contribution	46,239
		62000	Clothes, Uniform And Laundry	1,500
		60201	Maintenance - Building	37,000
		60205	Fire Assessment And Safety	2,000
		60302	Water And Sewerage	10,371
		60303	Electricity	42,996
		60305	Gas	9,074
		60403	Business Rates Payable	71,144
		60501	Cleaning Services	11,100
		61300	Cleaning Materials	6,800
		60410	Licences	9,000
		60504	Pest Control	110
		61400	Goods For Resale	6,500
		61700	Hire - Equipment Furniture And Materials	3,300
		61702	Maintenance - Equipment, Furniture And Materials	2,200
		61709	Materials	4,200
		61713	Equipment	5,000
		61800	Contract Charges	2,800
		61904	Stock Control	50
		62300	Income Transaction Charges	2,500
		62400	Consultancy Fees	500
		64000	Chemicals	800
		64050	Waste Disposal Costs	2,100
		64077	Telephone And Mobile Phone Costs	20
		64080	Ict Line Rental	800
		64100	Postage And Courier Services	200
		69210	Interest Payable - Other	3,520
		60022	Travel Allowance - Other	50
		60902	Fuel	50
		60921	Vehicle Maintenance - External	305
		61100	Mileage Allowances	200
		65460	V A T P E Irrecoverable	15,000
			Expenditure Total	597,044
			Net Expenditure Total	547,439
4022	OLH - Swimming	52010	Education & Training Income	(23,000)
		53000	Fees & Charges Income	(92,179)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(23,000)
		55004	Adult Swimming Courses	(7,000)
		55005	Junior Swimming Courses	(265,366)
		55010	Party Hire	(9,000)
		55011	Membership	(16,483)
			Income Total	(436,028)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60000	Salaries	153,902
		60001	National Insurance - Employers Contribution	4,708
		60002	Pensions - Employers Contribution	4,740
		60205	Fire Assessment And Safety	2,000
		60302	Water And Sewerage	10,283
		60303	Electricity	23,151
		60305	Gas	31,320
		61702	Maintenance - Equipment, Furniture And Materials	1,000
		61709	Materials	1,500
		61712	Badges and Certificates	200
		61713	Equipment	2,000
		64000	Chemicals	4,200
			Expenditure Total	239,004
			Net Expenditure Total	(197,024)
4023	OLH - Fitness Activities	55017	Cyclone Casual Income	(1,458)
		55018	Cyclone Membership Income	(2,835)
		55019	Dry Casual Fitness Classes	(41,481)
		55020	Wet Casual Fitness Classes	(6,000)
		55021	Dry Fitness Class Membership	(120,430)
			Income Total	(172,204)
		60000	Salaries	40,872
		60001	National Insurance - Employers Contribution	1,432
		60002	Pensions - Employers Contribution	2,082
		60410	Licences	2,264
		61713	Equipment	2,000
			Expenditure Total	48,650
			Net Expenditure Total	(123,554)
One Leisure Huntingdon Total				(169,441)
One Leisure Ramsey				
4027	OLR - Creche	53000	Fees & Charges Income	(150)
		55011	Membership	(15,401)
			Income Total	(15,551)
		60000	Salaries	19,093
		60001	National Insurance - Employers Contribution	19
		60002	Pensions - Employers Contribution	2,892
		61709	Materials	50
		61713	Equipment	100
			Expenditure Total	22,154
			Net Expenditure Total	6,603
4028	OLR - Hospitality	51207	Vending Machine Income	(6,000)
		51214	Sales - Bar	(200)
			Income Total	(6,200)
		61709	Materials	200
		61900	Catering Supplies	600
		61904	Stock Control	50
		61907	Vending Materials	1,800
			Expenditure Total	2,650
			Net Expenditure Total	(3,550)
4029	OLR - Impressions	51217	Sales - Equipment	(677)
		51900	Concession	(9,600)
		53000	Fees & Charges Income	(10,000)
		55007	Consultation Appointments	(8,500)
		55011	Membership	(140,348)
			Income Total	(169,125)
		60000	Salaries	52,525
		60001	National Insurance - Employers Contribution	2,937
		60002	Pensions - Employers Contribution	7,586
		61702	Maintenance - Equipment, Furniture And Materials	6,900
		61709	Materials	200
		61713	Equipment	5,500
		61100	Mileage Allowances	100
			Expenditure Total	75,748
			Net Expenditure Total	(93,377)

Cost Centre Details		Subjective Code Details		2019/20		
Code	Description	Code	Description	Budget £		
4030	OLR - Indoor Sports	52000	Courses Income	(1,000)		
		52010	Education & Training Income	(3,000)		
		53000	Fees & Charges Income	(8,665)		
		53400	Hire Of Rooms, Halls And Open Spaces Income	(14,000)		
		55010	Party Hire	(4,000)		
		55011	Membership	(2,325)		
			Income Total	(32,990)		
		60000	Salaries	3,204		
		60001	National Insurance - Employers Contribution	30		
		60410	Licences	700		
		61709	Materials	500		
		61713	Equipment	1,000		
			Expenditure Total	5,434		
			Net Expenditure Total	(27,556)		
		4031	OLR - Outdoor Sports	53702	Pitch Hire	(2,830)
					Income Total	(2,830)
				60503	Grounds Maintenance	830
60902	Fuel			30		
	Expenditure Total			860		
	Net Expenditure Total	(1,970)				
4032	OLR - Site & Centre Management	51217	Sales - Equipment	(4,500)		
		51900	Concession	(2,750)		
		53000	Fees & Charges Income	(50)		
		55009	Pure Spa	(1,110)		
		55011	Membership	(3,358)		
			Income Total	(11,768)		
		60000	Salaries	110,533		
		60001	National Insurance - Employers Contribution	9,083		
		60002	Pensions - Employers Contribution	18,606		
		62000	Clothes, Uniform And Laundry	500		
		60201	Maintenance - Building	16,000		
		60205	Fire Assessment And Safety	2,500		
		60302	Water And Sewerage	8,886		
		60303	Electricity	39,688		
		60305	Gas	18,149		
		60403	Business Rates Payable	33,285		
		60501	Cleaning Services	9,000		
		61300	Cleaning Materials	2,500		
		60410	Licences	6,950		
		60504	Pest Control	100		
		61400	Goods For Resale	2,250		
		61700	Hire - Equipment Furniture And Materials	1,000		
		61702	Maintenance - Equipment, Furniture And Materials	2,000		
		61709	Materials	2,400		
		61713	Equipment	1,500		
		61800	Contract Charges	700		
		61904	Stock Control	50		
		62300	Income Transaction Charges	1,450		
		62400	Consultancy Fees	245		
		64050	Waste Disposal Costs	456		
		64100	Postage And Courier Services	100		
		61100	Mileage Allowances	300		
		65460	V A T P E Irrecoverable	9,000		
	Expenditure Total	297,231				
	Net Expenditure Total	285,463				
4033	OLR - Swimming	52010	Education & Training Income	(12,000)		
		53000	Fees & Charges Income	(40,500)		
		53400	Hire Of Rooms, Halls And Open Spaces Income	(2,600)		
		55004	Adult Swimming Courses	(3,900)		
		55005	Junior Swimming Courses	(176,855)		
		55010	Party Hire	(2,000)		
		55011	Membership	(13,595)		
			Income Total	(251,450)		

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60000	Salaries	109,270
		60001	National Insurance - Employers Contribution	1,620
		60002	Pensions - Employers Contribution	4,560
		61702	Maintenance - Equipment, Furniture And Materials	500
		61709	Materials	500
		61712	Badges and Certificates	300
		61713	Equipment	1,000
		64000	Chemicals	2,000
			Expenditure Total	119,750
			Net Expenditure Total	(131,700)
4034	OLR - Fitness Activities	55017	Cyclone Casual Income	(1,465)
		55018	Cyclone Membership Income	(1,305)
		55019	Dry Casual Fitness Classes	(33,911)
		55020	Wet Casual Fitness Classes	(3,500)
		55021	Dry Fitness Class Membership	(50,891)
			Income Total	(91,072)
		60000	Salaries	30,896
		60001	National Insurance - Employers Contribution	427
		60002	Pensions - Employers Contribution	2,029
		61713	Equipment	1,500
			Expenditure Total	34,852
			Net Expenditure Total	(56,220)
One Leisure Ramsey Total				(22,307)
One Leisure Sawtry				
4038	OLS - Creche	53000	Fees & Charges Income	(100)
		55011	Membership	(11,680)
			Income Total	(11,780)
		60000	Salaries	11,530
		60001	National Insurance - Employers Contribution	29
		60002	Pensions - Employers Contribution	1,909
		61709	Materials	50
		61713	Equipment	100
			Expenditure Total	13,618
			Net Expenditure Total	1,838
4039	OLS - Hospitality	51207	Vending Machine Income	(10,000)
			Income Total	(10,000)
		61904	Stock Control	50
		61907	Vending Materials	5,200
			Expenditure Total	5,250
			Net Expenditure Total	(4,750)
4040	OLS - Impressions	53000	Fees & Charges Income	(3,500)
		55007	Consultation Appointments	(6,000)
		55011	Membership	(76,010)
			Income Total	(85,510)
		60000	Salaries	67,939
		60001	National Insurance - Employers Contribution	4,662
		60002	Pensions - Employers Contribution	8,223
		61702	Maintenance - Equipment, Furniture And Materials	10,000
		61713	Equipment	4,500
		61100	Mileage Allowances	50
			Expenditure Total	95,374
			Net Expenditure Total	9,864
4041	OLS - Indoor Sports	52000	Courses Income	(4,000)
		52010	Education & Training Income	(30,000)
		53000	Fees & Charges Income	(15,366)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(6,000)
		55010	Party Hire	(3,900)
		55011	Membership	(1,905)
			Income Total	(61,171)
		60000	Salaries	11,458
		60001	National Insurance - Employers Contribution	367
		60002	Pensions - Employers Contribution	1,403
		60410	Licences	700
		61709	Materials	500

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		61713	Equipment	1,000
		62405	Instructors/Tutors	750
			Expenditure Total	16,178
			Net Expenditure Total	(44,993)
4042	OLS - Outdoor Sports	53702	Pitch Hire	(12,000)
			Income Total	(12,000)
		60503	Grounds Maintenance	1,250
			Expenditure Total	1,250
			Net Expenditure Total	(10,750)
4043	OLS - Site & Centre Management	51217	Sales - Equipment	(3,220)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(450)
		56302	Over/Unders Write Off	(59,000)
			Income Total	(62,670)
		60000	Salaries	104,428
		60001	National Insurance - Employers Contribution	8,268
		60002	Pensions - Employers Contribution	17,660
		62000	Clothes, Uniform And Laundry	750
		60201	Maintenance - Building	10,000
		60205	Fire Assessment And Safety	1,600
		60302	Water And Sewerage	5,150
		60303	Electricity	35,279
		60305	Gas	17,910
		60403	Business Rates Payable	34,810
		60501	Cleaning Services	7,100
		61300	Cleaning Materials	2,000
		60410	Licences	5,300
		61400	Goods For Resale	1,610
		61700	Hire - Equipment Furniture And Materials	2,200
		61702	Maintenance - Equipment, Furniture And Materials	1,000
		61709	Materials	1,710
		61713	Equipment	800
		61800	Contract Charges	700
		61904	Stock Control	50
		62300	Income Transaction Charges	1,150
		62400	Consultancy Fees	590
		64050	Waste Disposal Costs	456
		64100	Postage And Courier Services	200
		60022	Travel Allowance - Other	50
		61100	Mileage Allowances	500
		65460	V A T P E Irrecoverable	11,000
			Expenditure Total	272,271
			Net Expenditure Total	209,601
4044	OLS - Swimming	52010	Education & Training Income	(2,000)
		53000	Fees & Charges Income	(36,937)
		55004	Adult Swimming Courses	(4,200)
		55005	Junior Swimming Courses	(92,407)
		55010	Party Hire	(3,000)
		55011	Membership	(7,448)
			Income Total	(145,992)
		60000	Salaries	80,043
		60001	National Insurance - Employers Contribution	489
		60002	Pensions - Employers Contribution	1,994
		61700	Hire - Equipment Furniture And Materials	1,800
		61702	Maintenance - Equipment, Furniture And Materials	500
		61709	Materials	500
		61712	Badges and Certificates	100
		61713	Equipment	1,500
		64000	Chemicals	2,000
			Expenditure Total	88,926
			Net Expenditure Total	(57,066)
4045	OLS - Fitness Activities	55017	Cyclone Casual Income	(588)
		55018	Cyclone Membership Income	(1,017)
		55019	Dry Casual Fitness Classes	(19,667)
		55020	Wet Casual Fitness Classes	(2,118)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		55021	Dry Fitness Class Membership	(28,029)
			Income Total	(51,419)
		60000	Salaries	25,216
		60001	National Insurance - Employers Contribution	521
			Expenditure Total	25,737
			Net Expenditure Total	(25,682)
One Leisure Sawtry Total				78,062
One Leisure St Ives				
4049	OLSI - Burgess Bar	51209	Sale Of Food & Drink	(48,000)
		51214	Sales - Bar	(180,000)
		51218	Sales - Confectionery	(6,300)
		53000	Fees & Charges Income	(5,100)
			Income Total	(239,400)
		60000	Salaries	66,054
		60001	National Insurance - Employers Contribution	1,595
		60002	Pensions - Employers Contribution	3,218
		62000	Clothes, Uniform And Laundry	250
		61300	Cleaning Materials	250
		61702	Maintenance - Equipment, Furniture And Materials	1,500
		61709	Materials	3,000
		61711	Gas Cylinders	500
		61713	Equipment	4,000
		61900	Catering Supplies	21,600
		61904	Stock Control	400
		61905	Bar Provisions	63,000
		61906	Confectionery	3,465
		64080	Ict Line Rental	950
			Expenditure Total	169,782
			Net Expenditure Total	(69,618)
4050	OLSI - Burgess Hall	51208	Equipment Hire Income	(5,200)
		51217	Sales - Equipment	(300)
		51403	Advertising Income	(800)
		51800	Commission Income	(2,000)
		52010	Education & Training Income	(36,107)
		53000	Fees & Charges Income	(6,000)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(146,735)
		55012	Functions	(210,000)
			Income Total	(407,142)
		60000	Salaries	135,252
		60001	National Insurance - Employers Contribution	6,981
		60002	Pensions - Employers Contribution	15,642
		60011	Agency Staff	11,750
		60116	Staff Recruitment Costs	50
		62000	Clothes, Uniform And Laundry	300
		60201	Maintenance - Building	1,000
		61300	Cleaning Materials	1,080
		60410	Licences	5,000
		60504	Pest Control	100
		60520	Laundry	400
		61700	Hire - Equipment Furniture And Materials	3,000
		61702	Maintenance - Equipment, Furniture And Materials	1,000
		61709	Materials	11,000
		61713	Equipment	4,000
		61902	Catering Services	16,000
		64079	Entertainments	120,900
		64100	Postage And Courier Services	5,000
		61100	Mileage Allowances	200
			Expenditure Total	338,655
			Net Expenditure Total	(68,487)
4051	OLSI - Creche	53000	Fees & Charges Income	(600)
		55011	Membership	(33,138)
			Income Total	(33,738)
		60000	Salaries	38,896
		60001	National Insurance - Employers Contribution	971

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60002	Pensions - Employers Contribution	5,513
		61709	Materials	50
		61713	Equipment	100
			Expenditure Total	45,530
			Net Expenditure Total	11,792
4052	OLSI - Hospitality	51207	Vending Machine Income	(13,000)
		51209	Sale Of Food & Drink	(178,000)
		51214	Sales - Bar	(37,000)
		51218	Sales - Confectionery	(18,000)
			Income Total	(246,000)
		60000	Salaries	122,182
		60001	National Insurance - Employers Contribution	4,518
		60002	Pensions - Employers Contribution	12,198
		60116	Staff Recruitment Costs	100
		62000	Clothes, Uniform And Laundry	400
		61300	Cleaning Materials	1,600
		61700	Hire - Equipment Furniture And Materials	702
		61702	Maintenance - Equipment, Furniture And Materials	1,500
		61709	Materials	3,000
		61711	Gas Cylinders	300
		61713	Equipment	3,000
		61900	Catering Supplies	53,400
		61904	Stock Control	450
		61905	Bar Provisions	13,000
		61906	Confectionery	8,100
		61907	Vending Materials	4,980
		61100	Mileage Allowances	240
			Expenditure Total	229,670
			Net Expenditure Total	(16,330)
4053	OLSI - Impressions	51217	Sales - Equipment	(470)
		53000	Fees & Charges Income	(30,400)
		55007	Consultation Appointments	(63,000)
		55011	Membership	(594,468)
			Income Total	(688,338)
		60000	Salaries	157,610
		60001	National Insurance - Employers Contribution	10,939
		60002	Pensions - Employers Contribution	22,174
		61702	Maintenance - Equipment, Furniture And Materials	16,900
		61709	Materials	200
		61713	Equipment	8,000
		61100	Mileage Allowances	300
			Expenditure Total	216,123
			Net Expenditure Total	(472,215)
4054	OLSI - Indoor Sports	52000	Courses Income	(5,000)
		52010	Education & Training Income	(56,000)
		53000	Fees & Charges Income	(73,808)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(72,000)
		55010	Party Hire	(29,000)
		55011	Membership	(13,701)
			Income Total	(249,509)
		60000	Salaries	6,581
		60001	National Insurance - Employers Contribution	113
		60002	Pensions - Employers Contribution	375
		60410	Licences	2,749
		61702	Maintenance - Equipment, Furniture And Materials	1,500
		61709	Materials	650
		61713	Equipment	3,000
		62405	Instructors/Tutors	500
			Expenditure Total	15,468
			Net Expenditure Total	(234,041)
4055	OLSI - Site & Centre Management	51217	Sales - Equipment	(18,000)
		51900	Concession	(16,200)
		53000	Fees & Charges Income	(300)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(200)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		55009	Pure Spa	(30,900)
		56027	Ground Rents Income	(5,000)
			Income Total	(70,600)
		60000	Salaries	309,765
		60001	National Insurance - Employers Contribution	23,458
		60002	Pensions - Employers Contribution	50,939
		60121	Training Attendance	200
		62000	Clothes, Uniform And Laundry	1,500
		60201	Maintenance - Building	65,000
		60205	Fire Assessment And Safety	2,000
		60302	Water And Sewerage	22,500
		60303	Electricity	152,689
		60305	Gas	48,297
		60403	Business Rates Payable	127,043
		60501	Cleaning Services	28,500
		61300	Cleaning Materials	7,500
		60410	Licences	16,100
		60504	Pest Control	100
		61400	Goods For Resale	9,000
		61700	Hire - Equipment Furniture And Materials	3,000
		61702	Maintenance - Equipment, Furniture And Materials	7,000
		61709	Materials	4,500
		61713	Equipment	5,000
		61800	Contract Charges	2,100
		61903	Hospitality	200
		61904	Stock Control	50
		62300	Income Transaction Charges	13,500
		62400	Consultancy Fees	400
		64000	Chemicals	3,300
		64050	Waste Disposal Costs	6,500
		64071	Ict Software	500
		64077	Telephone And Mobile Phone Costs	350
		64080	Ict Line Rental	96
		64100	Postage And Courier Services	300
		60022	Travel Allowance - Other	200
		61100	Mileage Allowances	200
		65460	V A T P E Irrecoverable	24,000
			Expenditure Total	935,787
			Net Expenditure Total	865,187
4056	OLSI - Swimming	52010	Education & Training Income	(50,000)
		53000	Fees & Charges Income	(78,830)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(48,000)
		55004	Adult Swimming Courses	(12,500)
		55005	Junior Swimming Courses	(228,750)
		55010	Party Hire	(9,500)
		55011	Membership	(23,848)
			Income Total	(451,428)
		60000	Salaries	151,569
		60001	National Insurance - Employers Contribution	1,810
		60002	Pensions - Employers Contribution	2,486
		61702	Maintenance - Equipment, Furniture And Materials	500
		61709	Materials	800
		61712	Badges and Certificates	400
		61713	Equipment	2,000
		64000	Chemicals	5,100
			Expenditure Total	164,665
			Net Expenditure Total	(286,763)
4060	OLSI - Fitness Activities	55017	Cyclone Casual Income	(2,167)
		55018	Cyclone Membership Income	(3,514)
		55019	Dry Casual Fitness Classes	(66,928)
		55020	Wet Casual Fitness Classes	(5,824)
		55021	Dry Fitness Class Membership	(216,126)
			Income Total	(294,559)
		60000	Salaries	64,156

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60001	National Insurance - Employers Contribution	1,184
		60002	Pensions - Employers Contribution	1,216
		60410	Licences	3,251
		61713	Equipment	3,000
			Expenditure Total	72,807
			Net Expenditure Total	(221,752)
4061	OLSI - Ten Pin Bowling	53000	Fees & Charges Income	(90,000)
		55010	Party Hire	(10,000)
			Income Total	(100,000)
		60000	Salaries	34,508
		61702	Maintenance - Equipment, Furniture And Materials	1,750
		61709	Materials	200
		61713	Equipment	500
			Expenditure Total	36,958
			Net Expenditure Total	(63,042)
One Leisure St Ives Total				(555,269)
One Leisure St Ives (Outdoor)				
4057	OLSIO - Hospitality	51207	Vending Machine Income	(3,200)
		51209	Sale Of Food & Drink	(28,500)
		51214	Sales - Bar	(48,800)
		51218	Sales - Confectionery	(5,500)
			Income Total	(86,000)
		60000	Salaries	25,979
		60001	National Insurance - Employers Contribution	1,442
		60002	Pensions - Employers Contribution	2,130
		62000	Clothes, Uniform And Laundry	250
		61300	Cleaning Materials	700
		61702	Maintenance - Equipment, Furniture And Materials	500
		61709	Materials	2,000
		61711	Gas Cylinders	900
		61713	Equipment	1,000
		61900	Catering Supplies	8,550
		61904	Stock Control	400
		61905	Bar Provisions	17,080
		61906	Confectionery	2,475
		61907	Vending Materials	400
		64079	Entertainments	1,740
		61100	Mileage Allowances	200
			Expenditure Total	65,746
			Net Expenditure Total	(20,254)
4062	OLSIO - Outdoor Sports	52010	Education & Training Income	(15,020)
		53000	Fees & Charges Income	(1,000)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(39,021)
		53702	Pitch Hire	(130,400)
			Income Total	(185,441)
		60503	Grounds Maintenance	14,000
		61700	Hire - Equipment Furniture And Materials	460
		61713	Equipment	7,500
		65100	Renewals Fund Contribution	25,000
			Expenditure Total	46,960
			Net Expenditure Total	(138,481)
4063	OLSIO - Site & Centre Management	51208	Equipment Hire Income	(300)
		51217	Sales - Equipment	(300)
		53000	Fees & Charges Income	(300)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(5,500)
		56302	Over/Unders Write Off	3
			Income Total	(6,397)
		60000	Salaries	23,765
		60001	National Insurance - Employers Contribution	1,593
		60002	Pensions - Employers Contribution	3,399
		62000	Clothes, Uniform And Laundry	500
		60201	Maintenance - Building	10,000
		60205	Fire Assessment And Safety	2,000
		60302	Water And Sewerage	23,000

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60303	Electricity	36,380
		60305	Gas	8,342
		60403	Business Rates Payable	79,275
		60501	Cleaning Services	22,000
		61300	Cleaning Materials	1,000
		60410	Licences	2,000
		61400	Goods For Resale	200
		61700	Hire - Equipment Furniture And Materials	2,600
		61709	Materials	700
		61713	Equipment	5,000
		62400	Consultancy Fees	14,899
		64050	Waste Disposal Costs	1,200
		60902	Fuel	2,500
		60921	Vehicle Maintenance - External	4,000
			Expenditure Total	244,353
			Net Expenditure Total	237,956
One Leisure St Ives (Outdoor) Total				79,221
One Leisure St Neots				
4070	OLSN - Creche	53000	Fees & Charges Income	(250)
		55011	Membership	(48,237)
			Income Total	(48,487)
		60000	Salaries	47,127
		60001	National Insurance - Employers Contribution	1,402
		60002	Pensions - Employers Contribution	3,789
		61709	Materials	100
		61713	Equipment	100
			Expenditure Total	52,518
			Net Expenditure Total	4,031
4071	OLSN - Hospitality	51207	Vending Machine Income	(16,000)
		51209	Sale Of Food & Drink	(61,000)
		51214	Sales - Bar	(8,000)
		51218	Sales - Confectionery	(4,000)
			Income Total	(89,000)
		60000	Salaries	49,367
		60001	National Insurance - Employers Contribution	635
		60002	Pensions - Employers Contribution	6,460
		62000	Clothes, Uniform And Laundry	200
		61300	Cleaning Materials	1,000
		61700	Hire - Equipment Furniture And Materials	702
		61702	Maintenance - Equipment, Furniture And Materials	500
		61709	Materials	700
		61711	Gas Cylinders	80
		61713	Equipment	1,000
		61900	Catering Supplies	18,300
		61904	Stock Control	650
		61905	Bar Provisions	2,800
		61906	Confectionery	1,800
		61907	Vending Materials	9,600
		61100	Mileage Allowances	240
			Expenditure Total	94,034
			Net Expenditure Total	5,034
4072	OLSN - Impressions	51217	Sales - Equipment	(313)
		53000	Fees & Charges Income	(20,500)
		55007	Consultation Appointments	(53,630)
		55011	Membership	(523,023)
			Income Total	(597,466)
		60000	Salaries	151,712
		60001	National Insurance - Employers Contribution	11,361
		60002	Pensions - Employers Contribution	23,346
		61702	Maintenance - Equipment, Furniture And Materials	21,500
		61709	Materials	200
		61713	Equipment	8,000

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		61100	Mileage Allowances	300
			Expenditure Total	216,419
			Net Expenditure Total	(381,047)
4073	OLSN - Indoor Sports	52000	Courses Income	(1,000)
		53000	Fees & Charges Income	(83,962)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(31,000)
		55010	Party Hire	(26,000)
		55011	Membership	(21,237)
			Income Total	(163,199)
		60000	Salaries	27,010
		60001	National Insurance - Employers Contribution	272
		60410	Licences	1,173
		61709	Materials	550
		61713	Equipment	2,000
			Expenditure Total	31,005
			Net Expenditure Total	(132,194)
4074	OLSN - Outdoor Sports	52010	Education & Training Income	(18,000)
		53702	Pitch Hire	(69,250)
			Income Total	(87,250)
		60000	Salaries	3,033
		60503	Grounds Maintenance	3,950
		60410	Licences	100
		61712	Badges and Certificates	300
		61713	Equipment	200
		60902	Fuel	100
			Expenditure Total	7,683
			Net Expenditure Total	(79,567)
4075	OLSN - Site & Centre Management	51217	Sales - Equipment	(17,000)
		51900	Concession	(4,200)
		53000	Fees & Charges Income	(800)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(14,891)
		55009	Pure Spa	(15,450)
			Income Total	(52,341)
		60000	Salaries	310,730
		60001	National Insurance - Employers Contribution	23,214
		60002	Pensions - Employers Contribution	50,873
		62000	Clothes, Uniform And Laundry	1,500
		60201	Maintenance - Building	45,000
		60205	Fire Assessment And Safety	4,000
		60302	Water And Sewerage	5,169
		60305	Gas	4,080
		60403	Business Rates Payable	134,665
		60501	Cleaning Services	24,000
		61300	Cleaning Materials	6,000
		60410	Licences	12,720
		61400	Goods For Resale	8,500
		61700	Hire - Equipment Furniture And Materials	5,500
		61702	Maintenance - Equipment, Furniture And Materials	3,000
		61709	Materials	4,000
		61713	Equipment	5,000
		61800	Contract Charges	4,200
		61904	Stock Control	50
		62300	Income Transaction Charges	4,200
		64000	Chemicals	1,000
		64050	Waste Disposal Costs	3,120
		64071	Ict Software	500
		64100	Postage And Courier Services	200
		60022	Travel Allowance - Other	70
		61100	Mileage Allowances	500
		65460	V A T P E Irrecoverable	22,000
			Expenditure Total	683,791
			Net Expenditure Total	631,450
4076	OLSN - Swimming	52010	Education & Training Income	(30,000)
		53000	Fees & Charges Income	(151,000)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		53400	Hire Of Rooms, Halls And Open Spaces Income	(23,000)
		55004	Adult Swimming Courses	(9,500)
		55005	Junior Swimming Courses	(342,963)
		55010	Party Hire	(22,000)
		55011	Membership	(17,674)
			Income Total	(596,137)
		60000	Salaries	206,833
		60001	National Insurance - Employers Contribution	4,281
		60002	Pensions - Employers Contribution	9,752
		60302	Water And Sewerage	31,969
		60303	Electricity	121,269
		60305	Gas	41,733
		61702	Maintenance - Equipment, Furniture And Materials	3,000
		61709	Materials	2,250
		61712	Badges and Certificates	400
		61713	Equipment	2,000
		64000	Chemicals	6,500
			Expenditure Total	429,987
			Net Expenditure Total	(166,150)
4077	OLSN - Fitness Activities	55017	Cyclone Casual Income	(1,636)
		55018	Cyclone Membership Income	(2,144)
		55019	Dry Casual Fitness Classes	(53,058)
		55020	Wet Casual Fitness Classes	(3,000)
		55021	Dry Fitness Class Membership	(162,771)
			Income Total	(222,609)
		60000	Salaries	55,567
		60001	National Insurance - Employers Contribution	925
		60002	Pensions - Employers Contribution	1,858
		60410	Licences	3,227
		61713	Equipment	3,000
			Expenditure Total	64,577
			Net Expenditure Total	(158,032)
One Leisure St Neots Total				(276,475)
Leisure & Health Total Budget for 2019/20				(20,906)

Operations

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Car Parks				
4360	Brook Street	51504	Parking Charges Casual	(13,406)
			Income Total	(13,406)
		60403	Business Rates Payable	1,388
			Expenditure Total	1,388
			Net Expenditure Total	(12,018)
4361	Butts Grove Way	56027	Ground Rents Income	(1,600)
			Income Total	(1,600)
		60403	Business Rates Payable	2,152
			Expenditure Total	2,152
			Net Expenditure Total	552
4362	Car Parks Operational Mgt	51503	Season Ticket Income	(3,000)
		51504	Parking Charges Casual	(20,000)
		51505	Parking Excess Charges	(210,000)
		51506	Parking - Residents Permits	(15,000)
		51507	Parking Charges Season Tickets	(115,000)
			Income Total	(363,000)
		60000	Salaries	141,592
		60001	National Insurance - Employers Contribution	10,382
		60002	Pensions - Employers Contribution	24,499
		62000	Clothes, Uniform And Laundry	2,000
		60201	Maintenance - Building	19,000
		60273	Site Alterations And Materials	45,000
		60302	Water And Sewerage	1,200
		60303	Electricity	17,485
		60403	Business Rates Payable	2,962
		60501	Cleaning Services	4,300
		60299	Signs	600
		61707	Car Park Machines	45,100
		61713	Equipment	3,500
		61800	Contract Charges	51,376
		69140	Tickets	1,739
		69150	Other Services	(255,000)
		69301	Printing (Internal)	1,200
		60903	Diesel From Stock	1,700
		60904	Vehicle Repairs And Maintenance	800
		60907	Other Vehicle Costs	683
		60921	Vehicle Maintenance - External	100
		60924	Vehicle MOT	135
		61100	Mileage Allowances	100
		62926	Tyres	100
		64600	Grants And Contributions	459,000
			Expenditure Total	579,553
			Net Expenditure Total	216,553
4363	Cattle Market	51504	Parking Charges Casual	(108,106)
			Income Total	(108,106)
		60403	Business Rates Payable	21,770
			Expenditure Total	21,770
			Net Expenditure Total	(86,336)
4364	Darwoods Pond	51504	Parking Charges Casual	(42,545)
			Income Total	(42,545)
		60403	Business Rates Payable	8,849
			Expenditure Total	8,849
			Net Expenditure Total	(33,696)
4366	Globe Place	51504	Parking Charges Casual	(102,335)
			Income Total	(102,335)
		60403	Business Rates Payable	20,562
			Expenditure Total	20,562
			Net Expenditure Total	(81,773)
4367	Godmanchester Bridge Place	51504	Parking Charges Casual	(17,665)
			Income Total	(17,665)

Cost Centre Details		Subjective Code Details		2019/20 Budget £
Code	Description	Code	Description	
		60403	Business Rates Payable	28,043
			Expenditure Total	28,043
			Net Expenditure Total	10,378
4368	Godmanchester Mill Yard	60403	Business Rates Payable	1,688
			Expenditure Total	1,688
			Net Expenditure Total	1,688
4369	Great Northern Street	51504	Parking Charges Casual	(17,195)
			Income Total	(17,195)
		60403	Business Rates Payable	3,921
			Expenditure Total	3,921
			Net Expenditure Total	(13,274)
4370	Hcp Car Park	51504	Parking Charges Casual	(44,620)
			Income Total	(44,620)
			Net Income Total	(44,620)
4371	Huntingdon Mill Common	51504	Parking Charges Casual	(34,901)
			Income Total	(34,901)
		60403	Business Rates Payable	4,955
		61600	Land Lease	7,000
			Expenditure Total	11,955
			Net Expenditure Total	(22,946)
4372	Huntingdon Multi Storey	51504	Parking Charges Casual	(219,416)
			Income Total	(219,416)
		60403	Business Rates Payable	45,608
			Expenditure Total	45,608
			Net Expenditure Total	(173,808)
4373	Huntingdon Riverside	51504	Parking Charges Casual	(47,746)
			Income Total	(47,746)
		60403	Business Rates Payable	15,317
			Expenditure Total	15,317
			Net Expenditure Total	(32,429)
4374	Ingram Street	51504	Parking Charges Casual	(21,304)
			Income Total	(21,304)
		60403	Business Rates Payable	4,574
			Expenditure Total	4,574
			Net Expenditure Total	(16,730)
4375	Malthouse Close (Princes St.)	51504	Parking Charges Casual	(109,204)
			Income Total	(109,204)
		60403	Business Rates Payable	15,496
			Expenditure Total	15,496
			Net Expenditure Total	(93,708)
4376	Mews Close	60403	Business Rates Payable	2,177
			Expenditure Total	2,177
			Net Expenditure Total	2,177
4379	Priory Centre	51504	Parking Charges Casual	(27,869)
			Income Total	(27,869)
			Net Income Total	(27,869)
4380	Sainsbury	51504	Parking Charges Casual	(424,662)
			Income Total	(424,662)
		60403	Business Rates Payable	34,406
			Expenditure Total	34,406
			Net Expenditure Total	(390,256)
4381	Somersham Church Street	60403	Business Rates Payable	598
			Expenditure Total	598
			Net Expenditure Total	598
4382	St Germain St - Disabled	61600	Land Lease	6,048
			Expenditure Total	6,048
			Net Expenditure Total	6,048
4383	St Germain Street - Minor	51504	Parking Charges Casual	(42,107)
			Income Total	(42,107)
		60403	Business Rates Payable	4,248
			Expenditure Total	4,248
			Net Expenditure Total	(37,859)

Cost Centre Details		Subjective Code Details		2019/20 Budget £
Code	Description	Code	Description	
4384	St Ives Waitrose	51504	Parking Charges Casual	(286,964)
			Income Total	(286,964)
		60403	Business Rates Payable	8,294
			Expenditure Total	8,294
			Net Expenditure Total	(278,670)
4385	St Neots Priory West	51504	Parking Charges Casual	(26,332)
			Income Total	(26,332)
		60403	Business Rates Payable	3,921
			Expenditure Total	3,921
			Net Expenditure Total	(22,411)
4386	St Neots Riverside	51504	Parking Charges Casual	(49,118)
			Income Total	(49,118)
		60403	Business Rates Payable	16,484
			Expenditure Total	16,484
			Net Expenditure Total	(32,634)
4387	St Neots Waitrose	51504	Parking Charges Casual	(202,958)
			Income Total	(202,958)
			Net Income Total	(202,958)
4388	Tan Yard	51504	Parking Charges Casual	(10,004)
			Income Total	(10,004)
		60403	Business Rates Payable	3,159
			Expenditure Total	3,159
			Net Expenditure Total	(6,845)
4389	Tebbutts Road	51504	Parking Charges Casual	(209,819)
			Income Total	(209,819)
		60403	Business Rates Payable	26,245
			Expenditure Total	26,245
			Net Expenditure Total	(183,574)
4391	Trinity Place - Disabled	60403	Business Rates Payable	10
			Expenditure Total	10
			Net Expenditure Total	10
4392	Huntingdon High Street	51504	Parking Charges Casual	(20,242)
			Income Total	(20,242)
			Net Income Total	(20,242)
4393	St Ives Market Hill	51504	Parking Charges Casual	(30,218)
			Income Total	(30,218)
			Net Income Total	(30,218)
4394	St Neots Market Square	51504	Parking Charges Casual	(81,264)
			Income Total	(81,264)
			Net Income Total	(81,264)
4396	St Ives Cattle Market (Bus)	60403	Business Rates Payable	21,770
			Expenditure Total	21,770
			Net Expenditure Total	21,770
Car Parks Total				(1,666,364)
Environmental & Energy Management				
4235	Environmental Projects	53100	Costs Recovered	(99,637)
			Income Total	(99,637)
			Net Income Total	(99,637)
5275	Environmental Policy Mu	60000	Salaries	76,699
		60001	National Insurance - Employers Contribution	8,238
		60002	Pensions - Employers Contribution	13,270
		64100	Postage And Courier Services	530
		69301	Printing (Internal)	50
		69303	Mfids - Local Print Scan & Copy	350
		60012	Employee Allowances	300
		61100	Mileage Allowances	100
		69309	Pool Car	100
			Expenditure Total	99,637
			Net Expenditure Total	99,637
Environmental & Energy Management Total				0
Facilities Management				
4005	Priory Centre	51002	Contribution From Town Council	(5,260)
			Income Total	(5,260)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		64600	Grants And Contributions	33,010
			Expenditure Total	33,010
			Net Expenditure Total	27,750
4415	Huntingdon Bus Station	53000	Fees & Charges Income	(8,000)
		56009	Commercial Rents (Income)	(5,650)
			Income Total	(13,650)
		60201	Maintenance - Building	5,000
		60302	Water And Sewerage	450
		60303	Electricity	6,000
		60403	Business Rates Payable	16,897
		60501	Cleaning Services	10,860
		61300	Cleaning Materials	1,100
		65460	V A T P E Irrecoverable	4,600
			Expenditure Total	44,907
			Net Expenditure Total	31,257
4417	St Ives Bus Station	53000	Fees & Charges Income	(7,550)
			Income Total	(7,550)
		60201	Maintenance - Building	2,500
		60303	Electricity	800
		60403	Business Rates Payable	11,434
		60501	Cleaning Services	2,580
			Expenditure Total	17,314
			Net Expenditure Total	9,764
4427	Cycle Routes	60273	Site Alterations And Materials	500
			Expenditure Total	500
			Net Expenditure Total	500
4428	Cycle Shelters	60273	Site Alterations And Materials	1,500
			Expenditure Total	1,500
			Net Expenditure Total	1,500
5190	Eastfield House	53100	Costs Recovered	(29,000)
		56009	Commercial Rents (Income)	(10,000)
			Income Total	(39,000)
		60000	Salaries	5,423
		60001	National Insurance - Employers Contribution	400
		60002	Pensions - Employers Contribution	938
		60020	Special Duty Allowance	657
		60201	Maintenance - Building	23,000
		60302	Water And Sewerage	3,300
		60303	Electricity	45,000
		60305	Gas	4,000
		60403	Business Rates Payable	93,083
		60501	Cleaning Services	14,500
		61300	Cleaning Materials	1,000
		60504	Pest Control	650
		61702	Maintenance - Equipment, Furniture And Materials	7,300
		61713	Equipment	500
		64050	Waste Disposal Costs	5,000
		64055	Shredding	2,600
			Expenditure Total	207,351
			Net Expenditure Total	168,351
5191	St Ives Gatehouses/Octagon	60201	Maintenance - Building	1,000
		60203	Maintenance - Mechanical And Electrical	100
		60303	Electricity	1,500
		60403	Business Rates Payable	385
		65460	V A T P E Irrecoverable	700
			Expenditure Total	3,685
			Net Expenditure Total	3,685
5276	Facilities	60000	Salaries	65,141
		60001	National Insurance - Employers Contribution	5,504
		60002	Pensions - Employers Contribution	11,272
		60020	Special Duty Allowance	312
		62000	Clothes, Uniform And Laundry	100
		60303	Electricity	3,048
		60305	Gas	1,336

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60111	Occupational Health	70
		60307	Energy Efficiency	6,898
		61713	Equipment	400
		64071	Ict Software	300
		64100	Postage And Courier Services	660
		64800	Membership And Subscriptions	140
		69150	Other Services	28,000
		69301	Printing (Internal)	1,200
		69303	Mfds - Local Print Scan & Copy	1,300
		61100	Mileage Allowances	250
		69309	Pool Car	1,500
			Expenditure Total	127,431
			Net Expenditure Total	127,431
5285	Operations Business Support	60000	Salaries	175,871
		60001	National Insurance - Employers Contribution	13,268
		60002	Pensions - Employers Contribution	26,550
			Expenditure Total	215,689
			Net Expenditure Total	215,689
5288	Pathfinder House	53000	Fees & Charges Income	(4,250)
		56009	Commercial Rents (Income)	(230,224)
			Income Total	(234,474)
		60000	Salaries	61,303
		60001	National Insurance - Employers Contribution	5,374
		60002	Pensions - Employers Contribution	12,130
		60003	Overtime	8,797
		60020	Special Duty Allowance	5,910
		62000	Clothes, Uniform And Laundry	300
		60201	Maintenance - Building	55,335
		60302	Water And Sewerage	6,500
		60303	Electricity	108,000
		60305	Gas	14,500
		60403	Business Rates Payable	243,027
		60405	Bid Levy Payable	6,338
		60501	Cleaning Services	45,000
		61300	Cleaning Materials	6,000
		61200	Refuse Containers/Litter Bins	1,800
		61702	Maintenance - Equipment, Furniture And Materials	24,100
		61713	Equipment	2,000
		64050	Waste Disposal Costs	5,000
		64079	Entertainments	146
		69301	Printing (Internal)	500
		69303	Mfds - Local Print Scan & Copy	20
		69309	Pool Car	500
			Expenditure Total	612,580
			Net Expenditure Total	378,106
Facilities Management Total				964,033
Fleet Management				
5203	Pool Cars	56303	Internal Sales	(33,981)
			Income Total	(33,981)
		60902	Fuel	450
		60903	Diesel From Stock	5,000
		60904	Vehicle Repairs And Maintenance	2,200
		60907	Other Vehicle Costs	338
		60921	Vehicle Maintenance - External	500
		60923	Vehicle Cleaning	350
		60924	Vehicle MOT	400
		62926	Tyres	500
			Expenditure Total	9,738
			Net Expenditure Total	(24,243)
5204	Vehicle Maintenance *	60000	Salaries	160,967
		60001	National Insurance - Employers Contribution	15,058
		60002	Pensions - Employers Contribution	29,580
		60003	Overtime	10,000
		60020	Special Duty Allowance	2,020

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		62000	Clothes, Uniform And Laundry	1,000
		60201	Maintenance - Building	20
		60401	Service Charges	56
		60410	Licences	2,400
		61702	Maintenance - Equipment, Furniture And Materials	41,000
		61709	Materials	17,000
		61713	Equipment	2,000
		69303	Mfds - Local Print Scan & Copy	500
		60012	Employee Allowances	50
		60902	Fuel	100
		60903	Diesel From Stock	3,000
		60904	Vehicle Repairs And Maintenance	2,400
		60907	Other Vehicle Costs	465
		60921	Vehicle Maintenance - External	1,000
		60924	Vehicle MOT	160
		61100	Mileage Allowances	200
		62926	Tyres	400
		69309	Pool Car	250
			Expenditure Total	289,626
			Net Expenditure Total	289,626
Fleet Management Total				265,383

* 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 the totals to the General Ledger according to the cost centre assigned to each vehicle).

Green Spaces

4113	Countryside Service Management	60000	Salaries	58,289
		60001	National Insurance - Employers Contribution	5,916
		60002	Pensions - Employers Contribution	10,136
		60003	Overtime	300
		62000	Clothes, Uniform And Laundry	1,500
		60410	Licences	350
		62400	Consultancy Fees	35,000
		62900	Events	500
		69301	Printing (Internal)	100
		60022	Travel Allowance - Other	30
		60902	Fuel	300
		60903	Diesel From Stock	400
		60904	Vehicle Repairs And Maintenance	330
		60907	Other Vehicle Costs	228
		60921	Vehicle Maintenance - External	500
		60924	Vehicle MOT	50
		61000	Vehicle Insurance Premiums	400
		61100	Mileage Allowances	300
		62926	Tyres	150
		64600	Grants And Contributions	300
			Expenditure Total	115,079
			Net Expenditure Total	115,079
4114	Nursery Project - Gmc	51213	Sales - Plant	(2,000)
		53000	Fees & Charges Income	(7,000)
			Income Total	(9,000)
		60000	Salaries	22,622
		60001	National Insurance - Employers Contribution	2,076
		60002	Pensions - Employers Contribution	3,914
		60201	Maintenance - Building	200
		60302	Water And Sewerage	200
		60303	Electricity	250
		60305	Gas	1,200
		61300	Cleaning Materials	50
		60506	Gardening Supplies	500
		61700	Hire - Equipment Furniture And Materials	250
		61702	Maintenance - Equipment, Furniture And Materials	465
		61704	Specialist Equipment For Service Provision	10

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		61709	Materials	1,900
		62900	Events	300
		69150	Other Services	(34,000)
		69301	Printing (Internal)	50
			Expenditure Total	(13)
			Net Expenditure Total	(9,013)
4117	H'Brooke Countryside Centre	51208	Equipment Hire Income	(500)
		51209	Sale Of Food & Drink	(7,085)
		52000	Courses Income	(6,550)
		53400	Hire Of Rooms, Halls And Open Spaces Income	(23,000)
		55013	Entertainments	(4,175)
			Income Total	(41,310)
		60000	Salaries	27,906
		60001	National Insurance - Employers Contribution	2,108
		60002	Pensions - Employers Contribution	4,829
		60201	Maintenance - Building	3,000
		60205	Fire Assessment And Safety	550
		60302	Water And Sewerage	300
		60303	Electricity	3,000
		60501	Cleaning Services	5,200
		61300	Cleaning Materials	200
		61400	Goods For Resale	2,000
		61702	Maintenance - Equipment, Furniture And Materials	500
		61704	Specialist Equipment For Service Provision	50
		61709	Materials	500
		61713	Equipment	360
		62005	Advertising, Publicity And Marketing	1,500
		62300	Income Transaction Charges	100
		62803	Paper	50
		64050	Waste Disposal Costs	750
		64100	Postage And Courier Services	10
		69301	Printing (Internal)	150
			Expenditure Total	53,063
			Net Expenditure Total	11,753
4118	Hinchingbrooke Park Cafe	51209	Sale Of Food & Drink	(155,000)
			Income Total	(155,000)
		60000	Salaries	30,382
		60001	National Insurance - Employers Contribution	2,450
		60002	Pensions - Employers Contribution	5,258
		60201	Maintenance - Building	1,000
		60205	Fire Assessment And Safety	200
		60302	Water And Sewerage	300
		60303	Electricity	4,000
		61300	Cleaning Materials	500
		60504	Pest Control	322
		61702	Maintenance - Equipment, Furniture And Materials	2,000
		61800	Contract Charges	600
		61900	Catering Supplies	55,000
		62300	Income Transaction Charges	500
		64050	Waste Disposal Costs	750
			Expenditure Total	103,262
			Net Expenditure Total	(51,738)
4119	Hinchingbrooke Park Management	50000	Government Grants Revenue Income - Ringfenced	(835)
		51008	Charge To County Council	(11,000)
		51215	Sales - Souvenirs	(1,600)
		55013	Entertainments	(1,000)
		55015	Angling Charge	(675)
		58504	Commuted Sums Contributions	(31,995)
			Income Total	(47,105)
		60000	Salaries	79,545
		60001	National Insurance - Employers Contribution	7,574
		60002	Pensions - Employers Contribution	13,867
		60003	Overtime	600
		60201	Maintenance - Building	2,400

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60205	Fire Assessment And Safety	700
		60302	Water And Sewerage	300
		60303	Electricity	2,000
		61300	Cleaning Materials	300
		60410	Licences	180
		60506	Gardening Supplies	50
		61400	Goods For Resale	1,300
		61702	Maintenance - Equipment, Furniture And Materials	2,500
		61704	Specialist Equipment For Service Provision	50
		61709	Materials	5,500
		61713	Equipment	2,000
		61900	Catering Supplies	200
		62900	Events	500
		64050	Waste Disposal Costs	750
		69301	Printing (Internal)	200
		69303	Mfds - Local Print Scan & Copy	200
		60902	Fuel	1,000
		60904	Vehicle Repairs And Maintenance	500
		60921	Vehicle Maintenance - External	500
		61100	Mileage Allowances	100
		62926	Tyres	150
		65460	V A T P E Irrecoverable	1,900
			Expenditure Total	124,866
			Net Expenditure Total	77,761
4120	Barford Road Pocket Park	50000	Government Grants Revenue Income - Ringfenced	(1,343)
		58504	Commuted Sums Contributions	(23,811)
			Income Total	(25,154)
		60000	Salaries	5,493
		60001	National Insurance - Employers Contribution	526
		60002	Pensions - Employers Contribution	950
		60273	Site Alterations And Materials	1,000
		64040	Tree Works	100
		61700	Hire - Equipment Furniture And Materials	200
		61702	Maintenance - Equipment, Furniture And Materials	500
		61704	Specialist Equipment For Service Provision	10
		61709	Materials	1,000
		61713	Equipment	500
		62900	Events	100
		69301	Printing (Internal)	50
		60902	Fuel	50
		61100	Mileage Allowances	100
			Expenditure Total	10,579
			Net Expenditure Total	(14,575)
4121	Holt Island	50000	Government Grants Revenue Income - Ringfenced	(686)
			Income Total	(686)
		60000	Salaries	5,493
		60001	National Insurance - Employers Contribution	526
		60002	Pensions - Employers Contribution	950
		61702	Maintenance - Equipment, Furniture And Materials	100
		61704	Specialist Equipment For Service Provision	10
		61709	Materials	1,500
		61713	Equipment	500
		69301	Printing (Internal)	50
		61100	Mileage Allowances	50
			Expenditure Total	9,179
			Net Expenditure Total	8,493
4123	Spring Common	50000	Government Grants Revenue Income - Ringfenced	(1,058)
		58504	Commuted Sums Contributions	(1,200)
			Income Total	(2,258)
		60000	Salaries	1,988
		60001	National Insurance - Employers Contribution	158
		60002	Pensions - Employers Contribution	344
			Expenditure Total	2,490
			Net Expenditure Total	232

Cost Centre Details		Subjective Code Details		2019/20	
Code	Description	Code	Description	Budget £	
4124	Paxton Pits	50000	Government Grants Revenue Income - Ringfenced	(12,000)	
		53400	Hire Of Rooms, Halls And Open Spaces Income	(400)	
		55002	Mooring Rights	(6,500)	
		58504	Commuted Sums Contributions	(13,325)	
			Income Total		(32,225)
		60000	Salaries		79,796
		60001	National Insurance - Employers Contribution		6,853
		60002	Pensions - Employers Contribution		14,031
		60003	Overtime		1,300
		60201	Maintenance - Building		4,000
		60203	Maintenance - Mechanical And Electrical		54
		60205	Fire Assessment And Safety		400
		60273	Site Alterations And Materials		5,000
		60302	Water And Sewerage		3,000
		60303	Electricity		3,000
		60600	Premises Insurance Premiums		140
		61300	Cleaning Materials		400
		64040	Tree Works		500
		60111	Occupational Health		50
		60410	Licences		35
		60506	Gardening Supplies		500
		61700	Hire - Equipment Furniture And Materials		500
		61702	Maintenance - Equipment, Furniture And Materials		1,700
		61704	Specialist Equipment For Service Provision		50
		61709	Materials		3,000
		61713	Equipment		2,000
		62900	Events		300
		64050	Waste Disposal Costs		800
		69301	Printing (Internal)		300
		60902	Fuel		1,600
		60904	Vehicle Repairs And Maintenance		200
		60907	Other Vehicle Costs		228
		60921	Vehicle Maintenance - External		1,200
		61000	Vehicle Insurance Premiums		529
		61100	Mileage Allowances		300
		62926	Tyres		300
		69309	Pool Car		150
		65460	V A T P E Irrecoverable		100
			Expenditure Total		132,316
			Net Expenditure Total		100,091
		4129	Parks & Open Spaces	51900	Concession
53000	Fees & Charges Income			(9,000)	
53702	Pitch Hire			(7,039)	
55014	Boating Charge			(500)	
55015	Angling Charge			(300)	
56027	Ground Rents Income			(30,000)	
	Income Total				(49,749)
60000	Salaries				198,592
60001	National Insurance - Employers Contribution				19,795
60002	Pensions - Employers Contribution				34,359
60201	Maintenance - Building				10,000
60273	Site Alterations And Materials				20,000
60302	Water And Sewerage				2,500
60303	Electricity				7,400
61706	Playground Equipment				20,000
60410	Licences				100
61702	Maintenance - Equipment, Furniture And Materials				500
62003	Books, Publications And Resources				150
64800	Membership And Subscriptions				1,845
69303	Mfds - Local Print Scan & Copy				500
69309	Pool Car				1,500
	Expenditure Total		317,241		
	Net Expenditure Total		267,492		

Cost Centre Details		Subjective Code Details		2019/20		
Code	Description	Code	Description	Budget £		
4198	Sewer Ditches/Village Drains	60273	Site Alterations And Materials	21,000		
			Expenditure Total	21,000		
			Net Expenditure Total	21,000		
4199	Spring Common Flood Chamber	61702	Maintenance - Equipment, Furniture And Materials	700		
			Expenditure Total	700		
			Net Expenditure Total	700		
4200	Watercourses	60273	Site Alterations And Materials	34,000		
		64800	Membership And Subscriptions	300		
			Expenditure Total	34,300		
			Net Expenditure Total	34,300		
4404	Env Imps Management	60273	Site Alterations And Materials	5,000		
		60302	Water And Sewerage	210		
		60303	Electricity	1,500		
			Expenditure Total	6,710		
			Net Expenditure Total	6,710		
5209	Arboricultural Team	51009	Charge To Parish/Town Council	(5,000)		
		53000	Fees & Charges Income	(10,000)		
			Income Total	(15,000)		
		60000	Salaries	49,688		
		60001	National Insurance - Employers Contribution	9,937		
		60002	Pensions - Employers Contribution	18,286		
		60003	Overtime	1,004		
		62000	Clothes, Uniform And Laundry	800		
		60506	Gardening Supplies	4,000		
		61700	Hire - Equipment Furniture And Materials	500		
		61702	Maintenance - Equipment, Furniture And Materials	800		
		61709	Materials	1,000		
		61713	Equipment	3,700		
		62401	Subcontractors	30,900		
		64050	Waste Disposal Costs	300		
		69303	Mfds - Local Print Scan & Copy	20		
		60903	Diesel From Stock	2,600		
		60904	Vehicle Repairs And Maintenance	2,500		
		62926	Tyres	200		
					Expenditure Total	126,235
					Net Expenditure Total	111,235
		5214	Grounds Maintenance	51008	Charge To County Council	(34,131)
				51009	Charge To Parish/Town Council	(71,000)
53000	Fees & Charges Income			(120,000)		
58504	Commuted Sums Contributions			(81,000)		
	Income Total			(306,131)		
60000	Salaries			420,829		
60001	National Insurance - Employers Contribution			36,490		
60002	Pensions - Employers Contribution			74,921		
60003	Overtime			13,350		
60011	Agency Staff			(2,100)		
60020	Special Duty Allowance			312		
62000	Clothes, Uniform And Laundry			3,500		
60504	Pest Control			200		
60506	Gardening Supplies			18,500		
61700	Hire - Equipment Furniture And Materials			2,500		
61709	Materials			3,000		
61713	Equipment			4,100		
63009	Insurance Excess			2,000		
63700	Removal Services			2,288		
64000	Chemicals			1,000		
64050	Waste Disposal Costs			1,800		
69301	Printing (Internal)			50		
69303	Mfds - Local Print Scan & Copy			80		
60902	Fuel	3,350				
60903	Diesel From Stock	37,600				
60904	Vehicle Repairs And Maintenance	17,050				
60907	Other Vehicle Costs	2,500				
60909	Vehicle Hire	3,000				

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60921	Vehicle Maintenance - External	1,503
		60924	Vehicle MOT	640
		60925	Vehicle Accident Damage	500
		62926	Tyres	2,050
			Expenditure Total	651,013
			Net Expenditure Total	344,882
Green Spaces Total				1,024,402
Head of Operations				
4143	Head Of Operations	60000	Salaries	61,396
		60001	National Insurance - Employers Contribution	7,311
		60002	Pensions - Employers Contribution	10,622
		61100	Mileage Allowances	1,000
			Expenditure Total	80,329
			Net Expenditure Total	80,329
Head of Operations Total				80,329
Markets				
5365	Huntingdon Farmers Market	53000	Fees & Charges Income	(5,000)
			Income Total	(5,000)
			Net Income Total	(5,000)
5366	Huntingdon Market	53000	Fees & Charges Income	(39,600)
		56030	Electricity Charge	(1,300)
			Income Total	(40,900)
		60303	Electricity	350
		60403	Business Rates Payable	4,569
		60405	Bid Levy Payable	165
		61702	Maintenance - Equipment, Furniture And Materials	500
			Expenditure Total	5,584
			Net Expenditure Total	(35,316)
5367	Ramsey Market	60403	Business Rates Payable	14
			Expenditure Total	14
			Net Expenditure Total	14
5368	St Ives Bank Holiday Market	53000	Fees & Charges Income	(13,500)
			Income Total	(13,500)
		61709	Materials	500
			Expenditure Total	500
			Net Expenditure Total	(13,000)
5369	St Ives Market	53000	Fees & Charges Income	(106,000)
		56030	Electricity Charge	(2,800)
			Income Total	(108,800)
		60303	Electricity	650
		60403	Business Rates Payable	13,868
		60299	Signs	300
		61702	Maintenance - Equipment, Furniture And Materials	500
			Expenditure Total	15,318
			Net Expenditure Total	(93,482)
5370	Markets Management	60000	Salaries	52,559
		60001	National Insurance - Employers Contribution	5,174
		60002	Pensions - Employers Contribution	10,003
		60003	Overtime	5,250
		62005	Advertising, Publicity And Marketing	5,000
		64080	Ict Line Rental	480
		64800	Membership And Subscriptions	636
		61100	Mileage Allowances	1,000
		65460	V A T P E Irrecoverable	1,900
			Expenditure Total	82,002
			Net Expenditure Total	82,002
Markets Total				(64,782)
Public Conveniences				
4301	Pub Con Mgt	61702	Maintenance - Equipment, Furniture And Materials	5,000
			Expenditure Total	5,000
			Net Expenditure Total	5,000
4302	Bus Station Pc - Huntingdon	60201	Maintenance - Building	5,550
		60302	Water And Sewerage	570

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60501	Cleaning Services	1,300
		61300	Cleaning Materials	430
			Expenditure Total	7,850
			Net Expenditure Total	7,850
4306	Market Rd Pc Bus Stn - St Ives	60201	Maintenance - Building	5,550
			Expenditure Total	5,550
			Net Expenditure Total	5,550
Public Conveniences Total				18,400
Street Cleansing				
4327	Street Cleansing	51009	Charge To Parish/Town Council	(10,000)
		53000	Fees & Charges Income	(69,828)
			Income Total	(79,828)
		60000	Salaries	574,006
		60001	National Insurance - Employers Contribution	40,276
		60002	Pensions - Employers Contribution	94,665
		60003	Overtime	9,544
		60011	Agency Staff	29,519
		60020	Special Duty Allowance	2,501
		62000	Clothes, Uniform And Laundry	3,000
		61200	Refuse Containers/Litter Bins	13,000
		61709	Materials	700
		61713	Equipment	3,000
		63009	Insurance Excess	1,000
		64000	Chemicals	800
		64050	Waste Disposal Costs	2,000
		69150	Other Services	(47,000)
		69301	Printing (Internal)	100
		69303	Mfds - Local Print Scan & Copy	250
		60903	Diesel From Stock	57,000
		60904	Vehicle Repairs And Maintenance	19,500
		60907	Other Vehicle Costs	2,600
		60909	Vehicle Hire	3,000
		60924	Vehicle MOT	800
		62926	Tyres	4,000
			Expenditure Total	814,261
			Net Expenditure Total	734,433
Street Cleansing Total				734,433
Waste Management				
4317	Recycling Collections	51216	Sales - Textiles	(9,000)
		51300	Recycling Credits	(800,000)
			Income Total	(809,000)
		60000	Salaries	562,466
		60001	National Insurance - Employers Contribution	48,173
		60002	Pensions - Employers Contribution	101,102
		60003	Overtime	30,000
		60011	Agency Staff	53,740
		62000	Clothes, Uniform And Laundry	6,500
		61200	Refuse Containers/Litter Bins	7,000
		61702	Maintenance - Equipment, Furniture And Materials	4,000
		62400	Consultancy Fees	30,000
		63500	Recycling Collection	280,000
		64800	Membership And Subscriptions	4,341
		69303	Mfds - Local Print Scan & Copy	200
		60903	Diesel From Stock	129,000
		60904	Vehicle Repairs And Maintenance	57,300
		60907	Other Vehicle Costs	6,100
		60921	Vehicle Maintenance - External	13,500
		60924	Vehicle MOT	1,609
		62926	Tyres	14,450
			Expenditure Total	1,349,481
			Net Expenditure Total	540,481
4340	Bin Deliveries	60000	Salaries	41,089
		60001	National Insurance - Employers Contribution	3,347
		60002	Pensions - Employers Contribution	7,110

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60903	Diesel From Stock	3,602
			Expenditure Total	55,148
			Net Expenditure Total	55,148
4341	Waste Minimisation	60000	Salaries	55,042
		60001	National Insurance - Employers Contribution	5,272
		60002	Pensions - Employers Contribution	9,523
		62005	Advertising, Publicity And Marketing	19,000
			Expenditure Total	88,837
			Net Expenditure Total	88,837
4342	Bulky Refuse	51302	Bulky Refuse Charges	(40,240)
		53000	Fees & Charges Income	(10,000)
			Income Total	(50,240)
		60000	Salaries	36,926
		60001	National Insurance - Employers Contribution	2,772
		60002	Pensions - Employers Contribution	6,389
		60903	Diesel From Stock	6,000
			Expenditure Total	52,087
			Net Expenditure Total	1,847
4343	Domestic Waste Collection	53000	Fees & Charges Income	(91,500)
			Income Total	(91,500)
		60000	Salaries	456,393
		60001	National Insurance - Employers Contribution	41,248
		60002	Pensions - Employers Contribution	84,360
		60003	Overtime	30,000
		60011	Agency Staff	54,150
		62000	Clothes, Uniform And Laundry	7,000
		60111	Occupational Health	120
		61200	Refuse Containers/Litter Bins	15,000
		61709	Materials	50
		61713	Equipment	3,000
		63009	Insurance Excess	1,000
		64050	Waste Disposal Costs	1,200
		64071	Ict Software	5,000
		64100	Postage And Courier Services	2,500
		69150	Implementation Cost - one year	10,000
		69301	Printing (Internal)	4,500
		60012	Employee Allowances	600
		60022	Travel Allowance - Other	100
		60903	Diesel From Stock	130,000
		60904	Vehicle Repairs And Maintenance	54,650
		60907	Other Vehicle Costs	6,250
		60909	Vehicle Hire	6,000
		60921	Vehicle Maintenance - External	24,500
		60924	Vehicle MOT	2,300
		61100	Mileage Allowances	300
		62926	Tyres	13,500
		69309	Pool Car	1,000
		64600	Grants And Contributions	11,554
			Expenditure Total	966,275
			Net Expenditure Total	874,775
4344	Waste Strategy	60000	Salaries	49,441
		60001	National Insurance - Employers Contribution	5,661
		60002	Pensions - Employers Contribution	8,554
			Expenditure Total	63,656
			Net Expenditure Total	63,656
4346	Green Waste Collection	51303	2Nd Green Bin Charges	(157,000)
			Income Total	(157,000)
		60000	Salaries	416,243
		60001	National Insurance - Employers Contribution	38,115
		60002	Pensions - Employers Contribution	77,258
		60003	Overtime	30,000
		60011	Agency Staff	53,000
		62000	Clothes, Uniform And Laundry	6,500
		60903	Diesel From Stock	128,000

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		60904	Vehicle Repairs And Maintenance	48,250
		60907	Other Vehicle Costs	6,250
		60909	Vehicle Hire	6,000
		60921	Vehicle Maintenance - External	11,500
		60924	Vehicle MOT	2,000
		62926	Tyres	12,500
			Expenditure Total	835,616
			Net Expenditure Total	678,616
4347	Weekly Bags	60000	Salaries	40,543
		60001	National Insurance - Employers Contribution	3,271
		60002	Pensions - Employers Contribution	7,015
		60903	Diesel From Stock	17,000
			Expenditure Total	67,829
			Net Expenditure Total	67,829
4348	Narrow Access	60000	Salaries	74,993
		60001	National Insurance - Employers Contribution	5,701
		60002	Pensions - Employers Contribution	12,975
		60903	Diesel From Stock	14,200
			Expenditure Total	107,869
			Net Expenditure Total	107,869
5380	Trade Refuse	53000	Fees & Charges Income	(250,000)
			Income Total	(250,000)
		60000	Salaries	66,895
		60001	National Insurance - Employers Contribution	5,780
		60002	Pensions - Employers Contribution	12,439
		60003	Overtime	5,000
		61200	Refuse Containers/Litter Bins	2,100
		61709	Materials	500
		62005	Advertising, Publicity And Marketing	1,500
		64050	Waste Disposal Costs	44,000
		64100	Postage And Courier Services	300
		69301	Printing (Internal)	750
		60903	Diesel From Stock	18,000
			Expenditure Total	157,264
			Net Expenditure Total	(92,736)
Waste Management Total				2,386,322
Operations Total Budget for 2019/20				3,742,156

Resources

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Audit & Risk Management				
5197	Insurance Administration	62400	Consultancy Fees	13,978
			Expenditure Total	13,978
			Net Expenditure Total	13,978
5198	Risk Management	69301	Printing (Internal)	20
			Expenditure Total	20
			Net Expenditure Total	20
5238	Ins Employees Public Liability	63002	Insurance Public Liability	195,174
		63004	Insurance Fidelity guarantee	7,000
		63006	Insurance Officials Indemnity	10,080
			Expenditure Total	212,254
			Net Expenditure Total	212,254
5242	Insurance Buildings	60600	Premises Insurance Premiums	70,313
			Expenditure Total	70,313
			Net Expenditure Total	70,313
5243	Insurance Engineering	63007	Insurance (Service Related)	18,269
			Expenditure Total	18,269
			Net Expenditure Total	18,269
5250	Insurance Vehicles & Plant	61000	Vehicle Insurance Premiums	165,737
			Expenditure Total	165,737
			Net Expenditure Total	165,737
5261	Audit	60000	Salaries	89,738
		60001	National Insurance - Employers Contribution	10,508
		60002	Pensions - Employers Contribution	15,834
		62003	Books, Publications And Resources	320
		62100	Audit Fees	22,700
		64800	Membership And Subscriptions	3,050
		69301	Printing (Internal)	25
		69303	Mfds - Local Print Scan & Copy	200
		60012	Employee Allowances	400
		61100	Mileage Allowances	250
		69309	Pool Car	100
			Expenditure Total	143,125
			Net Expenditure Total	143,125
Audit & Risk Management Total				623,696
Commercial Estates				
4410	Bus Shelters	60273	Site Alterations And Materials	4,000
		60303	Electricity	1,900
		60501	Cleaning Services	13,410
			Expenditure Total	19,310
			Net Expenditure Total	19,310
5102	Property Development And Mgt	60000	Salaries	252,178
		60001	National Insurance - Employers Contribution	29,293
		60002	Pensions - Employers Contribution	44,564
		64800	Membership And Subscriptions	2,000
		69303	Mfds - Local Print Scan & Copy	250
		69309	Pool Car	300
		65450	Transfer To/(From) Reserve	(158,000)
			Expenditure Total	170,585
			Net Expenditure Total	170,585
5103	Miscellaneous Properties	53100	Costs Recovered	(4,000)
		53900	Licence And Permit Income	(470)
		56009	Commercial Rents (Income)	(10,330)
		56027	Ground Rents Income	(700)
			Income Total	(15,500)
		60201	Maintenance - Building	4,000
		60303	Electricity	500
		62400	Consultancy Fees	150
		63200	Legal Fees	5,000
		65460	V A T P E Irrecoverable	2,000
			Expenditure Total	11,650
			Net Expenditure Total	(3,850)

Cost Centre Details		Subjective Code Details		2019/20		
Code	Description	Code	Description	Budget £		
5298	Commercial Properties	51106	Insurance Premiums Recovered	(5,800)		
		53100	Costs Recovered	(1,000)		
		56009	Commercial Rents (Income)	(278,936)		
			Income Total	(285,736)		
		60201	Maintenance - Building	10,000		
		60205	Fire Assessment And Safety	1,000		
		60303	Electricity	100		
		60403	Business Rates Payable	18,402		
		60405	Bid Levy Payable	500		
		62400	Consultancy Fees	7,500		
		63007	Insurance (Service Related)	5,800		
		65460	V A T P E Irrecoverable	5,500		
			Expenditure Total	48,802		
			Net Expenditure Total	(236,934)		
		5304	Commercial Investment Strategy	51106	Insurance Premiums Recovered	(10,766)
				54302	Service Charges Income	(24,000)
56009	Commercial Rents (Income)			(3,219,200)		
	Income Total			(3,253,966)		
60401	Service Charges			24,000		
60411	Management Charge			144,000		
63007	Insurance (Service Related)			10,766		
63200	Legal Fees			5,000		
64071	Ict Software			1,000		
67500	Minimum Revenue Provision			1,896,000		
67501	Voluntary MRP			101,100		
	Expenditure Total			2,181,866		
	Net Expenditure Total			(1,072,100)		
5306	Industrial Properties			51106	Insurance Premiums Recovered	(31,842)
				53100	Costs Recovered	(5,000)
				54302	Service Charges Income	(5,050)
		56009	Commercial Rents (Income)	(600,478)		
		56027	Ground Rents Income	(230,540)		
			Income Total	(872,910)		
		60201	Maintenance - Building	60,502		
		60302	Water And Sewerage	200		
		60303	Electricity	1,000		
		60305	Gas	500		
		60400	Rents Payable	120,000		
		60403	Business Rates Payable	5,532		
		60600	Premises Insurance Premiums	26,000		
		61700	Hire - Equipment Furniture And Materials	300		
		62400	Consultancy Fees	11,000		
		63007	Insurance (Service Related)	5,842		
		65460	V A T P E Irrecoverable	13,000		
			Expenditure Total	243,876		
			Net Expenditure Total	(629,034)		
		5307	St Ives Enterprise Centre	51106	Insurance Premiums Recovered	(753)
				54302	Service Charges Income	(15,000)
56009	Commercial Rents (Income)			(70,010)		
	Income Total			(85,763)		
60201	Maintenance - Building			10,000		
60273	Site Alterations And Materials			4,000		
60302	Water And Sewerage			200		
60303	Electricity			3,000		
60403	Business Rates Payable			3,153		
60501	Cleaning Services			1,230		
62400	Consultancy Fees			4,000		
63007	Insurance (Service Related)			753		
67100	Profit Share Payable			6,000		
	Expenditure Total			32,336		
	Net Expenditure Total			(53,427)		
5313	Oak Tree Health Centre			51106	Insurance Premiums Recovered	(10,577)
		54302	Service Charges Income	(63,315)		

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		56009	Commercial Rents (Income)	(992,685)
			Income Total	(1,066,577)
		60201	Maintenance - Building	50,000
		62400	Consultancy Fees	19,000
		63007	Insurance (Service Related)	10,577
			Expenditure Total	79,577
			Net Expenditure Total	(987,000)
Commercial Estates Total				(2,792,450)
Finance				
5262	Finance	60000	Salaries	411,158
		60001	National Insurance - Employers Contribution	39,310
		60002	Pensions - Employers Contribution	71,137
		60007	Honorarium	2,500
		62400	Consultancy Fees	26,500
		63400	Enquiries	800
		64071	Ict Software	48,534
		64100	Postage And Courier Services	2,700
		64800	Membership And Subscriptions	15,800
		69301	Printing (Internal)	900
		69303	Mfds - Local Print Scan & Copy	750
		60012	Employee Allowances	500
		69309	Pool Car	100
		65450	Transfer To/(From) Reserve	45,000
			Expenditure Total	665,689
			Net Expenditure Total	665,689
Finance Total				665,689
Head of Resources				
4144	Head Of Resources	60000	Salaries	63,476
		60001	National Insurance - Employers Contribution	7,598
		60002	Pensions - Employers Contribution	10,982
		60007	Honorarium	5,024
		64300	Conference Expenses	695
		64800	Membership And Subscriptions	350
		60022	Travel Allowance - Other	300
		61100	Mileage Allowances	100
			Expenditure Total	88,525
			Net Expenditure Total	88,525
Head of Resources Total				88,525
HR and Payroll Services				
5220	HR Services	60000	Salaries	202,709
		60001	National Insurance - Employers Contribution	21,001
		60002	Pensions - Employers Contribution	35,072
		60115	Staff Development And Training	112,257
		60123	Member Training	4,000
		60111	Occupational Health	33,000
		62001	Printing	500
		62400	Consultancy Fees	3,500
		62406	Laboratory Services	250
		63400	Enquiries	2,880
		64800	Membership And Subscriptions	400
		69301	Printing (Internal)	1,500
		69303	Mfds - Local Print Scan & Copy	325
		60012	Employee Allowances	30
		61100	Mileage Allowances	400
			Expenditure Total	417,824
			Net Expenditure Total	417,824
5221	Payroll Services	60000	Salaries	55,792
		60001	National Insurance - Employers Contribution	5,375
		60002	Pensions - Employers Contribution	9,653
		60019	Staff Discretionary Awards (Payroll)	1,400
		60106	Childcare Admin Vouchers	3,000
		64800	Membership And Subscriptions	2,240
		69301	Printing (Internal)	1,500

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
		69303	Mfds - Local Print Scan & Copy	325
			Expenditure Total	79,285
			Net Expenditure Total	79,285
HR and Payroll Services Total				497,109
Legal				
5256	Legal	62404	Client Contracts	218,940
		63200	Legal Fees	5,000
			Expenditure Total	223,940
			Net Expenditure Total	223,940
Legal Total				223,940
Procurement				
5263	Procurement	60000	Salaries	46,643
		60001	National Insurance - Employers Contribution	5,275
		60002	Pensions - Employers Contribution	2,666
		69150	Other Services	(30,000)
		69301	Printing (Internal)	500
		69303	Mfds - Local Print Scan & Copy	100
		60022	Travel Allowance - Other	250
		69309	Pool Car	100
			Expenditure Total	25,534
			Net Expenditure Total	25,534
Procurement Total				25,534
Resources Total Budget for 2019/20				(667,957)

Resources (Corporate Budgets)

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
Corporate Finance				
4137	Corporate Finance	60100	Pension Deficit Funding	1,584,000
		62100	Audit Fees	71,000
		62200	Bank Charges	98,000
		64621	Discretionary Relief	39,000
			Expenditure Total	1,792,000
			Net Expenditure Total	1,792,000
4146	Non Distributed Costs	60101	Pension Increase Act Payments	177,650
			Expenditure Total	177,650
			Net Expenditure Total	177,650
4156	Transformation Projects	60000	Salaries	(132,000)
		60001	National Insurance - Employers Contribution	(12,200)
		60002	Pensions - Employers Contribution	(22,800)
		69150	Other Services	66,000
			Expenditure Total	(101,000)
			Net Expenditure Total	(101,000)
5319	Loans From Pwlb	69210	Interest Payable - Other	610,000
			Expenditure Total	610,000
			Net Expenditure Total	610,000
5320	Temporary Loans	69210	Interest Payable - Other	5,000
			Expenditure Total	5,000
			Net Expenditure Total	5,000
5325	Comm Inv Strategy Interest	58501	Interest Earned	(162,000)
			Income Total	(162,000)
			Net Income Total	(162,000)
5326	Corporate Finance (Non Cm)	58501	Interest Earned	(2,000)
		58503	Interest Charges Apportioned	8,500
			Income Total	6,500
		61800	Contract Charges	16,600
		63007	Insurance (Service Related)	580
		60008	Apprentice Levy	76,000
		65500	Increase/Decrease In Bad Debt Provision	30,000
			Expenditure Total	123,180
			Net Expenditure Total	129,680
5327	Loans To Local Organisations	58501	Interest Earned	(101,000)
			Income Total	(101,000)
			Net Income Total	(101,000)
5329	Loans To Rsls	58501	Interest Earned	(224,000)
			Income Total	(224,000)
			Net Income Total	(224,000)
5330	Loans To Staff	58502	Car Loan Interest Repaid	(2,000)
			Income Total	(2,000)
			Net Income Total	(2,000)
5332	Short Term Investments	58501	Interest Earned	(50,000)
			Income Total	(50,000)
			Net Income Total	(50,000)
8000	Minimum Revenue Provision	67500	Minimum Revenue Provision	2,421,562
			Expenditure Total	2,421,562
			Net Expenditure Total	2,421,562
Corporate Finance Total				4,495,892
Internal Drainage Board Levies				
5395	Alconbury & Ellington	69110	Levies Paid	66,000
5396	Benwick	69110	Levies Paid	2,027
5397	Bluntisham	69110	Levies Paid	10,845
5398	Connington & Holme	69110	Levies Paid	3,691
5399	Holmewood & Stilton	69110	Levies Paid	1,945
5401	Middle Level	69110	Levies Paid	211,727
5402	Ramsey 1st	69110	Levies Paid	4,532
5404	Ramsey 4th	69110	Levies Paid	11,539
5405	Ramsey Internal	69110	Levies Paid	23,654
5406	Ramsey, Upwood & Raveley	69110	Levies Paid	19,401
5407	Sawtry	69110	Levies Paid	4,499

Cost Centre Details		Subjective Code Details		2019/20
Code	Description	Code	Description	Budget £
5408	Sutton & Mepal	69110	Levies Paid	16,949
5409	Warboys & Somersham	69110	Levies Paid	14,190
5410	Whittlesey & District Internal	69110	Levies Paid	16,299
5411	Woodwalton	69110	Levies Paid	570
Net Expenditure Total				407,868
Internal Drainage Board Levies Total				407,868
Resources (Corporate Budgets) Total Budget for 2019/20				4,903,760
Total HDC Budget for 2019/20				17,156,534