

27 February 2013

## NOTICE OF MEETING

### **CABINET**

*will meet on*

**Thursday, 7 March 2013**

*beginning at*

**6:00 pm**

*in the*

**Committee Room, Civic Offices, Leigh Road, Eastleigh**

#### **TO: Members of Cabinet**

Councillor Keith House (Chair)	Cabinet Member for Regeneration & Resources
Councillor Anne Winstanley (Vice-Chair)	Cabinet Member for Housing & Customer Service
Councillor David Airey	Cabinet Member for Transport & Streetscene
Councillor Louise Bloom	Cabinet Member for Environment & Sustainability
Councillor Alan Broadhurst	Cabinet Member for Leisure
Councillor Cathie Fraser	Cabinet Member for Health
Councillor Roger Smith	Cabinet Member for Communities
Councillor Peter Wall	Cabinet Member for Business & Skills

Staff Contact: Alison Ball, Democratic Services Officer  
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RICHARD WARD  
Head of Legal and Democratic Services

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Members of the public are invited to speak on general items at the  
start of the meeting, and on individual agenda items at the time the  
item is discussed. To register please contact the Democratic  
Services Officer above.

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sound recording and photography at meetings open to the public.

## AGENDA

1. Minutes (Pages 1 - 4)

To consider the Minutes of the meeting held on 14 February 2013.

2. Apologies

3. Declarations of Interest

Members are invited to declare interests in relation to items of business on the agenda. Any interests declared will be recorded in the Minutes.

4. Project Integra: Action Plan 2013-2016 Joint Municipal Waste Management Strategy Refresh (Pages 5 - 44)

5. Write Off of Irrecoverable Debts Council Tax, NNDR and Housing Benefit Overpayments (Pages 45 - 52)

6. Corporate Financial Monitoring 1 April to 31 December 2012 (Pages 53 - 94)

7. Treasury Management Strategy 2013/14 to 2015/16 (To Follow)

<p style="text-align: center;"><b>DATE OF NEXT MEETING</b> <b>Monday, 8 April 2013 at 6:00 pm</b> <b>in the Committee Room, Civic Offices, Leigh Road, Eastleigh</b></p>
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# Agenda Item 1

## CABINET

Thursday, 14 February 2013 (6:00 pm – 6:04 pm)

### PRESENT:

Councillor House (Chair); Councillors Airey, A Broadhurst, R Smith and Wall

Also in attendance: Councillor Grajewski

Apologies for absence were received from Councillors Winstanley, Bloom and Mrs Fraser

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### RECOMMENDED ITEMS (REQUIRING A DECISION)

#### 1. GENERAL FUND REVENUE BUDGET 2013/14

##### Issue

To consider the General Fund Revenue Budget 2013/14 (Paper 5).

##### Considerations

In July 2012 the Council approved the Medium Term Budget Strategy that provides the background for the preparation of the Revised Budget for 2012/13 and Budget for 2013/14.

The Budget process underpins, in financial terms, the delivery of the Council's Strategic Priorities and includes the ongoing savings resulting from the Council's Efficiency Strategy which was first approved by Cabinet on October 2007.

The detailed draft Budget recommended in the report is the culmination of that process, and assumes net spending incorporating an increase in the basic level of Council Tax of 0%.

Taking account of the Settlement from the Government, and allowing for a 0% Council Tax increase in 2013/14, the draft Budget presented is a balanced Budget, which sets the Council's net Budget requirement in 2013/14 at £11,076,130. The Budget Summary contained in Appendix A to the report includes a projection for the Council's Budget to 2016/17.

Cabinet needs to make recommendations to Full Council (25 February) on the Budget, the level of the Council's element of the Council Tax and related matters.

The report was considered by the Policy and Performance Scrutiny Panel on 5 February 2013 where it was agreed that the Budget report be recommended to Cabinet, subject to:

- (a) The report being amended to reflect the £500 change in Asset transfer figures; and
- (b) The inclusion of a pie chart as an appendix to the report, showing the Council's income and expenditure.

Following the Scrutiny Panel meeting the report was revised to reflect these comments and to update some of the details.

#### **RECOMMENDED -**

- (1) That the revised Budget for 2012/13 (paragraph 6) be approved;**
- (2) That the net revenue Budget requirement for 2013/14 be set at £11,076,130 and that the impact on the Council's General Fund Balance (paragraph 6) be noted;**
- (3) That the Local Government Finance settlement for 2013/14 and 2014/15 (paragraphs 16 - 18) be noted;**
- (4) That one-off budget growth of £124,000 in 2012/13 and £79,000 in 2013/14 (paragraph 4) be approved;**
- (5) That new efficiency savings targets from 2013/14 to 2016/17 of £1.5 Million (paragraph 34) and a revised staff turnover target for 2013/14 (paragraph 40) be approved;**
- (6) That the Council Tax for Eastleigh Borough Council be increased by 0% for 2013/14 (paragraph 19);**
- (7) That the Special Expenses for Parish and Non-Parish areas (paragraph 31) be approved; and**
- (8) That the revenue financing of the Community Investment Programme (CIP) of £216,000 (paragraph 43) be noted.**

#### **2. CIP SCHEMES APPROVAL**

##### **Issue**

To approve schemes as part of the four-year Community Investment Programme (CIP) (Paper 6).

### Considerations

The Council approved a 4-Year Strategy in April 2002 and since then reports have been submitted, on a regular basis, to the Executive/Cabinet seeking approval for schemes to progress. Each year the programme has been updated and has established a four year rolling programme of schemes for the CIP.

The report seeks further approvals to be financed from funds earmarked for the CIP.

Cabinet reviewed and approved the Community Investment Strategy on 17 July 2012 which updated the programme for 2012/13 to 2016/17.

### **RECOMMENDED -**

**That the changes to the Prudential Indicators (Appendix B) be approved.**

### **RESOLVED -**

- (1) That funding of £67,000 (£12,000 in 2012/13 and £55,000 in 2013/14) for the Self Service project as an invest to save scheme to be funded from future revenue savings over the life of the Self Service project be approved; and**
- (2) That the approvals given since the last revised Community Investment Programme (CIP) (Appendix A) be noted.**

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### RESOLVED ITEMS (SUBJECT TO QUESTIONS ONLY)

#### 3. MINUTES

### **RESOLVED -**

**That the Minutes of the meeting held on 17 January 2013 be agreed as a correct record.**

#### 4. DECLARATIONS OF INTEREST

Councillor Alan Broadhurst declared a an Interest in agenda item 4, Grants to Sponsored Bodies and Borough-wide Organisations, because he is Chairman of the Eastleigh Deposits Scheme.

5. GRANTS TO SPONSORED BODIES AND BOROUGH-WIDE ORGANISATIONS

Issue

To approve grants to sponsored bodies and Borough-wide organisations (Paper 4).

Considerations

Approval is sought for the annual grants to One Community, Eastleigh Citizens Advice Bureau, Winchester and District Relate, Solent Relate and Homestart.

In addition approval is sought for annual grants to Borough-wide community organisations. These grants are separate to the ones awarded by local area committees and take account of organisations working across the Borough.

**RESOLVED -**

**(1) That the grants for sponsored bodies be approved as follows:**

<b>One Community</b>	<b>£78,906.90</b>
<b>Citizens Advice Bureau</b>	<b>£174,886.85</b>
<b>Relate Winchester and District</b>	<b>£2,374.35</b>
<b>Relate Solent</b>	<b>£2,374.35</b>
<b>Homestart</b>	<b>£1,000.00</b>

**(2) That the grants to Borough-wide organisations detailed in Appendix 1 to the report be approved in principle but that the final detail be delegated to the Leader, the Cabinet Member for Communities, the Cabinet Member for Housing and Customer Service and the Health and Community Team Manager to agree.**

(NOTE: Councillor Broadhurst declared an interest in this item but remained in the room during its consideration and vote.)

M4947

## CABINET

Thursday 7 March 2013

### PROJECT INTEGRA: ACTION PLAN 2013 – 2016

### JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY REFRESH

### Report of the Head of Direct Services

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## RECOMMENDATIONS

It is recommended that:

- (1) The Project Integra Action Plan 2013 – 2016 is approved;
- (2) The 'refresh' of the Hampshire Joint Municipal Waste Management Strategy is approved;
- (3) The revised Project Integra Constitution is approved.

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## Summary

This report seeks Member's consideration and approval of the Project Integra Action Plan 2013 – 2016, the refresh of the Hampshire Joint Municipal Waste Management Strategy (JIMWMS) and the revision of the Project Integra Constitution.

### Statutory Powers

Environmental Protection Act 1990

Waste and Emissions Trading Act 2003

Clean Neighbourhoods and Environment Act 2005

Local Government Act 1972

## Introduction

1. Project Integra is the adopted brand name for the waste management partnership for Hampshire. Its membership comprises all eleven District Councils, the two Unitary Authorities, Hampshire County Council and Hampshire Waste Services (a subsidiary of Veolia), the waste disposal contractor; it is controlled by a Management Board constituted under S.101(5) and S.102(1) of the Local Government Act 1972.

2. In June 2010 a Review Team comprising of senior officers was established by the Project Integra Strategic Board (PISB) to review the structure and functions of the partnership in the light of changes in local government finance and objectives.
3. The PISB recommendations following the Project Integra Review were agreed at Cabinet on 17<sup>th</sup> May 2012 (Appendix 1).

### **Project Integra Constitution**

4. The disbanding of the Policy Review & Scrutiny Committee and the reduction in the number of PISB meeting from 4 to 3 necessitates the revision of the Constitution of Project Integra in order to incorporate the changes. The PISB agreed the revised Constitution (Appendix 2) in November 2012 and, once approved by all partners, this will be adopted.

### **Refresh of Hampshire Joint Municipal Waste Management Strategy**

5. Project Integra partners developed a Joint Municipal Waste Management Strategy (JIMWMS) for Hampshire in 2006 in order to provide strategic direction for its operational work, the basis for its annual action plan and a common strategy framework for each partner authority to deliver its services.
6. Following on from the Review of Project Integra, at a PISB meeting in March 2012, the decision was made that the JIMWMS would be refreshed and the drivers for change updated. The PISB felt that as the strategy and content remained valid only a 'refresh' of the strategy was required to take account the new challenges facing authorities as well as the legislative and financial changes that have occurred since 2006.
7. The final draft of the 'refreshed' JIMWMS (Appendix 3) was approved by the PISB in November 2012 subject to consideration by the individual partners; once approved by all this will become the adopted JMWMS replacing the 2006 version.
8. This core strategy reflects the current strategic focus of PI on the three key issues of:
  - Customer Focus
  - Value for Money
  - Environmental Sustainability

### **Background to Project Integra Annual Action Plan 2013-2016**

9. The Action Plan (Appendix 4) is the mechanism by which the PISB receives its mandate to work on behalf of the partnership. It also sets out the costs of running the PISB and the associated joint activities of the partnership.



10. The Council may approve the Annual Action Plan without reservation, or it may approve it subject to a reservation in respect of any particular matter with which it has concerns. Where approval is given subject to a reservation, the PISB will consider the matter formally as laid down in paragraph 13.3 of the Constitution.
11. The Action Plan has been developed following the conclusion of the Project Integra Review and the 'refresh' of the JIMWMS. It is a 3 year rolling plan to take into account the length of time some of the action may take to complete, most detail is for 2013/14 with longer term actions through to 15/16.
12. The PISB will receive reports at each meeting on progress with the main actions and budget. Strategy Officers will prepare the Action Plan annually and present it for agreement by the PISB and then for approval by each authority.
13. The Plan sets out the operational focus for its activities as follows (text in brackets references the overall objective):
  - (a) **Working to reduce costs across the whole system through:**
    - communication and behaviour change
    - waste prevention including reuse
    - recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements
    - reducing landfill
    - joint working arrangements and activities
  - (b) **Looking ahead together** (long term solution & strategy, joint working).
14. The tables in page 3 to 7 of the Action Plan (Appendix 4) provide the agreed key actions for Project Integra.
15. As well as addressing the financial benefits of working together in partnership to look to reduce costs across the whole system the Action Plan now puts emphasis on environmental and waste prevention benefits.

### **Partner Implementation Plans (PIP)s**

16. Until last year partner authorities have produced a PIP with the aim of coupling together the partner's planned activities with those of the wider partnership. The PISB no longer require Partner Authorities to produce PIPs as it is felt that their influence on the Action Plan is limited.

## Financial Implications

17. Authority contributions required to administer the partnership in 2013/14 are outlined on page 10 of the Action Plan (Appendix 4). Following the PI Review and reduction in the Executive function and number of meetings the budget has reduced, this has been reflected in the annual contribution for authorities. Eastleigh's annual contribution has reduced by £2,658 and is expected to reduce further from next year.
18. The Council receives an income share from the sale of recyclable material payable in arrears annually. It is important to note that the market for materials can fluctuate during the year. Veolia, Hampshire County Council and the Project Integra Materials Marketing Group are working closely to monitor the situation and each authority is provided with a detailed income forecast on a quarterly basis.
19. The income covers any fluctuation in price for recycling materials and contributes towards recycling schemes such as kerbside glass, recycling for small companies and research and development.

## Risk Assessment

20. There are no significant risks to the Council from approving the Action Plan or the JIMWMS or the amendments to the Project Integra Constitution.

## Equality and Diversity Implications

21. An equal opportunities assessment has not been carried out as the report contains no proposed changes to existing services, policies and strategies.

## Conclusion

22. Following the conclusion of the PI Review and the refresh of the JIMWMS the 2013 – 2016 Action Plan sets the key actions for the PI Partnership and reaffirms the financial and environmental benefits of working together in partnership. The 'refresh' of the JIMWMS ensures that this core strategy takes account of policy, legislative and financial changes and addresses the drivers for change and the challenge ahead for authorities. The revision of the Constitution reflects the outcome of the PI Review.

GAIL GRANT

Head of Direct Services

Date: 21<sup>st</sup> January 2013  
Contact Officer: Gail Grant  
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Appendices Attached: 4  
Report No: ds158

### LOCAL GOVERNMENT ACT 1972 - SECTION 100D

The following is a list of documents which disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report. This list does not include any published works or documents which would disclose exempt or confidential information: None.

## OUTCOME OF THE PROJECT INTEGRA REVIEW

### Project Integra Strategic Board (PISB) Recommendation January 2012

- 1) That the PISB should meet three times per year
- 2) That Veolia should remain on the PISB
- 3) That the Policy Review and Scrutiny Committee should be disbanded and scrutiny of PI activities undertaken by authorities individually
- 4) Reaffirm PI's overall objective:

*'To provide a long-term solution for dealing with Hampshire's municipal waste in an environmentally sound, cost effective and reliable way. Success in achieving this depends on joint working between all the parties in the best interest of the community at large.'*

- 5) Agree the following operational focus for its activities:
  - **Work to reduce costs across the whole system** through:
    - Waste prevention (environmentally sound, cost efficiency)
    - Recycling and performance improvements – for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements (environmentally sound, cost efficiency)
    - Reducing landfill (environmentally sound, cost efficiency)
    - Training (cost efficiency)
    - Joint working between authorities (cost efficiency)
  - **Looking ahead together** (long term solution & strategy, joint working)
- 6) That Officers evaluate in more detail the potential of using elements relevant to the action and activity of PI from the Hampshire Minerals and Waste Plan as a basis for the PI future strategy and to report back to the AGM
- 7) That the PI Lead Officer role will be reviewed to ensure that there is appropriate support for Members and Officers and that the hours of work and the grade of the post reflect any changes in responsibility arising out of the PI review.
- 8) That the scope of PI meetings, together with the number of groups, will be reviewed and rationalised with the objective of saving current meeting time and cost and providing revised Terms of reference for each group
- 9) That, due to the proposed reduction in both Officer and Member meetings, both of the part time meeting support roles will be reviewed

- 10) That the PI Training Programme is moved to a self-funding basis
- 11) That the current arrangements in relation to MRF residue disposal costs are maintained
- 12) That no further Projects Fund contributions will be made and that, following the conclusion of the PI Review, the fund will be used to fund Partnership projects on a spend to save basis
- 13) That the SLA arrangements with Hampshire County Council (HCC) will be renegotiated to reflect the outcomes of the PI review and agreed objectives
- 14) That the agreed level of PI subscriptions for the Executive, Recycle for Hampshire and the MAF will be funded from material income rather than the current subscription invoicing arrangements
- 15) The future apportionment of financial contributions to the costs of the PI Executive and Recycling for Hampshire will be on the basis of numbers of households
- 16) That Recycle for Hampshire will be continued with the current level of expenditure maintained and its activities refocused
- 17) That the MAF will be continued with the current level of expenditure and amendments to secure improvements

# PROJECT INTEGRA STRATEGIC BOARD

## CONSTITUTION

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### 1. BACKGROUND

- 1.1. The partner authorities have been widely acknowledged for their cooperation since 1995 on an integrated waste management partnership programme, known as Project Integra. This has resulted in impressive facilities, generally high recycling performance, high diversion from landfill and a contribution to the fundamental shift in thinking from waste to resource management.
- 1.2. In order to further this agenda, in 2001 the partner authorities set up a Joint Committee (the Project Integra Management Board) in order to increase clarity, accountability and respond in a more effective and coordinated way to new challenges.
- 1.3. The effectiveness of the Board was reviewed during 2005/6 in parallel with the development of a Joint Municipal Waste Management Strategy (JMWMS). To underline its strategic, rather than operational role, the Board became known as the Project Integra Strategic Board.
- 1.4. Further changes, including scrutiny being undertaken by authorities individually rather than through a joint scrutiny committee, were agreed following a review of the partnership and a refresh of the JMWMS, concluded in 2012.
- 1.5. This revised Constitution for the Project Integra Strategic Board complements the JMWMS as one of three core documents underpinning the partnership. The third document is the rolling three year Action Plan, updated annually in accordance with this Constitution.
- 1.6. The JMWMS sets out the long term strategic aims of the partners. The Action Plan sets out priorities and how strategic aims will be delivered in the short to medium term. The Constitution sets out how decisions are made, scrutinised and supported.
- 1.7. For the purposes of the Constitution the parties comprise:
  - Basingstoke & Deane Borough Council
  - East Hampshire District Council
  - Eastleigh Borough Council
  - Fareham Borough Council
  - Gosport Borough Council
  - Hampshire County Council
  - Hampshire Waste Services Ltd (a registered subsidiary of Veolia Environmental Services (UK) Plc)
  - Hart District Council
  - Havant Borough Council
  - New Forest District Council
  - Portsmouth City Council

- Rushmoor Borough Council
- Southampton City Council
- Test Valley Borough Council
- Winchester City Council

## **2. PURPOSE**

- 2.1. The purpose of this Constitution is to set out in clear terms how the Project Integra Strategic Board operates and how decisions are made. It also sets out the role of the Project Integra Executive.
- 2.2. The Constitution may be amended from time to time, where all Partner Authorities and HWS agree such amendments. The Board may propose amendments for consideration and approval in its Draft Action Plan.

## **3. DEFINITIONS**

“Annual General Meeting” means the annual meeting referred to in Paragraph 10.1.

“Approved Action Plan” has the meaning given in Paragraph 13.3.

“Board” means the Project Integra Strategic Board.

“Board Member” means a person appointed to the Board under Paragraph 8.1.

“Executive Officer” means the officer designated for the purposes of Paragraph 16.1.

“Chairman” means the Board Member appointed as Chairman further to Paragraph 10.2.

“Deputy” means a person appointed as a deputy member of the Board further to Paragraph 8.4.

“Draft Action Plan” has the meaning given in Paragraph 13.2.

“Executive Officer” means the person designated under Paragraph 15.1.

“Functions” means the functions of the Board set out in Paragraph 6.

“HWS” means Hampshire Waste Services Limited (a registered subsidiary of Veolia Environmental Services (UK) Plc.

“Joint Municipal Waste Management Strategy (JMWMS)” means the current Strategy of that name as formally agreed and adopted by the Partner Authorities and submitted to DEFRA.

“Legal Adviser” means the legal adviser of Hampshire County Council or of another Partner Authority as the Board may from time to time agree shall advise it.

“Memorandum of Understanding” means the Memorandum of Understanding between WCAs and WDA agreed in 1997 and clarifying the responsibilities and obligations of the WCAs and WDA in Project Integra, including all matters relevant to the WCA/WDA interface.

“More from Less” is the title of a stakeholder document produced in 2005. It can be downloaded from: <http://www3.hants.gov.uk/morefromless.pdf>

“Objectives” means the objectives of the Board set out in Paragraph 5.

“Partner Authorities” means the local authorities set out in Paragraph 1.6.

“Partner Authority’s Executive” means the Cabinet or other main executive body within the authority or the Chairman of the Committee or Board with responsibility for waste management.

“Project Integra” means Hampshire’s integrated waste management partnership.

“Project Integra Executive” means the executive structure set up to support the Board and the partnership.

“Recovery Economy” means an economy that uses and recovers material and energy resources in the most sustainable and efficient manner, with particular regard to minimising carbon emissions.

“Role of the Board Member” is as specified in Paragraph 9.

“Special Meeting” means a meeting convened under Paragraph 11.

“Standing Deputy Chairman” means the Hampshire County Council Board Member designated in accordance with Paragraph 10.4.

“Supplementary Document to the Constitution” means a document as described and approved in accordance with Paragraph 167.

“Vice-Chairman” means the Board Member appointed as Vice-Chairman further to Paragraph 10.2.

“Voting Member” means any Board Member other than that appointed by HWS.

#### **4. VISION**

In the period to 2023 Hampshire will manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy.

#### **5. AIMS & OBJECTIVES**

The Objectives of the Board mirror those in the JMWMS as follows:

- 5.1. To deliver this overarching vision, the fundamental aim of Project Integra is to provide a long-term solution for dealing with Hampshire's household waste<sup>1</sup> in an environmentally sound, cost effective and reliable way. Success in achieving this depends on joint working between all the parties in the best interests of the community at large. Specifically, the aims of the Strategic Board are:
- 5.2. To deliver the relevant municipal waste and recycling elements of the Material Resources Strategy as set out in the stakeholder document 'More from Less';
- 5.3. Win the support and understanding of the wider public, leading to a change in behaviour towards material resources;
- 5.4. Make access to recycling and related facilities a positive experience for residents and businesses by improving the coverage of kerbside collection systems, implementing further material recovery streams and continuous improvement of services;
- 5.5. Sustain recent reductions in the growth of household waste;
- 5.6. Improve the understanding of, and promote waste avoidance and minimisation;
- 5.7. Maximise value for money by considering the system as a whole through delivery of an integrated waste management process;
- 5.8. To provide suitable and sufficient processing facilities for existing and new material streams;
- 5.9. Secure flexible, sustainable and ethical markets for recovered materials and products;
- 5.10. Ensure each partner clearly understands its roles and responsibility for delivery in accordance with the Memorandum of Understanding;
- 5.11. Meet the statutory obligations but at the same time maintain Hampshire at the forefront of the waste to resources agenda;
- 5.12. Incorporate commercial and trade waste where possible to improve efficiency of waste management systems, including those for municipal waste; and
- 5.13. Improve the efficiency and effectiveness of services through collaboration with neighbouring authorities.

## **6. FUNCTIONS**

The functions of the Board are as follows:

- 6.1. To develop a strategic policy framework within which the Partner Authorities can each discharge their functions as waste disposal authority or waste collection

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<sup>1</sup> As defined in the Controlled Waste (England and Wales) Regulations 2012



authority (as the case may be) and as set out in the Joint Municipal Waste Management Strategy and in other ways so as to achieve the Objectives.

- 6.2. To produce, for consideration and approval of the Partner Authorities, the Draft Action Plan and associated budget, and to implement the Approved Action Plan.
- 6.3. To discharge, on behalf of the Partner Authorities, their functions in respect of the making of arrangements for the recycling of waste, where such arrangements:
  - (a) Affect two or more of the Partner Authorities; and
  - (b) Have been authorised by all of the Partner Authorities by being specifically referred to in the Approved Action Plan.
- 6.4. To influence, advise and lobby government and other agencies, both nationally and internationally, where to do so is consistent with the Objectives.
- 6.5. To commission and promote research into matters relevant to the Objectives.
- 6.6. To develop proposals for the future development of Project Integra (to be included for consideration in the Draft Action Plan). Such proposals may include the creation of separate entities to undertake particular lines of activity, such as the commissioning of research, public awareness or behavioural change campaigns and the provision of training and consultancy services.
- 6.7. To develop proposals on how the Partner Authorities can discharge their functions in the field of resource management, promote a recovery economy, improve economic, social and environmental wellbeing in Hampshire and contribute to the achievement of sustainable development.
- 6.8. To promote opportunities for joint working, collaboration, efficiencies and economies of scale at an operational or management level between the Partner Authorities and with other authorities inside and outside Hampshire.
- 6.9. To carry out such other activities calculated to facilitate, or which are conducive or incidental to the discharge of the Board's Functions in implementing the Approved Action Plan.

## **7. NAME AND LEGAL STATUS**

- 7.1. The Board is a joint committee constituted by the Partner Authorities under Section 101(5) and 102(1) of the Local Government Act 1972. Its name is the "Project Integra Strategic Board". Meetings of the Board are subject to the provisions of the Local Government Act 1972, including provisions on access to information and meetings being held in public.
- 7.2. The area within which the Board is to exercise its authority is the administrative county of Hampshire together with the unitary authority areas of Portsmouth and Southampton.

## **8. COMPOSITION OF THE BOARD**

- 8.1. The Board shall comprise 15 Members, being one Member appointed by each Partner Authority, and one co-opted Member representing HWS.
- 8.2. Each Partner Authority shall ensure that its appointed Board Member is a member of their executive, except where the Authority concerned:
  - (a) has adopted a Mayor and council manager executive, in which case the Board Member may be the council manager or other officer, or
  - (b) has adopted the Committee model. In this case, the Partner Authority shall ensure that the appointed Board Member has the skills and qualities required to fulfil the strategic nature of the role and has the authority to speak on behalf of the Partner Authority.
- 8.3. The representative of HWS shall be the Managing Director of Hampshire Waste Services Limited, with the skills and qualities required to fulfil the role of the Board Member.
- 8.4. Partner Authorities, and HWS, may each appoint another named person to act as a Deputy for their appointed Board Member. Where the appointed Board Member is unable to attend a meeting, a suitable Deputy may attend and carry out their responsibilities, including, in the case of a Voting Member, voting in their absence.
- 8.5. The term of office of a Board Member and any Deputy shall be determined by the appointing partner authority, provided that for the duration of that period they remain a person who is capable of being appointed to the Board in accordance with Paragraphs 8.2 and 8.4 or, where appropriate, Paragraph 8.3 above. Partner Authorities and HWS may change their appointed Board Member or Deputy at any time provided that written notice of any such change is provided to the Executive Officer, taking effect upon receipt.

## **9. ROLE OF THE BOARD MEMBER**

The responsibilities of a Board Member are as follows:

- 9.1. To be committed to, and act as a champion for, the achievement of the objectives both within their own authority and in other arenas.
- 9.2. To be a good ambassador for the Board and for Project Integra.
- 9.3. To attend Board meetings, vote on items of business and make a positive contribution to the achievement of the Objectives.
- 9.4. To remain acquainted with emerging technologies and processes in the area of waste/resource management.
- 9.5. To act as an advocate for the Board in seeking the approval of their Partner Authority to the Draft Action Plan.

## **10. MEETINGS**

- 10.1. The Board shall meet three times a year. The venue for meetings shall be determined by the Board. The Board shall hold an Annual General Meeting annually on one of the meeting dates.
- 10.2. The Chairman and Vice-Chairman of the Board shall be appointed at the Annual General Meeting. Appointments take effect until the next Annual General Meeting. In the absence of the Chairman for any reason the responsibilities of the Chairman shall be discharged by the Vice-Chairman. A Chairman or Vice-Chairman may be re-elected to serve for another period of one year if that is the wish of the majority of the Board but should not normally serve in the same role for more than two consecutive years.
- 10.3. If the Chairman is for any reason unable to continue in the role, the Vice-Chairman shall automatically assume the role of Chairman until the next routine or Special Meeting of the Board, where a new Chairman shall be appointed.
- 10.4. Unless the Hampshire County Council Member is elected Chairman or Vice-Chairman in accordance with Paragraph 10.2 above, the Hampshire County Council Board Member shall assume or resume the role of ex-officio Standing Deputy Chairman. The purpose of the position is to:
- (i) provide assistance and advice to the Chairman and Vice-Chairman in the preparation of meeting agendas and other member events or communications; and
  - (ii) ensure the Hampshire County Council Member is fully informed of strategies and policies being formulated for consideration by the Strategic Board.
- The role reflects the unique responsibility of Hampshire County Council within the partnership. In all other respects the role is the same as other Voting Members.
- 10.5. A printed copy of the summons and agenda for each meeting and the minutes of the previous meeting, shall be despatched by the Executive Officer at least fourteen days before such meeting to each Board Member. The summons shall contain notice of all business, except urgent business, which is in the ordinary course or by direction of the Chairman or Executive Officer required to be brought before the Board.
- 10.6. If within ten minutes of the appointed time for the commencement of the meeting a quorum (that is four Voting Members) is not present, the meeting shall be dissolved. Any business not disposed of shall be considered at the next meeting.
- 10.7. The Chairman may invite any person to attend a meeting of the Board for the purpose of making a presentation, or participating in discussion, on any item relevant to the Board's Functions, where that person is able to provide a professional or commercial viewpoint, which the Chairman considers would be of assistance to the Board.

- 10.8. All decisions of the Board will be notified in writing to Board Members and Deputies within five working days of the Board meeting.

## **11. SPECIAL MEETINGS**

- 11.1. The Chairman may summon a Special Meeting of the Board at any time.
- 11.2. A Special Meeting shall also be summoned on the requisition in writing of not less than four Voting Members, which requisition shall be delivered to the Executive Officer and shall specify the business to be considered at the Special Meeting.
- 11.3. The Executive Officer shall arrange for any Special Meeting to be held in accordance with the timetable in Paragraph 10.5 above.

## **12. DECISION MAKING**

- 12.1. Voting Members shall be entitled to a vote on items of business considered by the Board (the Board Member appointed by HWS, as a co-opted member, is not permitted to vote by virtue of Section 13(1) of the Local Government and Housing Act 1989).
- 12.2. Subject to Paragraphs 12.4 and 13.3 below, every question shall be determined by the voices of those Voting Members present, provided that if there is a Voting Member who indicates dissent to this procedure then a vote by a show of hands shall take place. A simple majority shall be required.
- 12.3. In the event of there being an equal number of votes for and against a particular proposition, the Chairman shall have a casting vote.
- 12.4. Where the effect of a particular proposition, if adopted by the Board, would be to give rise to contractual or financial implications for any Partner Authority, then in addition to the normal requirement for a simple majority of votes, the vote of the Member appointed by that Partner Authority, in favour of the proposition, shall be required. Where a particular proposition does not have the support of the Members appointed by all Partner Authorities so affected, the proposition cannot be adopted by the Board.
- 12.5. Where the effect of a decision of the Board is that the Partner Authorities, or any of them, shall enter into contractual arrangements, the Partner Authorities so affected shall delegate authority to complete the contractual documentation on their behalf (subject to Paragraph 12.6 below) to the lead Partner Authority further to Section 101 Local Government Act 1972.
- 12.6. Where, further to a resolution of the Board, contractual arrangements are entered into by one of the Partner Authorities, as lead authority on behalf of itself and other authorities, the Partner Authorities so affected shall complete a legal agreement setting out the basis on which risks and liabilities are apportioned between them.

## **13. ACTION PLAN**

- 13.1. At its Annual General Meeting, the Board shall consider and approve the Draft Action Plan.
- 13.2. The Draft Action Plan shall set out the strategy for the achievement of the Objectives over a rolling three year period. It will specify the activities to be undertaken in support of that strategy, together with the resources required and responsibilities for each activity.
- 13.3. The Draft Action Plan shall be considered by each of the Partner Authorities with a view to giving it their approval. On being approved by all of the Partner Authorities, the Draft Action Plan shall become the Approved Action Plan. A Partner Authority may approve the Draft Action Plan subject to a reservation in respect of any particular matter that it has concerns with. Where approval is given subject to such reservation, the Partner Authority's Voting Member is not entitled to vote on the matter in question when it is subsequently considered by the Board, and any resolution of the Board on the matter in question does not bind that Partner Authority.
- 13.4. The Board may consider and propose a draft amendment to the Approved Action Plan, where necessary to accommodate unforeseen circumstances, which have arisen which would assist the Board in achieving the Objectives. Any proposed amendment, which is agreed by the Board, shall then be submitted to the Partner Authorities for approval. On being approved by all the Partner Authorities, the amendment is then incorporated in the Approved Action Plan.

#### **14. DELEGATION TO SUB-COMMITTEES AND OFFICERS**

- 14.1. The Board may arrange for any of its functions to be discharged by a sub-committee or by an officer of one of the Partner Authorities, provided that any such arrangements do not include delegation of matters falling within the scope of Paragraph 12.4 above or Paragraph 16 below, which shall remain the sole responsibility of the Board.
- 14.2. The Board may appoint working groups of Members and officers to consider specific matters referred and report back to the Board.

#### **15. EXECUTIVE OFFICER AND PROFESSIONAL SUPPORT**

- 15.1. The Board shall designate a named person to fulfil the function of Executive Officer. The responsibilities of the Executive Officer shall be set out in a job description approved by the Board as a Supplementary Document to the Constitution. In respect of the business of the Board, its sub-committees and working groups the role shall include:
  - (a) To make all necessary arrangements for the convening of meetings.
  - (b) To provide, or, where necessary, procure the provision of, all necessary advice on the technical, legal and financial implications of matters under consideration.

- (c) To bring attention to relevant matters which merit consideration.
- (d) To take and maintain minutes of meetings, and ensure that business at meetings is conducted in accordance with legal and constitutional requirements.
- (e) To be responsible for communications with other agencies, including the media.
- (f) To manage and co-ordinate the day-to-day affairs of the Board and its administrative support.

15.2. The Board shall obtain legal, financial and other professional advice as required.

15.3. The business address for all communications relating to the administration of the Board's affairs shall be determined by the Board.

## **16. SUPPLEMENTARY DOCUMENTS TO THE CONSTITUTION**

16.1. Supplementary Documents to the Constitution (SDCs) set out agreements such as operational protocols, financial arrangements or specifications that the Board have agreed to apply either generally or under specified circumstances.

16.2. The Board may from time to time consider amending, deleting or adding to the Supplementary Documents and may, subject to Paragraphs 12.4 above and 16.3 below, approve such changes without the need to refer to each authority for individual approval.

16.3. Nothing in this Constitution shall empower or permit the Board to override contractual or legal arrangements agreed between partner authorities or between one or more partner authorities and third parties.

## **17. URGENT MATTERS**

17.1. Subject to Paragraph 15.2, this Paragraph applies where the best interests of the Board require that action should be taken, or a decision made, on a matter which would normally fall to be considered by the Board in the exercise of its functions, but where such best interests would be compromised by the action, or decision, being deferred until the next meeting of the Board. In such cases the Executive Officer is authorised to take such action or decision, following consultation with the Legal Adviser, Chairman and Vice-Chairman. Any such action taken shall be reported to the next meeting of the Board.

17.2. Paragraph 17.1 does not apply to decisions falling within the scope of Paragraph 12.4 or 16.2.

## **18. CONDUCT AND EXPENSES OF MEMBERS**

18.1. All Board Members shall observe at all times the provisions of the code of conduct, adopted by their Partner Authority under Section 51 of the Local Government Act

2000. In the meantime, Members are required to observe the provisions of any existing code of conduct adopted by their Partner Authority or, where none exists, the National Code of Local Government Conduct.

- 18.2. Except as outlined in Paragraph 18.3 below, each Partner Authority shall be responsible for meeting any expenses to which any Board Member appointed by them, as their representative is entitled as a result of their attendance at duly authorised meetings. HWS are responsible for meeting any expenses incurred by their appointed representatives.
- 18.3. The Board shall meet appropriate expenses, properly incurred by the Board Chairman or Vice Chairman in relation to circumstances where they have represented the partnership rather than their individual authority. A summary of such expenditure shall be reported to meetings of the Board.

## **19. LIABILITIES OF BOARD MEMBERS**

- 19.1. Board Members have the same responsibilities and liabilities as those which apply when sitting on other committees and bodies as appointed representative on behalf of their authority. Where contractual arrangements are authorised by the Board, any liabilities arising under those arrangements will rest with the constituent Partner Authorities who are parties to those contractual arrangements. Indemnification for any liabilities, which do arise, is a matter between the Board Member and their Partner Authority. It is noted that under Section 101 of the Local Government Act 2000, the Secretary of State may by order make provision conferring power to local authorities to provide indemnities to some or all of their members and officers.

## **20. PRESS AND PUBLIC RELATIONS**

- 20.1. The Board shall have power to issue such press releases and carry out such further publicity as it deems necessary for the furtherance of the Objectives, including the dissemination of information relating to the functions and workings of the Board, and any action taken or proposed to be taken for the benefit of the residents of Hampshire and other stakeholders.

Dated November 2012

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# Project Integra

Hampshire Joint Municipal  
Waste Management Strategy

## Refresh of Core Strategy

November 2012



## 1. Introduction

### 1.1 Context

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to *resource management*.

While Hampshire remains in a good position in relation to most other areas of the UK, it still has a more to do to improve performance to consistently high levels across the whole area, to optimise costs and to achieve this while working to high and consistent level of public satisfaction.

Hampshire also continues to aspire to put into practice the concept of Material Resource Management as embodied in the Hampshire stakeholder document '*More from Less*'<sup>1</sup> and this still continues to have fundamental implications for the way we organise services in the future.

As a way for the 14 waste authorities in Hampshire to deliver this agenda, Project Integra<sup>2</sup> has refreshed its *2006 Joint Municipal Waste Management Strategy (JMWMS)* in order to provide strategic direction for its operational work, the basis for its annual action plans and indeed for each partner authority to be able to deliver its services against a common strategy framework.

The refreshed strategy covers the period 2013-2023, with a focus on the next five years and potential for further review after that, depending on circumstances at that time.

The revised Waste Framework Directive (2008/98/EC) sets targets for Member States to achieve 50% recycling of municipal waste by 2020. In England government recycling targets for local authorities have ended and the Review of Waste Policies (2011) indicates that England is expected to achieve this target as a result of existing policies. There are therefore, no recycling targets set out in the refreshed strategy.

### 1.2 Project Integra Strategic Board (PISB) Decisions

At the PISB meeting on 12 Jan 2012 the following Decision was made:

That the operational focus for PI activities was one of working to reduce costs across the whole system through:

- waste prevention (environmentally sound, cost efficiency)
- recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials,

<sup>1</sup> <http://www3.hants.gov.uk/morefromless.pdf>

<sup>2</sup> The Project Integra partnership comprises the 11 Districts/Boroughs as Waste Collection Authorities (WCAs); Hampshire County Council as a Waste Disposal Authority (WDA); the 2 Unitary Authorities of Portsmouth & Southampton as both WCAs & WDAs; and Veolia Environmental Services (VES), the integrated waste management contractor.

- changing management arrangements (environmentally sound, cost efficiency)
- reducing landfill (environmentally sound, cost efficiency)
- training (cost efficiency)
- joint working between authorities (cost efficiency)

And, looking ahead together (long term solution & strategy, joint working).

At the PISB meeting on 1 March 2012 it was agreed to:

***Refresh the JMWMS to provide a strategic direction of travel for waste management in Hampshire.***

### **1.3 Definition of Waste**

As its name implies the Joint Municipal Waste Management Strategy (2006) focused on ‘Municipal Waste’, a definition which covered all waste collected by the local authority, including some non municipal fractions such as construction and demolition waste.

Since then government has broadened the definition of municipal waste in order to harmonise with European definitions. A new term - Local Authority Collected Waste (LACW) - has been brought into use to describe all waste collected by the local authority, including non municipal fractions such as construction and demolition waste. From 2011 it is this term that is used in statistical publications which previously referred to municipal waste.

In refreshing this Strategy it was agreed that, for consistency with the 2006 Strategy the term municipal waste should be retained, but that in this context it would refer to Local Authority Collected Waste. However, it is worth noting that most Project Integra actions focus on household waste, namely waste produced on domestic property.

### **1.4 How this Strategy was Developed**

This strategy has been developed in the context of Hampshire’s Material Resources Strategy, Best Value requirements and in conjunction with the land-use policy framework for waste (i.e. the Draft Hampshire Minerals and Waste Development Plan (September 2012).

Adoption of the original strategy in 2006 followed a significant process of consultation and environmental assessment. The core strategy remains valid, as does much of its content, but needs “refreshing” to take account of policy, legislative and financial changes that have occurred since 2006, as well as updating the drivers for change and the challenge ahead for the period of the new plan.

It is not considered necessary to repeat the extensive processes of the 2006 strategy given the relatively minor changes to the content of this document.

### **1.5 Format of this Strategy**

The Hampshire JMWMS still comprises three key documents:

- Part 1: Core Strategy (i.e. this ‘refreshed’ document). This sets out the strategic direction of municipal waste management in Hampshire over the period up to 2023. It includes a policy framework and supporting actions, which have been crafted to ensure delivery of the overall waste management vision.
- Part 2: Supporting Technical Document. This sets out a range of (unchanged) detailed information that supports the content of Part 1; and
- Part 3: Strategic Environmental Assessment ‘*Environmental Report*’. The JMWMS is required by statute to be assessed against (and shaped by) a range of sustainability criteria. This (unchanged) document explains how this process was carried out and reports on the results of the appraisal process.

As part of the refresh of the JMWMS, the structure of the core strategy has been reordered to reflect PI’s focus on the three key issues of:

- Customer Focus
- Value for Money
- Environmental Sustainability

## 2. Drivers for Change and the Challenge Ahead

### 2.1 The Current Municipal Waste Picture In Hampshire

#### 2.1.1 How much Municipal Waste is Generated in Hampshire?

The amount (arising) of municipal waste have reduced over the 5 years since the 2006 strategy was adopted – both in terms of total arisings and arising per household or person – as illustrated in Table 1 below.

This is a trend that has been seen at a national as well as local level and results from a combination of the effects of waste prevention initiatives and reduced consumption as a result of the recession.

**Table 1: Total municipal waste arisings in Hampshire, Portsmouth and Southampton: 2005/06 compared to 2010/11**

		2005/06	2010/11	Change
Municipal waste collected	tonnes	878,667	839,230	-4%
Per household	Kg/hh/a	1300 (approx.)	1,120	
Per person	Kg/person/a	530 (approx)	485	

#### 2.1.2 How is Municipal Waste Currently Managed?

The waste collection systems in Hampshire vary between the collection authorities. However all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosols). Most receive garden waste collections

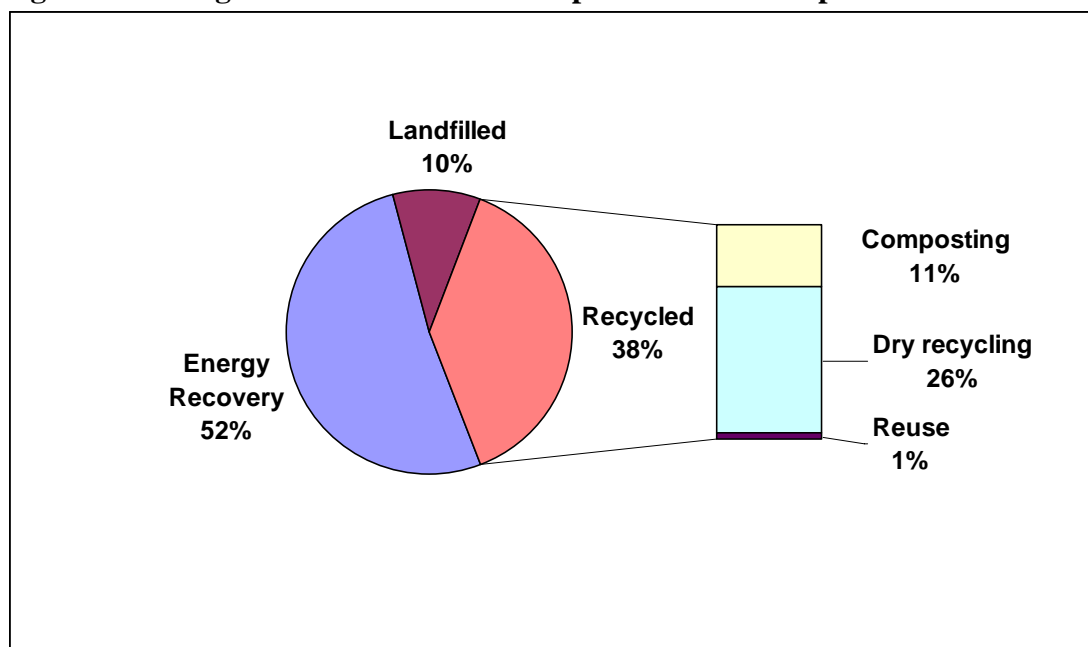
and many receive glass collections.

In addition an extensive network of 26 Household Waste Recycling Centres (HWRCs) and around 750 bring sites provide facilities for households to deposit recyclables and/or waste.

Recyclable materials collected at the kerbside are sorted in two Materials Recovery Facilities (MRFs) and all residual waste collected at the kerbside is sent for energy recovery at three Energy Recovery Facilities (ERFs). Two windrow composting facilities handle the majority of the garden waste received at the HWRCs and collected by WCA's, turning it into ProGrow soil improver.

Figure 1 illustrates the management routes for all municipal waste in Hampshire in 2010/11.

**Figure 1: Management Routes for Municipal Waste in Hampshire 2010/11.**



## 2.2 New Drivers for Change

The slowdown in growth of waste arisings compared to the projections made in the 2006 Strategy is particularly significant and has obviated the need for significant new municipal waste disposal infrastructure within Hampshire, although some new facilities may be required to enable continued diversion of waste from landfill and to reflect development of new waste treatment technologies.

The trend in waste and resource management towards treating waste as a commodity, enabling it to be considered as a resource rather than a liability will drive the trend towards greater control of material resources by local authorities.

Some critical material resources are becoming increasingly scarce, such as the ‘speciality’ metals vital for a range of high-tech applications and green technologies, giving a greater importance and value to recycling end-of-life products.

Energy is also an increasingly valuable commodity and energy from waste helps meet national targets for energy from renewable sources and resilience in energy supply.

The revised Waste Framework Directive and national policy has increased the importance of treating waste more as a resource in accordance with the waste hierarchy and as far up the hierarchy as possible.

Legislative, fiscal and regulatory changes that influence both producer and consumer responsibilities nationally and locally.

Locally the Hampshire Minerals and Waste Plan sets out a spatial framework for the capacity and location of waste facilities required to deal with all waste streams in Hampshire in the period to 2030, and an emphasis on minimising landfill.

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations.

The review of Project Integra completed in 2012 has focused attention on a range of activities aimed at reducing costs across the whole waste and resource management process.

Landfilling of waste continues to be the least preferable option in environmental terms and is further discouraged by Landfill Tax which will escalate annually to a ‘floor’ of £80 per tonne in 2014-15. This tax, on top of the normal gate fee, means that recycling and energy recovery technologies have now become more economic to install and operate than landfill.

### **3. Strategic Options for the Future Management of Municipal Waste in Hampshire**

- 3.1** The evaluation of options undertaken in the 2006 JMWMS identified ‘Option 5’ as the preferred approach (see Appendix 1).

Authorities within the Partnership have made significant progress in implementing this approach, consider it remains fit for purpose, and as a result there are no proposals for radical change to it in the short term.

### **4. Vision and Aims**

- 4.1** **Overarching Vision**

**In the context of managing municipal waste in Hampshire, the overarching vision for this Joint Municipal Waste Management Strategy is as follows:**

**In period to 2023 Hampshire will manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy.**

## 4.2 Aims

To deliver this overarching vision, the fundamental aim of Project Integra is to provide a sustainable solution for dealing with Hampshire's household waste materials<sup>3</sup> in an environmentally sound, cost effective and reliable way. Success in achieving this depends on joint working between all the parties in the best interests of our communities.

Specifically, the aims of this JMWMS are:

- To deliver the relevant municipal elements of the Material Resources Strategy as set out in the stakeholder document 'More from Less';
- Earn the support and understanding of the wider public, including businesses, leading to a change in behaviour towards material resources;
- Make access to recycling and related facilities and services a positive experience for resident and small businesses by improving the coverage of kerbside collection systems, implementing further material recovery streams and continuous improvement of services;
- Sustain recent reductions in the growth of household waste;
- Maximise value for money by considering the system as a whole through delivery of an integrated waste and resource management process;
- To provide suitable and sufficient processing facilities for existing and new material streams; including the consideration of funding structures other than traditional project finance in order to deliver better value for money.
- Secure flexible, sustainable and ethical markets for recovered materials and products;
- Ensure each partner clearly understands its roles and responsibility for delivery in accordance with the Memorandum of Understanding;
- Meet the statutory obligations but at the same time maintain Hampshire at the forefront of the waste to resources agenda;
- Incorporate commercial and trade waste, including recycle, where possible to improve efficiency of waste and resource management systems, including those for municipal waste; and

<sup>3</sup> As defined in the Controlled Waste (England and Wales) Regulations 2012

- Improve the efficiency and effectiveness of services through collaboration with neighbouring authorities, including those of the SE7 authorities<sup>4</sup>.

## 5. Framework of Key Objectives and Supporting Actions

### 5.1 Introduction

This section sets out the key objectives against which Project Integra can formulate its supporting actions and Annual Action Plan.

### 5.2 Key Objectives

Project Integra will be guided by three overriding objectives:

- **Customer Focus;**
- **Value for Money; and**
- **Sustainability**

#### 5.2.1 Customer Focus

##### Objective 1

Project Integra partners are committed to placing a high priority on maintaining and enhancing high customer satisfaction in providing a waste and resource management service to the residents of Hampshire.

Supporting Action 1: Project Integra partners will maintain consistent and high standards of waste services across Hampshire, based on customer feedback and satisfaction surveys.

#### 5.2.2 Value For Money

##### Objective 2

Project Integra partners will seek to ensure that the public, and where appropriate, businesses – particularly small and medium enterprises – are provided with an efficient waste management and recycling & reuse service that represents best practice and best value through bring banks, kerbside collections and across the HWRC network.

All waste services will be subject to continuous review and improvement of existing services and systems.

Supporting Action 2: Project Integra partners will continue to evaluate options to progressively extend and improve the efficiency of recycling & reuse collections to maximise the value of recycled & reused materials.

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<sup>4</sup> The 'South East 7' (SE7) are top-tier councils comprising East and West Sussex, Hampshire, Kent and Surrey, and the unitary councils of Brighton & Hove and Medway.



### 5.2.3 Sustainability

#### **Objective 3**

Project Integra partners will encourage the treatment of waste as close as reasonably possible to its source and at the highest level of the waste hierarchy as is economically practicable, minimising the cost of waste transport, and consistent with the principles of environmental sustainability and whole life cycle costs.

Supporting Action 3: Project Integra partners will give consideration to all appropriate alternative technologies to those currently employed as a means of maximising diversion from landfill, reducing CO<sub>2</sub> emissions and balancing cost efficiency and waste management services.

**In order to achieve these overriding objectives, Project Integra partners will work to the following supporting objectives, based on the waste hierarchy:**

### 5.2.4 Behavioural Change

#### **Objective 4**

Project Integra partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling in order to embed the waste hierarchy in our approach to waste management.

Supporting Action 4 : Project Integra partners will continue to encourage and strengthen partnerships with the community, voluntary (including Third Sector Organisations) and private sectors and investigate opportunities for external funding to generate practical, community based waste minimisation and reuse initiatives including the development and delivery of the Recycle for Hampshire communications and behavioural change programme and the schools education programme.

### 5.2.5 Waste Prevention and Reuse

#### **Objective 5**

Project Integra partners will continue to encourage waste prevention and re-use and work with others, including manufacturers and retailers, to sustain an average annual rate of waste growth below 0.5%.

Supporting Action 5: Project Integra partners will work with WRAP and other similar stakeholder agencies as well as private sector organisations and businesses involved in the supply chain operations that impact on local authorities in order to maximise waste prevention opportunities.

### 5.2.6 Waste Recycling and Composting

#### **Objective 6**

Project Integra partners will continue to encourage participation in recycling and composting, and consider the value of materials and whole system costs and implement appropriate measures to achieve these aims.

The HWRC network across Hampshire will continue to be developed in order to fulfil its role of providing convenient, innovative, and accessible reuse, recycling and composting services for the whole community.

Supporting Action 6: Project Integra partners will undertake regular waste analyses of reuse and recycling facilities (including the MRF performance process, bring banks, household collections and other collections e.g. bulky, commercial etc in order to provide baseline data on a sufficiently regular basis to measure the effectiveness and enable consistent comparison of waste recycling and minimisation initiatives.

Hampshire County Council, Portsmouth City Council and Southampton City Council will engage with the community to consider options aimed at improving the HWRC service provision across Hampshire, maximising value for money and helping service provision for SMEs. The management service contract will be retendered in 2015.

### 5.2.7 Waste Treatment and Disposal

#### **Objective 7**

Project Integra partners will seek treatment of remaining, non-recyclable waste to achieve their aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Supporting Action 7: Consideration will be given to all appropriate alternative technologies to those currently employed such as anaerobic digestion, gasification, mechanical & biological treatment, pyrolysis and solid recovered fuel as a means of maximising diversion from landfill, reducing CO<sub>2</sub> emissions and balancing cost efficiency and waste management services.

### 5.1.8 Leading the Way

#### **Objective 8**

Project Integra will continue to develop its waste and resource management services through local and broader collaboration to ensure that:

- the value of material resources is maximised;
- markets are supplied with high quality materials
- material is recycled through flexible, sustainable and ethical markets.

Supporting Action 8: Project Integra partners will continue to explore innovative opportunities for both accessing and maximising value from waste and also for improving recycling and recovery performance.

## 5.2 Monitoring and Review

Project Integra will undertake monitoring of performance. Results will be reported to the Project Integra Strategic board as part of the Project Integra Action Plan.

The JMWMS will be reviewed after 5 years, or sooner if required.

Appendix 1

Option 5 as set out in JMWMS 2006

<p style="text-align: center;">5</p> <p style="text-align: center;"><b>Enhanced MRS pattern activity i.e. enhanced collection / treatment methods with enhanced waste minimisation and commercial waste elements)</b></p>	<p><i>Collection</i> – Kerb-side collection of dry mixed recyclables, glass and textiles; promote home composting and the use of food digesters; introduce an incentivised scheme for kerb-side collection of green waste (i.e. charge for green waste collections) and facilitate the provision of enhanced waste electrical and electronic equipment (WEEE) 'bring' facilities at household waste recycling centres (HWRCs).</p> <p><i>Commercial Recycling</i> – Provide / facilitate collection and processing capacity to optimise the capture of recyclables from the commercial sector (recyclables that are similar in nature to those arising from the municipal waste stream).</p> <p><i>Waste Growth</i> – MRS and Regional Waste Strategy targets – reduce growth to 1%pa by 2010 and 0.5%pa by 2020.</p> <p><i>Treatment of Residual</i> – Thermal treatment (EfW) of at least 420 000 tonnes per annum with excess residual waste being sent to landfill in the short term and further treatment in the long term.</p> <p><i>Landfill</i> – Pre-process all household waste with residues only to landfill (and minimum organics to landfill).</p>
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**APPENDIX 4****Project Integra Draft Action Plan 2013 – 2016****1 Introduction**

1.1 Following the conclusion of all elements of the Project Integra Review and the refresh of the Joint Municipal Waste Management Strategy this Action Plan sets out the:

- Proposed key actions for the Project Integra Partnership in 2013/14 with longer term actions through to 2015/16;
- Budget for the proposed activities and the contributions of each partner.

**2 Purpose**

2.1 To set out a Draft Action Plan for the Project Integra Partnership for 2013 – 2016 for consideration and approval by the Partner Authorities.

**3 Approach**

3.1 This Action Plan covers the collective actions of Project Integra partners to deliver the Joint Municipal Waste Management Strategy (JMWMS). Actions involving two or more Partner Authorities are included – actions by individual authorities are not.

The Action Plan is a 3 year rolling plan in recognition of the fact that some actions will take longer than a year to complete. However, most detail is for 2013/14.

The Action Plan is prepared annually by Strategy Officers and presented for agreement by the Project Integra Strategic Board (PISB) and then for approval by each authority.

3.2 A workshop was held in September 2012. As well as considering progress on the refresh of the JMWMS, the objectives and operational focus for the Partnership were reviewed and actions for 2013/14 considered. These have been used to develop this Draft Action Plan.

**4 Partnership Objectives**

4.1 The Project Integra Strategic Board is constituted as a Joint Committee of the 14 local authorities with responsibility for waste management in Hampshire, Portsmouth and Southampton. The long term waste disposal contractor Veolia Environmental Services (VES) is a non-voting member of the Partnership.

4.2 As part of the review the PISB reaffirmed Project Integra's overall objective as follows:  
*To provide a sustainable solution for dealing with Hampshire's municipal waste<sup>1</sup> in an environmentally sound, cost effective and reliable way. Success in achieving this depends on joint working between all the parties in the best interests of our communities.*

4.3 The PISB also agreed the operational focus for its activities through a number of work streams as follows.

**Working to reduce costs across the whole system through:**

1. communication and behaviour change
2. waste prevention including reuse
3. recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements
4. reducing landfill
5. joint working arrangements and activities
6. improve efficiency and effectiveness of services through collaboration with neighbouring authorities including SE7.

4.4 Identified below is a table of key actions for the Partnership together with timescales and those responsible for delivery.

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<sup>1</sup> This refers to the waste streams local authorities have responsibility for (mainly waste from households with small amounts of waste from businesses). Government now refers this as 'Local Authority Collected Municipal Waste'.

**Table 1: Key Actions for Project Integra 2013 – 2016**

- communication and behaviour change
- waste prevention including reuse
- recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements
- reducing landfill
- joint working arrangements and activities

Action 1	Recycle for Hampshire (R4H) Programme	Workstream Contribution
<b>Detail</b>	Deliver the approved R4H programme in accordance with the agreed timescale. Programme delivered on budget to time with all actions complete. Have provided: <ul style="list-style-type: none"> <li>• Campaigns to increase capture of specific materials for recycling</li> <li>• Recycle Week events</li> <li>• Promote reduced price compost bins and accessories</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and behaviour change</li> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	<ul style="list-style-type: none"> <li>• Demonstrable increase in material capture in areas engaged</li> <li>• Successful Recycle Week events delivered</li> <li>• Continued sales of compost bins and accessories across Hampshire</li> </ul>	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> Capture rate working group (data, direction) Recycle for Hampshire team (delivery)	
<b>Resources</b>	R4H budget	
<b>Timescale</b>	Annual Programme with specific objectives – ( <i>Link to R4H Action Plan 2013/14</i> )	

<b>Action 2</b>	<b>Schools Recycling Programme</b>	<b>Workstream Contribution</b>
<b>Detail</b>	To deliver the Schools Recycling Programme to 60 schools per annum across Hampshire. To maximise the benefit of the Schools Recycling Programme and with R4H ensure that resources, (including web based), are used as widely and effectively as possible. (Secondary schools/ Brownies/charities etc)	<ul style="list-style-type: none"> <li>• Communication and behaviour change</li> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Improved awareness of waste & resource management and recycling in Hampshire for school age young people.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> Recycle for Hampshire team and HCC Martyn Cole	
<b>Resources</b>	R4H budget	
<b>Timescale</b>	Annual targets as agreed with the Communications Sub Group to be achieved by end of the year.	

<b>Action 3</b>	<b>Contamination Compact</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Develop, agree and implement a Project Integra Contamination Compact 'with all partners committing action to achieve a reduction in the current rate of DMR contamination'.	<ul style="list-style-type: none"> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Demonstrable decrease in contamination in all areas with associated reduction in cost and increase in recyclable material captured.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> Collection Authorities (target areas) All partners via Strategy Officers Group Delivery to be agreed	
<b>Resources</b>	Project Integra budgets	
<b>Timescale</b>	Rolling programme of work with initial targets to be achieved by end of the year to be developed.	



<b>Action 4</b>	<b>Waste Prevention Plan Development</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Production of a Waste Prevention Plan in line with new WDA statutory responsibility. To be developed in consultation with Project Integra WCAs by December 2013.	<ul style="list-style-type: none"> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Compliant Waste Prevention Plan Produced by 2013	
<b>Responsibility</b>	HCC – Lead (officer name to be provided) in consultation with Project Integra	
<b>Resources</b>	HCC	
<b>Timescale</b>	By December 2013.	

<b>Action 5</b>	<b>Waste Prevention Delivery</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Implementation of Waste Prevention Plan Action Plan.	<ul style="list-style-type: none"> <li>• Communication and behaviour change</li> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Measurable reduction in waste arisings Target to be determined.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> All Project Integra authorities	
<b>Resources</b>	To be determined	
<b>Timescale</b>	Implementation programme to be developed approved and implemented December 2013 – March 2016.	

<b>Action 6</b>	<b>Clothing &amp; Textile Banks</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Deliver a partnership framework for the management of clothing and textile banks.	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Joint textiles bank contract in place for authorities wishing to use it.	
<b>Responsibility</b>	<b>Lead Fareham BC Paul Doran</b>	
<b>Resources</b>	Paul Doran on behalf of Fareham as lead authority	
<b>Timescale</b>	Contract operational by June 2013.	

<b>Action 7</b>	<b>Small WEEE</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Deliver programme of activity via task and finish group for small WEEE.	<ul style="list-style-type: none"> <li>• Communication and behaviour change</li> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> </ul>
<b>Expected Outcome</b>	Increase capture of small WEEE items.	
<b>Responsibility</b>	<b>Lead Head of Project Integra working with Martyn Cole HCC</b>	
<b>Resources</b>	To be determined as a part of initial scoping	
<b>Timescale</b>	Report proposing implementation in 2014/15 to comply with the WEEE regulation recast and new guidance anticipated. Initial activity to directly increase capture as a part of any trials during 13/14.	

<b>Action 8</b>	<b>Whole System Costs</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Establish 'whole system costs' for waste & resource management in Hampshire.	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Report identifying opportunities (to reduce whole system costs) for authorities, options and recommendations to PISB.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b>	
<b>Resources</b>	Project Integra budgets	
<b>Timescale</b>	Report by March 2014.	

<b>Action 9</b>	<b>Commercial Waste</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Undertake a feasibility study on commercial waste & working with businesses to determine Project Integra position on commercial waste.	<ul style="list-style-type: none"> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> </ul>
<b>Expected Outcome</b>	Report identifying opportunities for authorities, options and recommendations to PISB.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b>	
<b>Resources</b>		
<b>Timescale</b>	Report by March 2014.	

<b>Action 10</b>	<b>Joint Working Between Authorities</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Review potential for joint procurement opportunities and frameworks available to authorities in Hampshire.	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Better VFM and significant savings for Project Integra partners. Annual report on progress.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b>	
<b>Resources</b>	Project Integra Budget	
<b>Timescale</b>	2013/14.	

<b>Action 11</b>	<b>Joint Working SE7</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Ensure engagement with and alignment of appropriate work programmes for the benefit of Project Integra authorities.	<ul style="list-style-type: none"> <li>• All</li> </ul>
<b>Expected Outcome</b>	Increased opportunities for performance improvement and reduced costs.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> in conjunction with HCC SE7 lead Clare Saunders and all partner authorities.	
<b>Resources</b>	To be determined	
<b>Timescale</b>	Key engagement milestones March – June 2013 with agreement approval and implementation post June 2013.	

## 5 Resources

### 5.1 Budget

Following the Project Integra Review the budgets for each main element of the Partnership are set out in Appendix 2:

- Executive £126,700 (-31% change from 2012/13 budget);
- Recycle for Hampshire £200,000 (0% change from 2012/13);
- Materials Analysis Facility £233,085 (+5.0% change from 2012/13<sup>2</sup>).

This represents an overall cost decrease of -7.4% from 2012/13.

### 5.2 Authority contributions

Authority contributions are based on:

- Executive - total number of households with elements for collection (80%) and disposal (20%);
- Recycle for Hampshire – total number of households (WCAs) plus HCC £50,000;
- Materials Analysis Facility – one third WCAs (evenly split), one third WDAs (split by tonnage), one third VES.

The contributions for each authority are set out in Appendix 3 and will be deducted from MRF materials sales income.

## Officer contact details

Name	Colin Read
Position	Chair of Strategy Officers Group
E-mail	colin.read@nfdc.gov.uk
Telephone	02380 285588

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<sup>2</sup> The MAF is managed under the terms of the waste disposal contract and is subject to RPI based increases.

## Budgets

### Executive

Activities	Costs
Staff Costs	69,200
Events & Activities	2,000
HCC SLA	50,000
IT Costs	2,500
Printing and Stationery	1,800
Legal Costs / Audit	1,200
<b>Gross Expenditure</b>	<b>126,700</b>
<b>Total Income</b>	<b>£126,700</b>

### Recycle for Hampshire

Activities	Costs
Staffing Costs	60,000
Contamination Projects	<i>See point 9 below</i>
Capture Projects	
Behaviour Change Activities	
Schools Recycling Programme Education Officers x 3	45,000
Schools Recycling Programme Resources	5,000
Home Composting (leaflets to promote bins)	1,500
<b>Total Expenditure</b>	<b>£200,000</b>

### Materials Analysis Facility

	Costs
<b>Total Expenditure</b>	<b>£233,085</b>

1. *The salary costs assume 100% of an FTE at range mid point plus NI plus super for the Head of Project Integra and*
2. *80% of an FTE at range mid point plus NI plus super for the Admin Officer*
3. *Conference expenses have been amalgamated and reduced*
4. *Membership fees have been increased to allow for one full membership fee per annum*
5. *Members training expenses have been removed as training is now self funding*
6. *Accommodation costs have not been included*
7. *Audit costs are included however we are awaiting guidance on whether this will still be required once the final balances of all Project Integra specific accounts are finalised.*
8. *The HCC SLA has been included as a £50,000 line, as previously discussed this figure has ranged from £40,000-£75000 depending on Project Integra requirements but includes Management and Reporting for the MAF. Finance Reporting & Budget Management, Data Management and Reporting, and the general Project Integra Communications SLA*
9. *R4H figures for Contamination, Capture and Behavioural Change have not been included individually whilst we are finalising the proposal for next years activities.*



## APPENDIX 1

## Authority Contributions

		Project Integra						MAF	Combined
		Project Integra Executive			Project Fund	Recycle For Hampshire	PI Funding	Material Analysis Facility	Project Integra & MAF
Dwellings		Collection 80%	Disposal 20%	Total			Total	Total	
Basingstoke	71,600	9,287.00	0.00	9,287.00	-	14,238.00	23,525.00	5,976.55	29,501.55
East Hampshire	49,270	6,391.00	0.00	6,391.00	-	9,797.00	16,188.00	5,976.55	22,164.55
Eastleigh	52,860	6,857.00	0.00	6,857.00	-	10,511.00	17,368.00	5,976.55	23,344.55
Fareham	47,870	6,209.00	0.00	6,209.00	-	9,519.00	15,728.00	5,976.55	21,704.55
Gosport	36,440	4,727.00	0.00	4,727.00	-	7,246.00	11,973.00	5,976.55	17,949.55
Hart	36,780	4,771.00	0.00	4,771.00	-	7,314.00	12,085.00	5,976.55	18,061.55
Havant	52,710	6,837.00	0.00	6,837.00	-	10,481.00	17,318.00	5,976.55	23,294.55
New Forest	80,010	10,378.00	0.00	10,378.00	-	15,910.00	26,288.00	5,976.55	32,264.55
Portsmouth	88,490	11,478.00	2,870.00	14,348.00	-	17,596.00	31,944.00	14,804.28	46,748.28
Rushmoor	38,130	4,946.00	0.00	4,946.00	-	7,582.00	12,528.00	5,976.55	18,504.55
Southampton	101,350	13,146.00	3,287.00	16,433.00	-	20,153.00	36,586.00	16,320.01	52,906.01
Test Valley	49,280	6,392.00	0.00	6,392.00	-	9,799.00	16,191.00	5,976.55	22,167.55
Winchester	49,550	6,427.00	0.00	6,427.00	-	9,853.00	16,280.00	5,976.55	22,256.55
Hampshire	564,500	0.00	18,304.97	18,305.00	-	50,000.00	68,305.00	58,524.02	126,829.02
Veolia				4,390.13	-	-	4,390.13	77,695.20	82,085.32
		<b>97,846.00</b>	<b>24,461.97</b>	<b>126,698.13</b>	<b>0.00</b>	<b>199,999.00</b>	<b>326,697.13</b>	<b>233,085.59</b>	<b>559,782.71</b>

Dwelling Figures are taken from the Waste Data flow, with figures provided from each authority

Forecast Budget	97,848	24,462	126,700
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### Notes

*Dwelling Figures are taken from Waste Dataflow, to which figures are provided by each authority  
Differences from budget figures are due to rounding and interest on balances held during the year.*

## CABINET

Thursday 7 March 2013

### WRITE OFF OF IRRECOVERABLE DEBTS COUNCIL TAX, NNDR & HOUSING BENEFIT OVERPAYMENTS Report of the Head of Revenue and Benefits

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#### RECOMMENDATIONS

It is recommended that:

- (1) The 428 written-off debts under £2,000 totalling £46,896.75 be noted;
- (2) The 62 written-off debts due to bankruptcy/liquidation totalling £178,891.84 be noted;
- (3) The 33 reversed or recovered debts totalling £3,970.97 be noted; and
- (4) Approval be given to write-off 20 debts over £2,000 totalling £138,435.24.

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#### Summary

The Corporate Director (CFO) has exercised his delegated powers to write-off certain debts and approval is sought for 20 debts over £2,000 to be written off.

#### Statutory Powers

Statutory authority under Section 151 of the Local Government Act 1972 has been exercised and the delegated powers stated in Financial Regulations 6.6.1 utilized.

#### Introduction

1. Members are aware that under Financial Regulations the Corporate Director (CFO) is authorised to write-off debts of £2,000 or less and debts over this amount where bankruptcy or liquidation proceedings have been instituted.
2. This write off report is produced annually and details of the write-offs are given in the following paragraphs of this report.

## Summary of Debts under £2,000 or in Bankruptcy/Liquidation/Debt Relief Order

3. Detailed below is a summary of written-off debts authorised by the Corporate Director (CFO).

<b>DEBTS</b>	<b>£2,000 or less and Credits Written Off</b> <b>(£)</b>	<b>Bankruptcy/ Liquidation &amp; Debt Relief Order</b> <b>(£)</b>	<b>TOTAL</b> <b>(£)</b>	<b>Reversed or Recovered Debts</b> <b>(£)</b>	<b>NET TOTAL</b> <b>(£)</b>
<b>COUNCIL TAX</b> Amount (£) (inc costs)	£25,410.04	£32,972.01	£58,382.05	£918.79	£57,463.26
No. of Accounts	345	31	376	18	358
<b>NDR</b> Amount (£) (inc costs)	£1,069.24	£118,574.97	£119,644.21	£37,997.73	£81,646.48
No of Accounts	28	21	49	13	36
<b>HOUSING BENEFITS</b> Amount (£) (inc costs & interest)	£20,417.47	£27,344.86	£47,762.33	£793.18	£46,969.15
No. of debtors. No of invoices shown in ( )	55 (65)	10 (17)	65 (81)	2 (4)	63 (78)
<b>TOTALS</b>	<b>£2,000 or less and Credits Written Off</b> <b>(£)</b>	<b>Bankruptcy or Liquidation</b> <b>(£)</b>	<b>TOTAL</b> <b>(£)</b>	<b>Reversed or Recovered Debts</b> <b>(£)</b>	<b>NET TOTAL</b> <b>(£)</b>
Amount (£) (inc costs)	£46,896.75	£178,891.84	£225,788.59	£3,970.97	£186,078.89
No of debtors	428	62	490	33	457

### Debts over £2,000

4. In addition to the above debts approval is sought for the write-off of 20 debts in excess of £2,000 summarised below and detailed in Appendix One of this report.

<b>Housing Benefits</b>		<b>NDR</b>		<b>Council Tax</b>		<b>TOTAL</b>	
Amount (£) (inc costs & interest)	No. of Debtors with no. of Invoices in ( )	Amount (£) (inc costs)	No.	Amount (£) (inc costs)	No.	Amount (£) (inc costs)	No.
£14,077.14	4 (5)	£118,777.79	14	£5,580.31	2	£138,435.24	20



5. Write Offs for 2011/2012 have been given in Appendix Two for comparison purposes.

### **Risk Assessment**

6. With any debt collection facility the risk of not taking full recovery action prior to writing off debts leads to bad publicity and more customers failing to pay the amounts owed leading to an increase in Council Tax for the Borough.
7. Senior Managers within Revenue & Benefits continually monitor debts to ensure that they are collected in the most efficient and economical manner and only written off where all means of recovery have been exhausted.

### **Equality and Diversity Implications**

8. An equal opportunities assessment has not been carried out as service delivery is not affected by the report.

### **Financial Implications**

9. The financial implications of write-offs for Council Tax, Community Charge and Housing Benefit debts falls on the Council Tax Payer which is why every effort to recover debts is made before this action is taken. When setting the level of Council Tax each year provision is made for bad debts. Non Domestic Rate Debts that are written off are offset against the payments made to the central rates pool and therefore do not fall on the Borough's Council Tax Payers.
10. Under the new system of Business Rate Retention, from 1 April 2013 a proportion of NNDR debts written off will have to be met by the Council.

### **Conclusion**

11. The Council's Financial Regulation currently delegates authority to the Corporate Director (CFO) to write off debts not exceeding £2,000 and debts where bankruptcy or liquidation proceedings have been instituted provided he is satisfied that all appropriate recovery action has been pursued. The debts detailed in this report have all been assessed on an individual basis and are now considered irrecoverable, as any further recovery action would be counter-productive and uneconomical.
12. Members are reminded that the fact that a debt has been written off does not prevent action to recover the debt subsequently being taken if a debtor is traced, provided such action is not statute barred through lapse of time.
13. Members should also be aware that NNDR debts written-off are a charge to the central pool and not a cost to this Council.

LORAIN RADFORD  
Head of Revenue and Benefits

Date: 8 February 2013  
Contact Officer: Loraine Radford  
Tel No: 023 8068 8035  
e-mail: loraine.radford@eastleigh.gov.uk  
Appendices Attached: Two  
RB92

**LOCAL GOVERNMENT ACT 1972 - SECTION 100D**

The following is a list of documents which disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report. This list does not include any published works or documents which would disclose exempt or confidential information:

None

## WRITE-OFF DEBTS OVER £2,000

NNDR		
Address	Amount (£) (including costs)	Reason
The Arrow Shakespeare Road Eastleigh SO50 4QP	£4,760.48	Company Dissolved
2D High Street Eastleigh SO50 5LA	£6,794.96	Company Dissolved
16 Fryern Arcade Winchester Road Eastleigh SO53 2DQ	£2,170.66	Company Dissolved
45 High Street Eastleigh SO50 5LG	£7,982.39	Company Dissolved
44-48 High Street Eastleigh SO50 5LE	£55,716.09	Company Dissolved
Unit 2 & 3 Lake Farm Allington Lane Fair Oak Eastleigh SO50 7DD	£2,991.13	Company Dissolved
Unit 4B & 4C Lake Farm Allington Lane Fair Oak Eastleigh SO50 7DD	£1,711.05	Company Dissolved
84 Market Street Eastleigh SO50 5RE	£2,099.75	Company Dissolved
1 Derby Road Eastleigh SO50 5QE	£8,024.80	Company Dissolved
52 High Street Eastleigh SO50 5LE	£3,018.95	Company Dissolved
The Manor House Inn Portsmouth Road Bursledon Southampton SO31 8EW	£3,318.59	Company Dissolved
65 Bishopstoke Road Eastleigh SO50 6LA	£8,491.45	Company Dissolved
5 Bournemouth Road Chandler's Ford SO53 3DA	£4,311.52	Company Dissolved
Units L4 & L7 The Swan Centre Wells Place Eastleigh SO50 5FX	£11,585.47	Company Dissolved

<b>COUNCIL TAX</b>		
<b>Address</b>	<b>Amount (£) (including costs)</b>	<b>Reason</b>
Council Tax Payer Eastleigh	£3,137.55	Court remitted debt due to depression and other illnesses
Council Tax Payer Bishopstoke Eastleigh	£2,442.76	Unable to trace

<b>HOUSING BENEFIT</b>		
<b>Address</b>	<b>Amount (£) (including costs)</b>	<b>Reason</b>
Benefit Claimant West End Southampton	£2,001.70	DWP unable to recover as already recovering other debts until December 2015
Benefit Claimant Eastleigh	£7,192.21	Unable to trace
Benefit Claimant Netley Abbey Southampton	£2,699.10	Unable to trace – moved abroad
Benefit Claimant Southampton	£2,184.13	Unable to trace

**WRITE OFFS FOR 2011/2012****Summary of Debts under £2,000 or in Bankruptcy/Liquidation**

<b>DEBTS</b>	<b>£2,000 or less and Credits Written Off (£)</b>	<b>Bankruptcy or Liquidation (£)</b>	<b>TOTAL (£)</b>	<b>Reversed or Recovered Debts (£)</b>	<b>NET TOTAL (£)</b>
<b>COUNCIL TAX</b> Amount (£) (inc costs)	£23,342.91	£17,714.36	£41,057.27	£3,291.99	£37,765.28
No. of Accounts	207	20	227	12	215
<b>NNDR</b> Amount (£) (inc costs)	£720.12	£169,061.50	£169,781.62	£6,460.07	£163,321.55
No of Accounts	18	26	44	13	31
<b>HOUSING BENEFITS</b> Amount (£) (inc costs & interest)	£15,292.76	£18,486.52	£33,779.28	£535.78	£33,243.50
No. of debtors	49	2	51	3	48
<b>TOTALS</b>	<b>£2,000 or less and Credits Written Off (£)</b>	<b>Bankruptcy or Liquidation (£)</b>	<b>TOTAL (£)</b>	<b>Reversed or Recovered Debts (£)</b>	<b>NET TOTAL (£)</b>
Amount (£) (inc costs)	£39,355.79	£205,262.38	£244,618.17	£10,287.84	£234,330.33
No of debtors	274	48	322	28	294

**Debts over £2,000**

<b>Housing Benefits</b>		<b>NNDR</b>		<b>Council Tax</b>		<b>TOTAL</b>	
Amount (£) (inc costs & interest)	No. of Debtors	Amount (£) (inc costs)	No.	Amount (£) (inc costs)	No.	Amount (£) (inc costs)	No.
£15,840.77	3	£48,088.12	6	£2,261.45	1	£66,190.34	10

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## CABINET

THURSDAY 7 MARCH 2013

### CORPORATE FINANCIAL MONITORING 1 APRIL TO 31 DECEMBER 2012

**Joint Report of the Head of Financial Services,  
Corporate Director (CFO) and the Chief Executive**

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## RECOMMENDATIONS

It is recommended that Cabinet:

- (1) note the General Fund Revenue position as at 31 December 2012;
  - (2) note the Community Investment Programme as at 31 December 2012;
  - (3) approve the transfer at the year end, subject to resources, of £150,000 to support the delivery of the Council's emerging Local Plan and
  - (4) approve the transfer of unspent homelessness prevention grant income into an earmarked reserve at the year end.
- 

## SUMMARY

This report presents the Council's overall financial position for the period from 1 April 2012 to 31 December 2012. The forecast for General Fund expenditure to the end of the financial year is a favourable variance of £113K net of potential Budget Management items identified so far of £136K. This is measured against the Revised Budget as approved at Council on 25 February 2013.

The Community Investment Programme budget for 2012/13 is £17M, of which £14M had been spent as at 31 December 2012.

### Statutory Powers

**Local Government and Housing Act 1989, Sections 41 & 42  
Local Government Act 1972, Section 151**

## Introduction

1. The Corporate Financial Monitoring process covers all areas of the Council's finances, including the General Fund Revenue Account (including Local Area Committees), Income and Expenditure Account,

Community Investment Programme (CIP) and Staff Budgets.

2. Financial Services have liaised with spending officers to ensure that monitoring has been carried out on all aspects of the Council's finances for the first nine months of the financial year. The budgets include agreed efficiencies.
3. This monitoring exercise has been carried out against the Revised Budget for 2012/13. This Budget was approved at Council on 25 February 2013.
4. As the Council's Statutory Finance Officer the Corporate Director (CFO) is required to advise the Council on all pertinent financial matters, including the level of balances and, in particular, to alert Members to any concerns he may have regarding the financial well-being of the Council. The personal assessment of the Council's finances as provided by the Corporate Director (CFO) can be found in Appendix E.

### **Revenue Monitoring**

5. The General Fund Revenue Account (Appendix A), compared to the rolling budget, shows a forecast favourable variance of £248,797. This includes an unfavourable variance of £186,611 on "Non Service Related Items" which is primarily due to reserve transfers which are mirrored within the Portfolios.
6. Every effort was made during the Budget process to address budget pressures or efficiencies. The following paragraphs identify issues that were unknown or could not be fully quantified during the Budget process.
7. Managers have identified Budget Management requests so far totalling £136,340 where specific work budgeted for in 2012/13 will not now be carried out until 2013/14. The final Budget Management items to be considered for approval will be taken to Cabinet on 8 April 2013
8. Appendix A shows the General Fund Summary including the performance of each Portfolio. Significant variances are explained in detail from paragraph 10.
9. The favourable variance can be analysed as follows:

	<b>£</b>
<b>Forecast Underspend</b>	<b>248,800</b>
<b>Potential Budget Management</b>	
<ul style="list-style-type: none"> <li>• Economic Development BID development work (App B)</li> <li>• Healthworks</li> </ul>	<p>(31,000)</p> <p>(14,760)</p>



<ul style="list-style-type: none"> <li>Development Control staffing to be funded by: Planning Performance Agreements</li> <li>Additional planning application income (para 10)</li> </ul>	(34,580) (56,000)
	<b>(136,340)</b>
<b>Net Underspend</b>	<b>112,460</b>
<b>Service Issues:</b>	
<ul style="list-style-type: none"> <li>Development Control savings (net of budget management and the proposed transfer to a reserve (para 10))</li> </ul>	72,000
<ul style="list-style-type: none"> <li>Accommodation (para 11)</li> </ul>	65,000
<ul style="list-style-type: none"> <li>Transport Policy (para 12)</li> </ul>	34,000
<ul style="list-style-type: none"> <li>Housing and Council Tax Benefits (para 12)</li> </ul>	(83,000)
<ul style="list-style-type: none"> <li>Staffing (para 16)</li> </ul>	(42,000)
<ul style="list-style-type: none"> <li>Borrowing costs (para 18)</li> </ul>	35,000
<ul style="list-style-type: none"> <li>Others</li> </ul>	31,460
<b>Net Position</b>	<b>112,460</b>

## 10. Specific Service Issues

The Development Control service has received a number of large major applications and this, alongside the negotiation of Planning Performance Agreements for Pylands Lane and Boorley Green, has resulted in significant additional income and a net forecast variance of £311,000. To process the major applications, additional staff resource and the use of consultants is required. It is proposed to fund the additional costs from the related additional income both within 2012/13 and 2013/14 and so a Budget Management item is proposed of £90,580. The establishment of a reserve of £150,000, subject to funding being available at the year end, is recommended to fund additional planning related costs to support the delivery of the Council's Local Plan.

11. A recent rates revaluation on the Civic Offices has resulted in a one off backdated rebate of £65,000. This is shown within Accommodation.
12. Within the Transport Policy service there is a forecast saving of £34,000 on bus contracts but this is dependent on no changes to the cross boundary services with Southampton City Council and the Hiltingbury service.
13. The Housing and Council Tax Benefit Service is showing a net overspend of £83,000 which is largely due to lower than normal levels of private tenant overpayments. This is due to improved and increased activity on electronic data being received directly from the Department

of Work and Pensions preventing some overpayments from occurring. This has an impact on payments out but also on associated additional subsidy payments received. This is a demand led service and always difficult to predict due to the different types of claims and related subsidies. This service will become more difficult to monitor in the coming months as changes to benefit regulations come into effect due to welfare reform.

14. The Housing Advice Service has received grant income over the past two years to be committed to homelessness prevention initiatives. Previously this has been treated as Budget Management but it is recommended that in future any remaining income is transferred to an earmarked reserve to be spent on future homelessness prevention schemes. It is forecast that the amount to transfer this year will be £35,900.
15. The Direct Services Unit comprises a number of services that individually are showing minor variances from the budget (Appendix B).

### **Staff Monitoring**

16. Staff monitoring shows a forecast unfavourable position of £42,000 for the year net of the £200,000 staff turnover saving. The costs of each employee are budgeted and monitored individually. The staff turnover saving target is being progressively reduced over the next few years and will continue to be closely monitored.

### **Risk Management**

17. The purpose of the financial monitoring process is to give Members the assurance that the Council's finances are performing broadly in line with the Budget. A number of forecast variances for the year that present a risk to the Council's finances have been identified within Appendix D to this report and Management Team will be addressing issues where necessary.

### **Treasury Management Activities**

18. As part of the Budget process the forecasts for 2012/13 were reviewed with consideration given to the prevailing interest rates and forecast spend on the CIP. The projected outturn is slightly more favourable (£35,000) than the Revised Budget due to recently confirmed slippage on the CIP which was identified after the interest budget had been finalised.

### **Community Investment Programme**

19. The Community Investment Programme has a revised budget of £17M for the year. As at 31 December 2012 £14.2M had been spent. As

CIP expenditure is not incurred evenly throughout the year it is important the Project Managers identify any forecast variances to budget. There are only two schemes forecasting to underspend this year with slippage likely into 2013/14 and these are detailed in appendix C.

## **Equality and Diversity**

20. An equal opportunities assessment has not been carried out as service delivery is not directly affected by this report.

## **Efficiency and Improvement**

21. Budgeted efficiency targets for 2012/13 totalled £3.69M and unit budgets were reduced by this sum when the budgets were constructed. If targets were not fully achieved in 2012/13 these have been slipped as targets for 2013/14.
22. The Budget setting process for 2013/14 has identified the need for additional efficiency targets for future years and the next step is to identify a methodology for determining how the target will be achieved. This will be reported to Members in due course.

## **Other Issues**

23. Other issues affecting the Council's finances are:
  - The revised 2012/13 and original 2013/14 Budgets were set at Council on 25 February 2013.
  - Preparation for the final accounts process for 2012/13 is underway.
  - The need to develop a new Efficiency Strategy in order for the Council to maintain a secure financial position.

## **Conclusion**

24. The quarterly Corporate Financial Monitoring Statement, as well as providing a comprehensive snapshot of the Council's finances, provides the opportunity to advise Members of significant financial issues that may impact on the Council's finances.
25. The overall service revenue position at 31 December 2012 shows a forecast favourable position of almost £249K by the financial year end with potential Budget Management bids of £136K bringing the favourable variance to £113K.

NICK TUSTIAN	MARTIN MURPHY	BERNIE TOPHAM
Corporate Director (CFO)	Head of Financial Services	Chief Executive

14 February 2013

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Appendices: 5

Report No: fs457

LOCAL GOVERNMENT ACT 1972 – SECTION 100D

The following is a list of documents which disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report. This list does not include any published works or documents which would disclose exempt or confidential information.

Nil

## FINANCIAL MONITORING QUARTER 3 2012/13

Portfolio Name	Original Budget	Rolling Budget	Phased Budget	Q3 Actual	Variance	Forecast	Variance
Area Committees (Net of Gross Cost Adjustment)	1,114,240	1,152,650	683,921	698,492	(14,571)	1,178,028	(25,378)
Regeneration & Resources	5,495,200	5,891,720	4,383,102	4,075,379	307,723	5,583,985	307,735
Environment	2,453,390	2,643,300	1,840,113	1,788,269	51,844	2,575,344	67,956
Transport and Streetscene	283,590	327,070	278,813	220,393	58,420	278,415	48,655
Health	608,960	641,550	438,557	414,817	23,740	618,132	23,418
Business and Skills	(4,525,380)	(4,135,210)	(3,630,634)	(3,626,730)	(3,904)	(4,138,537)	3,327
Leisure	3,552,300	3,734,210	2,002,722	1,951,708	51,014	3,703,353	30,857
Communities	469,100	404,590	237,212	328,823	(91,611)	486,275	(81,685)
Housing & Customer Services	1,359,190	1,407,090	974,732	968,203	6,529	1,357,404	49,686
Practice Accounts	0	0	0	0	0	(10,837)	10,837
<b>Position on Services</b>	<b>10,810,590</b>	<b>12,066,970</b>	<b>7,208,538</b>	<b>6,819,354</b>	<b>389,184</b>	<b>11,631,562</b>	<b>435,408</b>
Non Service Related Items	531,340	(631,970)	(1,348,052)	(1,395,671)	47,619	(445,359)	(186,611)
<b>Net Position</b>	<b>11,341,930</b>	<b>11,435,000</b>	<b>5,860,486</b>	<b>5,423,683</b>	<b>436,803</b>	<b>11,186,203</b>	<b>248,797</b>

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## Local Area Committees - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav ( ) £	Forecast Outturn £	Variance Unfav ( ) £
<b>BISHOPSTOKE FAIR OAK AND HORTON HEATH</b>							
Expenditure	249,140	258,780	141,190	141,178	12	260,708	(1,928)
Income	(72,000)	(70,660)	(70,660)	(71,280)	620	(71,280)	620
Devolved	610,630	600,100	448,092	402,869	45,223	478,204	121,896
<b>Net Expenditure</b>	<b>787,770</b>	<b>788,220</b>	<b>518,622</b>	<b>472,767</b>	<b>45,855</b>	<b>667,632</b>	<b>120,588</b>
<b>BURSLEDON HAMBLE-LE-RICE AND HOUND</b>							
Expenditure	203,320	221,530	143,723	180,723	(37,000)	276,000	(54,470)
Income	0	0	0	(15,654)	15,654	(15,654)	15,654
Devolved	599,130	524,270	384,530	309,656	74,874	436,420	87,850
<b>Net Expenditure</b>	<b>802,450</b>	<b>745,800</b>	<b>528,253</b>	<b>474,725</b>	<b>53,528</b>	<b>696,766</b>	<b>49,034</b>
<b>CHANDLER'S FORD AND HILTINGBURY</b>							
Expenditure	107,900	114,670	86,030	92,107	(6,077)	123,202	(8,532)
Income	0	0	0	(5,600)	5,600	(5,600)	5,600
Devolved	688,570	721,350	537,015	532,478	4,537	717,219	4,131
<b>Net Expenditure</b>	<b>796,470</b>	<b>836,020</b>	<b>623,045</b>	<b>618,985</b>	<b>4,060</b>	<b>834,821</b>	<b>1,199</b>
<b>EASTLEIGH</b>							
Expenditure	411,360	422,430	250,000	284,331	(34,331)	459,338	(36,908)
Income	(2,700)	(29,020)	(29,020)	(63,944)	34,924	(65,000)	35,980
Devolved	1,198,750	1,173,020	864,350	790,749	73,601	1,143,532	29,488
<b>Net Expenditure</b>	<b>1,607,410</b>	<b>1,566,430</b>	<b>1,085,330</b>	<b>1,011,136</b>	<b>74,194</b>	<b>1,537,870</b>	<b>28,560</b>
<b>HEDGE END WEST END AND BOTLEY</b>							
Expenditure	235,720	276,550	204,288	202,058	2,230	261,741	14,809
Income	(18,500)	(41,630)	(41,630)	(45,427)	3,797	(45,427)	3,797
Devolved	680,540	603,650	366,198	347,038	19,160	525,868	77,782
<b>Net Expenditure</b>	<b>897,760</b>	<b>838,570</b>	<b>528,856</b>	<b>503,669</b>	<b>25,187</b>	<b>742,182</b>	<b>96,388</b>
<b>Total</b>	<b>4,891,860</b>	<b>4,775,040</b>	<b>3,284,106</b>	<b>3,081,282</b>	<b>202,824</b>	<b>4,479,271</b>	<b>295,769</b>
<b>Gross Cost Adjustment</b>	<b>3,777,620</b>	<b>3,622,390</b>	<b>2,600,185</b>	<b>2,382,790</b>	<b>217,395</b>	<b>3,301,243</b>	<b>321,147</b>
<b>Net Total</b>	<b>1,114,240</b>	<b>1,152,650</b>	<b>683,921</b>	<b>698,492</b>	<b>(14,571)</b>	<b>1,178,028</b>	<b>(25,378)</b>

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# Regeneration & Resources Portfolio - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav ( ) £	Forecast Outturn £	Variance Unfav ( ) £
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## Planning Services

### DEVELOPMENT CONTROL

Expenditure	1,101,110	1,211,390	908,540	910,214	(1,674)	1,221,390	(10,000)
Income	(398,780)	(500,430)	(393,022)	(651,111)	258,089	(822,333)	321,903
<b>Net Expenditure</b>	<b>702,330</b>	<b>710,960</b>	<b>515,518</b>	<b>259,103</b>	<b>256,415</b>	<b>399,057</b>	<b>311,903</b>

### PLANNING POLICY AND DESIGN

Expenditure	599,150	775,130	607,779	607,779	0	775,130	0
Income	(19,880)	(3,050)	(823)	(823)	0	(3,050)	0
<b>Net Expenditure</b>	<b>579,270</b>	<b>772,080</b>	<b>606,956</b>	<b>606,956</b>	<b>0</b>	<b>772,080</b>	<b>0</b>

### BUILDING CONTROL PARTNERSHIP

Expenditure	59,640	59,640	44,730	44,734	(4)	59,640	0
Income	(54,320)	(54,320)	(40,740)	(40,033)	(707)	(35,834)	(18,486)
<b>Net Expenditure</b>	<b>5,320</b>	<b>5,320</b>	<b>3,990</b>	<b>4,701</b>	<b>(711)</b>	<b>23,806</b>	<b>(18,486)</b>

### EASTLEIGH RIVER SIDE

Expenditure	48,320	68,970	56,840	54,395	2,445	66,970	2,000
Income	0	(21,500)	(16,500)	(6,092)	(10,408)	(15,384)	(6,116)
<b>Net Expenditure</b>	<b>48,320</b>	<b>47,470</b>	<b>40,340</b>	<b>48,303</b>	<b>(7,963)</b>	<b>51,586</b>	<b>(4,116)</b>

## Corporate & Democratic Core

### CORPORATE INITIATIVES AND COMMUNITY INVOLVEMENT

Expenditure	378,490	333,760	250,298	244,860	5,438	571,760	(238,000)
Income	(21,930)	0	0	0	0	(241,000)	241,000
<b>Net Expenditure</b>	<b>356,560</b>	<b>333,760</b>	<b>250,298</b>	<b>244,860</b>	<b>5,438</b>	<b>330,760</b>	<b>3,000</b>

### CORPORATE AND DEMOCRATIC CORE AND UNAPPORTIONABLE OVERHEADS

Expenditure	1,336,190	1,484,670	1,069,217	1,069,217	0	1,484,670	0
Income	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>1,336,190</b>	<b>1,484,670</b>	<b>1,069,217</b>	<b>1,069,217</b>	<b>0</b>	<b>1,484,670</b>	<b>0</b>

### DEMOCRATIC PROCESS

Expenditure	674,890	645,660	446,420	440,483	5,937	636,632	9,028
Income	0	0	0	(240)	240	(240)	240
<b>Net Expenditure</b>	<b>674,890</b>	<b>645,660</b>	<b>446,420</b>	<b>440,243</b>	<b>6,177</b>	<b>636,392</b>	<b>9,268</b>

### COMMUNICATIONS

Expenditure	140,840	157,750	102,300	103,320	(1,020)	157,750	0
Income	(14,300)	(14,300)	(10,730)	(3,975)	(6,755)	(10,300)	(4,000)
<b>Net Expenditure</b>	<b>126,540</b>	<b>143,450</b>	<b>91,570</b>	<b>99,345</b>	<b>(7,775)</b>	<b>147,450</b>	<b>(4,000)</b>

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
<b>CIVIC EVENTS AND MAYORALTY</b>							
Expenditure	127,490	147,380	110,510	111,202	(692)	147,380	0
Income	0	0	0	0	0	0	0
Net Expenditure	<b>127,490</b>	<b>147,380</b>	<b>110,510</b>	<b>111,202</b>	<b>(692)</b>	<b>147,380</b>	<b>0</b>
<b>CORPORATE REGULATORY</b>							
Expenditure	157,150	152,680	70,184	60,184	10,000	129,680	23,000
Income	0	0	0	0	0	0	0
Net Expenditure	<b>157,150</b>	<b>152,680</b>	<b>70,184</b>	<b>60,184</b>	<b>10,000</b>	<b>129,680</b>	<b>23,000</b>
<b>Central Administration</b>							
<b>LAND CHARGES</b>							
Expenditure	212,270	220,270	162,950	162,954	(4)	220,270	0
Income	(209,010)	(214,210)	(160,679)	(192,517)	31,838	(246,047)	31,837
Net Expenditure	<b>3,260</b>	<b>6,060</b>	<b>2,271</b>	<b>(29,563)</b>	<b>31,834</b>	<b>(25,777)</b>	<b>31,837</b>
<b>REGISTRATION OF ELECTORS &amp; ELECTION EXPENSES</b>							
Expenditure	271,780	268,570	221,430	262,970	(41,540)	389,384	(120,814)
Income	(6,580)	(20,820)	(18,865)	(140,905)	122,040	(142,869)	122,049
Net Expenditure	<b>265,200</b>	<b>247,750</b>	<b>202,565</b>	<b>122,065</b>	<b>80,500</b>	<b>246,515</b>	<b>1,235</b>
<b>ACCOMMODATION</b>							
Expenditure	743,170	725,750	533,912	533,912	0	660,750	65,000
Income	(743,170)	(725,750)	(85,384)	(85,384)	0	(725,750)	0
Net Expenditure	<b>0</b>	<b>0</b>	<b>448,528</b>	<b>448,528</b>	<b>0</b>	<b>(65,000)</b>	<b>65,000</b>
<b>LICENSING ACT 2003/GAMBLING ACT 2005</b>							
Expenditure	147,350	145,200	102,860	102,858	2	145,200	0
Income	(96,130)	(96,130)	(64,060)	(64,060)	0	(96,130)	0
Net Expenditure	<b>51,220</b>	<b>49,070</b>	<b>38,800</b>	<b>38,798</b>	<b>2</b>	<b>49,070</b>	<b>0</b>
<b>PRINT AND IN-HOUSE DESIGN ROOM</b>							
Expenditure	54,920	96,790	68,940	68,009	931	98,390	(1,600)
Income	(54,920)	(96,790)	(36,130)	(29,894)	(6,236)	(98,390)	1,600
Net Expenditure	<b>0</b>	<b>0</b>	<b>32,810</b>	<b>38,115</b>	<b>(5,305)</b>	<b>0</b>	<b>0</b>
<b>Revenue Services</b>							
<b>COUNCIL TAX</b>							
Expenditure	664,360	684,980	452,000	444,202	7,798	629,980	55,000
Income	(422,110)	(506,110)	(354,195)	(316,573)	(37,622)	(446,110)	(60,000)
Net Expenditure	<b>242,250</b>	<b>178,870</b>	<b>97,805</b>	<b>127,629</b>	<b>(29,824)</b>	<b>183,870</b>	<b>(5,000)</b>

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav ( ) £	Forecast Outturn £	Variance Unfav ( ) £
<b>NNDR COLLECTION</b>							
Expenditure	162,590	166,220	138,729	146,052	(7,323)	178,065	(11,845)
Income	(171,390)	(167,700)	(125,000)	(122,676)	(2,324)	(174,700)	7,000
Net Expenditure	<b>(8,800)</b>	<b>(1,480)</b>	<b>13,729</b>	<b>23,376</b>	<b>(9,647)</b>	<b>3,365</b>	<b>(4,845)</b>
<b>Miscellaneous Services</b>							
<b>INTERNAL SERVICES</b>							
Expenditure	93,030	345,080	258,810	256,998	1,812	345,000	80
Income	0	0	0	0	0	0	0
Net Expenditure	<b>93,030</b>	<b>345,080</b>	<b>258,810</b>	<b>256,998</b>	<b>1,812</b>	<b>345,000</b>	<b>80</b>
<b>STAFFING MATTERS</b>							
Expenditure	648,030	547,510	0	0	0	647,218	(99,708)
Income	0	0	0	0	0	0	0
Net Expenditure	<b>648,030</b>	<b>547,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>647,218</b>	<b>(99,708)</b>
<b>STAFF RESTAURANT</b>							
Expenditure	114,080	114,970	86,490	81,561	4,929	100,740	14,230
Income	(97,230)	(97,230)	(72,920)	(49,249)	(23,671)	(83,000)	(14,230)
Net Expenditure	<b>16,850</b>	<b>17,740</b>	<b>13,570</b>	<b>32,312</b>	<b>(18,742)</b>	<b>17,740</b>	<b>0</b>
<b>COMBINED HEAT AND POWER</b>							
Expenditure	371,380	386,490	269,415	165,240	104,175	251,491	134,999
Income	(346,280)	(346,280)	(245,754)	(137,783)	(107,971)	(209,848)	(136,432)
Net Expenditure	<b>25,100</b>	<b>40,210</b>	<b>23,661</b>	<b>27,457</b>	<b>(3,796)</b>	<b>41,643</b>	<b>(1,433)</b>
<b>RENEWABLE ENERGY SCHEME</b>							
Expenditure	45,000	72,970	50,469	50,469	0	72,970	0
Income	0	(55,490)	(4,919)	(4,919)	0	(55,490)	0
Net Expenditure	<b>45,000</b>	<b>17,480</b>	<b>45,550</b>	<b>45,550</b>	<b>0</b>	<b>17,480</b>	<b>0</b>
<b>Total</b>	<b>5,495,200</b>	<b>5,891,720</b>	<b>4,383,102</b>	<b>4,075,379</b>	<b>307,723</b>	<b>5,583,985</b>	<b>307,735</b>

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## Environment Portfolio - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
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### Sustainability

#### **SUSTAINABILITY POLICY COORDINATION**

Expenditure	164,720	233,340	175,080	136,545	38,535	186,442	46,898
Income	0	0	0	217	(217)	217	(217)
<b>Net Expenditure</b>	<b>164,720</b>	<b>233,340</b>	<b>175,080</b>	<b>136,762</b>	<b>38,318</b>	<b>186,659</b>	<b>46,681</b>

### Conservation

#### **BIODIVERSITY**

Expenditure	60,500	64,310	49,520	51,488	(1,968)	66,621	(2,311)
Income	0	(4,620)	(3,470)	(3,883)	413	(6,931)	2,311
<b>Net Expenditure</b>	<b>60,500</b>	<b>59,690</b>	<b>46,050</b>	<b>47,605</b>	<b>(1,555)</b>	<b>59,690</b>	<b>0</b>

#### **COUNTRYSIDE PROJECTS**

Expenditure	6,310	7,240	7,170	7,102	68	7,230	10
Income	0	(930)	(930)	(930)	0	(930)	0
<b>Net Expenditure</b>	<b>6,310</b>	<b>6,310</b>	<b>6,240</b>	<b>6,172</b>	<b>68</b>	<b>6,300</b>	<b>10</b>

### Waste Management

#### **REFUSE COLLECTION**

Expenditure	2,484,370	2,528,700	1,900,438	1,852,099	48,339	2,472,000	56,700
Income	(129,550)	(132,250)	(99,188)	(78,029)	(21,159)	(106,000)	(26,250)
<b>Net Expenditure</b>	<b>2,354,820</b>	<b>2,396,450</b>	<b>1,801,250</b>	<b>1,774,070</b>	<b>27,180</b>	<b>2,366,000</b>	<b>30,450</b>

#### **RECYCLING**

Expenditure	353,670	425,040	318,780	316,769	2,011	423,000	2,040
Income	(408,490)	(497,490)	(442,350)	(432,254)	(10,096)	(486,000)	(11,490)
<b>Net Expenditure</b>	<b>(54,820)</b>	<b>(72,450)</b>	<b>(123,570)</b>	<b>(115,485)</b>	<b>(8,085)</b>	<b>(63,000)</b>	<b>(9,450)</b>

#### **TRADE WASTE SERVICE**

Expenditure	473,760	480,580	360,435	355,916	4,519	477,000	3,580
Income	(602,480)	(572,480)	(429,360)	(408,331)	(21,029)	(557,305)	(15,175)
<b>Net Expenditure</b>	<b>(128,720)</b>	<b>(91,900)</b>	<b>(68,925)</b>	<b>(52,415)</b>	<b>(16,510)</b>	<b>(80,305)</b>	<b>(11,595)</b>

#### **GREEN GARDEN WASTE**

Expenditure	359,210	431,490	323,618	327,141	(3,523)	435,600	(4,110)
Income	(308,630)	(319,630)	(319,630)	(335,581)	15,951	(335,600)	15,970
<b>Net Expenditure</b>	<b>50,580</b>	<b>111,860</b>	<b>3,988</b>	<b>(8,440)</b>	<b>12,428</b>	<b>100,000</b>	<b>11,860</b>

<b>Total</b>	<b>2,453,390</b>	<b>2,643,300</b>	<b>1,840,113</b>	<b>1,788,269</b>	<b>51,844</b>	<b>2,575,344</b>	<b>67,956</b>
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# Transport and StreetScene Portfolio - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav ( ) £	Forecast Outturn £	Variance Unfav ( ) £
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## Streetscene Management

### STREETCARE

Expenditure	889,680	889,680	0	308	(308)	889,680	0
Income	0	0	0	(601)	601	0	0
<b>Net Expenditure</b>	<b>889,680</b>	<b>889,680</b>	<b>0</b>	<b>(293)</b>	<b>293</b>	<b>889,680</b>	<b>0</b>

### PUBLIC TOILETS

Expenditure	70,570	61,860	15,533	11,025	4,508	58,500	3,360
Income	(11,170)	(2,460)	(1,845)	(132)	(1,713)	(200)	(2,260)
<b>Net Expenditure</b>	<b>59,400</b>	<b>59,400</b>	<b>13,688</b>	<b>10,893</b>	<b>2,795</b>	<b>58,300</b>	<b>1,100</b>

### HIGHWAYS AGENCY SERVICES

Expenditure	833,290	1,431,170	1,118,703	1,119,897	(1,194)	1,433,430	(2,260)
Income	(791,060)	(1,368,200)	(409,670)	(411,898)	2,228	(1,370,460)	2,260
<b>Net Expenditure</b>	<b>42,230</b>	<b>62,970</b>	<b>709,033</b>	<b>707,999</b>	<b>1,034</b>	<b>62,970</b>	<b>0</b>

### BOROUGH COUNCIL SERVICES HIGHWAYS NON AGENCY

Expenditure	147,890	164,110	117,331	118,359	(1,028)	166,779	(2,669)
Income	(29,120)	(29,120)	(21,850)	(33,718)	11,868	(39,867)	10,747
<b>Net Expenditure</b>	<b>118,770</b>	<b>134,990</b>	<b>95,481</b>	<b>84,641</b>	<b>10,840</b>	<b>126,912</b>	<b>8,078</b>

### BOROUGH COUNCIL SERVICES TRANSPORT POLICY

Expenditure	605,530	619,040	521,264	481,653	39,611	578,921	40,119
Income	(11,990)	(25,030)	(21,037)	(17,996)	(3,041)	(19,020)	(6,010)
<b>Net Expenditure</b>	<b>593,540</b>	<b>594,010</b>	<b>500,227</b>	<b>463,657</b>	<b>36,570</b>	<b>559,901</b>	<b>34,109</b>

### COASTAL PROTECTION

Expenditure	16,000	15,000	11,250	11,119	131	14,619	381
Income	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>16,000</b>	<b>15,000</b>	<b>11,250</b>	<b>11,119</b>	<b>131</b>	<b>14,619</b>	<b>381</b>

### LAND DRAINAGE

Expenditure	19,340	6,590	4,943	4,941	2	6,590	0
Income	(8,000)	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>11,340</b>	<b>6,590</b>	<b>4,943</b>	<b>4,941</b>	<b>2</b>	<b>6,590</b>	<b>0</b>

### BOROUGH LIGHTING - NON AGENCY

Expenditure	30,120	30,770	16,250	12,809	3,441	24,396	6,374
Income	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>30,120</b>	<b>30,770</b>	<b>16,250</b>	<b>12,809</b>	<b>3,441</b>	<b>24,396</b>	<b>6,374</b>

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
<b>STREETSCENE</b>							
Expenditure	2,210,940	2,246,650	1,690,693	1,702,621	(11,928)	2,255,000	(8,350)
Income	(2,357,460)	(2,358,120)	(1,768,590)	(1,788,590)	20,000	(2,385,000)	26,880
Net Expenditure	<b>(146,520)</b>	<b>(111,470)</b>	<b>(77,897)</b>	<b>(85,969)</b>	<b>8,072</b>	<b>(130,000)</b>	<b>18,530</b>
<b>Transportation Matters</b>							
<b>ABANDONED VEHICLES</b>							
Expenditure	16,320	16,510	11,420	11,424	(4)	16,510	0
Income	(2,060)	(2,060)	(1,545)	0	(1,545)	0	(2,060)
Net Expenditure	<b>14,260</b>	<b>14,450</b>	<b>9,875</b>	<b>11,424</b>	<b>(1,549)</b>	<b>16,510</b>	<b>(2,060)</b>
<b>AIRPORT CONSULTANCY</b>							
Expenditure	10,390	10,120	7,680	7,835	(155)	10,280	(160)
Income	(8,140)	(8,140)	0	0	0	(8,140)	0
Net Expenditure	<b>2,250</b>	<b>1,980</b>	<b>7,680</b>	<b>7,835</b>	<b>(155)</b>	<b>2,140</b>	<b>(160)</b>
<b>HACKNEY CARRIAGES AND PRIVATE HIRE VEHICLES</b>							
Expenditure	178,980	176,530	132,060	135,292	(3,232)	178,006	(1,476)
Income	(194,630)	(194,630)	(173,906)	(167,261)	(6,645)	(180,161)	(14,469)
Net Expenditure	<b>(15,650)</b>	<b>(18,100)</b>	<b>(41,846)</b>	<b>(31,969)</b>	<b>(9,877)</b>	<b>(2,155)</b>	<b>(15,945)</b>
<b>CONCESSIONARY TRAVEL</b>							
Expenditure	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0
Net Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAR PARKS</b>							
Expenditure	1,064,920	1,101,220	862,435	847,512	14,923	1,084,249	16,971
Income	(2,306,270)	(2,414,590)	(1,830,213)	(1,830,213)	0	(2,414,590)	0
Net Expenditure	<b>(1,241,350)</b>	<b>(1,313,370)</b>	<b>(967,778)</b>	<b>(982,701)</b>	<b>14,923</b>	<b>(1,330,341)</b>	<b>16,971</b>
<b>TRANSPORT OPERATION, FLEET MANAGEMENT AND MAINTENANCE</b>							
Expenditure	1,313,310	1,412,650	1,081,315	1,098,435	(17,120)	1,430,000	(17,350)
Income	(1,317,170)	(1,412,810)	(1,059,608)	(1,064,487)	4,879	(1,411,000)	(1,810)
Net Expenditure	<b>(3,860)</b>	<b>(160)</b>	<b>21,707</b>	<b>33,948</b>	<b>(12,241)</b>	<b>19,000</b>	<b>(19,160)</b>
<b>DECRIMINALISED PARKING</b>							
Expenditure	532,000	563,700	429,980	433,572	(3,592)	567,763	(4,063)
Income	(618,620)	(603,370)	(453,780)	(461,513)	7,733	(607,870)	4,500
Net Expenditure	<b>(86,620)</b>	<b>(39,670)</b>	<b>(23,800)</b>	<b>(27,941)</b>	<b>4,141</b>	<b>(40,107)</b>	<b>437</b>
<b>Total</b>	<b>283,590</b>	<b>327,070</b>	<b>278,813</b>	<b>220,393</b>	<b>58,420</b>	<b>278,415</b>	<b>48,655</b>



## Health Portfolio - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
<b>CCTV</b>							
Expenditure	163,480	162,010	116,985	111,812	5,173	156,307	5,703
Income	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>163,480</b>	<b>162,010</b>	<b>116,985</b>	<b>111,812</b>	<b>5,173</b>	<b>156,307</b>	<b>5,703</b>
<b>COMMUNITY SAFETY &amp; EMERGENCY PLANNING</b>							
Expenditure	259,500	302,740	225,112	215,039	10,073	293,524	9,216
Income	(2,000)	(9,650)	(9,650)	(17,387)	7,737	(17,387)	7,737
<b>Net Expenditure</b>	<b>257,500</b>	<b>293,090</b>	<b>215,462</b>	<b>197,652</b>	<b>17,810</b>	<b>276,137</b>	<b>16,953</b>
<b>HEALTH AND COMMUNITY TEAM</b>							
Expenditure	189,980	212,660	131,950	131,952	(2)	212,660	0
Income	(2,000)	(26,210)	(25,840)	(26,599)	759	(26,972)	762
<b>Net Expenditure</b>	<b>187,980</b>	<b>186,450</b>	<b>106,110</b>	<b>105,353</b>	<b>757</b>	<b>185,688</b>	<b>762</b>
<b>Total</b>	<b>608,960</b>	<b>641,550</b>	<b>438,557</b>	<b>414,817</b>	<b>23,740</b>	<b>618,132</b>	<b>23,418</b>

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## Business and Skills Portfolio - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
<b>ECONOMIC DEVELOPMENT</b>							
Expenditure	366,970	401,410	293,498	321,065	(27,567)	422,575	(21,165)
Income	(14,060)	(30,880)	(27,620)	(55,467)	27,847	(62,112)	31,232
<b>Net Expenditure</b>	<b>352,910</b>	<b>370,530</b>	<b>265,878</b>	<b>265,598</b>	<b>280</b>	<b>360,463</b>	<b>10,067</b>
<b>OPEN AIR MARKETS</b>							
Expenditure	15,610	21,060	12,273	12,273	0	21,060	0
Income	(37,220)	(35,220)	(19,164)	(19,164)	0	(35,220)	0
<b>Net Expenditure</b>	<b>(21,610)</b>	<b>(14,160)</b>	<b>(6,891)</b>	<b>(6,891)</b>	<b>0</b>	<b>(14,160)</b>	<b>0</b>
<b>EASTLEIGH BUSINESS CENTRE</b>							
Expenditure	570,130	592,050	484,007	484,007	0	592,050	0
Income	(956,940)	(956,940)	(750,000)	(747,585)	(2,415)	(951,700)	(5,240)
<b>Net Expenditure</b>	<b>(386,810)</b>	<b>(364,890)</b>	<b>(265,993)</b>	<b>(263,578)</b>	<b>(2,415)</b>	<b>(359,650)</b>	<b>(5,240)</b>
<b>TOWN CENTRE MANAGEMENT</b>							
Expenditure	37,920	500	0	0	0	0	500
Income	(20)	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>37,900</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>EASTLEIGH CHRISTMAS LIGHTING</b>							
Expenditure	23,550	25,350	18,850	18,619	231	25,350	0
Income	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>23,550</b>	<b>25,350</b>	<b>18,850</b>	<b>18,619</b>	<b>231</b>	<b>25,350</b>	<b>0</b>
<b>CORPORATION ESTATES</b>							
Expenditure	1,051,700	1,131,720	877,579	892,579	(15,000)	1,146,720	(15,000)
Income	(5,583,020)	(5,284,260)	(4,520,057)	(4,533,057)	13,000	(5,297,260)	13,000
<b>Net Expenditure</b>	<b>(4,531,320)</b>	<b>(4,152,540)</b>	<b>(3,642,478)</b>	<b>(3,640,478)</b>	<b>(2,000)</b>	<b>(4,150,540)</b>	<b>(2,000)</b>
<b>Total</b>	<b>(4,525,380)</b>	<b>(4,135,210)</b>	<b>(3,630,634)</b>	<b>(3,626,730)</b>	<b>(3,904)</b>	<b>(4,138,537)</b>	<b>3,327</b>

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## Leisure Portfolio - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
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### Sport & Leisure

<b>OPEN SPACES PARKS AND RECREATION GROUNDS</b>							
Expenditure	1,063,040	1,034,610	189,692	194,089	(4,397)	1,034,000	610
Income	(79,680)	(38,450)	(28,838)	(45,514)	16,676	(49,000)	10,550
<b>Net Expenditure</b>	<b>983,360</b>	<b>996,160</b>	<b>160,854</b>	<b>148,575</b>	<b>12,279</b>	<b>985,000</b>	<b>11,160</b>

<b>DEVELOPMENT OF SPORT RECREATION AND ACTIVE LIFESTYLES</b>							
Expenditure	298,780	347,360	270,610	269,097	1,513	343,530	3,830
Income	(84,470)	(117,510)	(92,680)	(97,827)	5,147	(116,410)	(1,100)
<b>Net Expenditure</b>	<b>214,310</b>	<b>229,850</b>	<b>177,930</b>	<b>171,270</b>	<b>6,660</b>	<b>227,120</b>	<b>2,730</b>

<b>FLEMING PARK</b>							
Expenditure	515,820	578,700	329,980	328,741	1,239	582,213	(3,513)
Income	(184,630)	(188,200)	(44,250)	(44,259)	9	(197,994)	9,794
<b>Net Expenditure</b>	<b>331,190</b>	<b>390,500</b>	<b>285,730</b>	<b>284,482</b>	<b>1,248</b>	<b>384,219</b>	<b>6,281</b>

<b>PLAYING FIELDS</b>							
Expenditure	348,090	360,700	154,640	150,106	4,534	355,000	5,700
Income	(30,050)	(18,170)	(13,628)	(8,793)	(4,835)	(13,100)	(5,070)
<b>Net Expenditure</b>	<b>318,040</b>	<b>342,530</b>	<b>141,012</b>	<b>141,313</b>	<b>(301)</b>	<b>341,900</b>	<b>630</b>

<b>COUNTRYSIDE MANAGEMENT</b>							
Expenditure	711,390	763,570	514,220	507,686	6,534	739,570	24,000
Income	(339,120)	(333,760)	(274,410)	(268,122)	(6,288)	(310,660)	(23,100)
<b>Net Expenditure</b>	<b>372,270</b>	<b>429,810</b>	<b>239,810</b>	<b>239,564</b>	<b>246</b>	<b>428,910</b>	<b>900</b>

<b>TREE WORKS</b>							
Expenditure	145,910	165,430	124,070	118,215	5,855	155,425	10,005
Income	0	(16,500)	(12,380)	(14,844)	2,464	(3,101)	(13,399)
<b>Net Expenditure</b>	<b>145,910</b>	<b>148,930</b>	<b>111,690</b>	<b>103,371</b>	<b>8,319</b>	<b>152,324</b>	<b>(3,394)</b>

### Culture & Arts

<b>THE POINT - MANAGEMENT</b>							
Expenditure	326,160	236,190	170,540	170,637	(97)	236,190	0
Income	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>326,160</b>	<b>236,190</b>	<b>170,540</b>	<b>170,637</b>	<b>(97)</b>	<b>236,190</b>	<b>0</b>

<b>THE POINT - OPERATIONS</b>							
Expenditure	815,480	773,810	539,923	532,482	7,441	703,810	70,000
Income	(514,490)	(450,490)	(286,870)	(286,323)	(547)	(380,490)	(70,000)
<b>Net Expenditure</b>	<b>300,990</b>	<b>323,320</b>	<b>253,053</b>	<b>246,159</b>	<b>6,894</b>	<b>323,320</b>	<b>0</b>

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
<b>ARTS DEVELOPMENT</b>							
Expenditure	354,560	376,160	269,305	270,889	(1,584)	376,160	0
Income	(78,930)	(57,720)	(44,520)	(49,795)	5,275	(57,720)	0
Net Expenditure	<b>275,630</b>	<b>318,440</b>	<b>224,785</b>	<b>221,094</b>	<b>3,691</b>	<b>318,440</b>	<b>0</b>
<b>THE BERRY THEATRE</b>							
Expenditure	411,980	389,450	270,838	268,029	2,809	380,450	9,000
Income	(238,380)	(183,500)	(116,630)	(112,130)	(4,500)	(174,500)	(9,000)
Net Expenditure	<b>173,600</b>	<b>205,950</b>	<b>154,208</b>	<b>155,899</b>	<b>(1,691)</b>	<b>205,950</b>	<b>0</b>
<b>Other Services</b>							
<b>CEMETERIES</b>							
Expenditure	151,580	152,040	113,555	116,785	(3,230)	155,000	(2,960)
Income	(105,430)	(105,490)	(79,118)	(96,114)	16,996	(121,000)	15,510
Net Expenditure	<b>46,150</b>	<b>46,550</b>	<b>34,437</b>	<b>20,671</b>	<b>13,766</b>	<b>34,000</b>	<b>12,550</b>
<b>ALLOTMENTS</b>							
Expenditure	74,700	74,730	56,173	56,173	0	74,730	0
Income	(10,010)	(8,750)	(7,500)	(7,500)	0	(8,750)	0
Net Expenditure	<b>64,690</b>	<b>65,980</b>	<b>48,673</b>	<b>48,673</b>	<b>0</b>	<b>65,980</b>	<b>0</b>
<b>Total</b>	<b>3,552,300</b>	<b>3,734,210</b>	<b>2,002,722</b>	<b>1,951,708</b>	<b>51,014</b>	<b>3,703,353</b>	<b>30,857</b>

## Communities Portfolio - Monitoring Statement 2012/13 Qtr 3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav () £	Forecast Outturn £	Variance Unfav () £
<b>COMMUNITY DEVELOPMENT</b>							
Expenditure	360,640	361,320	276,000	276,001	(1)	361,320	0
Income	0	(780)	0	(1,779)	1,779	(1,779)	999
<b>Net Expenditure</b>	<b>360,640</b>	<b>360,540</b>	<b>276,000</b>	<b>274,222</b>	<b>1,778</b>	<b>359,541</b>	<b>999</b>
<b>CHILD &amp; YOUTH OFFICER</b>							
Expenditure	16,530	17,230	12,310	12,314	(4)	17,230	0
Income	(800)	(800)	(805)	(805)	0	(805)	5
<b>Net Expenditure</b>	<b>15,730</b>	<b>16,430</b>	<b>11,505</b>	<b>11,509</b>	<b>(4)</b>	<b>16,425</b>	<b>5</b>
<b>MEALS ON WHEELS</b>							
Expenditure	147,290	148,270	101,788	101,788	0	148,270	0
Income	(135,640)	(125,750)	(78,237)	(78,237)	0	(125,750)	0
<b>Net Expenditure</b>	<b>11,650</b>	<b>22,520</b>	<b>23,551</b>	<b>23,551</b>	<b>0</b>	<b>22,520</b>	<b>0</b>
<b>HOUSING &amp; COUNCIL TAX BENEFITS</b>							
Expenditure	34,898,550	37,013,930	29,697,241	29,745,799	(48,558)	36,985,302	28,628
Income	(34,817,470)	(37,008,830)	(29,771,085)	(29,726,258)	(44,827)	(36,897,513)	(111,317)
<b>Net Expenditure</b>	<b>81,080</b>	<b>5,100</b>	<b>(73,844)</b>	<b>19,541</b>	<b>(93,385)</b>	<b>87,789</b>	<b>(82,689)</b>
<b>Total</b>	<b>469,100</b>	<b>404,590</b>	<b>237,212</b>	<b>328,823</b>	<b>(91,611)</b>	<b>486,275</b>	<b>(81,685)</b>

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## Housing and Customer Services Portfolio - Monitoring Statement 2012/13 Qtr3

	Original Budget £	Rolling Budget £	Profiled Budget £	Actual £	Variance Unfav ( ) £	Forecast Outturn £	Variance Unfav ( ) £
<b>HOME IMPROVEMENTS</b>							
Expenditure	220,880	224,520	174,340	174,702	(362)	224,885	(365)
Income	(3,830)	(3,830)	(400)	(412)	12	(3,830)	0
<b>Net Expenditure</b>	<b>217,050</b>	<b>220,690</b>	<b>173,940</b>	<b>174,290</b>	<b>(350)</b>	<b>221,055</b>	<b>(365)</b>
<b>ENABLING ROLE</b>							
Expenditure	133,450	144,250	110,440	110,438	2	144,250	0
Income	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>133,450</b>	<b>144,250</b>	<b>110,440</b>	<b>110,438</b>	<b>2</b>	<b>144,250</b>	<b>0</b>
<b>GRANGE PARK MOBILE HOMES</b>							
Expenditure	142,080	130,520	102,003	102,003	0	130,520	0
Income	(283,950)	(283,950)	(251,300)	(260,361)	9,061	(302,000)	18,050
<b>Net Expenditure</b>	<b>(141,870)</b>	<b>(153,430)</b>	<b>(149,297)</b>	<b>(158,358)</b>	<b>9,061</b>	<b>(171,480)</b>	<b>18,050</b>
<b>HOUSING ADVICE</b>							
Expenditure	498,660	638,000	388,060	399,002	(10,942)	600,045	37,955
Income	(118,450)	(236,300)	(120,690)	(131,637)	10,947	(234,245)	(2,055)
<b>Net Expenditure</b>	<b>380,210</b>	<b>401,700</b>	<b>267,370</b>	<b>267,365</b>	<b>5</b>	<b>365,800</b>	<b>35,900</b>
<b>MORTGAGE ADMINISTRATION</b>							
Expenditure	5,110	7,540	5,695	5,695	0	7,540	0
Income	(2,930)	(2,930)	(266)	(266)	0	(2,930)	0
<b>Net Expenditure</b>	<b>2,180</b>	<b>4,610</b>	<b>5,429</b>	<b>5,429</b>	<b>0</b>	<b>4,610</b>	<b>0</b>
<b>DOG CONTROL</b>							
Expenditure	109,200	120,080	85,240	85,225	15	120,080	0
Income	(2,040)	(2,040)	(1,250)	(1,254)	4	(2,040)	0
<b>Net Expenditure</b>	<b>107,160</b>	<b>118,040</b>	<b>83,990</b>	<b>83,971</b>	<b>19</b>	<b>118,040</b>	<b>0</b>
<b>ENVIRONMENTAL HEALTH</b>							
Expenditure	713,950	714,930	521,070	521,028	42	710,840	4,090
Income	(59,000)	(61,130)	(49,900)	(49,906)	6	(57,041)	(4,089)
<b>Net Expenditure</b>	<b>654,950</b>	<b>653,800</b>	<b>471,170</b>	<b>471,122</b>	<b>48</b>	<b>653,799</b>	<b>1</b>
<b>PEST CONTROL</b>							
Expenditure	57,960	56,330	42,960	42,962	(2)	56,330	0
Income	(51,900)	(38,900)	(31,270)	(29,016)	(2,254)	(35,000)	(3,900)
<b>Net Expenditure</b>	<b>6,060</b>	<b>17,430</b>	<b>11,690</b>	<b>13,946</b>	<b>(2,256)</b>	<b>21,330</b>	<b>(3,900)</b>
<b>Total</b>	<b>1,359,190</b>	<b>1,407,090</b>	<b>974,732</b>	<b>968,203</b>	<b>6,529</b>	<b>1,357,404</b>	<b>49,686</b>

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**Quarter 3 - 2012/13 Financial monitoring**  
**Explanations from Spending Officers**

This Appendix provides explanations from spending officers for forecast variances against the Revised Budget. This excludes variances attributable to year end reserve movements as these are mirrored within the Income and Expenditure Account. It also excludes staffing variances within individual services as these are addressed within Staffing Matters.

<b>PORTFOLIO SERVICE</b>	<b>CONTROLLABLE VARIANCE</b>
	<b>£</b>

**AREA COMMITTEES**

Variances on these services relate primarily to LAC discretionary budgets which are transferred to earmarked LAC reserves at the year end.	(25,378)
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**REGENERATION AND RESOURCES**

Development Control

The Development Control service has received a number of large major applications and this, alongside the negotiation of Planning Performance Agreements for Pylands Wood and Boorley Green, has resulted in significant additional income (£322,000). To process the major applications, additional staff resource and the use of consultants is required. It is proposed to fund the additional costs from the related additional income both within 2012/13 and 2013/14 and so a Budget Management item is proposed of £90,580. The establishment of a Risk Management Reserve of £150,000, subject to funding being available at the year end, is recommended for additional planning costs to assist in supporting the Council's emerging Local Plan in relation to development applications.

Exp		(10,000)
Income		321,903
Net		311,903

Corporate Regulatory

Forecast savings on external audit now that new auditors have been appointed.

Exp		23,000
Income		0
Net		23,000

**Quarter 3 - 2012/13 Financial monitoring**  
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<b>PORTFOLIO SERVICE</b>	<b>CONTROLLABLE VARIANCE</b>
<u>Accommodation</u>	
A recent rates revaluation on the Civic Offices has resulted in a one off backdated rebate of £65,000.	Exp 23,000 Income <u>0</u> Net 23,000
<u>Staffing Matters</u>	
The forecast overspend needs to be netted down by the Direct Services agency overspend of £57,000 leaving a net overspend of £42,000. This was the first year of the new pay and reward scheme and it was more expensive than anticipated - future years' budgets will be reduced to recoup this overspend.	Exp (99,708) Income <u>0</u> Net (99,708)
Other (small service variances and reserve transfers which are mirrored in the reserves in the I&E account)	72,540
<b>Total Regeneration and Resources</b>	<b><u>307,735</u></b>

**ENVIRONMENT**

Refuse Collection

Savings on Kitchen Waste costs due to an estimated 400 tonnes under budget being collected. This shows a 6.35% reduction from last year. These savings are partially offset by reduction in indestructible collection income.	Exp 56,700 Income <u>(26,250)</u> Net 30,450
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Trade Waste

Loss of income through customers leaving outweighing new accounts.	Exp 3,580 Income <u>(15,175)</u> Net (11,595)
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**Quarter 3 - 2012/13 Financial monitoring**  
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<b>PORTFOLIO SERVICE</b>	<b>CONTROLLABLE VARIANCE</b>
<u>Green Garden Waste</u> Additional Income less the cost of signage for vehicles.	Exp (4,110) Income <u>15,970</u> Net 11,860
Other (small service variances and reserve transfers which are mirrored in the reserves in the I&E account).	37,241
<b>Total Environment</b>	<b><u>67,956</u></b>

**TRANSPORT AND STREETSCENE**

<u>Borough Council Services - Transport Policy</u> Forecast saving on the bus contracts but this is dependent on no changes to the cross boundary services with SCC and the Hiltingbury service. This will not be an on-going saving as the above will have an impact on the costs in 2013/14.	Exp 40,119 Income <u>(6,010)</u> 34,109
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<u>Car Parking</u> It is possible that £6,000 of the underspend will be transferred to CIP Vehicle scheme to fund a gritter vehicle.	Exp 16,971 Income <u>0</u> 16,971
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<u>Transport Operation, Fleet Management and Maintenance</u> Overspend on Equipment and Materials for Workshop. Small shortfall in MOT income which is being addressed by an advertising campaign.	Exp (12,350) Income <u>(1,810)</u> (14,160)
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**Quarter 3 - 2012/13 Financial monitoring**  
**Explanations from Spending Officers**

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<b>PORTFOLIO SERVICE</b>	<b>CONTROLLABLE VARIANCE</b>
<u>Streetscene</u>	
Additional expenditure on Supplies and Services offset in part by extra income for rechargeable works.	Exp (12,350)
	Income (1,810)
	(14,160)
	25,895
<b>Total Transport and Streetscene</b>	<b>48,655</b>

**HEALTH**

<u>Community Safety and Emergency Planning</u>	
£12,600 Contract saving - Emergency Planning £4,354 saving on the LAC Discretionary budget transfer to reserves.	Exp 9,216
	Income 7,737
	Net 16,953
Other (small service variances and reserve transfers which are mirrored in the reserves in the I&E account).	6,465
<b>Total Health</b>	<b>23,418</b>

**Quarter 3 - 2012/13 Financial monitoring**  
**Explanations from Spending Officers**

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<b>PORTFOLIO SERVICE</b>	<b>CONTROLLABLE VARIANCE</b>
<b><u>BUSINESS AND SKILLS</u></b>	
<u>Economic Development</u>	
Funding for Business Improvement District development work is to be included as a Budget Management proposal.	Exp (21,165)
	Income 31,232
	Net <u>10,067</u>
Other (small service variances and reserve transfers which are mirrored in the reserves in the I&E account).	(6,740)
<b>Total Business &amp; Skills</b>	<b><u>3,327</u></b>

**LEISURE**

<u>Open Spaces, Parks and Recreation Grounds</u>	
Short term additional income for rental of parcels of Open Spaces by Asset Management.	Exp 610
	Income 10,550
	Net <u>11,160</u>

**Quarter 3 - 2012/13 Financial monitoring**  
**Explanations from Spending Officers**

This Appendix provides explanations from spending officers for forecast variances against the Revised Budget. This excludes variances attributable to year end reserve movements as these are mirrored within the Income and Expenditure Account. It also excludes staffing variances within individual services as these are addressed within Staffing Matters.

<b>PORTFOLIO SERVICE</b>	<b>CONTROLLABLE VARIANCE</b>
<u>Cemeteries</u>	
Income to date in excess of phased budget and anticipated to remain at same level.	Exp (2,960)
	Income 15,510
	Net 12,550
Other (small service variances and reserve transfers which are mirrored in the reserves in the I&E account).	7,147
<b>Total Leisure</b>	<b>30,857</b>

**COMMUNITIES**

Housing and Council Tax Benefits

The net forecast overspend on this service is related to benefit payments and the related government subsidies due to be received. It is a demand led service and very difficult to predict.

Exp	28,628
Income	(111,317)
Net	(82,689)

Other (small service variances and reserve transfers which are mirrored in the reserves in the I&E account)

1,004

**Total Communities**

**(81,685)**

**HOUSING AND CUSTOMER SERVICES**

Grange Park Mobile Homes

Additional commission income from plot sales.

Exp	0
Income	18,050
Net	18,050



**Quarter 3 - 2012/13 Financial monitoring**  
**Explanations from Spending Officers**

This Appendix provides explanations from spending officers for forecast variances against the Revised Budget. This excludes variances attributable to year end reserve movements as these are mirrored within the Income and Expenditure Account. It also excludes staffing variances within individual services as these are addressed within Staffing Matters.

<b>PORTFOLIO SERVICE</b>	<b>CONTROLLABLE VARIANCE</b>
<u>Housing Advice</u>	
Budget Management from 11/12 of £17,950 and un-spent budget for 12/13 of £17,950 to be transferred to a Reserve to fund Homeless Initiatives.	Exp 37,955
	Income <u>(2,055)</u>
	Net 35,900
Other (small service variances and reserve transfers which are mirrored in the reserves in the I&E account)	(4,264)
<b>Total Housing &amp; Customer Services</b>	<b><u>49,686</u></b>
<hr/>	
<b>Total Rechargeable Accounts</b>	10,837
<b>CONTINUING SERVICES CONTINUING TOTAL</b>	<b><u>435,408</u></b>
<b>NON SERVICE RELATED ITEMS</b>	(186,611)
Primarily relates to forecast borrowing costs being lower than budgeted.	
<b>TOTAL VARIANCES</b>	<b><u>248,797</u></b>

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**COMMUNITY INVESTMENT PROGRAMME  
QUARTER 3 - 2012/13**

<b>PROGRAMME BOARD</b>	<b>Revised Budget 2012/13 £</b>	<b>Quarter 3 2012/13 £</b>	<b>Forecast £</b>	<b>Forecast Variance £</b>
Eastleigh Riverside	65,399	7,363	15,399	50,000 (i)
Housing	1,651,698	1,075,330	1,651,698	0
ICT	469,981	404,661	478,694	(8,713)
Infrastructure	1,320,374	1,099,310	1,270,015	50,359 (ii)
Leisure	158,489	(27,931)	158,489	0
Urban Regeneration	12,131,267	10,699,207	12,131,489	(222)
Bishopstoke, Fair Oak & Horton Heath	40,834	32,658	40,834	0
Bursledon, Hamble & Hound	161,743	102,082	161,744	(1)
Chandler's Ford & Hiltingbury	163,723	142,301	166,027	(2,304)
Eastleigh	233,126	146,251	233,126	0
Hedge End, West End & Botley	649,361	514,999	649,398	(37)
	<b>17,045,995</b>	<b>14,196,231</b>	<b>16,956,913</b>	<b>89,082</b>

(i) Transport Study Phase 2 - Whilst the delivery panel anticipate spending the allocated balance on proposed activities this financial year, there are currently no contractual commitments in place. This scheme is grant funded and to enable the funds to be moved into 2013/14 contracts would need to be placed.

(ii) Twyford Road Access and Environmental Improvements - Temporary closures will need to take place during the school holidays and therefore most of this amount will slip into 2013/14.

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## Financial Monitoring - Risk Assessment

## Appendix D

Ref	Risk Description	Cause(s)	Existing Risk Controls	Impact	Likelihood	Risk Score (Existing Controls)		
						I	L	Total
1	Large adverse or favourable variance with resulting perception that EBC has weak financial control regime.	Insufficient income, overstated income budget, excessive expenditure, understated expenditure budget.	Monthly Budget Monitoring process.	Critical	Low	3	2	6
2	Final accounts not approved by External Auditors.	Final accounts working papers not of sufficient standard to receive unqualified audit opinion.	Compliance with IFRS and the Code of Audit Practice for Local Government (Audit Commission).	Critical	Low	3	6	3
3	Amendments to provisional outturn position following External Audit assessment.	Possible different view of accounting issues or treatment of costs and income leading to accounts needing to be recast.	Compliance with IFRS and the Code of Audit Practice for Local Government (Audit Commission).	Medium	Low	2	2	4
4	Failure to deliver Strategic Priorities due to inaccurate financial forecasting.	Service and corporate expenditure varying from plans set by need to fulfil Strategic Priorities.	Budget Strategy, monitoring and forecasting processes linked to strategic objectives requirements.	Critical	Low	3	2	6
5	Key financial strategies set on the basis of inaccurate assessment of the Councils overall position.	Poor Budget preparation and poor financial monitoring.	Sound and effective financial systems, Budget holders sign off budgets and monitoring information. Central support provided to managers from Financial Services Unit.	Critical	Low	3	2	6
6	Minimum General Fund balance falls below minimum level.	Poor control of income and expenditure budgets.	Budget monitoring systems and clear accountabilities for financial performance.	Critical	Low	4	1	4

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## **REPORT OF THE CORPORATE DIRECTOR (CFO)**

### **Background**

The role of the Council's Chief Finance Officer is embodied in legislation e.g. Section 151 Local Government Act 1972. CIPFA have, in conjunction with ODPM, produced a Code of Practice to be implemented alongside the Government's White Paper "Strong Local Leadership - Quality Public Services" The Code is very detailed in setting out the role of the statutory finance officer, in particular:

- Maintaining strong financial management underpinned by effective financial controls.
- Contributing to corporate management and leadership.
- Supporting and advising the democratic process.
- Leading and managing an effective and responsive financial service.
- Supporting and advising officers in their operational roles.

The Council is required, under the Accounts and Audit (England) Regulations 2011, to demonstrate that it has sound internal control of its systems and decision making processes. The Leader and Chief Executive are both required each year to sign an Annual Statement of Governance. The Statement is published alongside the Statement of Accounts and this monitoring process provides a key measure of the effectiveness of the Council's management of its finances.

### **Overview of the Council's Finances**

The third quarter's monitoring is important as it tests many of the assumptions made when the Revised Budget for the year was prepared which in turn informs the future years' Budget projections. There should, therefore, be very few variations from the Revised Budget presented to Members in February.

Overall there is a Budget underspend forecast for the year and although many of the variances could not have been foreseen it is a timely reminder that we need to ensure that our Budget process and our corporate monitoring process work together to ensure we have a forecast of the Council's resources that can be relied upon. This is particularly important given the uncertainty of many of the major items of income and expenditure that comprise the overall Budget. It is, therefore, proposed to undertake an internal review of our key financial processes to ensure they are still providing timely, accurate and relevant information on which to base our financial decisions.

Overall we are in a healthy financial position but we are still in a difficult economic environment with a number of services showing pressure from reduced income and increasing costs. There is also the prospect of even further cuts in our funding from central Government. It is essential, therefore, that we take advantage of our current very positive position and develop

service/business plans that ensure that essential services can be maintained during what will be a very difficult few years with increased financial pressure on the public sector.

We are currently developing the next stage of our Efficiency Strategy which will be submitted to Members alongside the Medium Term Budget Strategy in July. We need to continue the success of the previous Strategy and establish a range of initiatives to further reduce expenditure and increase income in future years although it is very difficult to give any clear indication at this stage of what financial targets we need to set ourselves. The good news is that we do at least have time to develop initiatives that reduce our net spend but at the same time protect frontline services but we need to be very clear what our service priorities are.

The CIP for 2012/13 is estimated to be £17M. As at 31 December 2012 £14.2M had been spent which includes the purchase of the Ageas Bowl £6.5M. It is important that project managers are realistic in forecasting the spend on projects and as always the December monitoring statement will be taken to represent the revised CIP budget. This accurate forecasting will ensure that we have a realistic programme for future years as this will determine the extent to which we will have to provide capital financing from borrowing. The Capital Strategy recognises the need to be very clear about priorities and these will be continually reviewed by our very effective Programme/Project Management structure.