

HAMPSHIRE COUNTY COUNCIL

Decision report

Decision Maker:	Executive Member for Policy and Resources
Date of Decision:	22 January 2015
Decision Title:	Revenue budget report for Policy and Resources for 2015/16
Decision Reference:	6372
Report From:	Chief Executive, Director of Corporate Resources, Director of Policy and Governance, Director of Public Health, Director of Culture, Communities and Business Services

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Executive Summary

- 1.1. The purpose of this report is to set out proposals for the Policy and Resources budget for 2015/16 in accordance with the Council's Medium Term Financial Strategy (MTFS) reported to Cabinet in July 2014.
- 1.2. The County Council's early action in tackling its forecast budget deficit over the current Comprehensive Spending Review (CSR) period and providing funding in anticipation of the tougher times to come, placed it in a very strong position to produce a 'steady state' budget for 2014/15 and give itself the time and capacity to develop and implement the next phase of savings by 2015/16.
- 1.3. The budget for 2014/15 that was approved at this stage last year included savings plans for the 2015/16 financial year in order that these could be implemented during the current financial year so that, wherever possible, savings would be fully in place by April 2015.
- 1.4. The report also provides an update on the financial position for the current year. Overall the Departments within Policy and Resources are expected to achieve an underspend of £8.068m (excluding Public Health).
- 1.5. The report also reviews the level of charges for the provision of services in section 6 and provides a summary of charges in Appendix 1.
- 1.6. The proposed budget for 2015/16 analysed by service is shown in Appendix 2 and the workforce implications of the budget proposals are set out in Appendix 3.
- 1.7. This report seeks approval for submission to the Leader and Cabinet of the revised budget for 2014/15 and detailed service budgets for 2015/16 for Departments within Policy and Resources. The report has been prepared in

consultation with the Executive Member and will be reviewed by the Policy and Resources Select Committee. It will be reported to the Leader and Cabinet on 6 February 2015 to make final recommendations to County Council on 19 February 2015.

2. Context and Priorities

- 2.1. The budget setting process for 2015/16 will be different to previous years in that the majority of the decisions in respect of major changes to the budget were taken as part of the 2014/15 budget setting process in February 2014. Other factors will still affect the budget, such as council tax decisions and inflation, but these will not be as significant as the savings programme that has already been put in place.
- 2.2. Details of the CSR for 2015/16, published in 2013, included a 10% real terms cut in the Departmental Expenditure Limit (DEL) for local government. The budget forecast for 2015/16 therefore included a 10% cash terms cut in all grant which equated to a £27.1 million reduction. The provisional settlement released in December 2014 confirmed an 11.8% reduction for the County Council, increasing the grant loss to £30 million which will be taken into account when the final budget is set.
- 2.3. The July 2014 MTFS updated the overall position in respect of the 2015/16 budget gap and detailed savings proposals were approved by Cabinet and County Council as part of the 2014/15 budget setting process. The savings have been achieved through the 'Transforming the Council to 2015' (TtC to 2015) programme that has been developed and regular updates on the Programme have been provided to Cabinet during 2014.
- 2.4. Assumptions included in the strategy that have been built into the 2015/16 budget proposals are:
 - a 1% council tax freeze grant available for 2015/16 on the assumption that council tax is not increased
 - total inflation of £19m across all departments
 - 'passporting' of any further losses of specific grant to the relevant services.
- 2.5. As part of the ongoing transformation programme across the County Council, Departments within Policy and Resources have been developing service plans and budgets for 2015/16 and future years in keeping with the County Council's priorities and the key issues, challenges and priorities for the Departments are set out below.

3. Departmental Challenges and Priorities

Corporate Resources

- 3.1. The Integrated Business Centre (IBC) together with the linked work to review finance and HR operations continues to be central to our overall Transforming the Council to 2015 programme, delivering transactional and professional business support services to the County Council, Fire and Police

since their launch at the start of 2014/15. The introduction of more efficient and standard processes and systems have already enabled the delivery of early savings (e.g. through the removal of duplication and less efficient processes), increasing our future resilience and ultimately contributing toward the protection of front-line services for the people of Hampshire.

- 3.2. The further expansion of the partnership to include Oxfordshire County Council as an operational partner is progressing to plan and will contribute financially through the wider sharing of the costs of the operating model. There are other potential partners being considered as part of a pipeline of opportunities as this new public – public model is proving very popular in the market.
- 3.3. A key enabler for this achievement has been the implementation of new technologies within the Council. Information and technology present some of our biggest risks, but also our biggest opportunities for further customer service improvements, innovation and efficiency. Our staff and our customers increasingly use and expect to use technology to get the information or service they need whenever and wherever they want it. Whilst new technology will enable us to deliver savings ahead of 2015/16, this will remain an important theme for the future to enable us to realise even greater savings. The Digital Strategy will provide us with the means to achieve this without damaging front-line service delivery.
- 3.4. The key challenge from the IBC experience is not the processes, systems and technology but the business and cultural change necessary to drive out the efficiencies and work in new ways. This will continue to be a particular challenge over the coming years.
- 3.5. The earlier work undertaken on the new Workforce Development Strategy, ‘Transforming the Council Through You’ programme, has helped us to understand how we can best prepare our people to deliver real, and long lasting transformational change. This is, in essence, all about how staff optimise their performance, working with a range of people to deliver improved outcomes for residents.
- 3.6. During 2014 work has continued to progress at pace, with a successful pilot of the proposed new performance management and people development framework. The findings from this pilot have shaped the final preparations of the new performance management approach that focuses not just on what we will achieve, but also how we will achieve it. This is being introduced in early 2015 with the aim of continuing to drive performance improvement.
- 3.7. The work of the ‘Transforming the Council Through You’ programme is now being encapsulated in to a ‘people plan’ which clearly articulates the most critical priorities for our workforce over the coming years, ensuring that we have the right people, capability and approaches that will ensure we continue to achieve optimum performance in the changing public services context.

Strategic and Business Development

- 3.8. An important focus for 2015 and beyond is the Council’s desire to grow our Traded Services offer to external organisations. Not only will this expand our capacity to deliver quality services to our customers, it will also create

opportunities for our staff to develop their expertise which will support the Council for the challenges ahead. It will also provide an increased financial contribution back to the Council to mitigate against the impact of wider funding reductions.

- 3.9. Delivery of this work has continued to progress with support from our Private Sector Partner to complete an opportunity analysis against our current traded service offer. This has enabled us to identify a small number of priority services which are considered to have a high probability of success if they were to further grow their business offer, and thereby significantly increasing their revenue contribution to the County Council in the years ahead.
- 3.10. Over the course of 2015/16 these traded services will continue to take forward their business plans, overseen and supported by Strategic and Business Development.

Policy and Governance

- 3.11. The continuing financial challenges look set to be a feature of public service life over the second half of this decade putting a premium on transformation of services and working differently. The Transformation to 2017 programme will accelerate through the first half of 2015 and will be built around the outputs of an opportunity assessment exercise that will combine both individual department service areas and cross cutting transformation opportunities for the Council to consider pursuing over the next few years. Programme leadership and key programme management input will be organised from Policy and Governance. The approach will entail blending input as appropriate from internal consultancy resources, from our Private Sector Partner and from seconding in a range of staff with different skill sets from across the Council. This approach has served us well previously allowing the Council to deliver thus far some £240m of savings to 2015/16.
- 3.12. The Supporting Troubled Families Programme continues to make strong progress. We have surpassed the Government target to identify and work with 1,590 families by the end of 2014/15 and are on track to work with nearer 2,000 families over this initial 3 year phase. We have secured 1,150 positive outcomes meaning more children regularly attending school, less crime and anti-social behaviour and some 192 working age adults into training or full time employment. Importantly, early analysis suggests the positive results are being sustained. We are set to draw down the entire £5.3m grant earmarked for Hampshire which is no mean feat given that 40% of the money set aside is on a payments by results basis. Earlier this year the Government announced the widening of the national programme from 2015/16. Hampshire has been asked to target 1,100 families next year (more than double the current annual average) with the programme criteria extending to families where violence in the home is prevalent, where families have health issues (mental and physical) and where children are in need of greater and earlier help and support. Hampshire will begin its Phase 2 journey from the beginning of 2015 as an 'early starter' in recognition of the strong multi-agency performance to date. Not only is the programme helping to transform the lives of individual families and the communities in which they live, but, as all public sector partners seek to deliver challenging efficiency

targets, sustaining these improvements will significantly reduce the current and future demands of these families on the public purse.

- 3.13. Transforming the way services are delivered and multi agency senior leaders and professionals function is key to the Supporting Troubled Families programme as it is a range of other complex work areas e.g. Health and Social Care integration. Digitalising the way we work and having a cross agency and cross Council view of the customer will be a key transformation enabler going forward as will the way we organise and work together with partners at a locality level to better enable residents to access help and support earlier and more easily. In 2015/16 we will continue to work with partners in Havant to look at practical ways in which we can work in a more joined up fashion, based around the needs and requirements of local residents. If we can get to the point where local people can access the right agency or person, at the right time and in the right way we stand to gain in many ways including improving outcomes for vulnerable residents, making it easier for people to access public services earlier, encouraging personal responsibility, contain and then reduce demand for high cost services and ensure improved value for money.

Public Health

- 3.14. Key priorities for Public Health include using public health resources efficiently to deliver the mandated services in the context of the needs of Hampshire's residents. This includes delivering quality assured NHS healthchecks to support reduction in demand for chronic disease services across health and social care, ensuring the school nursing service can deliver the national child measurement programme and enabling our residents access to comprehensive sexual health services as well as the direct advice and leadership by our professional public health specialists to protect the population's health and advice our NHS commissioners in Clinical Commissioning Groups (CCGs).
- 3.15. Effective use of resources to support healthy children though a range of interventions including school nursing services and parenting programmes remain important as do co-ordinated primary and secondary prevention through appropriate nutrition, education and physical activity to develop our future employable and self reliant citizens. Addressing social exclusion and the public health aspects of domestic abuse and community safety for people of all ages and supporting the health and social care interventions for people as they age and become more vulnerable remain important.
- 3.16. Building on the work completed already as part of the 'Transforming the Council to 2015 Programme', the Council will continue to explore how Public Health is able to contribute toward maximising further opportunities for Health and Social Care integration through the 'Transforming the Council to 2017' programme of work. The need to control and reduce current levels of demand for county council services, such as adult and children's social care, will be critical during the coming years and Public Health has a crucial role in minimising this demand through helping the residents of Hampshire to remain healthy and well for a greater proportion of their lives. With this in mind the Council's Public Health strategy will include a focus on reducing the risk of

dementia and long term conditions impacting adults, and supporting the health and wellbeing of families in Hampshire through targeted initiatives

- 3.17. On 1 October 2015 responsibility for 0-5 children's public health commissioning (part of the Healthy Child Programme) will transfer to the Council from NHS England (Wessex). This transfer includes commissioning responsibilities for the Health Visiting service and the Family Nurse Partnership (a targeted evidence-based preventative programme for vulnerable first time mothers). A number of universal elements of the 0-5 Healthy Children Programme will be mandated for local authorities. In preparation for this transfer both organisations have worked closely to confirm the value of funding that should transfer to support the existing commissioning arrangements, and in December 2014 the Department of Health announced the proposed funding allocations for the last six months of 2015/16 (£8.843m) to cover the cost of these contracted services.
- 3.18. Work will continue over the coming months to ensure the safe transfer of these responsibilities and contractual arrangements, in preparation for the 1 October 2015.

Culture, Communities and Business Services (CCBS)

- 3.19. The department delivers a wide range of different services with gross expenditure in the region of £100m per year and income streams of around £65m leaving a net cash limit of £35m. The most significant challenge facing the department in the current economic climate continues to be focused on maintaining and increasing income including that derived from visitors, partnerships and business clients. Many services, including outdoor centres and countryside services are continuing to develop longer-term strategies which will help them move toward becoming financially self-sufficient. In addition the department is responsible for Business Units with a turnover in excess of £54m.
- 3.20. Another significant priority for the department is to seek further efficiency savings and income generating opportunities through enhanced management of the County Council's use of leased and owned buildings. A range of options have been developed including investment, acquisition, disposal, innovative use of assets and energy efficient solutions for the County Council together with options for co-location with partners.
- 3.21. Community engagement particularly through volunteering is a strong element of the future strategy for the library and countryside services. The volunteer response has been excellent, however ensuring the future sustainability of services using this model will be challenging.

4. 2014/15 Budget

- 4.1. The cash limited budget for 2014/15 included the early achievement of savings of £5.594m during the year. These and any further savings achieved during the year can be transferred to Departmental reserves and used to fund any future costs of change.
- 4.2. The budget for Policy and Resources has been updated throughout the year and the revised budget is shown in Appendix 2 (excludes the impact of the

2014/15 pay award, which will be dealt with as an in-year adjustment later in the year). The expected outturn forecast for 2014/15 is a budget underspend of £8.068m (excluding Public Health), which includes the planned underspend of £5.594m noted in paragraph 4.1.

- 4.3. Corporate Services continues to implement a strategy of robust vacancy management and short term actions around strong budgetary control in order to generate savings, and which will support the cost of implementing further transformation and change during 2014/15 (ahead of the next financial year) and beyond in to 2015/16 and 2016/17.
- 4.4. Public Health is forecasting an overall underspend against the ring-fenced grant for 2014/15 (in the region of £3.7m) and this is mainly as a result of anticipated underspends across several areas of the Public Health budget including: Sexual Health; Miscellaneous Health Improvement and Wellbeing; Nutrition; Obesity & Physical Activity; Children 5-19; Tobacco; and the Central Public Health budget. Any underspend at the end of the year will be carried-forward to support targeted initiatives planned during 2015/16 and 2016/17.
- 4.5. Continued strong financial management across Culture, Communities and Business Services will ensure that planned early savings of £2.1m during 2014/15 will be achieved. Other budgets are expected to break-even.
- 4.6. Non departmental P&R budgets are forecast to achieve planned savings of £373,000, plus a further small underspend of approximately £40,000.

Budget 2015/16

5. Revenue Savings Proposals

- 5.1. The Departments within Policy and Resources were given a savings target for 2015/16 of £16.509m. In February 2014, a savings programme was put forward by the Departments which included proposals to meet this gap.
- 5.2. During the last year, the Departments have been progressing the implementation of these savings, which have been subject to regular reporting to Cabinet and two internal Peer Review challenges, which were undertaken by the Director of Children's Services.
- 5.3. It is now anticipated that the full year planned savings will be achieved in 2015/16. However, rigorous monitoring of the delivery of the programme will continue during 2015/16, to ensure that Departments are able to stay within their cash limited budgets as set out in this report.
- 5.4. This early action in developing and implementing the savings programme for 2015/16 means that the County Council is in a strong position for setting a balanced budget in 2015/16 and it means that no new savings proposals will be considered as part of the budget setting process for the next financial year.

6. Review of charges

- 6.1. For Policy and Resources, the 2015/16 revenue budget includes income of £9.1m from fees and charges to service users. This is an increase of £0.5m (5.8%) on the adjusted original budget for 2014/15 of £8.6m.
- 6.2. Details of current and proposed fees and charges (where these are specifically defined) for 2015/16 are outlined in Appendix 1.

7. Other expenditure

- 7.1. The budget includes some items which are not counted against the cash limit. This includes business units whose costs are covered by customer income and also the Coroner's service which is budgeted for outside of the Policy and Resources cash limit, as the County Council has no direct control over service levels provided and costs incurred. It also includes adjustments for pension and early retirement costs in accordance with International Accounting Standard 19 (IAS19).
- 7.2. Budgets to cover depreciation on assets used to deliver Policy & Resources services and recharges to direct services of central support services and repair and maintenance of buildings will be included in the presentation of the budget to the County Council in February, together with recharges from other services to Policy and Resources to reflect corporate management and support for the democratic process.

8. Budget summary 2015/16

- 8.1. The budget update report presented to Cabinet in December included provisional cash limit guidelines for each department. The cash limit for Policy and Resources in that report was £123.939m.
- 8.2. Since this report confirmation has been received that the Public Health ring-fenced grant will be reduced by £65,000 to reflect an agreed adjustment for a baseline error included in the previous years grant allocation. In addition, notification has been received of the proposed 2015/16 additional allocation for the transfer of responsibility for 0-5 children's commissioning (£8.843m) to the council, and this has therefore also been included in the proposed budget.
- 8.3. This is a part year impact and the full year transfer is around double this amount. A full review of public health spending including the opportunities afforded by the transfer of 0-5 children's commissioning will be brought back in the Spring of this year.
- 8.4. The grant assumption for the Supporting Troubled Families programme has also been increased by £983,000 for 2015/16 as a result of more up to date estimates being received for the next financial year. However, additional funding of £300,000 per annum previously agreed for a period of three years (2012/13 to 2014/15), has been removed from the cash limit.

- 8.5. Notification has been received that the Local Welfare Reform grant will cease at the end of 2014/15, resulting in a further reduction of £1.490m against the Policy and Resources cash limit¹.
- 8.6. In addition, the 2015/16 budget has been adjusted to include an allocation for the full-year impact of the pay award for Policy and Resources, an increase of £2.154m to the cash limit.
- 8.7. The impact of these changes is further net increase in cash limited expenditure of £10.125m, from £123.939m to £134.064m. Appendix 2 sets out a summary of the proposed budgets for the service activities provided by Policy and Resources for 2015/16 and show that these are within the amended cash limit.
- 8.8. The detailed plans for the spend against the ring-fenced Public Health grant are included in the Executive Member for Adult Social Care and Public Health revenue budget report.
- 8.9. In addition to these cash limited items there are further budgets which fall under the responsibility of Policy and Resources, which are shown in the following table:-

	2015/16 £000
Cash limited expenditure	134,064
Coroners	1,331
Trading Unit net surplus	(855)
Government Grants:	
Inshore Fisheries and Conservation	204
Supporting Troubled Families	1,622
Local Reform and Community Voices	540
Public Health ²	49,206
Total net expenditure	82,968

- 8.10. This net position excludes central items such as repairs and maintenance, support service charges and capital charges which will be added as part of the overall budget reported to Cabinet and County Council in February.

¹ Total value of Local Welfare Reform grant was £1.573m, of which £1.490m was within the Policy and Resources cash limit for 2014/15.

² Public Health grant of £49.206m includes core grant of £40.363m, plus proposed allocation of £8.843m during 2015/16 for transfer of responsibility for 0-5 children's commissioning.

9. Workforce implications

- 9.1. The workforce implications of the proposed budget for 2015/16 are set out in Appendix 3. This is based on current known changes, but excludes any assumptions about the current Enhanced Voluntary Redundancy process which will make decisions by the end of this financial year on requests that have been received from staff.
- 9.2. At the end of 2015/16 the planned workforce for Policy and Resources is 4,060 full time equivalent (FTE) staff. This compares with the estimate at the end of 2014/15 of 3,755 FTEs which is an increase of 305 FTEs as summarised below:

	FTEs
FTE staff as at 31 March 2015 ³	3,755
Transfers and other changes	336
Changes relating to savings targets	-31
FTE staff as at 31 March 2016	4,060

- 9.3. The main reason for this increase is due to the TUPE of former Hampshire Constabulary and Hampshire Fire and Rescue Service employees to the Council during 2014/15, as a result of finalising the joint working in Hampshire (H3) partnership⁴ (an increase of 203 FTEs).
- 9.4. In addition the number of FTEs within the HC3S trading unit has increased by 102 FTEs, in response to the increased take up of free school meals.
- 9.5. The estimated FTEs as at 31 March 2016 also include a planned reduction of 31 FTEs relating to savings targets, as well as a number of other minor changes and transfers from other departments (an overall net change of nil).

10. Recommendations

To approve for submission to the Leader and Cabinet:

- 10.1. The annual review of income and charges (as set out in Appendix 1).
- 10.2. The revised budget for 2014/15 (as set out in Appendix 2).
- 10.3. The summary budget for 2015/16 (as set out in Appendix 2).
- 10.4. The workforce implications of the proposed budget for 2015/16 (as set out in Appendix 3).

³ Previous estimated FTEs as at 31 March 2015, as noted in the 'Revenue budget report for Policy and Resources for 2014/15'.

⁴ The joint working in Hampshire (H3) partnership was created to provide a number of shared services across Hampshire County Council, Hampshire Constabulary and Hampshire Fire and Rescue Service.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	yes
Corporate Business plan link number (if appropriate):	
Maximising well-being:	yes
Corporate Business plan link number (if appropriate):	
Enhancing our quality of place:	yes
Corporate Business plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:		
<u>Title</u> Revenue Budget for Policy and Resources for 2014/15	<u>Reference</u> 5490	<u>Date</u> 24 January 2014
Direct links to specific legislation or Government Directives		
<u>Title</u> None	<u>Date</u>	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss 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. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

1.2. Equalities Impact Assessment:

1.1.1. Departments have previously carried out a screening for equality impact on all budget decisions relating to 2015/16. This work was supported by trained equalities leads and service managers and was approved by Departmental management teams.

1.1.2. This identified that there will be an impact on staff and services as a result of some of the budget proposals. Where potential negative or adverse impact has been identified, we have put in place proportionate and relevant responses to mitigate this.

1.1.3. On the whole however, the proposals contained in this paper relate to improved, modernised or transformed services, or to different models of delivery and where possible, provide greater choice for, and greater involvement of, service users.

2. Impact on Crime and Disorder:

2.1. Crime prevention is a major factor that was considered in the review of Community Safety service delivery options, which formed part of the 2015/16 savings previously agreed.

2.2. The other proposals in this report are not considered to have any direct impact on the prevention of crime, but where services will be re-designed this factor is being taken into account.

3. Climate Change:

a) How does what is being proposed impact on our carbon footprint / energy consumption?

There are no specific proposals that impact on the County Council's carbon footprint / energy consumption but where service changes are being considered they will take this into account.

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

There are no specific proposals that directly relate to climate change issues but where service changes are being considered they will take this into account.

Policy and Resources
Review of income 2015/16

Total Income **Narrative**
(15/16
Budget)
£

Mandatory/National Charges:

Culture, Communities & Business Services
department

Statutory Registration Fees:

Birth, Death, Marriages, Civil Partnership certificates and citizenship

750,000 Statutory Fees set nationally

Trading Standards Licenses:

Patroleum licensing and Vapour recovery

26,000 Statutory Fees set nationally

Corporate Services Department

Blue Badge disabled parking scheme

251,000 Maximum Statutory Fees set nationally

Discretionary Charges:

Community

Rentals/lettings and annual conference

42,000 Charges for hire of community facilities vary by site. The results of a rent equalisation review are currently being considered. It is anticipated that, subject to the necessary approvals, hire charges will increase in 2015/16. No change is proposed to the annual conference delegate fee.

Review of income 2015/16

	Total Income (15/16 Budget) £	Narrative
Libraries		
Various charges are made including:	1,344,000	No changes are currently proposed. They will be reviewed during the year.
<ul style="list-style-type: none"> • Fines for overdue books, audio books, scores and music sets • Hire income (music CDs, DVDs, computer games, audio books and language packs) • Reservations and inter-library loans • Printing and photocopying • Room hire, ticketed events and adult learning 		
Countryside Service		
Admissions income	249,000	The Countryside Service has, over the past three years, been able to make significant increases to its fees and charges in order to bring these into line with local or national averages. Parking, entrance, season tickets and membership prices have been increased at the Service's country park venues to reflect the offer to the public and to ensure parity with similar local attractions. Although it is intended to continue to improve the offer to our customers, without new or improved facilities it is considered prudent to keep any increases to a minimum for 2015/16 in order to maintain the steady increase in visitor numbers and the associated secondary spend, but to revise this approach once new or improved facilities and attractions are provided.
Car Parking	522,000	

Review of income 2015/16	Total Income (15/16 Budget) £	Narrative
Other income	600,000	Other income to country parks includes rent, catering income, shop sales and charges for various activities. These charges are reviewed annually and overall the 2015/16 budget includes a 2% increase in income from these sources.
Outdoor Centre		
Fees and Charges for Outdoor Activities	260,000	Fees and charges for outdoor activities are reviewed regularly and take into consideration overall market conditions. The charges are dependent on activities, group size and length of stay. Generally, charges for 2015/16 are expected to increase to reflect the rising costs of delivering these services.
Calshot Activities Centre		
Schools income	1,145,000	Fees and charges for activities are reviewed annually and take into consideration overall market conditions. The charges are dependent on activities, group size and type of course and are set to recover cost.
Recreational courses	579,000	
Recreational non-taught income	540,000	
Archives		
Sales, Services and Events	84,000	Charges for Archives sales, services and events vary according to the nature of item, service or event. Charges are reviewed annually and are set to recover costs.

Review of income 2015/16**Total Income
(15/16
Budget)
£****Narrative****Business Support**

Great Hall shop sales

99,000

Great Hall shop prices are reviewed annually, considering market conditions and are set to recover full costs.

Great Hall Wedding hires and related income

31,000

Weddings at the Great Hall are charged at £3,000 and £10 per person. These charges are set in order to recover full costs and are due to be reviewed during 2015.

Trading Standards 'Buy with Confidence'

66,000

The 'Buy with Confidence' scheme has three levels of fees, set according to number of employees. Fees are reviewed annually and an increase of 2.2% is proposed for 2015/16.

Registration Services

1,914,000

The Registration Service has a variable set of fees depending on the type of event or certificate, and the venue and timing of ceremonies. The majority of charges for ceremonies have been increased by 2.8% for 2015/16.

Property ServicesCounty Farms:
Agricultural lettings

578,000

Rent charges for county farms are reviewed as part of a rolling programme led by Estates. Charges will vary according to market conditions, size and nature of the farms.

Review of income 2015/16	Total Income (15/16 Budget)	Narrative
Other Income	£ 39,000	Other income to county farms includes contributions to repairs and improvements, and recovery of utility charges.
Policy and Resources Income Total	<u>9,119,000</u>	

**Policy and Resources
Budget summary 2015/16**

Service Activity	Original Budget 2014/15 £000	Revised Budget 2014/15 £000	Proposed Budget 2015/16 £000
Culture, Communities and Business Services:			
Business Services			
Business Services	181	284	155
Rural Broadband	93	113	94
Sir Harold Hillier Gardens	472	439	412
Office Accommodation/Workstyle	7,212	6,386	5,373
Facilities Management	2,870	3,057	2,936
Community			
Regulatory Services	3,825	2,552	1,914
Community Grants & Policy Fund	1,680	1,546	1,472
Sport	210	262	196
Community	343	268	303
Library Service	12,970	12,839	12,401
Business Support	1,212	1,734	923
Culture & Heritage			
Countryside	3,053	3,125	2,872
Outdoors Centres	443	615	385
Cultural Trust Grant and HCC Arts related costs	2,895	3,239	2,988
Archives	956	962	889
Risk, Health & Safety	209	209	214

Service Activity	Original Budget 2014/15 £000	Revised Budget 2014/15 £000	Proposed Budget 2015/16 £000
Property Services			
Direct Services	(893)	(873)	(966)
Repair and Maintenance	(541)	(541)	(571)
Property Services	1,271	1,310	1,337
CCBS Planned contribution to Cost of Change	-	2,619	1,277
Total CCBS	38,461	40,145	34,604
Public Health:			
Public Health	40,428	41,005	40,363
Public Health - 0-5 children's commissioning ⁵	-	-	8,843
Total Public Health	40,428	41,005	49,206
Other Direct Services:			
Grants to Voluntary Organisations	271	247	247
Grants/Contributions to Councils of Community Services and Other Bodies	1,013	1,013	888
Members Devolved Budgets	624	624	624
Supporting Troubled Families	939	4,654	1,622
Other Direct and Corporate Services	822	919	724
Total Other Direct Services	3,669	7,457	4,105

⁵ Proposed part-year allocation for transfer of commissioning responsibilities for children aged 0-5 (with effect from 1 October 2015)

Service Activity	Original Budget 2014/15 £000	Revised Budget 2014/15 £000	Proposed Budget 2015/16 £000
Corporate Services:			
Policy & Governance			
Legal	2,028	2,330	2,272
Governance	1,389	1,467	1,453
Performance & Communications	1,576	1,575	1,172
Transformation	1,591	2,073	1,867
Strategic Business Development	1,226	-	-
Corporate Resources			
CBS	8,601	8,334	7,600
HR	1,916	2,738	2,736
Finance	4,425	4,490	3,577
Audit	739	739	684
IT	19,144	19,610	18,789
Other Corporate Services	4,945	4,864	3,459
Total Corporate Services	47,580	48,220	43,609
Members Support Costs	1,748	1,703	1,706
Other Central Support Services	920	990	834
Total P&R Cash Limited Services	132,806	139,520	134,064

Service Activity	Original Budget 2014/15 £000	Revised Budget 2014/15 £000	Proposed Budget 2015/16 £000
Coroners	1,331	1,331	1,331
Transfers (to)/from reserves:			
School Library Service	(48)	54	(48)
River Hamble	(27)	(27)	(27)
Segensworth Unit Factories	(12)	(12)	(12)
Hampshire Printing Services	(33)	(33)	(30)
Corporate Procurement County Supplies	(92)	(110)	(141)
HC3S	(398)	(398)	(484)
Hampshire Transport Management	(51)	(51)	-
Education Financial Services	-	-	-
Education Personnel Services	(113)	(113)	(113)
Total transfers (to)/from reserves	(774)	(690)	(855)
Government Grants:			
Inshore Fisheries and Conservation	(204)	(204)	(204)
Supporting Troubled Families	(639)	(1,409)	(1,622)
Local Welfare Provision	-	(1,573)	-
Local reform and Community Voices	(540)	(540)	(540)
Public Health	(40,428)	(41,005)	(49,206)
Total Government Grants	(41,811)	(44,731)	(51,572)
Total net expenditure	91,552	95,430	82,968

**Policy and Resources
Workforce implications**

Service Activity	Estimated Staff Numbers (full-time equivalent) 31.3.2015	Transfers & Other Changes	Impact of Savings Proposals	Estimated Staff Numbers (full-time equivalent) 31.3.2016
CCBS Department:				
Community	785	34	-	819
Culture and Heritage	205	2	(5)	202
Property	340	12	-	352
Business Services	51	-	-	51
CCBS Trading Units	1,029	123	-	1,152
Total CCBS Department	2,410	171	(5)	2,576
Corporate Services:				
Central Budget and Chief Executive's Office	12	1	-	13
Corporate Resources	1,027	156	(21)	1,162
Strategic Business Development	38	(38)	-	-
Policy and Governance	140	33	(5)	168
Trading Units	58	4	-	62
Total Corporate Services	1,275	156	(26)	1,405
Public Health	31	2	-	33
Public Health	31	2	-	33

Service Activity	Estimated Staff Numbers (full-time equivalent) 31.3.2015	Transfers & Other Changes	Impact of Savings Proposals	Estimated Staff Numbers (full-time equivalent) 31.3.2016
Other:				
Sir Harold Hillier Gardens	31	1	-	32
Coroner	4	-	-	4
Supporting Troubled Families	4	6	-	10
Total Other Staff	39	7	-	46
Overall Total Policy and Resources	3,755	336	(31)	4,060