



**DRAFT - To be
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**Hinckley & Bosworth
Borough Council**

A Borough to be proud of

HINCKLEY AND BOSWORTH BOROUGH COUNCIL
EFFICIENCY PLAN - 2016/17 TO 2019/20

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1. Introduction

1.1 This document responds to the invitation/offer from the Secretary of State of 10 March 2016 to engage with Government in arrangements which will secure a multi-year settlement for revenue Support Grant, thus supporting our ability to strengthen our financial management, whilst working collaboratively with local partners and reforming the way local services are provided.

1.2 Purpose

- To reduce our overall costs and to secure greater efficiency in our use of available resources, as well as maximising our income by providing value for money, by outlining how the Council intends to structure and manage its finances (revenue and capital) over the next four years. This will ensure that our resources fit with and support the delivery of the Council's objectives, taking into account known and projected local and national financial and demand circumstances.
- To respond to the expressed needs of local individuals, communities and businesses.

1.3 Outcome Objectives

The current corporate objectives of the Council are to:

- Create a Vibrant Place to Work and Live - Economic and Housing Growth
- Empower Communities - by acting on what they tell us
- Support individuals
- Provide Value for Money and Pro-active Services - Responding to identified local need

2. Foundations

2.1 Service Pressures/Efficiencies

Pressures and efficiencies had been identified in the MTFS (2016-20) and are being addressed already, as part of the operational response to that Strategy. The net position is an ongoing shortfall of c£300k pa over the term of the MTFS and this plan. This is covered currently by use of reserves. This plan will address how we will reduce (but will not remove) our reliance on reserves in the medium term and set in place effective plans to address the longer term shortfall in a more sustainable manner.

It should be noted that, in what follows, all figures are at current (June 2016) prices - additional costs from pay inflation, pay increments, pensions and NI costs are not included.

2.2 Ongoing Work

a) Strategic Partnership Activities

The Council has a strong and productive track record of engagement with our partners, both to secure better value for money and to extend its influence and support for areas vital to meeting community and business needs in a sustainable manner. The following examples are evidence of our current and ongoing activities. These are true partnerships, which produce results in terms of efficiency and effective delivery. We will use these and other partnerships, founded on our strong 'partnership ethos', to deliver the four year plan, detailed later in this submission (Section 4).

* Town Centre Regeneration

The Council played a major part in the £60m+ commercial/leisure development in Hinckley town centre, contributing £4.5m to facilitate a cinema and café/restaurant complex, as part of the overall scheme. With those units now largely occupied, the next phase, on the northern edge of the town, is going through its initial development phase, to 'rebalance' the offer from the town. This has generated rental income to the Council which will help offset some of the pressures. The anticipated gross income stream is set out below:

	2016/17	2017/18	2018/19	2019/20
The Crescent	£374,941	£524,013	£524,013	£524,013
Leisure Centre income	£336,421	£408,367	£907,547	£1,015,747*

* The gross income continues at around this figure for the rest of the project.

* Leicester and Leicestershire Economic Growth Board/Combined Authority

The Council has worked with councils in the West Midlands at the early stages of the West Midlands Combined Authority (WMCA) submission and, although we did not pursue that interest to a membership level at that point, we have continued our collaboration with Coventry and Warwickshire Councils, begun prior to the inception of LEPs and our engagement (as observers) with the WMCA. We have extended that to formal membership of the Coventry and Warwickshire LEP, in recognition of the joint interests in the development of the economy either side of the A5 trunk road.

Moreover, we have committed ourselves to active membership of the Leicester and Leicestershire Combined Authority, to the development of which we are engaging, currently as members of both the Leicester and Leicestershire Economic Growth Board and the Leicester and Leicestershire LEP. In this latter partnership, we have engaged with the development of the very successful Enterprise Zone at MIRA, in the north-west corner of our Borough.

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A5 Partnership

To cement our work to significantly improve the A5 locally, we have extended our leadership to a partnership of over 18 authorities and external agencies, seeking major investment in the development of the A5 for a longer stretch, running from Cannock in the north to Towcester in the south. We have had very positive feedback from government agencies and Midlands Connect for our lead on this initiative. We are currently focussing our efforts in securing a commitment in Highway England's Route Strategy programme for dualling the A5 between the M69 and M42. This will require over £350m investment. In the last three years, over £20m investment has been secured into improvements at Dodwells/Longshoot (on the western edge of Hinckley town), with a further £4m programmed by 2020. In addition, over £19m has been secured via Regional Growth Fund for dualling the A5 at MIRA, as well as other sustainable transport initiatives.

b) Operational Partnership Activities

The following are very practical activities, which have been developed in recent years and for which the Council has provided leadership and support with finance and people. The Four-Year Plan sets out the ongoing savings to be secured as a consequence of these partnerships.

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Town Centre Partnership: The Council is very active in this partnership, now into its second term as a Business Improvement District (BID). In particular, we have ensured that the many events, arranged to attract people into the town, and town centre promotions, are coordinated and jointly funded/resourced. This partnership has secured added value support and investment of approximately £1.8m which would otherwise not be available for initiatives to improve the Town Centre.

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Revenues and Benefits Partnership: We promoted, host and lead this three-way partnership, between North West Leicestershire, Harborough and Hinckley and Bosworth Councils, which has been in place for over four years and has now matured into an effective set of arrangements, ensuring resilience, efficiency/improved performance and, since a major review in 2014/15, greater value for money - not just in day to day costs, but in consolidating the opportunity savings achieved over the first four years. The partnership has secured savings/opportunity gains already of £2.19m. Over the period up to and including 2019/20, the expected overall value of the saving to the Council of participating in this partnership is £0.5m. The Council continues as the lead Authority and provides the three statutory officers for the Partnership.

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ICT Partnership: This partnership, initiated, driven and led by Hinckley and Bosworth, has expanded to incorporate four District/Borough Councils in Leicestershire, with a fifth interested in joining imminently. The partnership model ensures the most effective use of our collective resources and pooling of innovation and backup services. This has secured an estimated £0.57m efficiencies based on costs saved in operating in a partnership and the recent re-tender of the service anticipates further savings of £1.8m. The Council will benefit directly from these partnership savings by approximately £0.25m between 2016/17 to 2019/20. Hinckley and Bosworth Borough Council continues to be the lead Authority.

- * Employment and Skills Partnership: The Council is engaged in a cross border partnership with NBBC, NWBC and NWHC to promote employment opportunities, apprenticeships and skills training and improvements for local people. Key outcomes from this engagement include: national and LLEP commitment to a £10m national skills training centre at MIRA; £300k secured for employment and skills development linked to Barwell SUE; the establishment of a local Apprenticeship Training Agency; the roll out of Growth Hub Co-ordinators into the locality from LLEP and CWLEP; and the recent launch of a Careers and Enterprise company funded via the LLEP providing enterprise co-ordinators linking with local schools/academies to promote employment pathways and opportunities for local young people.

- * Early Help Partnership: The Council is involved in a number of county-wide (Leicestershire) partnerships which contribute to providing early help to individuals and families to prevent issues escalating to crisis point and costing the public purse more. These partnerships are governed through our Think Family Partnership and include:
 - Sure Start Children's Centres - This programme attracted capital investment into this locality to provide seven Sure Start Centres.
 - Supporting Leicestershire's Families - This service supports the most complex families in the Borough to assist them into employment and in addressing issues such as poor parenting, ASB, drugs and alcohol, poor educational attendance. The Council contributes £30k a year, and in return has 11 workers located at the Hub supporting the most vulnerable families in the Borough.
 - Lightbulb Project - This county-wide initiative aims to provide practical primary housing based prevention support to improve services for vulnerable people and reduce emergency hospital admissions and delayed hospital discharge. Without such housing based support in place, many of the benefits of integration, health and social care services will be diluted if a person's home is not suitable for them to live safely and independently. £1m government transformational challenge funding has been received to progress this work.

- * Community Safety Partnership: The Council has entered into a merger of the Community Safety Partnership (CSP) with Blaby District Council, the first in the county. This has provided efficiencies in terms of savings in officer time in attending and supporting meetings (for both the Council and partners) and in the production of key pieces of work undertaken by the CSP, such as the development of the CSP Strategy and Action Plan and Police and Crime Commissioner funding bids and returns. A key part of the Council's community safety provision is Endeavour, which is a multi-agency approach to tackling anti-social behaviour and community safety issues. This partnership is essential to early sharing of information and intelligence gathering on emerging issues and a holistic approach to tackling problems and providing support to both victims and perpetrators, to prevent issues from reoccurring. The partnership has secured over £95k commissioning funds over last three years via the OPCC Commissioning Fund and will continue to engage with the newly-elected PCC to bid for additional funding for relevant projects.

- * Health and Wellbeing Partnership: The Council has led a multi-agency partnership aimed at improving health outcomes for local residents. In the past three years, the partnership has secured over £425k in local commissioning funds to improve health and promote physical activity achieving positive outcomes in terms of increasing participation in activities and improving the wellbeing of individuals.
- * Tourism Partnership: The Council currently leads a public/private sector partnership chaired by a LLEP Board member and CEO of a key local attraction. The importance of tourism to Leicestershire is demonstrated by its positive economic impact worth £1.48bn to the Leicestershire economy and supports over 30,000 jobs. For Hinckley, the work of the partnership has assisted in maintaining over £151m tourism spend in the economy and supporting over 2,000 fte jobs.
- * Leisure Centre Partnership: The Council has entered into a 20 year contract with People for Places for the management of the new flagship £15m leisure centre on Argents Mead (the former site of the Council offices). This will secure a net annual income of over £400k for 20 years.
- * VCS Commissioning: The Council has facilitated the establishment of an effective local commissioning Hub connecting with over 1,200 local voluntary organisations. This has secured commissioning resources of £100k, facilitating investment in a range of supporting frontline services focussed on improving health and wellbeing of our local communities achieving significant social return on investment.
- * Business rates retention: is also an opportunity for the Council. We have already invested £17.9m capital in the flagship capital schemes of the Crescent Development and the (new) Leisure Centre, both of which are generating income streams over the longer (20 years) term. Further developments over the longer term are set out in section 4 - 'Four Year Plan'.

3. The Challenges

Over the next four years (and beyond), whilst the Council welcomes the certainty of a four year RSG 'Deal' with Government, it still faces two major areas of uncertainty: the future arrangements for New Homes Bonus and the detail and extent of the arrangements for the local retention of Business Rates (NNDR). These two elements may well pull in opposite directions – with the potential for New Homes Bonus to reduce over time, with that for Business rates increasing.

Hinckley and Bosworth has benefitted significantly from New Homes Bonus as a result of its proactive approach to housing growth, and would continue to do so for the period of this plan, because of the increasing housing development over the last few years and into the future, as set out in our Local Plan. In 2016/17, we received £2.9m, which has formed an important element of our General Fund budget going forward. However, as this remains uncertain for the future, we think it prudent to make provisional plans for its reduction; plans which can be consolidated/revised upwards, once the longer term position is clarified by government.

The retention of Business Rates is equally uncertain. There is a commitment from Government for 100% retention by 2020, but there will be the further issue of local negotiation of relative shares between the County and District/Borough Councils, notwithstanding the definition of '100%' – is it growth or the whole amount. Our current projections are based on existing rates of retention, to ensure prudence. That will be reviewed as soon as a more definite position is known; we acknowledge that this is unlikely before the Autumn Statement 2016. For the purposes of this plan, the Council will continue its strategy of promoting and stimulating business growth - for the benefit of the business and wider community, as well as for the growth of income to the Council via Business Rate receipts.

4. Four-Year Plan

Some of what follows extends the partnership savings to which reference has been made earlier, as well as introduces additional savings specific to the Council itself.

We will concentrate our strategic focus on:

- continuing to generate and support economic/employment and housing growth in the Borough, in accordance with the adopted Local Plan; ensuring that it is located in the most appropriate areas, meets social as well as economic needs (i.e. is 'affordable' to local people), is supported by adequate infrastructure and contributes to the local economy and to the useable income of the Council.
- enabling those parishes and communities who have experienced or are likely to experience developments to be able to introduce facilities and activities, in addition to those supported by S106 funding, to ensure the social and environmental, as well as economic sustainability of those developments.
- undertaking with our partners enforcement action which is appropriate, proportionate and fair, to support and encourage communities to live together, whilst protecting individual rights and promoting individual responsibilities to each other.
- ensuring that the right mechanisms are in place to encourage and channel the views of our communities into the corporate decision-making process of the Council and our partners more widely.
- supporting those individuals and groups in the greatest need, providing a 'safety net', where appropriate, and encouragement to enable moves towards individual and family self-sufficiency.
- ensuring that our services are (and are shown to be) value for money and that they respond to local needs and priorities.

Within that Strategic Focus, we will concentrate on the following efficiency/income generation measures. In each case below, we set out the efficiencies and any corresponding challenges/financial demands, so that a full picture can be drawn.

Revenue:

*** Service Integration**

The Atkins Building, which opened in 2012, offers support to creative industries and start-up businesses by offering managed office space. It was an 'invest to own' project, involving the £6.5 million conversion of an historic listed textile factory into a mixed use enterprise space with a café, exhibition space, meeting and conference rooms and office facilities. The annual yield is 6%.

Provision of this building has allowed the Council to accommodate the Leicestershire Revenues and Benefits Partnership (North West Leicestershire, Harborough and Hinckley and Bosworth Teams), thus improving integration and resilience, as well as making the savings set out elsewhere. It was the first foray into shared accommodation with other local public sector bodies.

A second, and more ambitious, venture has been the move of the main Council operation from obsolete premises in Argents Mead (now the newly built Leisure Centre facility) to a new office development on the edge of town (2013). This BREEAM Excellent-rated building houses staff from the Borough Council, Leicestershire County Council, Job Centre Plus and the Citizens Advice Bureau. It saves the partners in excess of £200,000 a year in running costs and is now embedding more effective joint working, focussed on the family/individual in need of our joint support.

We will continue to take measures to maximise the efficient utilisation of these buildings, as part of our drive for greater integration of multi-agency service responses.

*** Estate and Land Opportunities**

The Hinckley Hub generates income from Public Sector partners (LCC and DWP) that significantly offsets the cost of the lease as well as many non-cashable service benefits from co-location and collaboration).

As a Commercial Landlord, the Council generates significant income annually from rent from its Property Portfolio. The Council currently owns and manages 67 industrial starter units in the Borough, which are leased to small/medium enterprises, as well as 22 units on the Greenfield Business Park and 5 retail properties. The Council has now completed its acquisition of Block C on the new Crescent Development. This has added a further 10 properties to the authority's portfolio and includes the Cineworld premises and 9 retail/restaurant units.

Rental income is also received from 19 plots of industrial land which are leased by the council to businesses on a long-term basis. As well as industrial estates, the Council's own premises also generate rental income from tenants and hire of facilities for functions and meetings.

We will ensure that this sound foundation is maintained and seek out similar income-generating development opportunities.

The MTFS forecasts the following rental income:

	2016/17	2017/18	2018/19	2019/20
Industrial units	£656,220	£701,683	£712,268	£715,702
Misc Properties	£68,000	£69,000	£70,000	£71,000
Atkins	£223,400	£225,000	£225,500	£226,000
Crescent	£70,019	£374,941	£524,013	£524,013
Hub	£157,061	£157,640	£158,224	£161,773*
Total	£1,170,499	£1,437,449	£1,690,005	£1,698,488

*LCC has Yr 5 Upwards Only, Market Rent Review. The forecast assumes that the Rent will track RPI at c. 1%pa.

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Service Transformation

a) Revenues and Benefits Partnership

There was a restructure of the Revenues and Benefits Partnership for 2015/16, following an earlier review, which introduced savings of £103,468 pa on a recurring basis for the Council. Moving forward, the renewed budget for 2016/17 onwards has been based on achieving delivery of the service with a 2% vacancy factor. This will lead to a saving of £52,710 for the partnership annually and a £19,866 saving to the Council against budget.

Over the four years of this Plan, this Revenues and Benefits Partnership strategy represents efficiency savings of £0.5m.

The restructure savings were to tackle pressures on the partnership in terms of establishment and operating costs. Before the efficiencies noted above, the partnership was facing cost increases of £0.45m. As a result, our proposals have addressed these pressures. The challenge for this partnership for the future is about growth and sourcing new streams of income.

Year	Restructure saving recurring	Vacancy savings	Saving efficiency
16/17	£103,798	£19,866	£123,514
17/18	£103,798	£19,866	£123,514
18/19	£103,798	£19,866	£123,514
19/20	£103,798	£19,866	£123,514
	£415,192	£79,466	£494,056

Within the life of this Plan, the efficiencies from the agreed restructure in Revenues and Benefits will meet and cover the cost increases (circa £450,000) arising from staffing and operational costs.

b) ICT Partnership

This partnership has delivered savings and is forecast to continue to have efficiency saving moving forwards, as part of a newly agreed contract from 2016/17.

Savings will be in the range of:

	2016/17	2017/18	2018/19	2019/20
Partnership	78,000	225,000	317,000	363,000
Hinckley & Bosworth	20,000	56,000	79,000	91,000

Partnership	78,000	225,000	317,000	363,000
Hinckley & Bosworth	20,000	56,000	79,000	91,000

Efficiency Savings for this Council from the ICT Partnership will total £246k over the period of this Plan.

c) Channel Shift

The Council has put in arrangements to introduce and encourage use of Channel Shift as an efficient method to contact the Council, known as digital by default, and means the council encourages customers to move towards accessing services online, as their first channel of choice.

This will lead to efficiency savings budgeted for 0.15m over the four years of this Plan.

Year	Saving efficiency
16/17	£0
17/18	£31,902
18/19	£50,615
19/20	£69,817
	£152,334

* **Management/Operational Efficiencies**

d) Management Costs

The Council has agreed to a significant streamlining of its senior management tier over the next four years. The current number of senior managers will have reduced from seven to four by April 2017, with a consequential minimum net annual saving of over £290k.

Over the four years of this plan (from April 2016) the total savings will be £871k, with annual savings thereafter of c£290k.

Year	Saving/ efficiency (net)
16/17	
17/18	£290,654
18/19	£290,654
19/20	£290,654
Total	£871,962

e) Operational Delivery Costs

We have built in a 5% vacancy factor in our plans for salaries expecting our staff to ensure there is no impact on service delivery. Based on our budgeted general fund staff costs, this represents efficiency savings of **£2m** over the four years of the MTFS. However, there are ongoing pressures, even after the vacancy changes, of c£1m, due to increases in pension costs and spinal point movements.

The net savings which will accrue to the Council from this measure over the period of this Plan will be approximately £1m.

Pay year	Vacancy Saving efficiency
16/17	£481,052
17/18	£491,178
18/19	£501,405
19/20	£511,735
Total	£1,985,370

f) Non-contract expenditure

For non-contract expenditure, we have budgeted for an increase in terms of inflation for the four years of the MTFS. Our budget holders have to work to keep non-contract expenditure to remain within a zero inflation target. This will give planned efficiencies of **£0.4m**. However, we are facing contract pressures of £0.9m. We will seek to make further efficiencies as part of contract (re)negotiations to remove this gap.

Over the life of this Plan, non-contract expenditure by itself would need to generate efficiencies of £0.5m, if other areas of efficiency were not identified.

Year	Saving efficiency
16/17	£53,893
17/18	£108,865
18/19	£111,042
19/20	£113,263
	£387,063

g) Waste Initiatives

Dry Recycling

There is a significant impact in 2018/29 as dry recycling credits will be reduced from 1 April 2018. This has been forecast as a worst case £470,000 reduction. The County Council will be consulting with districts on how to implement this change and a clear position should be known by September 2016.

	2016/17	2017/18	2018/19	2019/20
Waste Management Income	£793,450	£813,575	£327,388	£331,876

Garden Waste

This, along with other pressures, has led the Council to consider how best to place itself in a more self-reliant position moving forward and in response has introduced a garden waste charge of £24 on a yearly basis from April 2016. The demand projection (based on experience elsewhere) was for a take-up of around 40%. In the event, demand was closer to 66% and rising; thus improving our projections significantly.

	2016/17	2017/18	2018/19	2019/20
income	£674,555	£674,555	£674,555	£674,555
Cost	£235,233	£102,185	£102,185	£102,185
Net	£439,322	£572,370	£572,370	£572,370

This improves our general fund position by £177,171 a year or £709,684 over the life of this Plan

Capital:

The Capital Programme for 2015/2016 – 2018/2019 forecasts spend of £21,988,754 and is concentrated around the achievement of three capital projects detailed as follows:

2015/16	2016/17	2017/18	2018/19
£17.8m	£2.8m	£0.75m	£0.8m

The funding of the Capital Programme over the period of this Strategy will also be challenging, as regional funding from which this Council benefitted in the past, is no longer available and as the capital receipts reserve will be reduced to £1.8m by the end of 2019/20.

* **The Crescent (£4.5 million)**

The last MTFS noted this scheme involves redevelopment of the town centre bus station site, including a new supermarket, bus station, 560 space car park, new shops, family restaurants and cinema. Sainsbury's, Cineworld, Tarro Lounge and Elbow Room Ale House are now open and progress is being made with the other developments. The shopping area is almost fully let and will earn gross rentals for the Council, expected to be around £525k from 2017/18.

* **Hinckley Leisure Centre (£15 million)**

The Leisure Centre includes:

- 25 metre, 8 lane swimming pool and learner pool
- 8 court sports hall
- Large Learner Pool with moveable floor
- Separate splash/water familiarisation and fun zone in pool hall
- Glazed Group Cycling studio
- Health Suite (Sauna and steam rooms)

The annual gross income generated from this development for the Council will be c£1 million a year for 20 years - a net position each year of over £400k.

In total, the investments in the leisure centre and town centre developments in Hinckley are expected to secure rental income to the Council, as set out below:

	2016/17	2017/18	2018/19	2019/20
The Crescent	£240,024	£413,626	£495,043	£495,043
Leisure Centre income	£336,421	£408,367	£907,547	£1,015,747

* **Regional Growth Funding (£17.761 million + £1.713 million 'Pinchpoint')**

Hinckley and Bosworth Borough Council has received £19,474,000 in Regional Growth Funding (RGF) to support the development of the MIRA Enterprise Zone on the A5 link and wider economy. Expenditure was incurred in the main by the Council with some elements being passported to MIRA and Highways Agency to fund the works. In all cases the expenditure is funded by the RGF monies and therefore the scheme has not net impact on the capital financing requirement of the Council.

Regeneration:

* **Business Rates and Enterprise Zone**

As well as leading to regeneration and improving the economic outlook for the area, the main capital developments have increased the business rates return to the Pool by £1.4m, the bulk of this coming from new parcel distribution centre being located in the area by DPD and the new Sainsbury's store (located in our Crescent development, from which other Business Rates income will accrue).

In addition, DPD - a major distribution company, which has recently located to a large site in Hinckley - is giving consideration to the opening of a further depot adjacent to the town, based on their very positive experience of doing business in the area so far. This is likely to add between £0.3m and £0.5m gross business rates income, depending on the size of the development.

The MIRA Technology Park Enterprise Zone will secure over £350m in new business/research accommodation employing over 2,500 directly and 2,500 indirectly. A strategic project for the duelling of the A5 between M69 and M42 will, if successful, attract over £350m of investment via the Government national road strategy programme, rising to over £500m for extended improvements to the M1.

The Council is currently facilitating a £200m regeneration programme for the town centre. The key planned town centre schemes over the next four years include the redevelopment of the existing leisure centre site and land at Stockwell Head.

*** Additional schemes**

In addition to these major schemes, the Council has progressed with the introduction of its Development Company, seeking to establish a key role in delivering new housing that will meet the needs of the district going forward, whilst making sound financial investments which will support the provision of council-services for the future.

These developments are welcome but obviously come at an ongoing cost to the Council. We estimate the ongoing cumulative capital finance costs to be £2.2m over the next four years.

2016/17	2017/18	2018/19	2018/19	Total
£0.42m	£0.60	£0.59m	£0.61m	£2.2m

*** Housing Growth**

The Council anticipates it will have facilitated the development of 2384 new homes by 2020, based on the October 2015 forecast, securing up to £2.4m in New Homes Bonus payments, under the arrangements on which consultation took place earlier this year. At the time of writing this Plan, we are awaiting the final decision from Government as to how New Homes Bonus will operate in future; so, we are planning on the basis of the best intelligence available at this point.

Through its HRA Investment programme, the Council intends to invest £16.3m in the upkeep of its existing stock and £7m in provision of new affordable housing.

5. Summary

The appendices to this paper summarise the financial position over the next four years, using and bringing together the detailed projections in the earlier sections.

In summary, these tables show that by targeted development of efficiencies, and the prudent use of reserves, at the same time as securing sustainable additional revenue, the Council will be able to balance its books over the four year period of the Medium Term Financial Strategy and into the successor political administration. By the use of careful planning, identification of efficiencies and self-reliant income streams, at the same time as maintaining our minimum balances, the Council can ensure the delivery of core services and vital support to our local communities.

Essential to the achievement of those objectives will be the implementation of this Plan and its acceptance by DCLG, as a means of 'locking in' the four year funding settlement set out in the most recent Local Government Settlement.

6. Judging Success

- 6.1 The Council has a strong track reputation for its strategic partnership approach and for its effective and efficient service delivery; maintaining front-line services, when others have been unable to do so. We are proud of what we have achieved.
- 6.2 However, we recognise that we must do more with less and make ever more effective use of the resources we are able to generate and attract. This must be quantified and verified. In the period of this plan, therefore, we aim to:
 - Improve our overall rate of customer satisfaction with what we do and how we do it.
 - Improve the economic, social and environmental well-being of our area, as measured by GVA, jobs/business start-ups/retentions and business rates generation.
 - Deliver the services local people want, at the quality they expect and at a reduced overall cost by £0.8m over the next four years.
 - Support the delivery of the infrastructure and housing growth, necessary to secure overall economic growth in Hinckley and Bosworth, as measured by housing delivery trajectory and S106 delivery packages.

Appendices

Appendix 1: Year 1-4

	2016/2017	2017/2018	2018/2019	2019/20
	Forecast	Forecast	Forecast	Forecast
NET BUDGET/FORECAST EXPENDITURE	£10,248,194	£10,302,790	£9,736,847	£9,428,753
10% minimum balances	£1,024,819	£1,030,279	£973,685	£942,875
General Fund (Balances)	£1,024,820	£1,030,279	£1,175,568	£942,916
Contribution to/(from) Balances	-£205,004	£5,459	£145,289	-£232,653

Appendix 2: Income changes (£s) over the period

	2016/2017	2017/2018	2018/2019	2019/20
	Forecast	Forecast	Forecast	Forecast
Revenue Support Grant	£1,257,386	£753,927	£437,461	£83,975
National Non Domestic Rates	£2,378,358	£2,478,817	£2,602,758	£2,797,965
New Homes Bonus	£2,910,378	£3,135,722	£2,522,221	£2,124,272
Collection Fund Surplus	£53,112	£53,112	£53,112	£53,112
Council Tax Income	£3,648,960	£3,881,212	£4,121,295	£4,369,428
Total	£10,248,194	£10,302,790	£9,736,847	£9,428,753
Movement on prior year	£579,856	£54,595	-£565,943	-£308,094

Appendix 3: Efficiencies/Pressures (£s) over the period

	Total	Additional Efficiencies/pressures		
	2016/2017	2017/2018	2018/2019	2019/2020
New income and efficiency savings	£2,599,240	£963,493	£766,401	£252,924
Pressures	-£2,599,014	-£569,444	-£787,185	-£340,257
Net	£226	£394,049	-£20,784	-£87,333

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Appendix 4: Position of Reserves to the end of the period

	2016/2017	2017/18	2018/19	2019/20
	Forecast	Forecast	Forecast	Forecast
Closing General Fund Balance	£1,024,820	£1,030,279	£1,175,568	£942,916
Percentage of net budget	10.00%	10.00%	12.07%	10.00%
Closing Earmarked Reserves Balance	£3,541,620	£3,886,990	£4,219,050	£4,658,110
Total General Fund Reserves and Balances	£4,566,440	£4,917,269	£5,394,618	£5,601,026
General Fund Surplus/(Deficit)	£0	£0	£201,884	£40
Contribution to/(from) Balances to support in year expenditure	-£205,004	£5,459	£145,289	-£232,653