

# **Supplementary Information**

HAVANT BOROUGH COUNCIL  
CABINET  
28 June 2017

Dear Councillor

I am now able to enclose, for consideration at meeting of the Cabinet, to be held on 28 June 2017 the following supplementary information that was unavailable when the agenda was printed.

**Agenda No    Item**

9        **Corporate Strategy Update - 2017- 2022** (Pages 1 - 6)

10       **Financial Outturn 2016/17** (Pages 7 - 18)

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HAVANT BOROUGH COUNCIL

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Cabinet

28 June 2017

## **CORPORATE STRATEGY 2017-22**

Report by the Executive Director for Strategy & Governance

FOR DECISION

Cabinet Lead: Leader and Finance – Councillor M Cheshire

Key Decision: No

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### **1.0 Purpose of Report**

1.1 To present an update of the Council's Corporate Strategy for approval.

### **2.0 Recommendation**

2.1 That the Corporate Strategy 2017-2022 update be recommended to Council for approval.

### **3.0 Summary**

3.1 The Corporate Strategy is the Council's key strategic planning document and drives everything we do. It outlines a compelling vision for the future and describes our business strategy and priorities for the next five years.

3.2 Everything we do should contribute to the aims and objectives of the corporate strategy and as a result there should be evidence of a golden thread running throughout the organisation with everyone understanding their role in its delivery. The detailed actions required to deliver the Corporate Strategy inform the annual business planning and budget process for the Council.

3.3 Since the 2015-20 Strategy was approved by the Council in February 2015, there have been many changes outside the Council's control that have affected the environment within which we operate, including two General Elections and the EU Referendum. The Council has also made substantial progress in delivering its Strategy, including forging new partnerships and service improvements. The Strategy has been reviewed by Cabinet members and senior managers, and the attached draft is therefore presented as an up-to-date articulation of the Council's ambitions and plans.

### **4.0 Implications**

4.1 **Resources:** The Corporate Strategy sets a clear direction for the deployment of the Council's resources from 2017 to 2022.

4.2 **Legal:** There are no specific legal risks or issues associated with this report.

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- 4.3 **Strategy:** The Corporate Strategy is the Council's principal strategic document.
- 4.4 **Risks:** The Council maintains a corporate risk register that will be updated and continuously reviewed in the light of this Corporate Strategy.
- 4.5 **Communications/Community:** The 2015-20 Corporate Strategy was developed following consultation and liaison with staff, councillors and partners. This update builds on that work and updates elements to address current and future challenges. An Integrated Impact Assessment was conducted on the 2015 Strategy and is in progress for this draft; any significant findings will be reported to the Cabinet and (if approved) to Council.

### Appendices:

- Corporate Strategy 2017-22

Agreed and signed off by  
Section 151 Officer: 21 June 2017  
Monitoring Officer: 21 June 2017  
Cabinet Lead Member: 7 June 2017

**Contact Officer:** Tom Horwood  
**Job Title:** Executive Director for Strategy & Governance  
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# NON EXEMPT

Havant Borough Council  
**Corporate Strategy update: 2017-2022 [DRAFT]**

## Introduction

Havant Borough Council's motto is 'Avant Garde', meaning at the forefront or vanguard. The Council is proud of Havant and of the progress that we have made to improve services, sustainability and prosperity in the borough, in the face of massive financial, economic and social pressures.

This Corporate Strategy sets the vision for our organisation to remain at the vanguard of effective public service delivery over the next five years: where we want to be and how we intend to get there.

It is an update of the Corporate Strategy 2015-2020. It builds on our achievements to date and reflects our current thinking about the future of public services. Everything we do should contribute to the Corporate Strategy and there will be evidence of a golden thread throughout the organisation linking all our efforts and resources back to the delivery of its priorities.

Public services in the UK face unprecedented challenges. National and international economics and politics have affected the government and the public sector at all levels, as well as our customers, local residents, communities and businesses. The next few years will see substantial changes in the shape of the UK economy, with new opportunities for growth. At the same time, those who use public services have high expectations of quality, performance and efficiency, and the Council must continue to achieve significant savings and sustainable income to pay for services.

Havant Borough Council seeks to respond to these challenges by articulating its priorities in this Corporate Strategy. The strategic leadership and direction we are setting aims to shape the services we provide for a sustainable future.

This Strategy complements our 'Local Plan', which is based on comprehensive information about the future needs of our area. The most recent Local Plan was adopted in March 2011 and sets out the development requirements for the borough's growth and prosperity to 2026. It is currently being updated to paint a picture of the borough for 2036. It will include plans for:

- A substantial amount of new housing, including a range of choice in terms of affordability and meeting the needs of residents
- Employment, education and training opportunities to meet the skills gap that exists currently
- Significant infrastructure improvements to support communities and businesses
- Town centre and seafront regeneration and investment in new amenities
- Responding to the challenges of climate change
- Harnessing the opportunities of the Fourth Industrial Revolution, bringing together digital, green and physical technology

# **NON EXEMPT**

## **Our mission**

As elected leaders and public servants, we will be bold and shape council services to ensure that the communities of Havant will be increasingly prosperous, vibrant and active. We are proud of the borough of Havant and will provide clear leadership and solutions to meet the challenges of economic uncertainty and customer demand.

## **Our priorities**

Our ambitions for the borough are described under five Priorities:

- Economic growth
- Public service excellence
- Financial sustainability
- Environmental sustainability
- Creativity and innovation

### ***Economic growth***

- We will transform our town and commercial centres to be a location of choice for inward investors and high growth companies.
- We will work with stakeholders to deliver our major development opportunities, including transformation of Havant town centre, Waterlooville town centre, Leigh Park centre, Hayling Island, the Harts Farm Way/Brockhampton West corridor and Dunsbury Business Park.
- We will encourage new and expanding businesses to create quality jobs for local people in an area with an outstanding quality of life.
- We will support education providers and local businesses in raising the educational attainment and skills of the area to help improve employment.
- We will develop a new strategy for delivering homes that are more affordable to local residents.
- We will support the wider economic agenda through public and private partnerships.

### ***Public service excellence***

- We will build on our successful partnerships with our public service partners to improve and personalise services for residents, businesses and visitors.
- We will lobby Government – centrally and regionally – to devolve powers to our district to ensure that we improve localised service delivery.
- We will develop the Public Service Village to enable better and joined-up local services with other public service partners, such as Hampshire Constabulary and the NHS.
- Using customer insight we shall determine our service priorities and redesign our processes so that our customers' most important services are delivered at the right quality and price.

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### ***Financial sustainability***

- We will balance our finances each year and direct resources to deliver quality services in a targeted way.
- Our services will be affordable for customers and sustainable for the Council.
- We will develop new income streams and efficiencies to tackle the loss in grant from Government.
- We will make responsible and significant investments into commercial property to achieve sustainable new income.
- We will work with partners to reduce duplication across public service spending in our area.

### ***Environmental sustainability***

- We will improve neighbourhoods and their environmental quality.
- We will continue to work with the Partnership for Urban South Hampshire to develop and implement an Energy Strategy for the Solent region that will help ensure energy security and resilience, reduce fuel poverty and maximise the economic benefits from a low carbon economy.
- We will explore renewable energy options for our own estate and for local communities and lever in funding where possible to enable delivery of these projects where there is a credible business case to proceed.

### ***Innovation and creativity***

- We will develop our innovative public and private partnerships to push the boundaries of sustainable public service delivery.
- We will support our joint venture company, Norse SE, to grow its business and take advantage of new commercial opportunities.
- We will build on our strong business relationships with other councils – particularly our shared management with East Hampshire and our coastal partnership with Portsmouth, Fareham and Gosport – to offer to others a strong and well-tested model of running public services efficiently and innovatively.
- We will develop and improve our other commercial relationships and partnerships.
- We will learn from what works well across public, commercial and other services.

### **Achieving the vision**

To achieve this ambitious vision for the borough of Havant, we will:

- Develop annual, resourced business plans to reflect the aims of this strategy.
- Deliver a Local Plan that provides a clear and detailed vision for ambitious and sustainable housing and business growth to 2036.
- Provide effective and targeted local services, while keeping council tax low.

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- Build on our key management partnership with East Hampshire District Council to ensure that the right skills are available in the right places and at the right time, so that our structures are efficient and appropriate.
- Focus our project structures on our ambitious regeneration and financial targets.
- Adopt a rigorous, commercial and evidence-based approach to evaluating projects and new initiatives, while maintaining our key ethos of social responsibility and democratic accountability.
- Support our commercial partners to develop new growth to support the Council's finances and the prosperity of local businesses and residents.
- Invest significantly and responsibly in commercial property to diversify our income streams and make our income more secure and sustainable in the face of further Government cuts.
- Support councillors in their democratic role, both representing and leading local communities.
- Continue to develop as an employer of choice, motivating and rewarding high performance and providing a workplace that is exciting, innovative and values our public service ethos and roots.
- Evaluate progress and report back regularly to councillors and the public on how we are doing.

[ENDS]



## Havant Borough Council

Cabinet

28<sup>th</sup> June 2017

### Financial Outturn 2016-17

Report by Craig Smith, Head of Finance

**FOR DECISION**

**Portfolio: Leader and Finance – Cllr Mike Cheshire**

**Key Decision: No**

#### **1.0 Purpose of Report**

1.1 This report is to advise Cabinet of the outturn financial position as at the end of 31<sup>st</sup> March 2017.

#### **2.0 Recommendation**

2.1 That Cabinet note the Outturn position

2.2 That the carry forward bids be supported, and remaining surplus be committed to the General Fund.

#### **3.0 Summary**

3.1 The revenue outturn position has resulted in a surplus against budget of £1,284,800 before Carry Forwards. After carry forwards requests of £571,400 the full year surplus is £713,500 which has meant that the anticipated budget deficit and general fund draw down of £450,000 will not be required and can be used to support future deficits. Analysis is provided within this report

## **4.0 Subject of Report**

- 4.1 The outturn position by Service Head, is provided in the attached Management Accounts pack at Appendix A.

### **Carry Forward Requests**

- 4.2 Managers were asked to submit Carry Forward requests as part of the Quarter 3 forecast. The carry forward requests are given in the Management Accounts pack at Appendix A.

### **Capital Outturn**

- 4.2 The capital budget for 2016-17 is shown in Appendix B.
- 4.2.1 There is steady demand for Mandatory Disabled Facilities grants, which have totalled £790,000 this year. This is less than previously forecast and significantly below external funding available for this scheme.
- 4.2.2 Vehicle replacement programme spend is below budget due to the transfer of responsibility of vehicles to Norse.

### **Specific Reserves**

- 4.3 The Council is able to use the General Fund and specific reserves to pay for revenue projects and one off expenditure. Reserves are also used to fund capital expenditure. Analysis of the movement in reserves is included in Appendix C, and key movements include release of funding for Capital programme expenditure, budgeted reserve movements and in year surplus. development action plan.

## **5.0 Treasury Management**

- 5.1 Overall interest earnings show a favourable variance of £4,000 at the year end. This variance is set in the context of falling interest rates.
- 5.2 Interest rates were set from 0.5% to 0.25% in summer 2016, and are not expected to increase in the short term.
- 5.3 All treasury activity was conducted according to the Treasury Management Strategy set in February 2016 and limits defined in the Prudential Indicators section of that report. A review has been conducted, and no activity has taken place contrary to the strategy and no limits have been exceeded.

## **6.0 Debt Collection**

6.1 As at 31<sup>st</sup> March 2017, current debt stood at £1.4m.

6.2 The bad debt provision calculation has been fully reviewed, and includes provision for specific debts that are potentially uncollectable.

6.3 A summary of the sundry debts, by Service, is provided in Appendix E.

**7.0 Implications:** The Council's financial position for 2016-17 showed a surplus, which will be reinvested in the delivery of the corporate strategy.

**7.1 Resources:**

**7.2 Legal:** No direct implications

**7.3 Strategy:** The outturn shows our performance against the budget, which provides the financial framework for delivering the corporate strategy. The Council's ambition is to achieve financial independence from Government and an aspiration to minimise Council Tax. Effective financial management is critical to achieving this ambition.

**7.4 Risks:** The report demonstrates the risk that, although the Council sets a balanced budget, activity in the year may result in surpluses or deficits. Regular financial reporting helps understand these issues and supports decision making to ensure best use of resources.

**7.5 Communications:** The provisional outturn report is communicated to Councillors and ultimately the public through the Council's Statutory Accounts.

**7.6 For the Community:** A sound financial position is required for the sustainability of local services. The surplus for 2016/17 will be transferred to the General Fund and will contribute to the sustainability of services in future years.

**7.7 Integrated impact assessments** are completed for specific projects and service changes and therefore an IIA is not required for this report.

### **Appendices:**

**Appendix A** – Management Accounts Pack and Carry Forwards

**Appendix B** – Capital Programme

**Appendix C** – Summary of Reserves

**Appendix D** – Retained Business Rates Analysis

**Appendix E** – Sundry Debts by Service

### **Agreed and signed off by:**

Legal Services:

Monitoring Officer:

Executive Director:  
Cabinet Lead:

**Contact Officer: Andy Radford**  
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## Capital Outturn 2016/17

Expenditure	Budget including Brought Forward £000	Outturn £000
<b>Housing</b>		
DFG Expenditure	900	794
	<b>900</b>	<b>794</b>
<b>Operational Land and Buildings</b>		
Plaza, Conference Suite Kitchenette Fit out	35	-
New allotments	135	-
Refurbishment of HBC equipped play areas	75	-
New Cemetery in MDA	418	-
Purchase of 32 West Street	-	320
HBC play areas refurbishment	-	2
Front Lawn Works	-	38
Hayling Billy Trail	-	95
Emsworth Wall North Street	-	24
	<b>663</b>	<b>479</b>
<b>Vehicles and Equipment</b>		
Vehicle Replacement Programme	725	11
Animal warden vehicle	21	-
Car Park Meters	-	205
	<b>746</b>	<b>216</b>
<b>Other Capital Expenditure</b>		
Replacement of processing and application mgt system	85	-
Replacement DMS solution – Community, Transport, Property	60	-
Acolaid database replacement - Planning	98	-
Acolaid database replacement – Environmental health work	58	-
Contributions to HCC Rural Broadband scheme	12	-
Personalisation	150	-
Processing and Management System for planning	300	-
Pre-contemplative promotion - external poster frames	61	-
New Finance System	-	35
	<b>824</b>	<b>35</b>
<b>Total Expenditure</b>	<b>3,133</b>	<b>1524</b>
<b>Funded By</b>		
Internal Borrowing	755	-
Use of Long Term Cash Investments	-	-
Capital Expenditure Charged Against the General Fund	-	-
Grants and Contributions from Earmarked Reserves	1,508	730
External Funding	870	794
<b>Total Funding</b>	<b>3,133</b>	<b>1524</b>

## Appendix C

### Analysis of Reserve Balances

	Opening Balance	Capital Grants and Cont'n Received	Cont'n to Capital Programme	Cont'n to General fund	Movement Between Reserves	Closing Balance
	£000	£000	£000	£000	£000	£000
<b>General Fund</b>	<b>(6,248)</b>				(889)	<b>(7,137)</b>
<b>Statutory Reserves</b>						
Capital Receipt Reserves	(199)	(1,114)				(1,313)
Capital Grants and Contributions Unapplied – non CIL	(622)	(244)	250			(616)
Capital Grants and Contributions Unapplied – CIL element	(2,044)	(2,011)	44			(4,011)
CLG – DFG Grant	(83)	(1,454)	794			(743)
Developer Contributions Unapplied	(776) <sup>1</sup>					(776)
<b>Earmarked Reserves</b>						
General fund - Earmarked	(1,125)			158	(18)	(967)
Legal Reserve	(385)					(385)
Insurance Reserve	(653)					(653)
LABGI Reserve	(14)				14	-
Asset Acquisition Reserve	(4)				4	-
Capital Reserve	(1,006)		658			(348)
Transformation Reserve	(597)					(597)
<b>Total</b>	<b>(13,756)</b>	<b>(4,823)</b>	<b>1,746</b>	<b>176</b>	<b>(889)</b>	<b>(17,546)</b>

<sup>1</sup> Developers contributions are held for use for a variety of specific uses, therefore cannot be used as part of general service and non specific capital funding. Further information relating to developers contributions can be found at <http://www.havant.gov.uk/planning-policy-design/annual-monitoring-reports>, with the 2014 report giving the most recent details, specifically sections 6.05 to 6.12.

## Retained Business Rates Analysis

	Budget	Outturn
	£'000	£'000
<b>Business Rates Yield</b>		
Base Yield	34,748	34,525
Provision for backdated appeals	-	(500)
Bad Debts	-	(138)
Cost of Collection	-	(140)
Adjustment for provision for bad debt	-	22
Transitional protection payment	-	(326)
<b>Business Rates Yield</b>	<b>34,748</b>	<b>33,443</b>
<b>Distribution</b>		
Central Government (0.50)	17,374	17,374
Hampshire County Council (0.09)	3,127	3,127
Hampshire Fire (0.01)	347	347
Havant Borough Council baseline (0.4)	13,900	13,900
<b>Total Distribution</b>	<b>34,748</b>	<b>34,748</b>
Reallocation of prior year balance – HBC	167	167
Reallocation of prior year balance – Other	250	250
<b>Total Expenditure</b>	<b>35,016</b>	<b>35,167</b>
Collection Fund Surplus B/Fwd	(417)	(81)
Collection Fund Surplus/(Deficit) 2016/17	417	1,724
<b>Collection Fund Balance C/Fwd to 2017/18</b>	<b>-</b>	<b>(1,643)</b>

<b>Havant Borough Council</b>		
<b>Retained Business Rates Calculation</b>	<b>Budget</b>	<b>Actual</b>
	<b>£'000</b>	<b>£'000</b>
Havant Borough Council baseline	(13,900)	(13,900)
Tariff paid to Central Government	9,845	9,844
Levy for safety net paid to Central Government	740	515
<b>Total Business Rates income</b>	<b>(3,315)</b>	<b>(3,541)</b>
Redistribution of prior year surplus	(167)	(167)
<b>Retained Business Rates</b>	<b>(3,482)</b>	<b>(3,708)</b>

## Appendix E

### SUNDRY DEBTS BY SERVICE – 2016/17 Outturn

	Credit Balances	<90 days	91-180 days	181-365 days	Sum of 366+ days	Sum of Grand Total
D - Business Improvement Income	0	15,327	0	0	0	15,327
D - Coastal: Fee Income	0	80,134	0	0	0	80,134
D - Coastal: Partnership Income	0	7,800	0	0	0	7,800
D - Community Income	0	0	0	0	212	212
D - Customer & Support Services Misc Income	0	3,979	0	0	0	3,979
D - DevMan Community Infrastructure Levy	0	0	0	9,730	0	9,730
D - DevMan Highways	0	154,744	0	0	0	154,744
D - DevMan Inspection Fee	-253	134,382	420	1,065	4,218	139,832
D - DevMan Migration	0	0	0	0	8,580	8,580
D - DevMan Other Income	0	392	0	0	0	392
D - EconDev Income	0	120	0	0	2,450	2,570
D - EnvHealth: Animal, Pest & Pollution	0	793	0	0	0	793
D - EnvHealth: Licensing	0	3,138	250	0	699	4,087
D - EnvHealth: Safety	0	0	76	0	0	76
D - Facilities Income	-12	10,958	126	84	562	11,718
D - FinProp Migration	0	0	0	0	3,109	3,109
D - FinProp: Investment Property Rent	0	212,441	2,100	8,206	331	223,078
D - FinProp: Other	0	122,633	4,547	0	0	127,180
D - FinProp: Other Property Rent	0	4,625	9	0	0	4,634
D - Housing Income	-80	31,285	3,076	5,732	83,713	123,726
D - HR & Communications Misc Income	0	6,903	0	0	0	6,903
D - Migration	-1,267	4,346	0	0	1,819	4,899
D - Neighbourhood Quality Income	-1,991	2,292	0	935	592	1,828
D - OpServ Migration	0	3,655	0	0	3,304	6,959
D - OpServ: Beach Huts Income	0	0	0	0	5,059	5,059
D - OpServ: Open Spaces Income	0	0	0	114	1,793	1,907
D - OpServ: Other Income	0	384,000	0	0	0	384,000
D - OpServ: Waste Income	0	0	0	0	4,449	4,449
D - Revs & Bens Migration	0	0	0	0	4,317	4,317
D - Revs & Bens: Contractor Recharge Payments	0	19,062	0	0	0	19,062
D - Revs & Bens: Overpayments	0	18,687	0	0	0	18,687
<b>Grand Total</b>	<b>-£3,602</b>	<b>£1,221,696</b>	<b>£10,603</b>	<b>£25,866</b>	<b>£125,206</b>	<b>£1,379,769</b>



**APPENDIX 1:**

Havant Borough Council

**Management Accounts**

Period 12: March 2017

INCOME AND EXPENDITURE		HBC		
PERIOD		12		
SERVICE	HOS	BUDGET £000'S	FY ACT £000'S	VAR TO BUDGT
Head of Neighbourhood Support	Natalie Meagher	511.5	186.3	325.2
Head of Planning (EH)	Simon Jenkins	0.0	0.0	0.0
Head of Planning (H)	Andrew Biltcliffe	265.2	-1,330.9	1,596.1
Head of Customer Services	Brian Wood	3,258.9	2,726.7	532.2
Head of Coastal Partnership	Lyll Cairns	317.0	100.1	216.9
Head of Housing	Tracey Wood	572.5	519.7	52.8
<b>OPERATIONS</b>	<b>James Hassett</b>	<b>4,925.1</b>	<b>2,202.0</b>	<b>2,723.2</b>
Head of Finance & Property	Craig Smith	965.8	1,098.5	-132.7
Head of Organisational Development	Caroline Tickner	955.3	832.8	122.5
Head of Communications & Community Engagement	Claire Hughes	1,251.2	1,416.0	-164.8
Head of Research & Marketing		0.0	0.0	0.0
Head of Legal	Abe Ezekiel	327.3	212.8	114.5
Head of Programmes Redesign & Quality	Susan Parker	3,114.8	2,793.7	321.1
6 C'S		0.0	0.0	0.0
Executive and 5c's	Craig Smith	1,086.0	584.1	501.9
<b>GOVERNANCE</b>	<b>Tom Horwood</b>	<b>7,700.3</b>	<b>6,937.9</b>	<b>762.4</b>
Head of Commercial Ventures	Chris Bradley	133.2	94.1	39.2
Head of Environmental Services	Tim Slater	3,665.1	3,822.0	-156.9
Project Director - Regenco	Julia Potter	0.0	0.6	-0.6
Head of Development	Julia Potter	261.5	230.2	31.3
Building Maintenance/ Estates and Fac	Julia Potter	393.0	348.1	45.0
Regenco	Julia Potter	0.0	0.0	0.0
<b>Investment Income &amp; Expenditure</b>	<b>Julia Potter</b>	<b>-1,693.7</b>	<b>-1,809.0</b>	<b>115.2</b>
<b>COMMERCIAL</b>	<b>Gill Kneller</b>	<b>2,759.1</b>	<b>2,685.9</b>	<b>73.3</b>
<b>CONTRIBUTION (favourable) or adverse</b>		<b>15,384.6</b>	<b>11,825.7</b>	<b>3,558.8</b>
<b>Other Operating Income &amp; Expenditure</b>	Craig Smith	411.2	705.1	-293.9
Movement in Reserves	Craig Smith	-514.9	1,598.3	-2,113.2
CERA	Julia Potter	0.0	0.0	0.0
<b>TOTAL MOVEMENT IN RESERVES AND OTHER</b>		<b>-103.7</b>	<b>2,303.4</b>	<b>-2,407.1</b>
<b>TOTAL NET EXPENDITURE</b>		<b>15,280.8</b>	<b>14,129.1</b>	<b>1,151.8</b>
Council Tax & BRRS	Craig Smith	-11,270.5	-11,496.6	226.1
General Grants	Craig Smith	-4,010.4	-3,917.3	-93.0
<b>FUNDING</b>		<b>-15,280.8</b>	<b>-15,413.9</b>	<b>133.1</b>
<b>(SURPLUS)/ DEFICIT</b>		<b>0.0</b>	<b>-1,284.8</b>	<b>1,284.8</b>

# CARRY FORWARDS REQUESTS - HBC

## HAVANT BOROUGH COUNCIL - 2016/17 CARRY FORWARD OF BUDGE

£ Amount	Summary Title	Period Arising	Service	Cost Centre	Name of requestor
50,000	Funding for analysis of the highway network on Hayling Island	10	Transport / planning	HTRAN	Andrew Biltcliffe
56,315	Transport Assessment consultancy carry forward	10	Planning Policy	HPPOL	Andrew Biltcliffe
208,000	Repairs & Maintenance slippage	10	Repairs & Mtce	HBMNT	Susan Parker
20,000	Coastal Maintenance works slippage	10	Coastal	HCSTL	Lyll Cairns
82,500	Coastal Maintenance works carry forward	11	Coastal	HCSTL	Lyll Cairns
50,000	OPE feasibility exercises	11	Facilities	HFACS	Susan Parker
48,581	EXIT Costs from leaving the HCC contract	12	IT	HICTS	Craig Richards
20,000	Repairs & Maintenance	12	Repairs & Mtce	HBMNT	Susan Parker
36,000	OD	12			Caroline
<b>571,396</b>					

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