

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 6TH SEPTEMBER 2017** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 8)

To approve as a correct record the Minutes of the meeting held on 5th July 2017.

**A Green
388008**

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 9 - 12)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**B Buddle
388007**

4. INTEGRATED PERFORMANCE REPORT 2017/18 - QUARTER 1
(Pages 13 - 54)

The Integrated Performance Report 2017/18 – Quarter 1 is to be presented to the Panel.

**A Dobbyne 388100 /
C Mason 388157**

5. DISPOSAL OF SMALL LAND PARCELS POLICY (Pages 55 - 72)

The Panel are to receive the Disposal of Small Land Parcels Policy.

**C Mason
388157**

6. ONE LEISURE VALUE FOR MONEY TASK AND FINISH GROUP SCOPING DOCUMENT (Pages 73 - 76)

The Panel are to receive the scoping document of the One Leisure Task and Finish Group for approval.

**J Wisely
388049**

7. OVERVIEW AND SCRUTINY PROGRESS (Pages 77 - 86)

Members are to receive the work programmes for all Overview and Scrutiny Panels.

**A Green
388008**

Dated this 29th day of August 2017



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
 - (a) *relates to you, or*
 - (b) *is an interest of -*
 - (i) *your spouse or civil partner; or*
 - (ii) *a person with whom you are living as husband and wife; or*
 - (iii) *a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.
- (3) *Disclosable pecuniary interests includes -*
 - (a) *any employment or profession carried out for profit or gain;*
 - (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
 - (c) *any current contracts with the Council;*
 - (d) *any beneficial interest in land/property within the Council's area;*
 - (e) *any licence for a month or longer to occupy land in the Council's area;*
 - (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
 - (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable interest where -*
 - (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or*
 - (b) *it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or*
 - (c) *it relates to or is likely to affect any body –*
 - (i) *exercising functions of a public nature; or*
 - (ii) *directed to charitable purposes; or*
 - (iii) *one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.*

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

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Please contact Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (*under Councils and Democracy*).

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Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Wednesday, 5th July 2017.

PRESENT: Councillor D M Tysoe – Chairman.

Councillors Mrs B E Boddington, R C Carter, S Greenall, Mrs R E Mathews, J M Palmer, Mrs D C Reynolds, M F Shellens and R J West.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors K M Baker, Mrs L A Duffy and Mrs S L Taylor.

IN ATTENDANCE: Councillor D Brown.

18. MINUTES

The Minutes of the meeting held on 14th June 2017 was approved as a correct record and signed by the Chairman.

(At 7.10pm, during the discussion of this item, Councillor D Brown entered the meeting.)

19. MEMBERS' INTERESTS

No declarations of interest were received.

20. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st July 2017 to 31st October 2017.

21. CCTV/SECURITY SERVICES - BUSINESS CASE FOR COMMERCIALISATION

With the aid of a report by the Head of Community (a copy of which is appended in the Minute Book), the CCTV/Security Services – Business Case for Commercialisation was presented to the Panel.

The Executive Councillor for Commercialisation and Shared Services made a brief introduction of the Business Case in which he informed the Panel that the CCTV shared service with Cambridge City would not be included in the commercialisation. In addition, Members were informed that the company formed by commercialisation, HDC Ventures Ltd, would be financially self-sufficient by 2021.

In response to the question of who would be purchasing the new CCTV cameras, the Panel was informed that the Council have a

budget for the procurement of new cameras and with a partner the economies of scale would mean that there would be a 30% saving on the purchase of new cameras. However as the assets would be funded from the Council's funds, they will be the property of the Council and won't be used by the commercialised company unless the company procure services (e.g. Council staff and the network) from the shared service.

In response to a query regarding the timetables contained within the report, the Head of Community clarified that the first of the two timetables was produced by the consultant and is now out of date, which means that the latter table is correct and should be the one referred to.

A Member asked for clarity on what is happening with the existing CCTV staff. Members were informed that the existing staff would not be transferred across and would remain as Council employees. It was confirmed that the commercialised company may have its own staff.

Following a question of how would the commercialisation company raise capital, the Panel was informed that initially the shareholders would bring the capital, however the company would have the ability to raise funds through loans.

Concern was raised that the Council would find it difficult to encourage companies to join the venture however the Head of Community informed Members that soft market testing has been positive and that there are four companies who are interested in joining the venture.

In response to the question of who is carrying the majority of risk, Members were informed that commercialisation does carry risk for the Council however there are rewards that, the Executive Councillor and Head of Community believe, are worth the risk. In addition, the commercialised company would be a standalone business with the risks protected from the Council.

A Member asked about the £100k that the Council are investing in commercialisation and was informed that the £100k is funded from earmarked reserves and will be used to buy the shares in the company. The Head of Community advised that the current capital programme identified investment in the region of £400k, the Head of Resources confirmed that this capital was financed within the approved capital programme.

Concern was expressed that the business case does not contain cash flow projections and state who is guaranteeing the money for the loans the company may borrow. However it was noted that there is currently no plan to borrow money. The Executive Councillor informed Members that the cash flow projections would be contained in the Full Business Plan and the Directors would guarantee the borrowing.

In response to the question, what is the partner is getting out of it, the Panel was informed they would be getting access to a stable service. Members expressed concern that they can't see why a business would want to get involved. The Panel was given reassurance that the interested businesses know that the shared service would not be

included in the joint venture.

A Member asked at what point is there a point of no return, to which the Executive Councillor informed the Panel that once the tendering process is complete, a Full Business Case will be produced however the Council would not be committed to anything at that stage.

The Panel expressed concerned with the business case however they added that they are content that the process continue so long as Members can view the Full Business Case before it is approved.

22. DOCUMENT CENTRE - BUSINESS CASE FOR COMMERCIALISATION

With the aid of a report by the Head of Customer Service (a copy of which is appended in the Minute Book), the Document Centre – Business Case for Commercialisation was presented to the Panel.

Members were given some background on the Document Centre including that it includes two elements: printing and distributing documents and receiving the documents into the Council. The Business Case focuses on the printing and distribution element of the Document Centre and there has been soft marketing testing carried out with three companies.

A Member stated that having previously dealt with the Document Centre it was considered too expensive and had the Executive Councillor considered closing the Document Centre and getting the Council's printing done externally. The Panel was informed that it had been considered, however the consultant has recommended the Document Centre can provide the basis of a viable business.

The Panel was informed that the Council has budget to replace the printing equipment however there is a hold on procurement as some companies may have equipment which they could bring to the commercialisation agreement. In return, the Council has the building and staff. Some Council equipment is old and a company could bring new equipment which doesn't cost as much to run as the older equipment.

Following a question regarding staffing, the Panel was informed that the Document Centre has 13 staff of which the staff dedicated to printing may be transferred across to the new business, but this dependent upon a successful procurement exercise and agreement on staffing arrangements. A number of models potentially exist.

Members questioned the projected level of growth particularly as printing is in decline with the emergence of paperless working. In response, the Panel was informed that the soft market testing has predicted the level of growth stated in the report and that the testing has found that different areas of the printing market are growing.

Some Members expressed contentment with the business case for the Document Centre and added that if the right partner could be found then it would be a success.

Concern was expressed that by venturing into commercialisation the

Council could end up forcing local print businesses to close down.

In response to a comment, that the Council don't seem to be reviewing all of the options, Members were informed that the consultant advanced five options and the Council's senior officers along with the Executive Councillor decided the preferred options.

It was noted that the Council will always need printing and if it can be done cheaper in house then that would make sense, however Members were informed that the commercialised company wouldn't necessarily carry out in house work.

The Panel was content that the process continues so long as Members can view the Full Business Plan before it is approved.

(At 8.23pm, after the discussion of this item, Councillor D Brown left the meeting and did not return.)

23. RISK MANAGEMENT STRATEGY

With the aid of a report by the Audit and Risk Manager (a copy of which is appended in the Minute Book), the Risk Management Strategy was presented to the Panel.

The Panel was content with the report and the change that has been proposed to the option appraisal process which formalises the adoption of risks.

24. COMMERCIAL INVESTMENT STRATEGY - APPROVAL TO PURCHASE CIS INVESTMENT

The Panel was informed that the Chairman was asked to approve that an urgent item could be considered at Cabinet without prior Overview and Scrutiny. The Chairman confirmed that approval was given and that the urgent item considered was an investment opportunity, however the Council was unsuccessful in its bid.

25. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book), the Panel reviewed all the Panels' work programmes since the last meeting.

The Panel agreed to create a Task and Finish Group to investigate the finances of One Leisure. The Group will consist of the following Members: Councillors R C Carter, M Francis, Mrs D C Reynolds and R J West. The Democratic Services Officer (Scrutiny) is to draft a scoping document with the Head of Leisure and to ask two Members from non-majority parties whether they would like to join the Group.

Chairman

NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by Councillor G J Bull, Executive Leader of the Council
Date of Publication: 23 August 2017
For Period: 1 September 2017 to 31 December 2017

Membership of the Cabinet is as follows:-

Councillor G J Bull	Executive Leader of the Council	Councillor R Fuller	Deputy Executive Leader and Executive Councillor for Housing and Planning
Councillor D Brown	Executive Councillor for Commercial and Shared Services	Councillor J A Gray	Executive Councillor for Strategic Resources
Councillor S Cawley	Executive Councillor for Transformation and Customers	Councillor R Howe	Executive Councillor for Devolution and Growth
Councillor Mrs A Dickinson	Executive Councillor for Community Resilience, Well-Being, and Regulatory Services	Councillor J White	Executive Councillor for Operations

Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk.

Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
 Pathfinder House
 St Mary's Street
 Huntingdon PE29 3TN.

- Notes:- (i) Additions changes from the previous Forward Plan are annotated ***
 (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

10 Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Annual Review Green Space and Play Provision***	Cabinet	12 Oct 2017		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: neil.sloper@huntingdonshire.gov.uk		J White	Communities and Environment
Business Rates - Discretionary Revaluation Relief Policy	Cabinet	12 Oct 2017		John Taylor, Head of Customer Services Tel No. 01480 388119 or email john.taylor@huntingdonshire.gov.uk		J A Gray	Economy and Growth
Car Parking Strategy Task and Finish Group - Vision	Cabinet	12 Oct 2017		Neil Sloper, Head of Operations Tel No. 01480 388635 or email neil.sloper@huntingdonshire.gov.uk		J White	Economy and Growth

Subject/Matter for Decision	Decision/recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Home Improvement Agency Annual Report and Review/Disabled Facilities Grant budget	Cabinet	12 Oct 2017		Caroline Hannon, Housing Strategy Manager 01480 388203 or email: caroline.hannon@huntingdonshire.gov.uk		R Fuller	Communities and Environment
Homelessness Strategy	Cabinet	12 Oct 2017		John Taylor, Head of Customer Services Tel No. 01480 388119 or email: john.taylor@huntingdonshire.gov.uk		R Fuller	Communities and Environment
Memoranda of Understanding with the Local Enterprise Partnership	Cabinet	12 Oct 2017		Andy Moffat, Head of Development Tel No. 01480 388400 or email: andy.moffat@huntingdonshire.gov.uk		R Howe	Economy and Growth
Site Disposal###**	Cabinet	12 Oct 2017		Frank Mastrandrea, Policy and Enabling Officer Tel No. 01480 388208 or email: frank.mastrandrea@huntingdonshire.gov.uk	Paragraph 3	J A Gray	Performance and Customers
Godmanchester Neighbourhood Plan Examination Outcome and Progression to Referendum***	Cabinet	12 Oct 2017		James Campbell, Senior Planning Policy Officer Tel. No. 01480 388432 or email: james.campbell@huntingdonshire.gov.uk		R Fuller	Economy and Growth
Asset Disposals##	Cabinet	16 Nov 2017		Clive Mason, Head of Resources Tel No 01480 388157 or email clive.mason@huntingdonshire.gov.uk	Paragraph 3	J A Gray	Performance and Customers

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Growth and Infrastructure Group Terms of Reference***	Cabinet	16 Nov 2017		Clara Kerr, Planning Services Manager Tel No. 01480 388430 or email: clara.kerr@huntingdonshire.gov.uk		R Fuller	Economies and Growth
Treasury Management 6 Month Performance Review***	Cabinet	16 Nov 2017		Clive Mason, Head of Resources Tel No. 01480 388157 or email: clive.mason@huntingdonshire.gov.uk		J A Gray	Performance and Customers
Approval of Council Tax Base 2017/18***	Section 151 Officer	1 Dec 2017		Clive Mason, Head of Resources Tel No. 01480 388157 or email: clive.mason@huntingdonshire.gov.uk		J A Gray	Performance and Customers
Car Parking Strategy Task and Finish Group - Strategy***	Cabinet	14 Dec 2017		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: neil.sloper@huntingdonshire.gov.uk		J White	Economy and Growth
Corporate Enforcement Policy***	Cabinet	14 Dec 2017		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		A Dickinson	Communities and Environment
Local Plan: Proposed Submission Consultation***	Cabinet	14 Dec 2017		Clara Kerr, Planning Services Manager Tel No. 01480 388430 or email: clara.kerr@huntingdonshire.gov.uk		R Fuller	Economies and Growth

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2017/18 Quarter 1

Meeting/Date: Overview and Scrutiny (Performance and Customers)
Panel, 6 September 2017
Cabinet, 11 October 2017

Executive Portfolio: Councillor Jonathan Gray, Executive Councillor for Strategic Resources
Councillor Stephen Cawley, Executive Councillor for Transformation and Customers

Report by: Corporate Team Manager and Head of Resources

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Actions and Corporate Indicators listed in the Council's Corporate Plan for 2016-18 for the period 1 April 2017 to 30 June 2017. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of June.

An update on the Commercial Investment Strategy includes details of investments to date and the level of returns these are expected to generate, with information on potential investment opportunities reviewed in quarter 1 attached at Appendix F.

Recommendations:

The Panel is invited to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.

The Panel is also invited to consider and comment on the Council's financial performance at the end of June, as detailed in Appendices D and E, and the register of reviews of Commercial Investment Strategy propositions at Appendix F.

1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2016-18 and updates on project delivery and financial performance.

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2016-18 was refreshed for 2017/18 in March 2017 and sets out what the Council aims to achieve in addition to its core statutory services. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2017/18.
- 2.2 As recommended by the Project Management Select Committee, project updates are included in this performance report at Appendix C. There are currently 27 open, pending approval or pending closure projects and six closed projects logged on the SharePoint site across all programmes. This report covers all of these projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of June. Performance is summarised in sections 4-6 below and details are listed in the Financial Performance Monitoring Suite at Appendix D. A review of the position of Zero Based Budgeting (ZBB) savings to date has been carried out and a RAG (Red, Amber or Green) rating for each item is listed in the table at Appendix E. Commercial investment propositions reviewed are at Appendix F.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 will be circulated to Cabinet following their meeting on 6 September.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service after discussion with the appropriate Portfolio Holder.
- 3.4 The following table summarises Quarter 1 progress in delivering Key Actions for 2017/18:

Status of Key Actions	Number	Percentage
Green (on track)	37	88%
Amber (within acceptable variance)	4	10%
Red (behind schedule)	1	2%
Awaiting progress update	0	0%
Not applicable	1	n/a

Nearly 90% of the Key Actions were on track at the end of Quarter 1.

Only one of the Key Actions had a Red status indicating that it was behind schedule. This was the action to maintain clean open spaces, where nearly a third of work was not to standard. This work is subject to seasonal variation but this performance was uncharacteristically low. Details of the problems encountered and actions taken to resolve these are listed at 3.5 below.

3.5 Quarter 1 results for 2017/18 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	27	57%
Amber (within acceptable variance)	11	23%
Red (below acceptable variance)	9	19%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	3	n/a

Excluding the indicators with no results available, this shows that the Council achieved the majority of its targets at the end of Quarter 1. Targets were missed by more than acceptable levels of variance for nine indicators. Details of these Red indicators are listed below.

The percentage of sampled areas which were clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations was uncharacteristically low in the quarter at 68.5%. 349 inspections have been undertaken and details of passed inspections for each of these categories are shown below:

Category:	April	May	June
Weeds	63%	34%	30%
Litter	88%	100%	96%
Detritus	63%	66%	74%
Graffiti	96%	100%	100%

The overall performance has been adversely impacted by poor weed control performance by the contractor which is now under close management and corrective deep cleansing action has been implemented. This will be in-sourced next year to resolve these issues fully. Detritus has also been an issue, due to lack of trained operatives to deploy heavy machinery. However, alternative approaches helped to improve performance during Q1 and the issue has been corrected so future performance will show an improvement with heavy machinery deployed.

The percentage of grounds maintenance works inspected which pass the Councils agreed service specification was also below target at 71.2%. 349 inspections were completed over the quarter and the percentage of inspections passed each month is shown below:

Performance:	April	May	June
Overall Grounds Maintenance	68%	80%	89%

April's performance was down on target at 68% due to initial grass cutting being out of specification. This is not unusual due to the length of the grass before cutting and the damp mornings. The teams worked hard during this month to get things into specification and have subsequently delivered high standards.

The average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 was well below target at 44.7 weeks, with the Home Improvement Agency shared service not performing as well as is expected. A new experienced manager is in post at the HIA and it is expected that performance will improve. The introduction of a contractors' framework is due to be implemented and is expected to increase the number of contractors available and therefore the speed with which DFGs are completed, although this may not show significant improvements until Q4. The pressure on the HDC budget has also resulted in an increased time for approval of grant applications.

The number of visitors to leisure centres is below target and down on the level recorded for Q1 last year. A significant reduction in use by schools (c.20,000 fewer visits in the year to date) accounts for nearly half of the reduction/shortfall against target as schools are cutting budgets. Impressions fitness activities at some sites are showing improvements but fitness class

numbers are falling still across the board. A review of class structures and instructor pay is underway.

Following new waste collection rounds being implemented on 29 February, the number of missed bins increased as the collection crews were getting used to their new rounds. A lot of work has taken place to assist the crews in locating properties and ensuring further missed collections don't happen. With this additional support for the collection crews, and the crews becoming more familiar with their rounds, further missed bins will decrease. The table below shows how performance varied from April to June, with more than twice as many bins missed during April compared to May and June. Although the volume of bins missed was far higher than usual, more than 99.7% of bins were collected as scheduled in each of these months.

Month:	Total missed bins	Missed bins per 1,000 household collections	Percentage missed
April	1,213	2.7	0.27%
May	467	0.9	0.09%
June	599	1.2	0.12%

The number of missed bins also had a significant impact on dealing with complaints on time. The Council dealt with more than five times the number of complaints received in Q1 2016/17 and the majority of these related to missed bin collections. The high volume of complaints meant many were not resolved within 20 working days. While complaints have fallen and future performance should return to normal, it is highly unlikely that 2017/18 performance will recover by the end of the year.

The percentage of calls answered by the Call Centre was also affected by the new waste collection rounds and the volume of calls this generated, as well as the impact of the unplanned General Election which resulted in over 1,600 additional elections calls. Both of these call types are time consuming to resolve and put service levels under pressure. In spite of this, customer satisfaction remained high.

The Council's financial performance in achieving planned net budget reductions was also rated Red due to an overall forecast overspend of £0.4m, as stated in section 4.1 below. However, the overall position does include savings made as planned where Zero Based Budget (ZBB) and Line by Line Review savings have been achieved. Detailed explanations of the Council's revenue and capital budget overspends can be found at Appendix D.

3.6 The status of corporate projects at the end of June is shown in the following table:

Corporate project status	Number	Percentage
Green (progress on track)	11	33%
Amber (progress behind schedule, project is recoverable)	10	30%
Red (significantly behind schedule, serious risks/issues)	5	15%
Pending closure	1	3%
Closed (completed)	6	18%

Six projects have recently been completed with close-down reports received by the Project Management Governance Board, with another project currently in the close-down stage. Business cases for a further three projects have not yet been approved by the Board.

Of the projects currently in the delivery stage, five were Red at the end of Quarter 1 as they were either significantly behind schedule, had serious risks or issues identified or had a lack of governance documentation. All five had previously been rated as Red at the end of March. Details of all Red projects can be found in Appendix C.

4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 1 Financial Performance Monitoring Suite (FPMS), which provides details on:

- **Revenue and Reserves 2017/18** – the approved Budget is £17.2m and the forecast is £17.6m which is an overspend of £0.4m.
- **Capital Programme 2017/18** – the approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m. The forecast is £12.8m giving an overspend of £0.36m which is being funded from additional grants and contributions.

4.2 ZBB Savings Progress

As part of the budget setting process for 2017/18, £1.9m of ZBB and Line by Line Review savings were approved. A review of the position of these savings for the year has been carried out and a RAG (Red, Amber, Green) rating given.

Appendix E shows the RAG status for all individual projects and these are summarised in the following table:

	ZBB		Line by Line	
	Achievement of savings	Achievement of savings	Achievement of savings	Achievement of savings
	£000	%	£000	%
Red	3	0	57	8
Amber	418	50	351	50
Green	414	50	292	42
Total	835	100	700	100

Red – savings not achieved

Amber – savings have not been fully achieved yet at this time

Green – savings have been achieved or will be achieved in year

4.3 Risks - Homelessness

Homelessness continues to be an issue for the Council and its customers. A number of actions are in hand to try to deal with this, from short term tactical solutions through to longer term strategic planning. Examples of this include:

1. Accelerating occupation of properties by homeless clients by using 'direct lets' outside of the normal bidding/placement cycle – placing them quickly into accommodation.
2. Working to maintain current levels of Temporary Accommodation in the District at a time when providers are reviewing their business models. Specific discussions are being held with Metropolitan Housing Association regarding the ongoing use of Coneygear Court. HDC is also exploring opportunities with other Housing Associations to bring more Temporary Accommodation into the available stock.
3. The Council is also looking for development opportunities directly on its own land holdings, and this is a key part of any asset disposal consideration.
4. Robustly challenging developers to ensure they deliver the maximum amount of affordable housing that is viable on sites.
5. The recent approval of the Council's Housing Strategy containing ambitious plans and actions to increase the supply of an appropriate housing mix into the District.

The Council is also part of a £750k Trailblazer project across Cambridgeshire. The project has four broad areas and works across the public sector. It will:

1. Improve the intervention and management of potential homelessness cases by joining together processes across the public sector to offer high-quality intervention activities earlier.
2. Work in the private rented sector to offer a 'rent solution' service to work alongside private landlords to reduce the amount of tenancies that are terminated.
3. Provide advice and action within the private landlord sector to increase the number of low cost tenancies that are available.
4. Develop, with a range of partners, improved support toolkits such as online budget advice or tenancy related advice and information.

These actions are tackling an issue that is affecting the Country as a whole. The continued pressures of rented properties becoming less affordable, welfare reform and low levels of supply of new affordable rented homes are all long term strategic factors the Council will continue to deal with.

5. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

5.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget, by 2021/22 it will have in part contributed in reducing this to £1.2m.

5.2 At the end of Quarter 1, the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	(165)	(165)	0
Property Rental Income	(5038)	(4465)	573
Management Charge	144	108	(36)
MRP	1896	1422	(474)
Total	(3163)	(3100)	63

5.3 Investments

Between April 2017 and June 2017, 14 properties have been investigated as potential CIS investment opportunities. The Council bid on three properties, but were unsuccessful due to a highly competitive market and shortage of quality investments on the market in the first quarter. A summary is included in Appendix F.

Returns from the CCLA property fund have remained at the 2016/17 level (circa 4.5%). There will be an increase in return this year, because our dividend will also include our acquisition of shares in Q4 of 2016/17. Other investment vehicles such as bank deposits and money market funds interest rates continue to be low.

To date all of the Council's investments have been funded from the earmarked reserves and no new borrowing has been required.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

6.1 Comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 6 September 2017 will be inserted into the report to Cabinet here.

7. RECOMMENDATIONS

- 7.1 The Panel is invited to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.
- 7.2 The Panel is also invited to consider and comment on financial performance at the end of June, as detailed in Appendices D and E, and the register of reviews of Commercial Investment Strategy propositions at Appendix F.

8. LIST OF APPENDICES INCLUDED

Appendix A - Performance Summary, Quarter 1, 2017/18
Appendix B – Corporate Plan Performance Report, Quarter 1 2017/18
Appendix C – Project Performance, June 2017
Appendix D – Financial Performance Monitoring Suite, June 2017
Appendix E – ZBB Savings Agreed 2017/18 Budget Setting – RAG Status, June 2017
Appendix F – Register of reviews of CIS investment propositions 2017/18

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny) ☎ (01480) 388065

Project Performance (Appendix C)

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

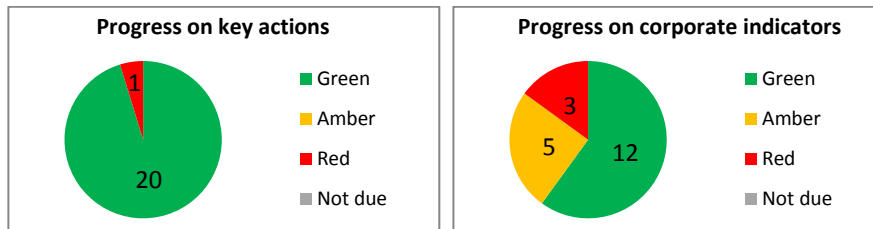
Financial Performance (Appendices D, E and F)

Adrian Forth, Finance Manager ☎ (01480) 388605

Performance Summary Quarter 1, 2017/18

Enabling communities

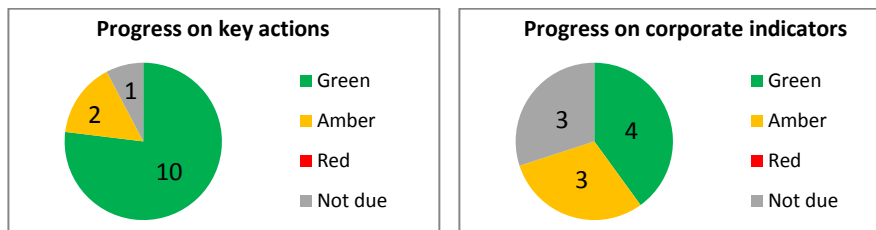
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include 62% of household waste being diverted from landfill via green waste and recycling collections.

Delivering sustainable growth

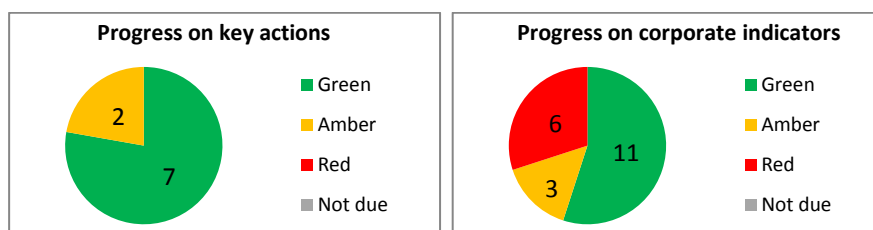
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the adoption of a new Housing Strategy by Cabinet in June 2017.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include the Council's website being rated by SOCITM as one of the top district council websites, scoring 4 out of 4 stars through assessment of a number of online services from the customer's perspective.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period April to June 2017

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	20		0		1		0		0

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	12		5		3		0		0

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WE WANT TO: Create, protect and enhance our safe and clean built and green environment

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
R	KA 5. Maintain clean open spaces to DEFRA Code of Practice on Litter and Refuse, compliant with the Environmental Protection Act	Ongoing	Cllr J White	Neil Sloper	349 inspections have been completed from April 2017 to June 2017, of which 68.4% of work was to standard. Although this indicator is impacted by seasonal variation, performance in this quarter is uncharacteristically low. This was due to poor weed control performance by our contractor and a lack of trained staff to deploy heavy machinery to clear detritus. These issues were temporary and corrective actions have been implemented.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 1. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations Aim to maximise	86.89%	82.09%	80%	68.48%	R	80%	80%	G
Comments: (Operations) Although this indicator is impacted by seasonal variation, performance in this quarter is uncharacteristically low. This was due to poor weed control performance by our contractor and a lack of trained staff to deploy heavy machinery to clear detritus. These issues were temporary and corrective actions have been implemented. Weed control services will be in-sourced next year to resolve weed control issues fully.								
PI 8. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 Aim to minimise	35.8 weeks	32.1 weeks	28 weeks	44.7 weeks	R	28 weeks	35 weeks	R
Comments: (Development) The Home Improvement Agency shared service is not performing as well as is expected. However, a new experienced manager is in post at the HIA and it is expected that performance will improve. Additionally, the introduction of a contractors' framework has been delayed but is still due to be implemented and is expected to increase the number of contractors who are available and therefore the speed with which DFGs are completed, although this may not show significant improvements until Q4. The pressure on the HDC budget has also resulted in an increased time for approval of grant applications.								
PI 12. Number of visits to One Leisure – leisure centres Aim to maximise	2,333,072	597,426	604,344	555,710	R	2,324,400	2,150,000	R

STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period April to June 2017

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
10		2		0		0		1	

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
4		3		0		0		3	

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 2017

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
7		2		0		0		0	

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
11		3		6		0		0	

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Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 23. Percentage of grounds maintenance works inspected which pass the Councils agreed service specification Aim to minimise	93.50%	86.46%	82%	71.22%	R	82%	82%	G
Comments: (Operations) Although this indicator is impacted by seasonal variation, performance in this quarter is uncharacteristically low. April's performance was down at 68% due to initial grass cutting being out of specification. This is not unusual due to the length of the grass before cutting and the damp mornings. The teams worked hard during this month to get things into specification and have subsequently delivered high standards.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 24. Number of missed bins per 1,000 household collections Aim to minimise	N/A	N/A	TBC	1.53	R	TBC	TBC	G
Comments: (Operations) This is a new indicator for 2017/18 and further work on setting an appropriate target is required. The new waste collection rounds were implemented on 29 February and the number of missed bins increased as the collection crews were getting used to their new rounds. A lot of work has taken place to assist the crews in locating properties and ensuring further missed collections don't happen. With this additional support for the collection crews, and crews becoming more familiar with their rounds, further missed bins will decrease. Performance for the quarter is 'Red' but did improve during the quarter and should continue to improve.								
PI 34. Planned net budget reductions achieved Aim to maximise	£1.9m	£0.283m	£0.475m	£0	R	£1.5m	£0	R
Comments: (Resources) The planned net budget reductions are not currently being achieved as Quarter 1 Financial Performance monitoring shows an overall forecast overspend of £0.4m. However, the overall position includes some savings made as planned where Zero Based Budget and Line by Line Review saving items have been achieved. Detailed explanations of the Council's forecast revenue and capital budget overspends can be found at Appendix D.								
PI 38a. Percentage of stage 1 complaints resolved within time Aim to maximise	78%	88%	98%	26%	R	98%	50%	R
Comments: (Corporate Team) Out of 280 complaints received in Q1, just 74 were responded to within 20 days. None of the three complaints relating to Development and just 67 out of 270 complaints relating to Operations services were dealt with on time. The majority of the Operations complaints related to missed bin collections. Due to the extremely large volume in Q1, it is highly unlikely that 2017/18 performance will recover by the end of the year.								
PI 38b. Percentage of stage 2 complaints resolved within time Aim to maximise	89%	0%	98%	73%	R	98%	95%	A
Comments: (Corporate Team) Eleven stage 2 complaints were received and three did not receive a response within 20 working days. Two of these related to missed bin collections and the other was a complex planning case requiring a site visit to progress the complaint.								
PI 40. Percentage of calls to Call Centre answered Aim to maximise	n/a	n/a	90%	65%	R	90%	85%	A
Comments: (Customer Services) We had an extremely busy quarter with the unplanned General Election and operations bin round changes generating a large number of additional calls and emails over a prolonged period. We had over 1,600 additional Elections calls alone. Operations and Elections call types are time consuming to resolve and put our service level under pressure. In spite of this customer satisfaction remains high (see PI 36).								

Appendix C – Project Performance

<p>Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation</p>	<p>Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable</p>	<p>Green = Progress is on track with no impact to delivery</p>	<p>Pending Closure = In close-down stage</p>	<p>Pending Approval = Business Case to be approved</p>	<p>Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.</p>
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Projects relating to Huntingdonshire District Council services/facilities only:

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.</p>	Capital 2015/16	Golby, Jackie (Resources)	30/11/17	30/06/17	<p>July 2017 - building surveyors were appointed and initial investigations and project costs received showing anticipated costs over capital budget for this project.</p> <p>Tender process has now completed and revealed a wide range of pricing (£190k to £485k) and approach to the roof problems. Tenders were issued in conjunction with other roof projects at Clifton Road and Levellers Lane to ensure any value is engineered through multiple projects/single tender approach.</p> <p>HDC appointed building surveyors are undertaking further evaluation of the tenders to make a recommendation early August. The forecast spend has been increased to £205k + £4k fees.</p> <p>Anticipated work order to be placed in time for early Autumn works.</p>	Red	Within last month
<p>Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.</p>	Facing the Future	Clarke, Jon (Leisure)	30/09/15	31/03/17	<p>There are still ongoing legal issues regarding the lease at St Neots which have prevented any progress from occurring. Project site to be updated.</p>	Red	Over 6 months ago

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
In Cab Systems The project will replace the existing manual process for logging waste collection issues and involve delivery of that information in a timely manner from the refuse collection vehicle to the call centre. This will involve the purchase of a new bespoke system including hardware devices for the refuse collection vehicles.	Capital 2016/17	Connor, Sharon (Operations)	31/01/17	31/10/17	Project has a RED status due to significant delay arriving from the decision to take a wider corporate approach and consider provision as part of the existing 3C Shared Service. User requirements for operations back office and in-cab technology are being established by 3C IT across South Cambridgeshire, Cambridge City and HDC. Workshops are completed. HDC awaiting sign off of spec by South Cambridgeshire and Cambridge City.	Red	Within last month

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Joint projects with Cambridge City Council and/or South Cambridgeshire District Council:

Implementation of Financial Management System To introduce a new Financial Management System across the council.	3C Shared Services	Buckell, Andrew (3C ICT)	31/05/17	31/10/17	The project status is red due to the Accounts Receivable module requiring further development by the supplier. The supplier has withdrawn a consultant until early August and the interface build and B-ETL build are behind schedule.	Red	Within last month
Door Access Card Reader Replacement The change to Proximity Card reader from Magnetic Readers at CCC and configure or replace Card Readers at SCDC and HDC. This will improve the security at CCC and provide one card access solution for the three council sites.	3C Shared Services	Solanki, Raj (3C ICT)	31/07/16	16/12/16	This is showing as red due to the length of time (over 18 months) it has taken to procure and then implement. The delays have come from both the supplier and the availability of Council staff to progress the project. The door readers at the Guildhall offices have been commissioned, 3C ICT has requested and been granted by MBSS a sponsor for this project.	Red	Within last month (Bitrix)

Financial Performance Monitoring Suite June 2017

Contents

1.	Financial Performance Headlines	1
2.	Summary Revenue Variances by Service	2
3.	Revenue and Reserve Forecast	3
4.	Service Commentary	4
5.	MTFS	10
6.	Capital Programme	11
7.	Financial Dashboard	14

Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

This financial year the monthly management accounts not only include the forecast position for the financial year but also over the MTFS period. Also, the revenue statements show the gross expenditure by service and where some costs are funded by reserves this is shown to then provide the net position.

Revenue The approved Budget is £17.2m and the forecast is £17.6m which is an overspend of £0.4m.

MTFS Any impacts of the forecast that potentially will carry on over the MTFS period are detailed in the table at page 10. Currently this shows an additional cost of £141k per year.

Capital The approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m. The forecast outturn is £12.80m giving an overspend of £0.36m which is being funded from additional grants and contributions.

2. Summary Revenue Forecast variances by Service

The table below shows the total variances for each Service and the main reasons. Further analysis by Service are shown in the following pages.

	Forecast (underspend) / overspend £000	Main reasons for variance
Community	(49)	Additional Licencing income and staff savings.
Customer Services	56	Housing benefit costs higher than expected but Document Centre staff savings are off-setting some of this.
ICT	256	This is the net over spend to HDC, the overall forecast of the 3Cs ICT is an overspend of £798k. The main reasons are the savings have not been identified and a new Business Case is being prepared.
Development	(44)	Combination of staff savings and additional CIL income.
Leisure and Health	(42)	Impressions income not recovering as quickly as expected however staff savings are more than off-setting this at the moment, however this is not sustainable as this will impact upon the business.
Operations	211	Complexity of waste management rounds rescheduling will mean full saving will not be achieved this year, in order to protect delivery of service.
Resources	169	Commercial investment Strategy acquisitions behind schedule so income forecasts reduced.
Directors and Corporate	(185)	Staff savings as some seconded to the Transformation Programme and other vacancies.
Total	372	

3. Revenue and Reserve Forecast

Revenue Forecast Outturn	2016/17		2017/18				
	Provisional Outturn	Budget	Forecast Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Forecast	Net Variation
	£'000	£'000	£'000	£'000	£'000	£'000	£'000 %
Revenue by Service:							
Community	1,697	1,690	1,634		7	1,641	(49) ● -2.9
Customer Services	2,816	2,659	2,715			2,715	56 ● 2.1
ICT Shared Service	1,972	1,721	1,977			1,977	256 ● 14.9
Development	578	1,355	1,473	(164)	2	1,311	(44) ● -3.2
Leisure & Health	55	(160)	(227)		25	(202)	(42) ● -26.3
Operations	4,292	4,030	4,241			4,241	211 ● 5.2
Resources	3,221	4,205	4,374			4,374	169 ● 4.0
Directors and Corporate	2,693	1,711	2,526	(1,000)		1,526	(185) ● -10.8
Net Revenue Expenditure	17,324	17,211	18,713	(1,164)	34	17,583	372 ● 2.2
Contributions from Earmarked Reserves	(757)	0	(1,164)				(1,164) ● 0.0
Contributions to Earmarked Reserves	607	0	34				34 ● 0.0
Service Contribution to Reserves	3,015	2,966	2,594				(372) ● -12.5
Budget Requirement (Services)	20,189	20,177	20,177				
Financing:-							
NDR & Council Tax surplus	(7,108)	(4,622)	(5,779)				(1,157) ● 25.0
Government Grant (Non-specific)	(8,404)	(5,855)	(6,333)				(478) ● 8.2
Contribution to/(from) Collection Fund Reserve	3,214	(1,534)	(1,534)				0 ● 0.0
Contribution to/(from) Reserves	14		1,635				1,635 ● 0.0
Council Tax for Huntingdonshire DC	(7,905)	(8,166)	(8,166)				

General Fund Reserve	2016/17		2017/18		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
Balance as at 1st April	2,537	2,568	2,598	30	1.2
Service Contribution to Reserves	3,015	3,032	2,594	(438)	-14.4
Funding Contribution to Reserves	14	0	1,635	1,635	0.0
Transfers to/from Earmarked Reserves	(150)	0	0	0	0.0
Transfer to Earmarked Reserve	(2,818)	(3,018)	(4,190)	(1,172)	38.8
Outturn forecast as at 31 March (15% of Net Revenue Expenditure)	2,598	2,582	2,637	55	2.1

Earmarked Reserves	2016/17		2017/18		Commentary
	Outturn	Addition	Deduction	Forecast	
	£'000	£'000	£'000	£'001	
S106 agreements	1,077			1,077	
Commutated S106 payments	1,322			1,322	
CIL Admin Reserve	282			282	
Repairs and Renewals Funds	1,009	34		1,043	In year budgeted contributions
Collection Fund	1,962		(1,534)	428	
Commercial Investment	3,787			3,787	
Budget Surplus	75	4,190		4,265	To be held to meet future years budget deficit
NDR Reliefs	300			300	
Special Reserve	1,300			1,300	
Transformation Reserve	1,037		(1,000)	37	Funding 2017/18 forecast expenditure on transformation
Other Reserves	2,949		(127)	2,822	Building Control reserve passed to Cambridge City Council
Total Earmarked Reserves	15,100	4,224	(2,661)	16,663	

Definitions

2017/18 Budget
2016/17 Outturn

As approved by Council, February 2017
Final figures for 2016/17, so these may vary slightly to the Provisional Outturn figures reported to Cabinet in June 2017.

3.1 The table below provides the impact of the ZBB savings on the forecast outturn which have subsequently been overturned:

Forecast outturn	£000
2017/18 Forecast outturn	278
ZBB savings reversed	(453)
2017/18 Forecast outturn – if ZBB proposals had not been reversed	(175)

ZBB savings reversed	£000
Closure of Customer Services Centres	(23)
Document Centre (income foregone)	(67)
Car parks (income foregone and rationalisation)	(268)
Grass cutting (income foregone)	(70)
CCTV (income foregone)	(25)
Total	(453)

4. Service Commentary

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

Service Forecasts as at 30 June 2017

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Community						
Head Of Community	89,875	83,000	6,612	89,612	(263)	
C C T V	(70,393)	(59,258)		(59,258)	11,135	Income forecast lower than expected from Service Level Agreements and Contract work (£11k)
C C T V Shared Service	256,389	265,167		265,167	8,778	
Commercial Team	293,803	293,753		293,753	(50)	
Corporate Health & Safety	102,622	103,902		103,902	1,280	
Licensing	(137,464)	(170,442)		(170,442)	(32,978)	Predicting higher than expected income on licensing at this point in the year, particularly from Licensing Act 2003 licensed premises, and in increase in the number of licensed Hackney Carriage and Private Hire vehicles (£33k)
Community Team	624,634	595,304		595,304	(29,330)	Promotion of the Council's pest control service during 2017/18 seeks to increase income (£5k) along with increased Environmental Enforcement activity resulting from the Community restructure (£2k). Savings predicted from the salaries budget due to part-time working within a number of the Community team posts (£22k)
Environmental Protection Team	379,555	376,978		376,978	(2,577)	
Emergency Planning	11,575	11,460		11,460	(115)	
Environmental Health Admin	139,140	134,209		134,209	(4,931)	
	1,689,736	1,634,072	6,612	1,640,684	(49,052)	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Customer Services						
Head of Customer Services	97,080	97,753		97,753	673	
Local Tax Collection	7,536	10,830		10,830	3,294	
Housing Benefits	685,421	769,495		769,495	84,074	This is a very large budget with £35million in benefit payments moving in/out of it annually. Variation of this amount is not uncommon. Action - Ongoing monitoring will continue, and last financial year the outturn variance was <1%
Council Tax Support	(134,894)	(135,803)		(135,803)	(909)	
Housing Needs	917,332	905,841		905,841	(11,491)	Small salary underspend whilst recruitment into vacant post occurred.
Customer Services	823,404	834,313		834,313	10,909	Variance will need to be reviewed as the plans to close the Customer Service Centres have changed. Likely to be an overspend at year end. Work in hand to assess the scale of this.
Document Centre	263,426	232,500		232,500	(30,926)	Salary underspend within the team.
	2,659,305	2,714,929	0	2,714,929	55,624	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of ICT Shared Service						
ICT Shared Service HDC	1,721,333	1,976,706		1,976,706	255,373	Original budget set in November was not aligned with the business case for the shared service. There is a delta of over £100k omitted from the budget as well as significant problems with salary budgetting approach vs business case. Also, staff budgets were set in advance of changes due to Northgate transition to 3C ICT. The forecast for services is based on actuals from 2016/17 spend with a 2% uplift, hence the excessive variance but this is inline with last years spend profile. Staff salaries are overspent to date due to use of contractors in first quarter which is being phased out over the forthcoming months. Based on actuals from last year forecast is realistic, budget was not set properly in line with business case. This is understood. Action - We will continue to remove dependancy on hired staff to maximise savings vs business case but the budget will remain overrun due to incorrect setup. We will continue to look for savings in the services area but this will have a relatively small effect until large software consolidation takes place for a major line of business system across the 3 partners. We will be inviting suppliers to return and reduce.
	1,721,333	1,976,706	0	1,976,706	255,373	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Development						
Head of Development	81,516	81,004		81,004	(512)	
Building Control	147,670	274,247	(126,577)	147,670	0	Variance relates to HDC paying over to Cambridge City Council the balance on the Building Control Reserve. Action - Variance will be covered from earmarked reserves.
Economic Development	253,389	231,307		231,307	(22,082)	Delay in recruiting to new posts.
Planning Policy	702,734	651,838		651,838	(50,896)	£11k additional cost due to additional overtime for inquiry and local plan & Maternity Leave. £94k due to forecasting increase in CIL admin income. Forecasting £20k decrease in Neighbourhood planning fees. Smaller variances amounting to some £12k.
Transportation Strategy	58,120	58,120		58,120	0	
Public Transport Total	26,100	26,100		26,100	0	
Development Management	(354,962)	(302,553)		(302,553)	52,409	Received £96k for Wintringham Park Appeal Costs (Paid for in 1617) Planning App income - Forecast per Trends sheet using averages to be £118k lower. Appeal overspend of £32k. Action - Within overall Planning budget. Application fee income being kept under review.
Housing Strategy	219,892	232,250	(35,380)	196,870	(23,022)	Reassessed staff costs forecast for 2017/18.
Apprentice Scheme	220,980	220,980		220,980	0	
	1,355,439	1,473,293	(161,957)	1,311,336	(44,103)	
Head of Leisure & Health						
Head of Leisure & Health	80,980	80,847		80,847	(133)	
One Leisure Active Lifestyles	203,274	199,972		199,972	(3,302)	
One Leisure	(444,236)	(508,079)	25,000	(483,079)	(38,843)	The majority of the variance is still due to Impressions income not meeting anticipated budget targets. A previous "recovery plan" was too ambitious and although signs of previous issues being turned around, likelihood of it happening in a short timescale is low. However, this problem is currently being offset by projected savings on staffing (£79k). Action - A full root and branch review of Impressions is underway and as areas are tackled, actions are put in place to correct any issues.
	(159,982)	(227,260)	25,000	(202,260)	(42,278)	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Operations						
Head of Operations	78,789	78,840		78,840	51	
Environmental & Energy Mgt	77,167	77,301		77,301	134	
Street Cleansing	793,949	768,521		768,521	(25,428)	Carrying 3 vacancies for 1st Quarter. 0.75 FTE
Green Spaces	1,163,650	1,131,488		1,131,488	(32,162)	Saving from 3x6 month posts not filled
Public Conveniences	13,400	13,830		13,830	430	Huntingdon PC not being supported by HTC, PC closed so saving cleaning costs to offset
Waste Management *	2,000,856	2,187,097		2,187,097	186,241	£180k Round rescheduling overspend due to complexity of project. Only 2 of the 3 rounds expected to save as indicated to Cabinet in Jan-2017. Action - Full Round Rescheduling not anticipated in this current year
Operations Management	0	0		0	0	
Facilities Management	1,065,592	1,128,839		1,128,839	63,247	£47k Rent to DWP not anticipated to start this year; £6k rates increase due to Solar PV Tax for EFH
Fleet Management	256,247	258,942		258,942	2,695	
Markets	(67,542)	(64,158)		(64,158)	3,384	
Car Parks	(1,352,616)	(1,339,900)		(1,339,900)	12,716	£10k shortfall in excess charges so far this year due to sickness
	4,029,492	4,240,801	0	4,240,801	211,309	
Head of Resources						
Head of Resources	87,865	87,736		87,736	(129)	
Corporate Finance	4,604,336	4,545,853		4,545,853	(58,483)	Main reason is the increased income from loans to Rsls (100k), redundancy payments +33k, less borrowing required (19k)
Legal	218,060	212,206		212,206	(5,854)	
Audit & Risk Management	560,175	638,686		638,686	78,511	Increase in insurance tender +82k, saving from BDO covering seconded staff member (3k)
Procurement	60,226	59,781		59,781	(445)	
Finance	687,208	678,410		678,410	(8,798)	
Commercial Estates	(2,633,916)	(2,477,350)		(2,477,350)	156,566	Unsuccessful bid on CIS properties has resulted in reduced forecasted income as well as reduced forecasted expenditure on MRP and management charge
HR and Payroll Services	620,581	628,732		628,732	8,151	
	4,204,535	4,374,054	0	4,374,054	169,519	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Corporate Team Manager						
Democratic & Elections	776,150	723,772		723,772	(52,378)	(£53k) saving from no district elections this year
Directors	499,847	426,233		426,233	(73,614)	(£25k) Corporate Director Vacancy, (£44k) Post trf to Corporate
Corporate Team	434,710	375,708		375,708	(59,002)	(£74k) Several members of staff moved to Transformation; (£29k) Comms moved to HOSLES, £44k Post trf from Directors
Transformation	0	1,000,000	(1,000,000)	(0)	(0)	Not all seconded staff are being backfilled by the service, ergo there could be savings in other services. Action - Overspend will be funded by reserves £1m
	1,710,707	2,525,712	(1,000,000)	1,525,712	(184,995)	
HDC Totals	17,210,565	18,712,306	(1,130,345)	17,581,961	371,396	

* There is a possibility of extra costs of £190,000 due to a supplier erroneously holding onto recycling and subsequently sending it to landfill, meaning that we should not receive the credit - this error affects several councils in the area, currently under dispute

5. Medium Term Financial Strategy

2018/19 to 2021/22 MTFS (Approved February 2017)					
MTFS Service	Budgets				Comment on Variation (Incl if unavoidable, if action to rectify can be taken)
	2018/19	2019/20	2020/21	2021/22	
	£'000	£'000	£'000	£'000	
Head of Community Approved Total	1,648	1,648	1,690	1,724	
<i>Forecast Changes</i>					
Dog Control	(5)	(5)	(5)	(5)	Woodgreen Contract cost reduced.
CCTV					Commercialisation strategy will impact on later years but this is still being evaluated
New MTFS Totals	1,643	1,643	1,685	1,719	
Head of Customer Services Approved Total	2,591	2,615	2,677	2,734	
<i>Forecast Changes</i>					
Currently no changes					
New MTFS Totals	2,591	2,615	2,677	2,734	
Head of ICT Shared Service Approved Total	1,730	1,738	1,753	1,769	
<i>Forecast Changes</i>					
ICT Shared Service					New Business Case being formulated which will provide realistic savings totals and timings. Currently being evaluated.
New MTFS Totals	1,730	1,738	1,753	1,769	
Head of Development Approved Total	1,352	1,411	1,458	1,505	
<i>Forecast Changes</i>					
Currently no changes					
New MTFS Totals	1,352	1,411	1,458	1,505	
Head of Leisure & Health Approved Total	(284)	(298)	(236)	(153)	
<i>Forecast Changes</i>					
One Leisure					Expected recovery of falling membership income currently slower than expected. Root causes to be being tackled. Impact currently being evaluated.
New MTFS Totals	(284)	(298)	(236)	(153)	
Head of Operations Approved Total	3,811	3,817	3,922	4,029	
<i>Forecast Changes</i>					
Facilities Management	6	6	6	6	Increase in rates for Solar Panels
Waste Management	90	90	90	90	Recycling round rescheduling savings cannot be achieved (see Cabinet report January)
New MTFS Totals	3,907	3,913	4,018	4,125	
Head of Resources Approved Total	4,312	4,384	4,414	4,425	
<i>Forecast Changes</i>					
Commercial Investment Strategy	50	50	50	50	Line by line review savings not achievable
New MTFS Totals	4,362	4,434	4,464	4,475	
Directors & Corporate Team Approved Total	1,650	1,662	1,687	1,704	
<i>Forecast Changes</i>					
Currently no changes					
New MTFS Totals	1,650	1,662	1,687	1,704	
MTFS Forecast Total	16,951	17,118	17,506	17,878	
Existing MTFS Total	16,810	16,977	17,365	17,737	
Expected Total Variation	141	141	141	141	

6. Capital Programme

The approved gross Capital Programme 2017/18 is £9.346m. As part of the Quarter 4 Integrated Performance Suite, Cabinet on 22 June 2017 approved the rephasing schemes from 2016/17 to 2017/18 totalling £3.1m.

The gross expenditure to date is £1.119m (9% of Budget, 25% of the year) and the Capital Programme is forecast to have an overall overspend of £0.355m. This forecast overspend is funded from additional grants (DFGs) and contributions (Sports England).

Variation Commentary Summary		£000s
Overspend		
Development – DFGs		363
The overspend is based on the current level of demand from clients. This is partly offset by private donations which are forecast to exceed the budget by £0.119m		
Development – Huntingdon West Development		61
A Community Infrastructure Levy payment has been made to Cambridgeshire County Council, this will be funded from the CIL reserve.		
Underspend		
Operations - Vehicle Fleet Replacement		(61)
A saving has resulted from actual prices of vehicles being less than that estimated at the procurement stage.		
Operations – Salix		(30)
The budget available has been reduced based on the amount of work that was completed in previous years.		
Operations – Refit Projects		(142)
The works at One Leisure St Neots have now been removed from the programme.		
Rephase		
Development – Alconbury Weald		(44)
The Alconbury Weald reserve will now be used to make loans, instead of direct expenditure.		
Other		
Leisure and Health – OL Huntingdon Changing Facilities		208
This scheme was originally netted off against external grant, it has now been grossed up to show the expenditure an income separately.		
Total		355

There is a risk that this level of forecast will not happen as there are schemes that have not started yet. This process is managed by the Finance and Performance Governance Board. The majority of schemes are still waiting to be started, even though plans are in place, contracts let etc. with a number of these.

The net spend on the Council's Capital Programme is financed via borrowing which has a revenue implication through the Minimum Revenue Provision (MRP).

The next 2 tables provide the following information:

Table 1 – the Capital Programme by scheme with proposed rephasing, expenditure to date and forecast outturn.

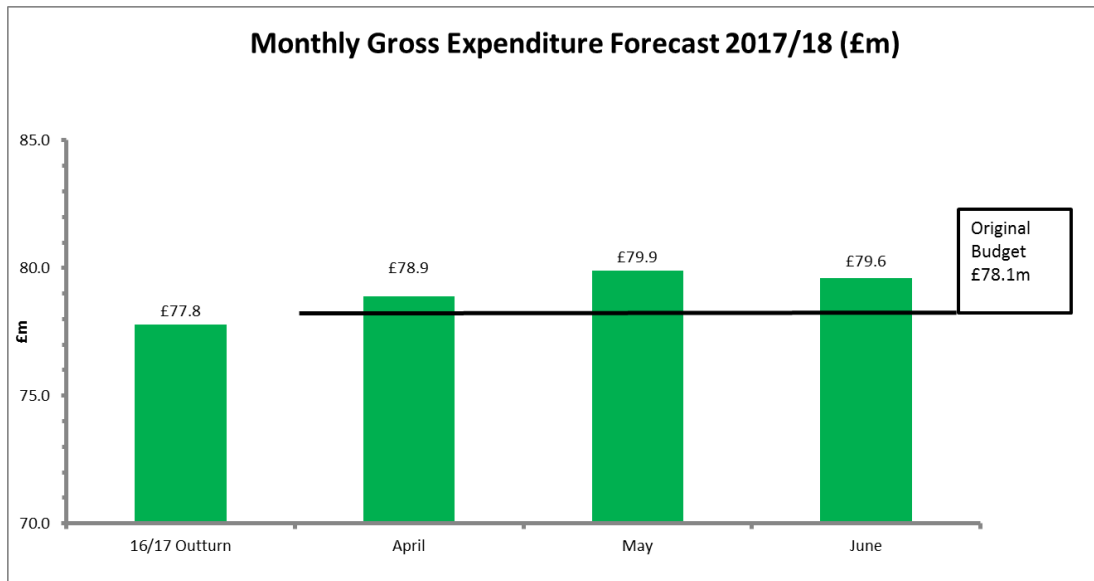
Table 2 – the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing.

Capital Programme Forecast 2017/18		June							
Table 1 Expenditure	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure to date £	Forecast £	Variance £		
Community									
CCTV Camera Replacements	Chris Stopford	190,000	30,000	220,000	0	220,000	0		
CCTV Pathfinder House Resilience	Chris Stopford	20,000		20,000	0	20,000	0		
CCTV Wi-Fi	Chris Stopford	250,000		250,000	0	250,000	0		
Lone Worker Software	Chris Stopford	20,000		20,000	0	20,000	0		
Development									
Disabled Facilities Grants	Caroline Hannon	1,300,000		1,300,000	297,408	1,663,716	363,716		
Huntingdon West Development	Claire Burton		35,000	35,000	61,332	96,332	61,332		
Alconbury Weald Remediation	Sue Bedlow	1,985,000		1,985,000	0	1,940,968	(44,032)		
Leisure and Health									
One Leisure Improvements	Pete Corley	205,000	(40,000)	165,000	26,680	165,000	0		
Burgess Hall	Brian Gray	305,000		305,000	2,028	305,000	0		
One Leisure Huntingdon Changing Facilities	Karen Martin-Peters		72,000	72,000	169,376	280,000	208,000		
One Leisure Huntingdon Development	Paul France	779,000	31,000	810,000	16,750	810,000	0		
One Leisure St Neots Synthetic Pitch	Jon Clarke		390,000	390,000	0	390,000	0		
OL St Neots Pool	Jon Clarke	290,000		290,000	2,027	290,000	0		
				0			0		
Resources									
Phoenix Court Lane Industrial Unit Roof Enhancement	Jackie Golby	157,000	40,000	197,000	0	197,000	0		
Levellers Lane Industrial Unit Roof Enhancement	Jackie Golby	56,000	22,000	78,000	0	78,000	0		
Clifton Road Industrial Unit Roof Enhancement	Jackie Golby	49,000	21,000	70,000	0	70,000	0		
Cash Receipting System	Adrian Forth		26,000	26,000	0	26,000	0		
Financial Management System Replacement	Adrian Forth		27,000	27,000	11,383	27,000	0		
FMS Archive	Adrian Forth	14,000		14,000	0	14,000	0		
VAT Exempt Capital	Adrian Forth	29,000	59,000	88,000	0	88,000	0		
Capital Grant to Huntingdon Town Council	Adrian Forth		338,000	338,000	300,000	338,000	0		
Loan Facility to Huntingdon Town Council	Adrian Forth		800,000	800,000	0	800,000	0		
Investment in Company	Adrian Forth		100,000	100,000	0	100,000	0		
Customer Services									
Printing Equipment	Andy Lusha	176,000		176,000	0	176,000	0		
E-forms	Ian Davies		3,000	3,000	12,541	3,000	0		
3C ICT									
Flexible Working - 3CSS	Emma Alterton	50,000		50,000	0	50,000	0		
Telephones - 3CSS	Emma Alterton		28,000	28,000	26,081	28,000	0		
Virtual Server - 3CSS	Emma Alterton		81,000	81,000	1,950	81,000	0		
Operations									
Building Efficiencies (Salix)	Chris Jablonski	28,000	54,000	82,000	0	52,000	(30,000)		
Wheeled Bins	Heidi Field	231,000		231,000	40,052	231,000	0		
Vehicle Fleet Replacement	David Rook	1,146,000	367,000	1,513,000	148,813	1,452,065	(60,935)		
Operations Back Office Development	Matt Chudley	135,000		135,000	0	135,000	0		
Play Equipment	Helen Lack	24,000		24,000	0	24,000	0		
Re-Fit Buildings	Chris Jablonski	311,000	481,000	792,000	2,340	649,000	(143,000)		
Bridge Place Car Park Godmanchester	Colin Luscombe	218,000	100,000	318,000	0	318,000	0		
Pathfinder House Reception (DWP)	Chris Jablonski	303,000		303,000	0	303,000	0		
In Cab Technology	Matt Chudley	75,000	(75,000)	0	0	0	0		
Civic Suite Audio Equipment	Chris Jablonski		108,000	108,000	0	108,000	0		
Transformation									
Transformation Schemes	Karen Middleton	1,000,000		1,000,000	0	1,000,000	0		
Total Expenditure		9,346,000	3,098,000	12,444,000	1,118,761	12,799,081	355,081		

Capital Programme Forecast 2017/18		June					
Table 2 Funding of Capital Programme	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure to date £	Forecast £	Variance £
Grants and Contributions							
DFGs	Caroline Hannon	1,000,000		1,000,000	(9,560)	1,118,716	118,716
Pathfinder House Reception	Chris Jablonski	278,000		278,000	0	278,000	0
Wheeled Bins	Heidi Field	89,000		89,000	(21,444)	89,000	0
Synthetic Pitch	Jon Clarke		274,000	274,000	0	274,000	0
One Leisure Huntingdon Changing Facilities		0	0	0	0	208,000	208,000
Total Grants and Contributions		1,367,000	274,000	1,641,000	(31,004)	1,967,716	326,716
Use of Capital Reserves							
Alconbury Remediation Works Reserve	Sue Bedlow	1,985,000		1,985,000	0	1,940,968	(44,032)
Total Capital Reserves		1,985,000	0	1,985,000	0	1,940,968	(44,032)
Capital Receipts							
Loan Repayments	Adrian Forth	320,000		320,000		320,000	0
Housing Clawback Receipts	Adrian Forth	500,000		500,000		500,000	0
Total Capital Receipts		820,000	0	820,000	0	820,000	0
Use of Earmarked Reserves							
Financial Management System Replacement	Adrian Forth		27,000	27,000		27,000	0
Capital Grant to Huntingdon Town Council	Adrian Forth		300,000	300,000		300,000	0
Investment in Trading Company	Adrian Forth		100,000	100,000		100,000	0
ICT Transformation	Clive Mason	1,000,000		1,000,000		1,000,000	0
FMS Archive	Adrian Forth	14,000		14,000		14,000	0
CIL Reserve	Andy Moffat					61,332	61,332
To Earmarked Reserves		1,014,000	427,000	1,441,000	0	1,502,332	61,332
Total Funding		5,186,000	701,000	5,887,000	(31,004)	6,231,016	344,016
Net to be funded by borrowing		4,160,000	2,397,000	6,557,000	1,149,765	6,568,065	11,065

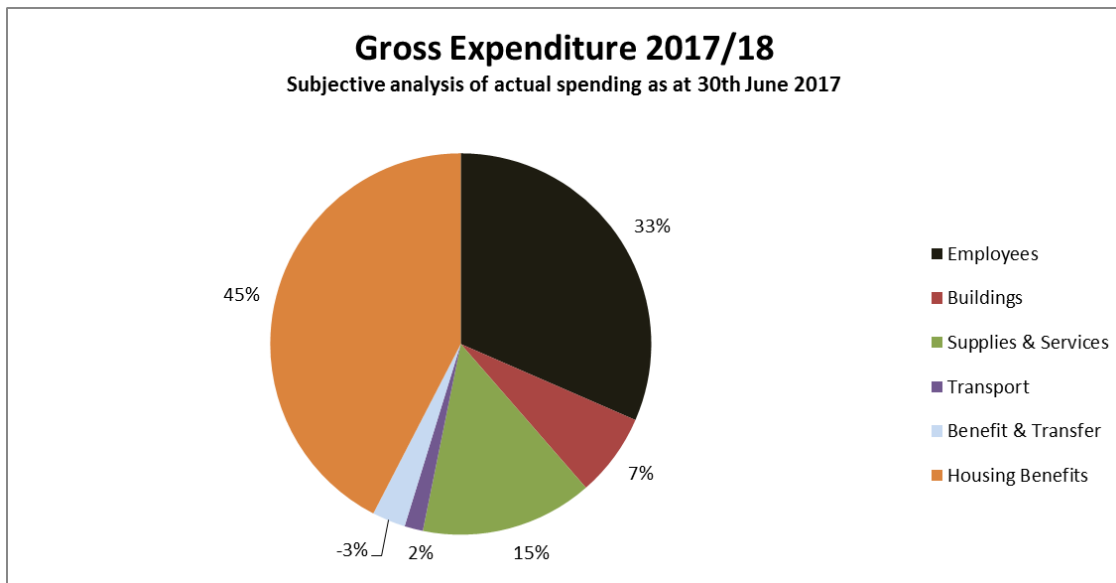
7. Financial Dashboard

Revenue Expenditure

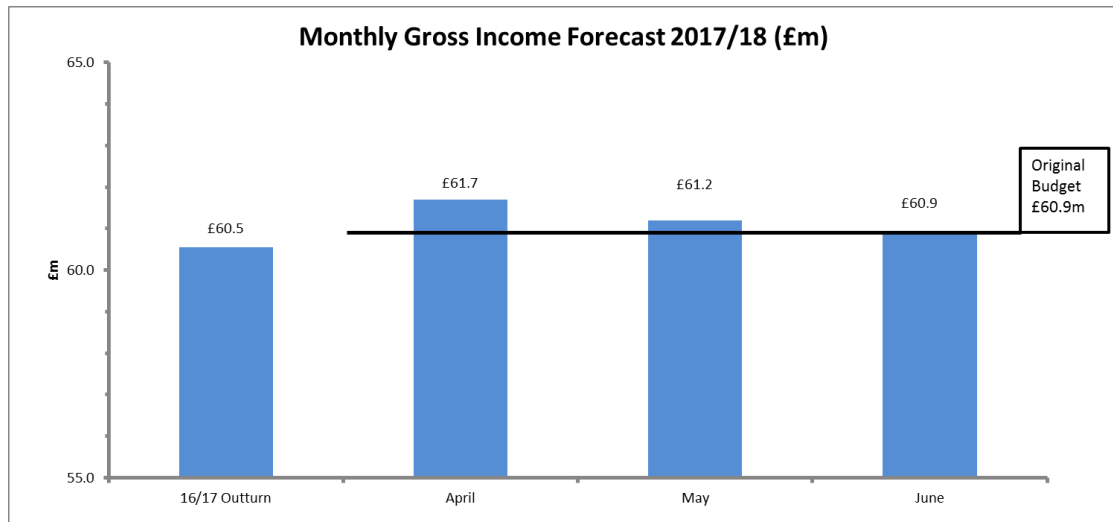


The 2017/18 gross revenue expenditure Budget is £78.1m.

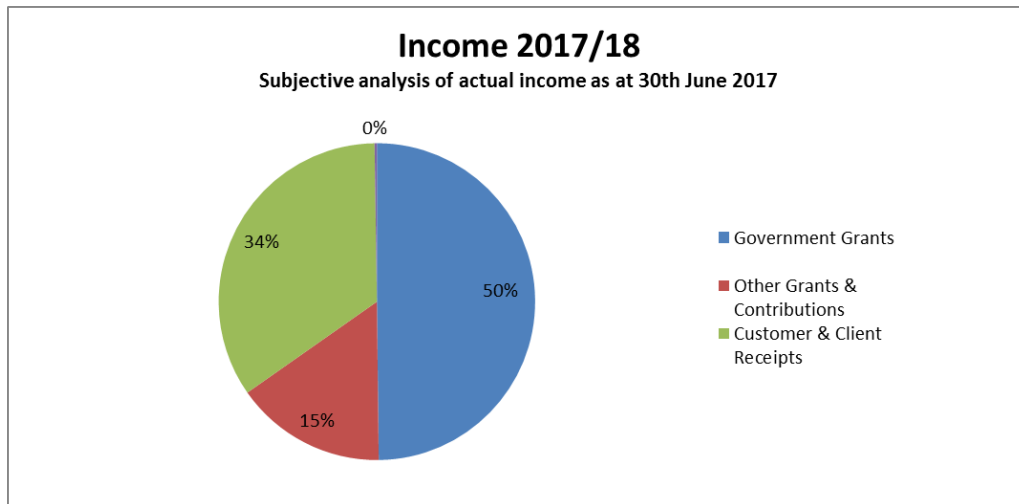
As shown below the main area of expenditure is Housing Benefits and employees.



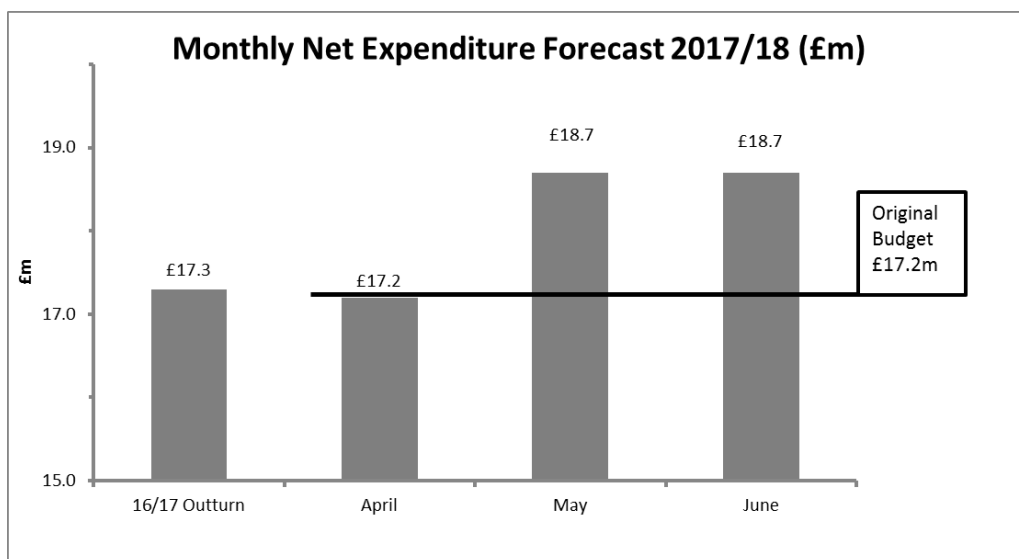
Revenue Income



The gross revenue income Budget is £60.9m,

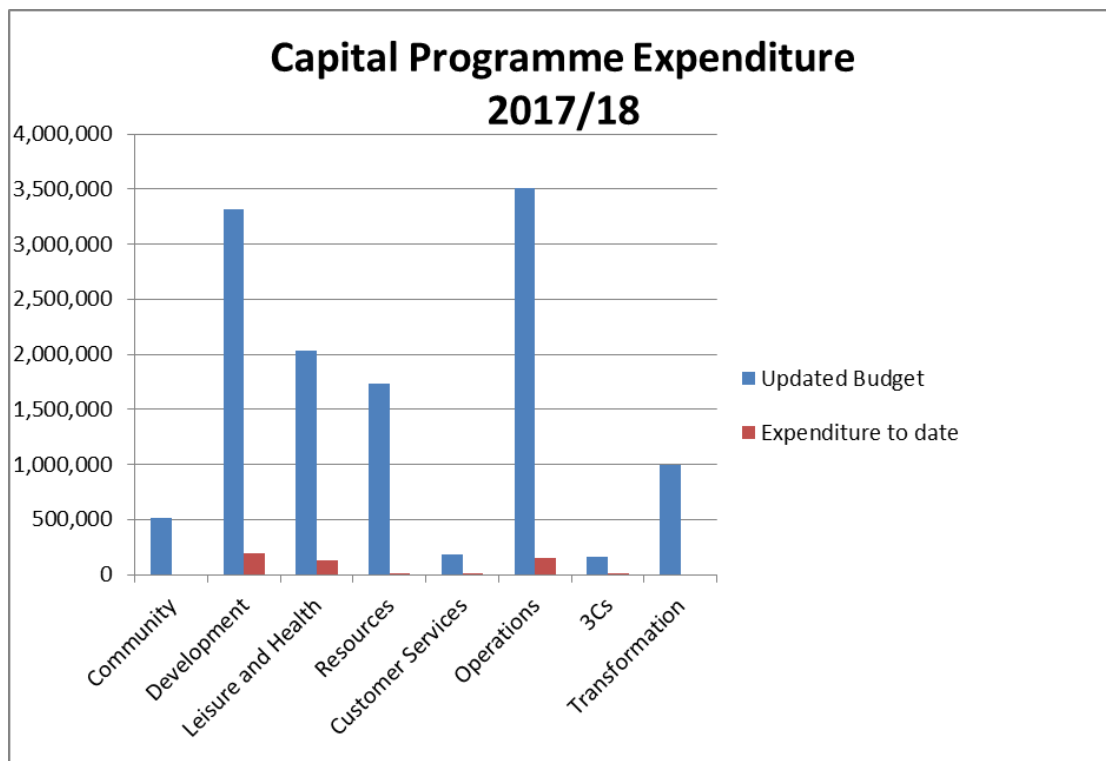


Revenue Net Position



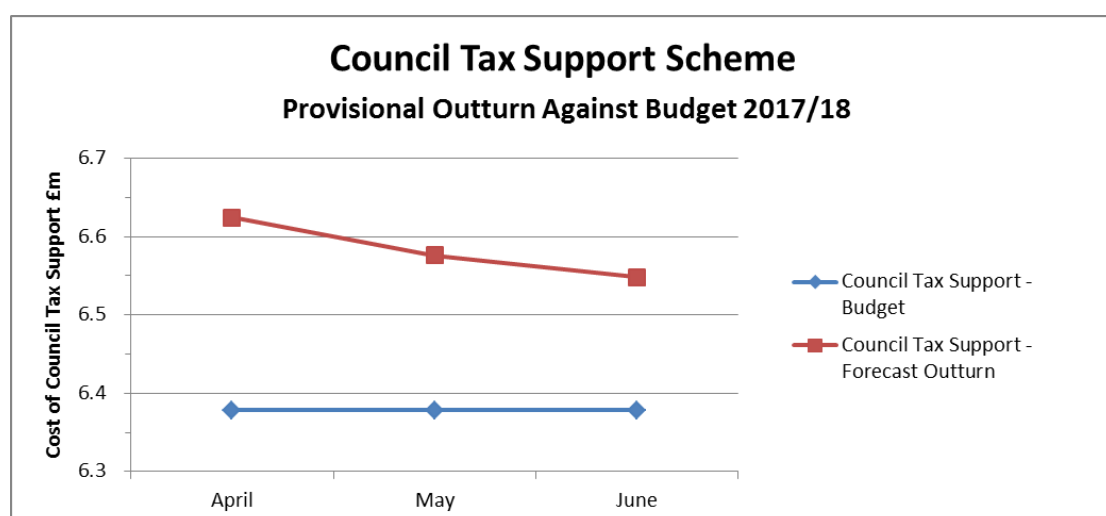
At the end of June 2017 the net revenue expenditure is forecast to be at £18.71m, however, £1.13m of this will be covered by earmarked reserves. Therefore, after allowing for movements to/from reserves the net expenditure is expected to be £0.37m above the net Budget of £17.2m. If this overspend continues then additional savings will have to be identified over and above of what is in the MTFS.

Capital Programme - Expenditure Forecast



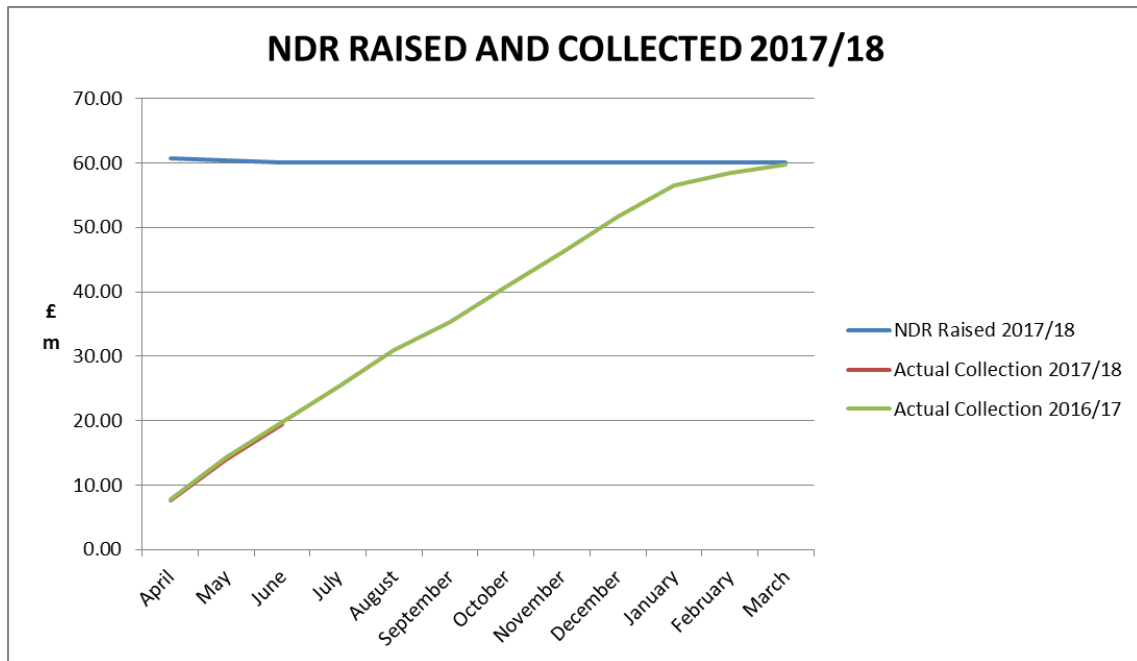
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.17m above the budgeted £6.4m. Any 2017/18 increase in Council Tax Support will impact in 2018/19.



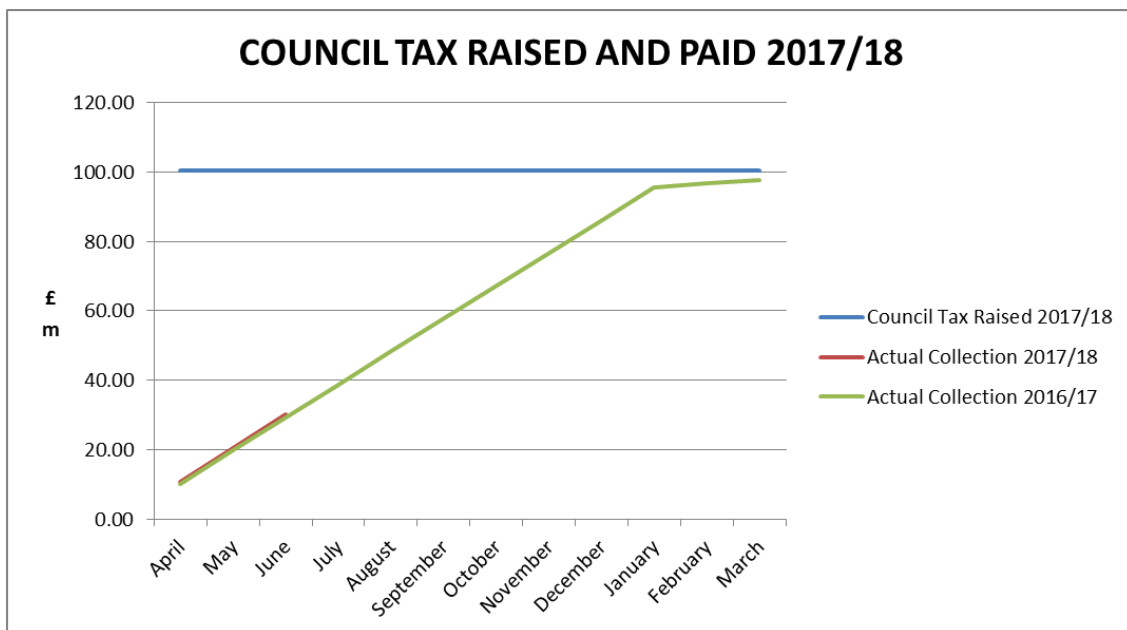
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



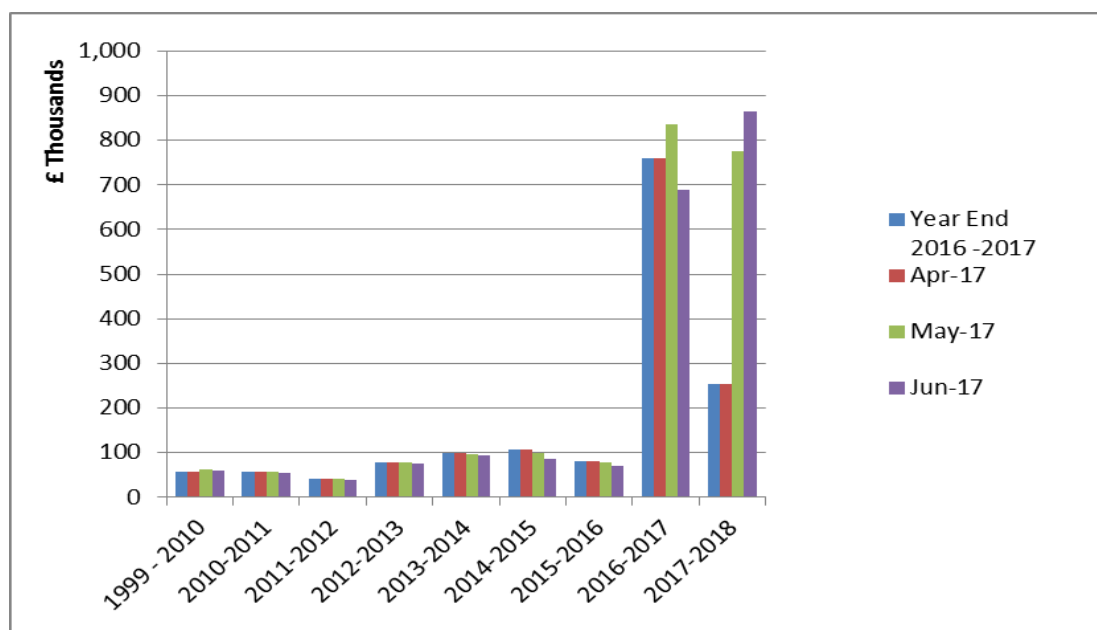
The graph above shows the total amount of NDR bills raised in 2017/18 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £60.15m.

Collection of Council Tax



The graph above shows the total amount of Council Tax bills raised in 2017/18 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £100.5m.

Miscellaneous Debt



The total outstanding debt as at June 2017 is £2.032m, £1.166m is prior year debt of which £0.688m relates to 2016/17.

The graph shows the level of overdue miscellaneous income debt (debt is overdue when it is older than 21 days). The 2016/17 and 2017/18 debt position is currently showing a large outstanding amount, £838k relates to Commercial Rents and £200k relates to schools use of One Leisure facilities. Currently, £779k is being collected via direct debit and will be paid by the end of the current financial year.

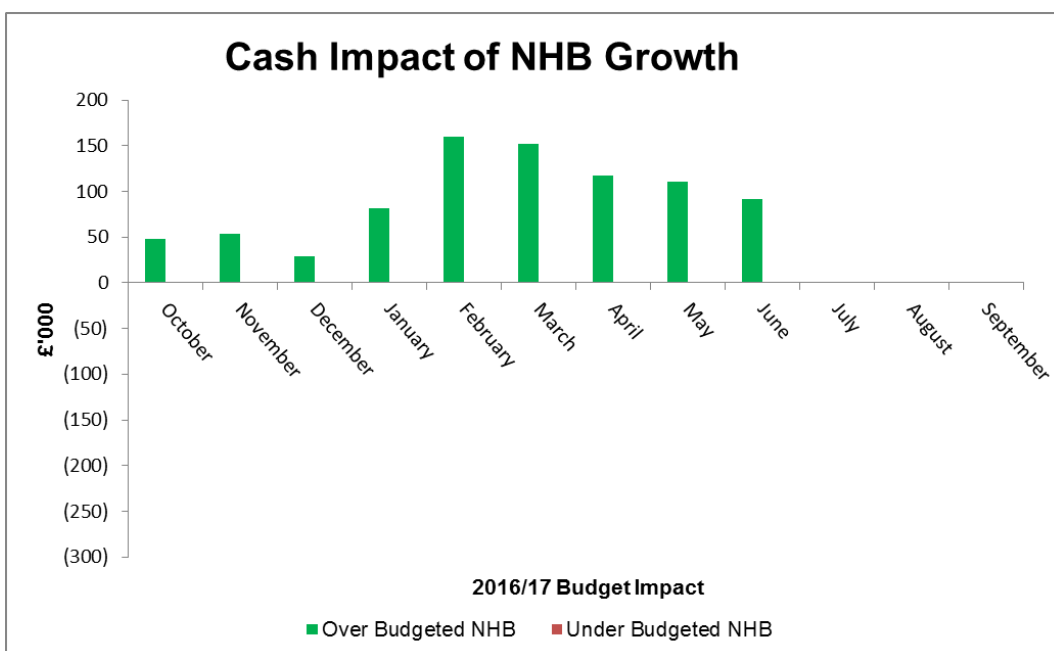
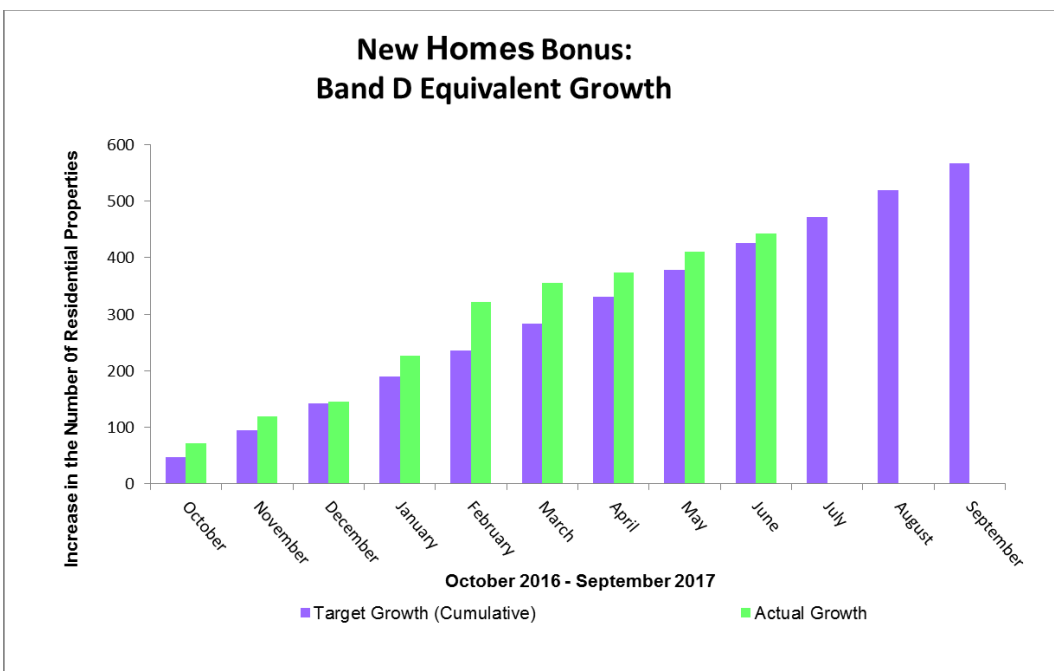
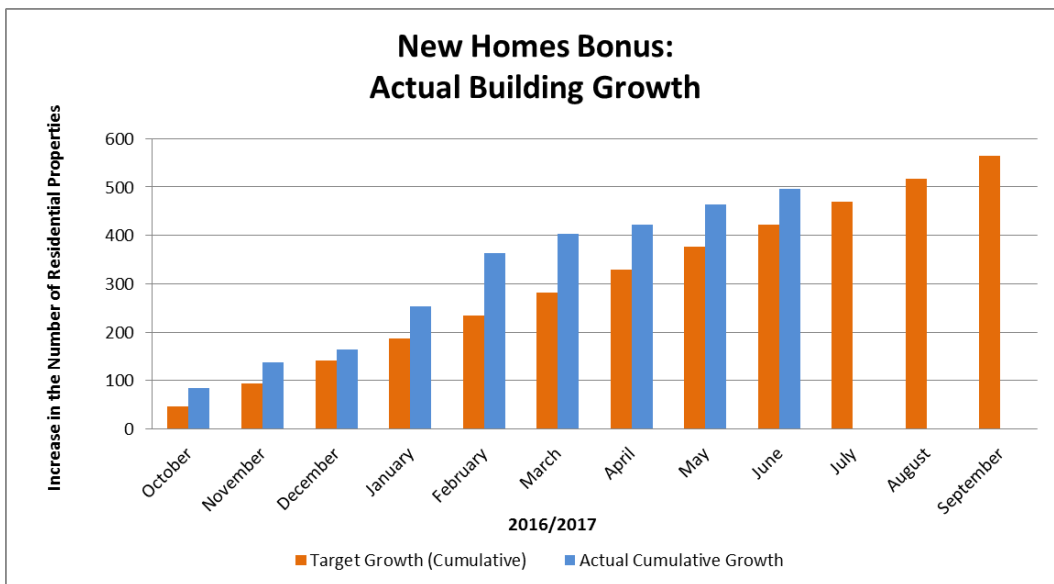
Further details on the age analysis of the debts are shown on page 22 of this report.

New Homes Bonus

The 2015/16 reporting cycle (October 2015 to September 2016) saw 637 completions which was 96 ahead of the target of 541. The impact of these additional units will come through in 2017/18.

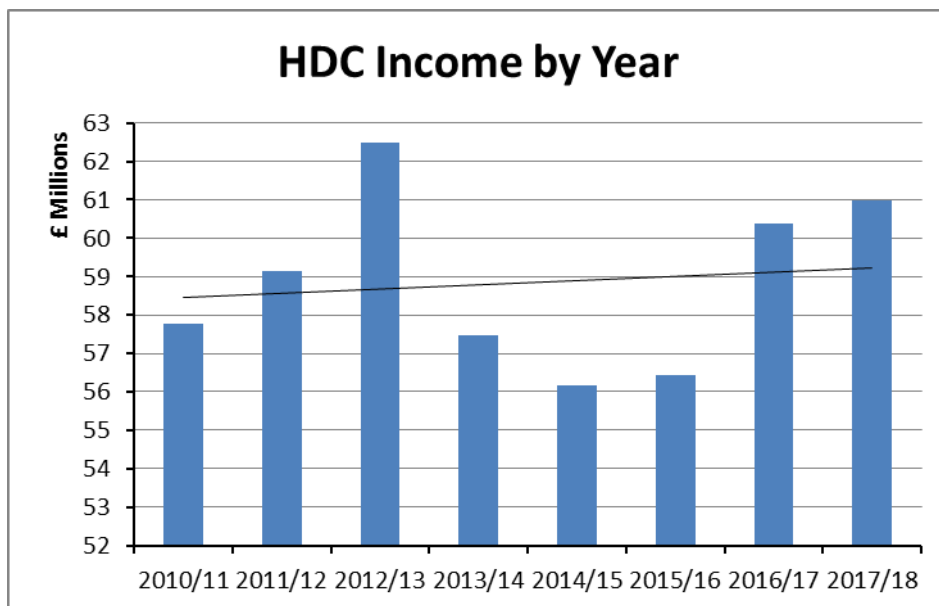
The current reporting cycle (October 2016 to September 2017) has a target number of completions of 567, as published in the draft Planning Annual Monitoring Report (December 2016). Currently, 496 properties have been completed and if completions continue at the recent rate of approximately 30 per month then we will finish slightly ahead of target.

As part of the Local Government Financial Settlement 2016/17 issued in December 2016 the Government announced changes to the New Homes Bonus Scheme. The number of years over which NHB will be paid has reduced from six to four and a new 'deadweight' factor of 0.4% is now being applied meaning the first 0.4% growth above the base does not attract NHB. The impact of these new factors, particularly the deadweight, on the NHB receipts beyond 2017/18 has been assessed and is included in the MTFS.



HDC Income and Expenditure Trends:-

Income



Comments on annual changes:-

The income figures used in the graph do not include Council Tax, NDR and Non Specific Government Grants receipts.

Housing Benefits (and previously Council Tax Benefits) account for over half of the income received by HDC. Therefore changes to these income streams have quite an impact on the Councils total income figures.

Housing Benefits (HB) and Council Tax Benefits subsidy increased by £2m between 2010/11 and 2011/12 and by £3m between 2011/12 and 2012/13. In 2013/14 Council Tax Benefits were replaced by the Council Tax Support Scheme and this removed £8m of subsidy from the income figures (Council Tax Support awarded impacts the collection fund not the General Fund revenue account). Housing Benefit Subsidy increased by £0.5m. Housing Benefit subsidy fell by £2m between 2013/14 and 2014/15 it remained at £35m in 2015/16 but fell by £1m in 2016/17.

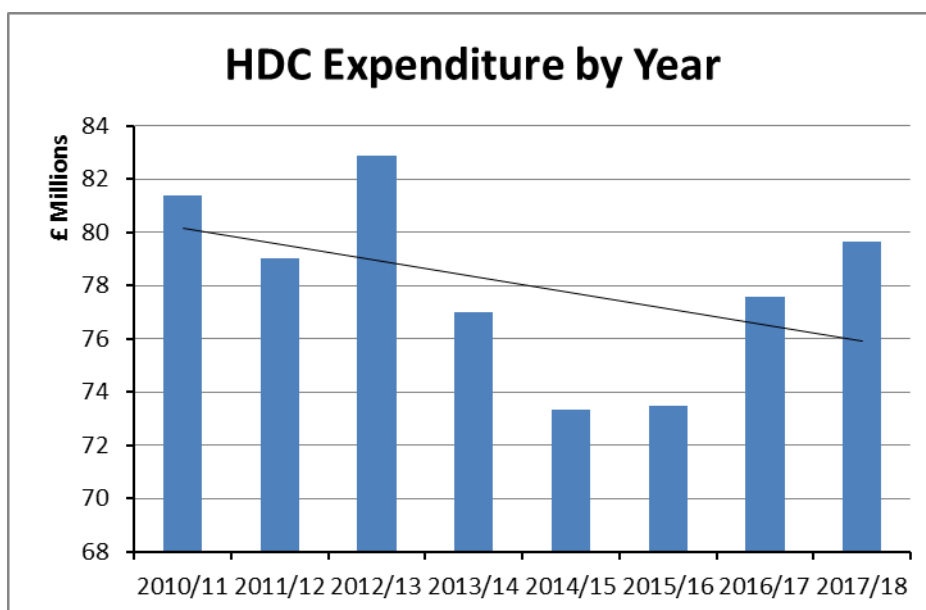
The more recent increases are due to the following:-

- From 2015/16 shared services charges to partners have increased income by £0.75m in 2015/16 and £4.7m in 2016/17.
- Commercial Estates income has risen from £1.9m in 2015/16 to £2.5m in 2016/17 and a forecast £4.6m in 2017/18. This is due to the Commercial Investment Strategy that has led to the acquisition of new commercial sites.

Other items to note are:-

- Planning application fee income has risen steadily over the years from £0.7m to £1.5m in 2016/17 and a forecast £1.6m in 2017/18.
- Car Park income has risen from £1.5m in 2010/11 to £2.4m in 2016/17 and a forecast £2.5m in 2017/18.
- One Leisure income has risen from £5.8m in 2010/11 to £6.8m in 2016/17 and a forecast £7.0m in 2017/18.

Expenditure



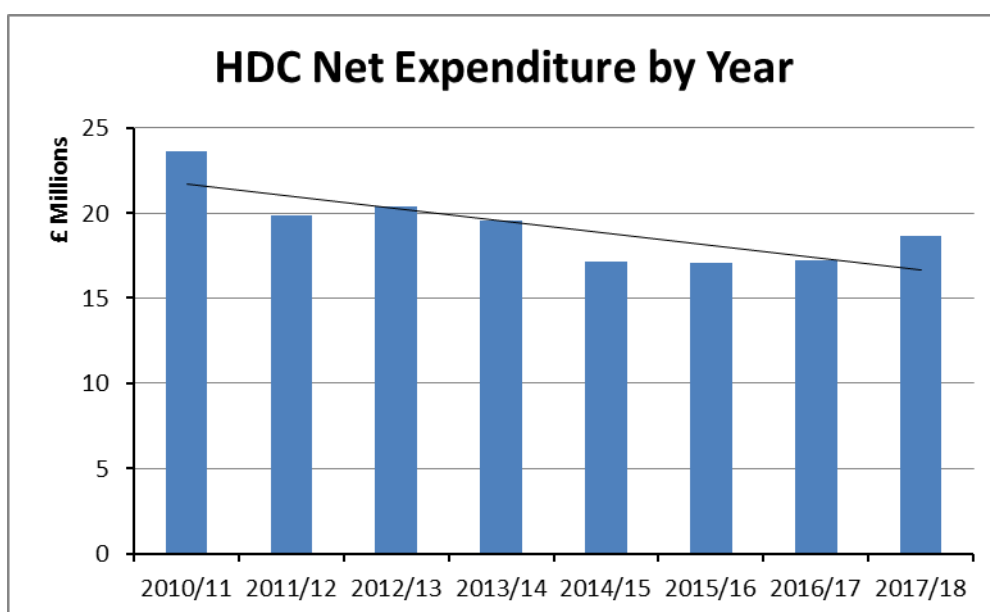
Comments on annual changes:-

The voluntary redundancy scheme offered in 2010/11 increased employee costs in that year.

As with income, Housing Benefit and Council Tax Benefit expenditure rose sharply from 2010/11 to 2012/13 and then fell by a net £7m in 2013/14 when the Council Tax Support scheme replaced the Council Tax Benefits scheme. Since 2014/15, Housing Benefit expenditure has been falling.

The ICT shared service, where the base budget was reduced on merger, impacted on expenditure in 2015/16 but the full impact (£4.0m) was felt in 2016/17.

Net Expenditure



Miscellaneous Debt

The table below provides the analysis of the age of debt each month to date for 2017/18 with some comparative figures for 2016/17.

	Total	21 days	21 to 40 days	41 to 70 days	71 to 100 days	100 + days
First Available Sept 2016	4,885,560.73	3,531,598.80	91,947.82	25,776.57	52,279.75	1,183,957.79
2016 Oct 2016	1,551,528.69	258,334.22	92,006.76	77,810.72	20,962.50	1,102,414.49
Year End Mar 2017	2,313,295.32	608,975.80	894,763.40	83,356.69	24,047.21	702,152.22
2017/18						
Apr-17	2,114,135.25	162,571.40	480,234.88	755,884.91	61,732.78	653,711.28
May-17	2,422,915.69	298,441.12	562,164.60	327,267.33	560,163.89	674,878.75
Jun-17	2,031,792.94	451,782.56	192,838.19	42,189.44	278,680.47	1,066,302.28
Jul-17						
Aug-17						
Sep-17						
Oct-17						
Nov-17						
Dec-17						
Jan-18						
Feb-18						
Mar-18						

Appendix E

ZBB Savings Agreed 2017/18 Budget Setting - RAG Status			
Service		2017/18 £	RAG Status
Community Services			
	CCTV Shared Services Hosting	(28,000)	
Customer Services			
	Council Tax Management	(76,000)	
	Benefits Management	(65,000)	
	Community Centres	(5,500)	
	Printing	(40,000)	
	Call Centre	(1,000)	
	Customer Service Centres	(500)	
Leisure and Health			
	Healthy Walks	(1,200)	
	Exercise Referral	(1,000)	
	Sports Development	(900)	
	Active At 50	(1,000)	
	Dash Sports England	(16,900)	
	Swimming	(10,694)	
	Site & Centre Management	(22,306)	
Operations			
	Recycling Collections	(8,500)	
	Domestic Waste Collection	(60,500)	
	Trade Refuse	(10,000)	
	Street Cleansing	(20,000)	
	Hinchingbrooke Park Cafe	(10,000)	
	Parks & Open Spaces	(30,000)	
	Pathfinder House	(87,600)	
	Car Parks Operational Mgt	(168,000)	
	Projects & Env Imps Management	(6,000)	
Corporate Team			
	Corporate Team	(17,000)	
ICT Services			
	Head Of Ict Shared Service	(500)	
Resources			
	Commercial Properties	(62,000)	
	Hr & Payroll Services	(85,000)	
	TOTAL 2017/18 ZBB SAVINGS	(835,100)	

Line by line review savings Agreed 2017/18 Budget Setting - RAG Status			
Service		Line by Line review Savings Lite	RAG status
Community			
	Head Of Community	(2,000)	
	Head Of Community	(1,500)	
	Dog Control	(500)	
	Dog Control	(2,500)	
	Vehicles and Licences	(20,000)	
	Ramsey Neighbourhood	(2,000)	
	Commercial Team	(11,000)	
	Neighbourhood Intervention	(7,000)	
	Community Safety	(5,500)	
		(52,000)	
Customer			
	Benefits Management	(18,000)	
	Community Centres	(1,546)	
	Call Centre	(3,494)	
	Customer Service Centres	(3,051)	
		(26,091)	
Development			
	Dm Application Processing	(200,000)	
	Renovation/Improvement Grants	(11,000)	
	Development Management	(5,000)	
	Planning Policy	(7,000)	
		(223,000)	
Operations			
	Environmental projects	(16,000)	
	Arboricultural Team	(3,500)	
	Grounds Maintenance	(22,500)	
	Recycling Collections	(37,000)	
	Domestic Waste Collection	(22,000)	
	Bulky Refuse	(3,000)	
	Trade Refuse	(10,000)	
	Street Cleansing	(98,500)	
	Water & Sewerage	(2,000)	
	Buildings	(2,000)	
	Market Income	(5,500)	
	Car Parks Operational Mgt	(25,000)	
	Projects	(3,200)	
		(250,200)	
Corporate Services			
	Apprenticeships	(20,000)	
	Other services	(16,000)	
		(36,000)	
Resources			
	Head Of Resources	(2,850)	
	Commercial Investment Strategy	(50,000)	
	Head Of Resources (Corporate Budgets)	(4,000)	
	Insurance	(57,000)	
		(113,850)	
	TOTAL 2017/18 LINE BY LINE SAVINGS	(701,141)	

Register of Reviews of CIS Propositions 2017/18

The process of considering CIS opportunities is as follows:

Step 1

Property investment opportunities are both introduced by agents and actively sourced by the Commercial Estates Team. An initial review is undertaken against the outline criteria of the CIS such as yield, length of lease, tenant strength etc. and if they are judged to be reasonable investments, further preliminary initial due diligence is undertaken to determine the quality of the leases and an initial financial appraisal is undertaken.

Step 2

If Step 1 is passed, more detailed due diligence is undertaken (including detailed tenant strength review, ownership title, property energy efficiency, market analysis of rents and yield etc), this may lead to a site visit and more robust financial appraisal/modelling and further market scrutiny.

Step 3

If Step 2 is passed, then approval is sought from the members of the Treasury & Capital Management Group, the Managing Director, Corporate Director (Services) and the Head of Resources to submit a formal initial bid, subject to contract and relevant building and condition surveys

Step 4

If the bid submitted at Step 3 is successful, then this progresses to consideration by Overview and Scrutiny and approval for Cabinet.

Step 5

Once approval is given, formal legal and building condition due diligence commences by instruction of lawyers and building/specialist surveys are undertaken. This may take several weeks during which all concerns raised on legal and lease title and building condition are satisfied. If any significant concerns are unsatisfied, these can either be negotiated on price or withdraw from the purchase.

Reviews Undertaken April to June 2017 (Quarter 1)

Over the above period, 14 propositions reached Stage 2, of which 3 reached Stage 3 and formal bids were submitted. By property type, the 14 propositions were as follows:

Industrial	2 (1 estate, 1 stand alone)
Office	4 (2 high grade, 2 low grade), of which 2 were bid on
Business Park	1
Major Shopping Centre	1
Distribution	1, which was bid on
Leisure	1
Retail	3 (1 prime high street, 2 secondary high street)
Trade Counter	1

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**Public
Key Decision - Yes ***

HUNTINGDONSHIRE DISTRICT COUNCIL

- Title:** Approval of:
- the new “Disposal of Small Land Parcels Policy”, and
 - relevant updates to the Disposals and Acquisitions Policy.
- Meeting/Date:**
- Overview & Scrutiny Panel (Performance and Customers) – 6th September 2017
 - Cabinet – 12th October 2017
- Executive Portfolio:** Executive Member for Strategic Resources
- Report by:** Head of Resources
- Wards affected:** All
-

Executive Summary:

Over the past few years the Council has received numerous demands from the public for the sale of small parcels of land. The Council had no Policy in place to deal with these proposals and was relying on a procedure that was open to interpretation. Consequently, customer demand has not been managed, in fact the approach did build a customer expectation that sales would be successful without even when this was likely to be to the financial detriment to the Council.

This report recommends to the Council a specific Policy in respect of the Disposal of Small Land Parcels, as is followed at a number of other local authorities. This approach will allow the Council to effectively manage customer demand in a sustainable way and will aim to ensure that the Council achieves Best Value in the sale of such assets.

Recommendation:

The Overview and Scrutiny Panel is invited to comment on the new “Disposals of Small Land Parcels Policy” and respective updates to the Councils “Disposals and Acquisitions of Land & Buildings Policy”.

1. PURPOSE OF THE REPORT

- 1.1 To approve a new “Disposals of Small Land Parcels Policy” and respective updates to the Councils “Disposals and Acquisitions of Land & Buildings Policy”.

2. BACKGROUND

- 2.1 The Council proactively manages both its operational and non-operational estate via a programme of asset disposal and acquisition to ensure that it has the optimum mix of assets to meet its current and medium-term priorities.
- 2.2 With regard to the sale of land, this generally falls into two relatively distinct classes; land that is of substantial size which has previously supported the delivery of services and other land where the size is minimal and is residual because of other property management decisions.

Disposal of Small Land Parcels Policy

- 2.3 The Council receives numerous requests to purchase small land parcels, they are typically small open spaces and grass verges or open ground adjacent to property and in the main are a legacy of when the Council disposed of its housing stock. This has left the Council with around 500 small pieces of land.
- 2.4 Most land parcels are in residential areas and prospective purchasers are usually looking to either increase the size of their existing garden space, create space for further development (e.g. an extension or garage) or to gain access to other land. In addition, there is an increasing public awareness of the Council's holdings in respect of brownfield development sites for self-build which is also exacerbating enquiries.
- 2.5 Historically, there have been a large number of small land enquiries (in excess of 50 over the past two years) but with most being of relatively low value (three sales, averaging £3.5k per sale; with an average size of sale of 0.02 acres). The time involved in each sale is disproportionate to the return achieved.
- 2.6 All such sales are administered by the Commercial Estates Team. Prior to this report coming to Cabinet, there has not been a specific “small land sales” policy. This has resulted in inconsistent customer treatment, customer confusion and at times inconsistent advice being sought from and given to customers, members and officers. Consequently, since January there has been a moratorium on all new small land sales which has given the Team the opportunity to reorganise, manage demand and develop a sustainable Policy that will meet the Councils priorities in respect of its property holdings.

Disposal and Acquisitions Policy

- 2.7 In June 2015 (Min 14), the Cabinet approved a Disposal & Acquisitions Policy, the Policy was updated in September 2016 (Min 45) to include the sharing of sale proceeds with Town and Parish Councils. Further, the Corporate Governance Committee has undertaken an annual review of the Policy which to date has not resulted in any further changes. However, it is necessary to update the Policy as a consequence of Cabinet being asked to approve the Small Land Parcels Policy.

3. THE PROCESS FOR ADMINISTERING SMALL LAND SALES

3.1 In the past, the Council has generally looked favourably on sales of small parcels of land. As there was no Policy, what was followed was a Small Land Sales procedure. This procedure was followed for each enquiry made by a prospective purchaser but this approach had several inherent problems, including that it:

- did not effectively manage demand,
- built an expectation by the prospective purchaser that the sale would proceed,
- introduced not inconsiderable confusion in both advice sought and given to customers.

3.2 In addition.....

- The nature of land often involves people's homes and is therefore very emotive for applicants.
- Local authorities receive many Freedom of Information requests on this matter, typically to identify where disposals have taken place and for what value.
- Valuation of land is contentious. In the past various approaches to "value" have been followed including rules of thumb and on occasions external valuations; all of which can cause tensions between internal parties and between the Council and prospective purchasers.
- Potential purchasers are disappointed when there are reasons for refusal or negotiations have to be reopened when the valuation is not approved.
- Overly optimistic expectations on the level of service by the public.
- Planning no longer support informal enquiries on change of use as this is a drain on their resources.
- When members of staff or Council members are the interested party, this can cause some unnecessary complications as a consequence of mutual interest.

3.3 With regard to the Council requirement to achieve Best Value in the disposal of assets; without having readily available time recording information to hand it has not possible to determine if the Council has achieved this requirement in respect of past sales of small land parcels. However, considering the time that was involved in this activity by the current Interim Commercial Estates Manager between November 2016 and January 2016 it is fair to conclude that the Council had been committing extensive resources to this activity for marginal reward.

3.4 Also, considering the objectives of the MOSAIC programme (i.e. LEAN business processes, commercial ways of working; to name but two), a more simplified and sustainable approach is needed to effectively process the sale of small land parcels.

4. HOW OTHER COUNCILS DEAL WITH SMALL LAND SALES

4.1 A review of a number of local authorities who have published policy guidance on small land sales has revealed the following common themes (further detail is shown in **Appendix 1**):

- Where published, many Councils have a clear and published approach to small land sales with consideration being given only to disposals meeting set criteria.
 - There is evidence of good practice to ensure this type of work does not become an unnecessary drain on resources.
 - Policies are transparently clear to the public.
- 4.2 However, what these policies do not attempt to tackle is to effectively manage demand. Currently, HDC’s approach and those of other Councils is to effectively give residents a perceived “right” to make unsolicited applications for small pieces of land which builds an expectation with residents that sale applications will be successful. What is needed is a robust approach that manages the expectations of residents and other interested parties and to manage the demand of sale of small parcels of land.
- 5. PROPOSED “DISPOSAL OF SMALL LAND PARCELS POLICY”**
- 5.1 It is considered that the Disposal of Small Land Parcels Policy detailed at **Appendix 2** should effectively overcome the aforementioned issues and is therefore recommended for approval by Cabinet.
- 5.2 In summary, the Policy follows the main principles of the Councils Disposals and Acquisitions Policy but in addition:
- Clearly states that sales will not happen on an application basis.
 - Nominations can be made for sales, these will be considered on a batch basis.
 - Persons and organisations making nominations will be charged for each nomination.
 - Batches of small land will be marketed together when it is economically efficient to do so.
 - Successful purchasers will meet the Legal (and other ancillary costs) of both vendor and seller.
- 5.3 In addition, the Policy will introduce new “lower” thresholds for small land sales reflective of the smaller size of such land sales. In addition, the Policy introduces a new category of land sale where land could be transferred to another public body where there will not be any future financial liability falling on the Council.
- 5.4 The advantage of this Policy is that it will allow the Council to effectively manage such disposals (and associated demands/expectations) as well as help in mitigating the risk of challenge. However, it is proposed that small land sales are exempt from the 10% allocation to Town/Parish Councils.
- 6. UPDATES TO THE “DISPOSAL AND ACQUISITION OF LAND & BUILDINGS POLICY**
- 6.1 As a consequence of the recommendation to approve the Disposal of Small Land Parcels Policy, it is necessary to approve changes to the Councils “Disposal and Acquisition of Land & Buildings Policy” (**Appendix 3**). The changes are shown in **Table 1** below and Cabinet is recommended to approve these changes.

Summary of Changes to Disposal and Acquisition of Land & Buildings Policy.			Table 1
Colour code (colour highlight)	Section	Change	Reason for change
Minor change	Definition	Wording changes	General updating.
New wording	Definition	New sentence to confirm sales/acquisitions will be undertaken in the most commercially advantageous means.	Clarification of means of sale/acquisition.
New wording	Disposals Policy	Definition of what is "small land" and who can change this definition.	Clarification of definition.
New wording	Disposals Policy	To include the 'exclusion' from the 10% sharing of sale receipts to Town and Parish Councils of receipts from small land sales.	Clarification of policy.
Minor change	Governance	Wording change	General updating.

7. COMMENTS OF OVERVIEW & SCRUTINY

- 7.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

8. KEY IMPACTS

- 8.1 This new Policy will allow for a leaner approach to small land sales. As well as making the administration more straight forward it will effectively manage customer demand and expectations.

9. WHAT ACTIONS WILL BE TAKEN

- 9.1 As the thresholds will be a change to the Constitution, they will have to be considered by Corporate Governance Committee and thereafter approved by Council, so the earliest the new Thresholds will be in operation will be December 2017. However, this will not be detrimental to implementing the Policy immediately because if nominations etc are made it is unlikely that any single or batch sales will be actively marketed until after the aforementioned date.

10. LINK TO THE CORPORATE PLAN

- 10.1 The Policy will support the achievement of the Corporate Plan requirement of “Ensuring we are a customer focused and service led council” by “becoming more business-like and efficient in the way we deliver services”.

11. LEGAL IMPLICATIONS

- 11.1 This policy will regulate the way that the Council deals with small land sales. What is proposed follows similar policies which other local authorities already employ and it will enable the decision making process to be uniform and transparent, as set criteria will be used to decide on applications, therefore reducing the risk of possible challenges by unsuccessful applicants

12. RESOURCE IMPLICATIONS

- 12.1 The approval of the “Disposal of Small Land Parcels Policy” (and the consequential changes to the Disposal and Acquisition of Land & Buildings) will assist the Council in effectively managing customer demand for such small land holdings.
- 12.2 Upon until January 2017, the estimated net gain to the Council following each small land disposal is considered marginal and with limited resources within the Commercial Estates Team their deployment has to be to the most commercial advantageous land and building opportunities.

13. REASONS FOR THE RECOMMENDED DECISIONS

- 13.1 To ensure that Council resources are wholly and effectively committed to meeting Council priorities; thereby having appropriate policies in place to achieve this.

14. LIST OF APPENDICES INCLUDED

- **Appendix 1** - Common Themes of Small Land Scale Policies by Other Local Authorities
- **Appendix 2** - Disposal of Small Land Parcels Policy
- **Appendix 3** - Disposal and Acquisition of Land & Buildings Policy

BACKGROUND PAPERS

None

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APPENDIX 1

Common Themes of Small Land Scale Policies by Other Local Authorities

1	<p>Where published, many have a clear and published approach to land sales.</p> <p>Consideration being given only to disposals where:</p>	<ul style="list-style-type: none"> a. There is a broader community benefit to the disposal e.g. a rationalisation of small parcels of backland open space, either rarely used or often misused. b. There are management/financial issues for the Council e.g. the land is costly to maintain. c. The applicant has extenuating circumstances e.g. there are health grounds in relation to the applicant and/or their family and the sale of the land would improve their quality of life and would not adversely affect the quality of life of others in the neighbourhood – (the applicant will need to provide evidence to support and justify the application to purchase).
2	<p>There is evidence of good practice to ensure this type of work does not become an unnecessary drain on resources</p>	<ul style="list-style-type: none"> a. Prospective purchasers are given guidance to self- help routes to find out who owns local land e.g. links to HM land Registry b. Applications for sales of land include sections to justify the needs to fulfil the requirements of 1a, b and c above c. Once established that the land in question is in Council ownership then prospective purchasers are asked to pay an estates investigation fee of typically £50 – this covers the cost of enquiries about open space, highways, planning ward councillors etc. At this stage the application may be refused and reasons given d. Subject to c. above prospective purchasers are asked to confirm they will meet legal costs (typically £750) if the matter proceeds and the valuers costs of the council appointed valuer. e. The land is valued independently by an external valuer considering factors disclosed from the estates investigation The Council provides none of its own legal or valuation advice to prospective purchasers, with the cost being recovered from the purchaser. f. The Council is obliged to obtain the best price and if it is observed that there may be more than one interested party then the Council would be obliged to advertise the property for sale on the open market. Costs are recovered from the eventual purchaser.

		<p>g. Some councils cite it is their legal obligation to advertise and publish a prospective sale, with applicants bearing the cost.</p> <p>h. A minimum price threshold to apply to all disposals e.g. £50 per sq. m (this would typically mean a minimum price of circa £5,000 for 100 sq. m)</p>
3	Policies are transparently clear to the public.	<p>a. Some councils openly use auctions or independent websites for all small land sales to demonstrate open market best price is achieved</p> <p>b. There is no legal requirement for a Council to publish a refusal to sell but some publish the reasons e.g. it judges that the personal safety for users of the remainder of nearby open space will be detrimentally affected e.g. where a narrow alleyway is created; or □ it will result in the wholesale loss of, or detraction from the visual quality/amenity of the surrounding area. Alternatively, in such cases it may apply covenants on sales to retain the open nature of landscaped areas and/or to require the provision of certain standards of new boundary fencing, walling or delineation; or □ it is considered that there will be detrimental impact of such sales on neighbouring properties not financially involved in, or not benefiting from the sale.</p> <p>c. Land is made available only where it has no strategic value to the council</p> <p>d. Some councils publish their minor disposals as those not exceeding £5,000 and define this in their finance procedure rules</p> <p>e. Councils may also be restrained from disposing of land for a purpose that was not the purpose for which it was acquired under legislative powers and this is particularly relevant for: Corporate Property Strategy Disposals, Acquisitions & Community Asset Transfer Policy e.g.</p> <ul style="list-style-type: none"> • Allotments (in certain specific circumstances) • Open Space and Burial Grounds • Pleasure Grounds <p>f. Restrictive covenants are placed on land sold to restrict use to the value obtained.</p> <p>g. Guidance is clearly given that land sales and the prospect of gaining planning consent are totally separate decisions and one gives no guarantee of the other.</p> <p>h. There is no right of appeal in some councils, although applicants can request a further evaluation if new information comes to light and this may be the only basis of appeal in other council policies. A different office may</p>

		<p>review any appeal.</p> <ul style="list-style-type: none">i. The Council complaints procedure is used where process is thought not to be followedj. Some councils have a published timescale when they expect to meet response to applications and make decisionsk. Clear public consultation and opportunity for alternative interested parties to bid.
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Huntingdonshire District Council

Disposal of Small Land Parcels

Policy

Date Approved: xx/xx/2017
Review Date: xx/xx/2019
Version 1

Definition

The Councils Disposals and Acquisitions Policy defines the “disposal” of land and property as:

“The means by which it can.... divest and dispose of land and property that it considers are surplus to its service or investments needs.

All sales or acquisitions will be undertaken by the most appropriate commercially advantageous means.”

The Disposal of Small Land Parcels Policy is subsidiary to the Disposals and Acquisitions Policy and defines “small land parcels” as

- “as being less than 0.25 acres (1011 square meters) and not considered suitable for development.”

Property Strategy – Surplus Property

Land and property will only be determined as surplus if it no longer meets corporate and/or investment priorities. Land held as “open space” (or amenity land) is considered as held to support the provision of a Council service.

Risk management

All activity relating to land and property will be undertaken within an environment that minimises risk to both services and the capital, or revenue, investment that has been made. This includes impacts on reputation. There will be appropriate reporting to ensure that parties are aware of the risk that is being faced by any disposal.

Transparency and fairness

This policy provides a framework which is both transparent and consistent and demonstrates fairness in the disposal of property assets.

Value for Money

Value for Money is at the heart of how the Council delivers its services; regardless of whether these are front-line or back-office. In respect of the management of land and property, the Council will ensure that the Council is only holding an optimum balance of assets to meet both its service and investment requirements.

Small Land Sales Policy

- Small Land parcels will be less than 0.25 acres (1,011 square meters) and not considered suitable for development.

- Small Land parcels will only be determined as surplus if the land no longer meets service, corporate and/or investment priorities.
- Land and property will only be disposed when it is concluded that no other use can be made of the asset, within statutory provisions.
- Prior to sale, partners of the Council may be contacted to determine if there is an alternative use for the land and property.
- The Council will also undertake investigations into the legal, planning, financial and other aspects of the land before selling.
- Subject to legislative requirements, the Council will sell any surplus land and property for the best consideration, where this is not possible or where corporate objectives are not being met, appropriate activity will be undertaken to ensure that the Councils maximises any capital receipts.
- Small Land parcels will be disposed of as expeditiously as possible; this will not be via application but via selected open tender that will be advertised on the Councils website.
- Persons wishing to purchase small land parcels can nominate land they wish to be considered for disposal. Such nominated parcels will be:
 - added to the list of sites for consideration,
 - subject to the processes outlined above,
 - if suitable, will be added to a future open tender exercise.
- No matter the means of sale, the purchaser of respective small land parcels will meet all legal (and ancillary costs) of both vendor and seller. However, other than “sale by auction”, the vendor will be charged a fixed fee for the administration of the sale, this is noted in **Table 1** below.
- The sale of small land parcels will be excluded from the provisions of 10% transfer of sale proceeds to Town and Parish Councils.

Public Engagement Considerations

- The Council’s communication team will be consulted to ensure that any disposal of land and buildings is undertaken in a proportionate way. For such small land disposals, consultation with partners may not be applicable or appropriate. However, ward members will be contacted.
- Consideration will be given to the statutory requirements of the Local Government Act 1972 and the Town and County Planning Act 1990

Performance Management

Where receipts exceed £10,000, these will be Capital Receipts and will be accounted for as such, including being mapped against capital receipt targets that will be assessed annually and progress will be reported to the Corporate Management Team and Cabinet as part of the routine budget monitoring cycle.

Performance Management

There will be ongoing monitoring of disposals between the responsible officers and the parties selling or otherwise concerned with the disposal. There will be

appropriate reporting to Corporate Management Team where performance is in question.

Overarching Policy

All valuations of land will be undertaken by suitably qualified professionals. VAT and other tax implications will always be considered.

Resources

The resource implications, including Legal, Finance and Procurement will be considered for every disposal or acquisition of land and buildings and both members and officers will be required to comply with the pertinent requirements of both the Code of Procurement and the Code of Financial Management. The financial thresholds for the sale of small land parcels are less than those required of the wider disposals and acquisitions because small land sales are “smaller by their nature”. The thresholds are as shown in **Table 1** below:

Thresholds of the Sale or Transfer of Small Land Parcels		Table 1
All sales and transfers will include the transfer of all associated liabilities.		Minimum Administration Charge (*)
Transfer of Small Land Parcels to Other Public Bodies		
£0 - £10,000	Head of Resources (as Section 151 Officer),	£500
£10,000 - £50,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer),	£1,000
£50,000 - £100,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), in consultation with the Executive Member for Strategic Resources.	£1,500
£100,000 - £500,000	Treasury & Capital Management Group.	£2,000
£500,000+	Cabinet.	£3,000
Sale of Small Parcels of Land		
£0 - £10,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer).	£1,000
£10,000 - £100,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), in consultation with the Executive Member for Strategic Resources.	£1,500
£100,000 - £500,000	Treasury & Capital Management Group.	£2,000
£500,000+	Cabinet.	£3,000
* This Administration Charge excludes all legal and other ancillary costs. Further it is the minimum charge that any prospective purchaser will pay. If any sale requires additional officer time beyond what would reasonably be expected, the vendor will be required to meet this higher charge.		

The financial thresholds will be reviewed every 2 years.

Governance

The Council will have regard to all statutory and local regulations, including reporting to Corporate Management Team and in line with the Constitution, including the Treasury and Capital Management Group.

All disposal decisions i.e. those to be included in the Small Land Disposal Programme will in reported to the Overview & Scrutiny (Customers and Performance) Panel and Cabinet. However, there will be times where “time will be of the essence” and all such disposals will be reported retrospectively to Panel and Cabinet.

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Huntingdonshire District Council

DISPOSAL AND ACQUISITION OF LAND & BUILDINGS Policy

Date Approved: xx/xx/2017
Review Date: xx/xx/2019
Version 10

Definition

The Council defines the “disposal and acquisition” of land and property as:
“The means by which it can either:

- i. **divest** and dispose of land and property that it considers are surplus to its service or investments needs or
- ii. invest in land and property that will allow the Council **to** benefit from service efficiency or investment opportunities.

All sales or acquisitions will be undertaken by the most appropriate commercially advantageous means.

Risk management

All activity relating to land and property will be undertaken within an environment that minimises risk to both services and the capital, or revenue, investment that is made. This includes impacts on reputation. There will be appropriate reporting to ensure that all parties are aware of the risk that is being faced by any disposals or acquisitions.

Value for Money

Value for Money is at the heart of how the Council delivers its services; regardless of whether these are front-line or back-office. In respect of the management of land and property, the Council will develop an Asset Management Plan that will ensure that the Council is only holding to an optimum balance of assets to meet both its service and investment requirements.

Disposals Policy

- Land and property will only be determined as surplus if it no longer meets corporate and/or investment priorities.
- Land and property will only be disposed when it is concluded that no other use can be made of the asset, within statutory provisions. There are two distinct processes relating to:
 - Medium to large areas of land, their disposal is dependent on public benefit and corporate aims and objectives.
 - Small areas of open space, their disposal is dealt with through the “Disposal of small land parcels policy”. This will be for land that is below 0.25 acres (1,011 square meters). This size definition will only be changed in exceptional circumstances and only with the agreement of the Head of Resources.
- Prior to sale, partners of the Council will be contacted to determine if there is an alternative use for the land and property.
- Subject to legislative requirements, the Council will sell any surplus land and property for the best consideration, where this is not possible or where

corporate objectives are not being met, appropriate activity will be undertaken to ensure that the Councils maximises any capital receipts.

- Surplus land will be disposed of as expeditiously as possible and follow appropriate methods of disposal.
- Where land (other than small land parcels) is disposed of within a Parish Council area where there is no likelihood of any consequential development funding (e.g. Community Infrastructure Levy or S.106) returning to the Parish Council following disposal, that the Parish Council receives 10% of any capital receipt received by the Council, subject to agreement by Cabinet.

Public Engagement Considerations

- The Council's communication team will be consulted to ensure that any disposal of land and buildings is undertaken in a proportionate way.
- Consideration will be given to the statutory requirements of the Local Government Act 1972 and the Town and County Planning Act 1990

Performance Management

Capital Receipts targets will be assessed annually and progress will be reported to the Corporate Management Team and Cabinet as part of the routine budget monitoring cycle.

Acquisitions Policy

- All acquisitions of land and property are in respect of freehold, leasehold or licence.
- Land and property will only be acquired where it benefits service delivery and/or maximises investment opportunities and/or future strategic development, subject to meeting strict criteria; such as, need for asset to meet service delivery levels, option appraisal, on-going revenue costs are appropriately budgeted for, tenure is determined and VAT considerations (especially Opt to Tax).

Powers to Acquire Land and Buildings

The acquisition of land and buildings is enshrined within the requirements of the Local Government Act 1972 and to invest within the requirements of the Local Government Act 2003.

Performance Management

There will be ongoing monitoring of acquisitions between the responsible officers and the parties selling or otherwise concerned with the acquisition. There will be appropriate reporting to Corporate Management Team where performance is in question.

Overarching Policy

All valuations of land will be undertaken by suitably qualified professionals. VAT implications will always be considered.

Resources

The resource implications, including Legal, Finance and Procurement will be considered for every disposal or acquisition of land and buildings and the both members and officers will be required to comply with the pertinent requirements of both the Code of Procurement and the Code of Financial Management. The financial thresholds for both disposals and acquisitions are as follows:

£0 - £500,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), following consultation with Executive Councillor for Resources
£500,000 to £2,000,000	Treasury and Capital Management Group
£2,000,000 +	Cabinet

The thresholds in respect of the Sale or Transfer of Small Land Parcels are defined within the “Disposal of Small Land Parcels Policy

The financial thresholds to be reviewed in 24 months following approval.

Governance

The Council will have regard to all statutory and local regulations, including reporting to Corporate Management Team and in line with the Constitution, including the Treasury and Capital Management Group.

All disposal and acquisition decisions will be retrospectively reported to the Overview & Scrutiny (Customers and Performance) Panel.

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OVERVIEW AND SCRUTINY COMMITTEE TASK AND FINISH GROUP SCOPING DOCUMENT

Task and Finish Group Title:	One Leisure Value for Money
Membership of Working Group:	<ul style="list-style-type: none"> • Councillor R Carter • Councillor M Francis • Councillor Mrs D Reynolds (TBC) • Councillor R West • Councillor D Dew • Councillor L Duffy
Aim:	To test One Leisure (OL) services and facilities value for money
Key Officer Contacts: <i>(Lead and support)</i>	<ul style="list-style-type: none"> • Jayne Wisely, Head of Leisure and Health • Adam Green, Dem Services Officer (Scrutiny)
Scoping form completed by:	Jo Lancaster, Managing Director
Scrutiny requested by:	Overview and Scrutiny (Performance and Customers) Panel
Criteria for inclusion in work programme:	
Customer Feedback:	N/A
Council Priority:	Links to 'Enabling Communities' (includes measure of visitors to OL centres) and 'Becoming a More Effective and Efficient Council' (includes key action to maximise the income generating potential of OL)
Importance to local people:	N/A
Value for Money Concerns:	Review value for money experienced by OL customers
Contributes to tackling inequalities:	Part of Council's support for healthy lifestyles
Improving partnership working:	N/A
Tackling underperformance in services:	Will review service efficiency
Cross-cutting issue:	N/A

Summary of overall anticipated benefits and intended outcomes:	Testing of year zero activity in OL strategic plan
Indicators of success:	Delivery of appraisal on OL value for money
Scope:	
In Scope:	<ul style="list-style-type: none"> • Exploring effects of changes to membership packages • Testing capital investment decisions, specifically income projections • Analysing how OL achieved a positive revenue position
Excluded from Scope:	Capital investment at OLSI(already reviewed in project closure report) and investments in OL SN and OLH which have not been commenced
Council and Partner Involvement	
Who would need to be involved from the Council?	Head of Service and/or her nominated representatives
Which of our partners, stakeholders and members of the community should we discuss this with?	Review focuses on internal operations
Review Resources	
Evidence:	<ul style="list-style-type: none"> • One Leisure Strategic Plan • Sport England One Leisure benchmarking report (2016) • Performance and financial data 14/15-17/18
Witnesses:	<ul style="list-style-type: none"> • Head of Leisure and Health and team • Portfolio Holder(s) for One Leisure
Site visits:	N/A
Consultation:	N/A
Expert Advice:	Head of Leisure and Health
Timescales:	
Anticipated Review Start Date:	August 2017

Anticipated Reporting Date:	December 2017/January 2018
Frequency of Meetings:	<ul style="list-style-type: none"> • Initial meeting with Jayne Wisely and team to explain benchmarking report/spreadsheet • Q&A session with Jayne Wisely and team • Q&A session with Portfolio Holders
Date to evaluate impact:	April 2018 service plan

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Panel	Study	Date	Status	Action	Date for Future Action
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77	Performance & Customers	Forward Programme			
		September 2017	Integrated Performance Report – Quarter 1	D Buckridge – Policy, Performance and Transformation Manager (Scrutiny)	06/09/17
			Disposal of Small Land Parcels Policy	C Mason – Head of Resources	"
		October 2017	Site Disposals (Exempt Report)	F Mastrandrea – Policy and Enabling Officer	04/10/17
		November 2017	Integrated Performance Report	D Buckridge – Policy, Performance and Transformation Manager (Scrutiny)	01/11/17
			Treasury Management 6 Month Review	C Mason – Head of Resources	"
		December 2017	Assets Disposals (Exempt Report)	C Mason – Head of Resources	"
		Representatives on External Organisations	A Green – Democratic Services Officer (Scrutiny)	06/12/17	

Performance & Customers	One Leisure Value For Money	05/07/17	The Panel agreed to create the Task and Finish Group. The following are Members of the Group: Councillors R C Carter, D B Dew, Mrs L A Duffy, M Francis, Mrs D C Reynolds and R J West.	A scoping document has been drafted. Meeting dates are yet to be decided.	
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Panel	Study	Date	Status	Action	Date for Future Action
Performance & Customers	Cambridgeshire County Council Budget Scrutiny	05/12/16	Representatives from Cambridgeshire County Council were in attendance to present the County Council's Budget for 2017-22 and answer Members' questions.	Democratic Services Officer (Scrutiny) drafted a response to the budget proposals based on the points raised by Members at the budget scrutiny. The response to the budget proposals has been approved by the Chairman and was sent to Cambridgeshire County Council in December 2016.	
Performance & Customers	Social Value In Procurement	01/02/17	The Chairman informed the Panel that there will be a task and finish group investigating social value in procurement.	Officers are working on a scoping document.	
78 Communities & Environment	Forward Programme September 2017		Below are a list of reports to be presented at future Panel meetings: Hinchingbrooke Country Park – Q&A with a Ranger and 'Friend' Update on Annual Public Meeting at Hinchingbrooke Hospital, 13th July 2017 Air Quality In Huntingdonshire One Leisure Active Lifestyles Update	In attendance will be David Thorogood, Chairman of the Friends of Hinchingbrooke Country Park Councillor T Hayward Iain Green – Senior Public Health Manager, Environment and Planning, Cambridgeshire County Council J Peadon – Active Lifestyles and Health	05/09/17 " " "

Panel	Study	Date	Status	Action	Date for Future Action
79	October (3rd) 2017		Home Improvement Agency Annual Report and Review	Manager C Hannon – Housing Strategy Manager	"
			Hinchingbrooke Hospital	Stephen Graves – Chief Executive, North West Anglia NHS Foundation Trust	03/10/17
			Children and Adolescent Mental Health Service	CCG	"
			Sustainability Transformation Programme	Aidan Fallon – CCG	"
			Homelessness Strategy	J Taylor – Head of Customer Services	"
			Annual Review of Green Space and Play Provision	N Sloper – Head of Operations	"
	October (31st) 2017		Luminus Update	Luminus	31/10/17
			Grounds Maintenance Update	N Sloper – Head of Operations	"
			Taxi and Hackney Carriage Policies	C Allison – Licensing Manager	"
	December 2017		Corporate Enforcement Policy	C Stopford – Head of Community	05/12/17
			Representatives on External Organisations	A Green – Democratic Services Officer (Scrutiny)	"
	January 2018		Community Resilience Plan Update	Councillor Mrs A Dickinson, Executive Councillor for Community Resilience, Well-Being and Regulatory Services	09/01/18

Panel	Study	Date	Status	Action	Date for Future Action
Communities & Environment	Future of Hinchingsbrooke Country Park, Paxton Pits, Godmanchester Nursery and Public Rights of Way	01/11/16	The Panel received an exempt report on the contractual arrangements and potential improvement programme of Hinchingsbrooke Country Park. The Cabinet received the same report but including the Panel's comments at its meeting in November 2016.	The Cabinet made a decision on the report. The decision remains confidential whilst negotiations are taking place.	
		07/03/17	Cambridgeshire County Council's Highways Maintenance Manager, Mr Jonathan Clarke, was in attendance to update Members on the maintenance of Huntingdonshire's Public Rights of Way.	A report on Hinchingsbrooke Country Park is expected at the Panel meeting in April 2018.	03/04/18
				A report on Paxton Pits is expected at the Panel meeting in April 2018.	03/04/18
				A report on Godmanchester Nursery is expected at the Panel meeting in June 2018.	June 2018
Communities & Environment	Community Resilience Plan including relationships with Parish and Town Councils and the County Council	04/07/17	The Executive Councillor for Community Resilience and Well-Being gave Members an update on the Community Resilience Plan and encouraging Members to become ambassadors for the Council.	The Portfolio Holder has agreed to attend the Panel meeting in January to update Members on the work carried out.	09/01/18
Communities & Environment	Reports Due and Regular Items				

Panel	Study	Date	Status	Action	Date for Future Action
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81	Representatives on External Organisations	Annual	Selected Members represent the Council on various External Organisations. The Panel received updates at its meetings in November 2016 and March 2017.	Next report is due at the Panel meeting in December 2017.	05/12/17
	Huntingdonshire Community Safety Partnership	04/10/16	Annual review of the work of the Partnership. The 2016/17 report is scheduled to be presented to the Panel in June 2018.	A six month update report is due at a future meeting of the Panel.	June 2018
	Corporate Enforcement Policy including Graffiti/Fly Tipping Policy	06/12/16		The Panel are to consider a report at its meeting in December.	06/12/17
	Cambridgeshire and Peterborough Clinical Commissioning Group	04/07/17	Members received an update on the Urgent and Emergency Care Vanguard Programme.	The Sustainability and Transformation Programme (STP) is to be presented to a future meeting of the Panel.	05/09/17
	Redesign of Mental Health Services	07/07/15	The Panel received an update report on the Children and Adolescent Mental Health Service (CAMHS).	The Panel requested an update at a future meeting.	05/09/17

Economy & Growth	Forward Programme		Below are a list of reports to be presented at future Panel meetings:		
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Panel	Study	Date	Status	Action	Date for Future Action
82	September 2017		Town Market Review (Huntingdon and St Ives) Update	C Jablonski – Business Development Manager	07/09/17
	October 2017		Business Rates – Discretionary Revaluation Relief Policy	J Taylor – Head of Customer Services	05/10/17
			Local Plan Update and Infrastructure Planning Update	C Kerr – Planning Service Manager (Policy)	"
			Car Parking Strategy Task and Finish Group – Vision	N Sloper – Head of Operations	"
			Godmanchester Neighbourhood Plan Examination Outcome and Progression to Referendum	J Campbell – Senior Planning Policy Officer	"
			Memoranda of Understanding with the Local Enterprise Partnership	A Moffat – Head of Development	"
	November 2017		Growth and Infrastructure Group Terms of Reference	C Kerr – Planning Service Manager (Policy)	02/11/17
	December 2017		Local Plan Update and Infrastructure Planning	C Kerr – Planning Service Manager (Policy)	06/12/17
			Local Plan: Proposed Submission consultation	C Kerr – Planning Service Manager (Policy)	"
			Representatives on External Organisations	A Green – Democratic Services Officer (Scrutiny)	"
February 2018		Car Parking Strategy Task and Finish Group – Strategy	N Sloper – Head of Operations	08/02/18	
March 2018		Endorsement of the Local Plan	C Kerr – Planning Service Manager (Policy)	08/02/18	

Panel	Study	Date	Status	Action	Date for Future Action
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Economy & Growth	Strategic Review of Car Parking	03/11/16	Following Cabinet's agreement to set up a Strategic Task and Finish Group, the Panel discussed the Strategic Review of Car Parking. The Panel appointed Councillors D B Dew, R Fuller, I D Gardener and T D Sanderson to the group.	It was agreed that the Task and Finish Group will not be led by Overview and Scrutiny; however the Panel will be responsible for the scrutiny of the Task and Finish Group's work.	
		06/04/17	A project overview and scoping document was presented to the Overview and Scrutiny Panel.		
		30/05/17	A meeting of the Task and Finish Group was held. Members agreed the future meeting dates, discussed the reporting dates, carried out a stakeholder analysis and discussed in what form public participation should take. In addition the Group reviewed the scoping document.		
		08/08/17	A second meeting of the Task and Finish Group was held.		
				The Task and Finish Group are due to meet twice in September before the Vision is present to Overview and Scrutiny and Cabinet in October.	05/10/17

Economy & Growth	Local Plan To 2036	06/10/16	Members agreed to keep the Local Plan to 2036 on the work programme. A task and finish group has not be established however the Panel have agreed that the Chairman should become the		
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Panel	Study	Date	Status	Action	Date for Future Action
		15/06/17	Panel expert on the topic. The Panel received and discussed the Huntingdonshire Local Plan to 2036.	The Panel is to receive a Local Plan and Infrastructure Planning update.	05/10/17
Economy & Growth 84	Devolution	06/10/16 03/11/16	Members agreed to keep Devolution on the work programme however before appointing a Panel expert, Members would like to invite the relevant Executive Councillor responsible to a future Panel meeting to update the Panel on what work has been done so far. The Panel received an update on Devolution from the Executive Leader.	The Panel agreed to invite the Executive Leader to update Members after the election of the Combined Authority Mayor.	
Economy & Growth	Reports Due and Regular Items Representatives on External Organisations Marketing Strategy Work Programme	Annual Annual	Below are a list of reports to be presented at future Panel meetings: Selected Members represent the Council on various External Organisations. The Panel received updates at its meetings in November 2016 and February 2017. The Panel have requested annual updates on the work programme.	Next report is due at the Panel meeting in December 2017. Report was presented in July 2016 and the next one is due at the Panel meeting in September.	07/12/17 07/09/17

Panel	Study	Date	Status	Action	Date for Future Action
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