

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 21 JUNE 2018** 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 19th May 2018.

**M Stimpson  
388169**

**2. MEMBERS' INTERESTS**

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

**3. REPLACEMENT OF EXECUTIVE COUNCILLOR**

Executive Leader to report.

**4. AUTHORISATION OF MODIFICATIONS TO THE HUNTINGDONSHIRE LOCAL PLAN TO 2036 (Pages 9 - 16)**

To comment and advise on the decision-making procedure for modifications to the Huntingdonshire Local Plan to 2036, supplementary documents and evidence that may be required as part of the Local Plan examination process.

**F Schulz  
388432**

**(Executive Councillor: Cllr R Fuller)**

**5. INTEGRATED PERFORMANCE REPORT 2017/2018 - QUARTER 4 (Pages 17 - 56)**

To present details of delivery of the Corporate Plan for 2016-18 and project delivery, in the context of the Council's financial performance.

**D Buckridge  
388065  
A Dobbyne  
388100  
P Loveday  
388605**

**(Executive Councillors: Cllrs J A Gray and D M Tysoe)**

**6. TREASURY MANAGEMENT ANNUAL REPORT 2017/18** (Pages 57 - 80)

To report on the performance of the Treasury Management activity over the past financial year.

**C Mason**  
388157  
**O Colbert**  
388067

**(Executive Councillor: Cllr J A Gray)**

**7. ASSISTANT CABINET MEMBERS** (Pages 81 - 84)

To consider a proposal for the creation of the role of Assistant Cabinet Members.

**J Lancaster**  
388062

**(Executive Councillor: Cllr G J Bull)**

**8. HUNTINGDONSHIRE DISTRICT COUNCIL VENTURES LTD - SHAREHOLDER REPRESENTATIVES AND REFERENCE GROUP** (Pages 85 - 92)

To establish a mechanism for decisions to be taken by the Council as Shareholder of its Local Authority Trading Company - HDC Ventures Ltd.

**T Roberts**  
388169

**(Executive Councillor: Cllr D M Tysoe)**

**9. REPRESENTATION ON ORGANISATIONS** (Pages 93 - 102)

To consider a report in relation to the appointment/nomination of representatives to serve on a variety of organisations/partnerships.

**M Stimpson**  
388169

**(Executive Councillor: Cllr G J Bull)**

Dated this 13th day of June 2018



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 Ms Melanie Stimpson, Democratic Services Team, Tel No. 01480 388169 / e-mail [Melanie.Stimpson@huntingdonshire.gov.uk](mailto:Melanie.Stimpson@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 Cabinet.**

**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](http://www.huntingdonshire.gov.uk) (*under Councils and Democracy*).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Elections & Democratic Services Manager and we will try to accommodate your needs.

***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.*

# Agenda Item 1

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Wednesday, 23 May 2018.

PRESENT: Councillor G J Bull – Chairman.  
Councillors J A Gray, R Fuller, J E White, D M Tysoe and J M Palmer.

### 1. MINUTES

The Minutes of the Cabinet meeting held on 19<sup>th</sup> April 2018 were approved as a correct record and signed by the Chairman.

### 2. MEMBERS' INTERESTS

There were no declarations of disclosable pecuniary or other interests received at the meeting.

### 3. APPOINTMENT OF EXECUTIVE COUNCILLORS

RESOLVED

a) That the executive responsibilities for the Municipal Year 2018/19 be allocated as follows:

Growth	Councillor R Fuller
Resources	Councillor J A Gray
Partnership and Well-Being	Councillor J M Palmer
Digital and Customer	Councillor D M Tysoe
Operations and Regulation	Councillor J E White

b) that Executive Councillors be appointed to serve as ex-officio Members of the following:

Executive Councillor for Digital and Customer	Employment Committee
Executive Councillor for Growth	Development Management Committee
Executive Councillor for Operations and Regulation	Licensing and Protection Committee/Licensing Committee.

**4. HINCHINGBROOKE COUNTRY PARK JOINT GROUP**

RESOLVED

that Councillors J M Palmer, T D Sanderson, R J West and D R Underwood be appointed to serve on the Hinchingsbrooke Country Park Joint Group for the ensuing Municipal Year.

**5. DEVELOPMENT PLAN POLICY ADVISORY GROUP**

RESOLVED

that Councillors E R Butler, Mrs S J Conboy, D B Dew, C J Maslen, S Wakeford, R West and the Executive Councillor for Growth be appointed to serve on the Development Plan Policy Advisory Group for the ensuing Municipal Year.

**6. MEMBER DEVELOPMENT WORKING GROUP**

RESOLVED

that Councillors Mrs A Diaz, R Fuller, J P Morris, T D Sanderson, D M Tysoe and R J West be appointed to serve on the Member Development Working Group for the ensuing Municipal Year.

**7. SHARED SERVICES JOINT GROUP**

RESOLVED

that the Executive Leader be appointed to serve on the Shared Services Joint Group for the ensuing Municipal Year.

**8. HUNTINGDONSHIRE DISTRICT COUNCIL GROWTH AND INFRASTRUCTURE THEMATIC GROUP**

RESOLVED

- i. that Councillors B S Chapman, Mrs S J Conboy and the Chairman of the Development Management Committee be appointed to serve on the Huntingdonshire District Council Growth and Infrastructure Thematic Group for the ensuing Municipal Year; and
- ii. that the Executive Councillor for Growth be appointed to serve as an ex-officio Member as Chairman of the Group.

**9. CONSTITUENT COUNCIL CONSENT FOR BUSINESS RATES SUPPLEMENT ORDER AND DEVOLUTION OF ADULT EDUCATION POWERS FOR THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY**

The Cabinet considered a report (a copy of which is appended in the Minute Book) by the Head of Resources, as the Cambridgeshire and Peterborough Combined Authority (CPCA) was required to acquire consent from constituent Councils for various powers and duties in respect of the power to:

- levy a Business Rates Supplement, and the
- transfer of the Adult Education Budget and associated powers for the delivery of adult education services.

Having considered the report and recommendations, the Cabinet

RESOLVED

- i. to delegate to the Managing Director, in consultation with the Executive Leader, the ability to give consent on behalf of the Council to the making of regulations under the Local Government Act 2003 Part 1 contained in the two 'Draft' Statutory Instruments attached as Appendix 2 and Appendix 4 of the submitted report, including acceptance to any minor changes to the same which do not alter the substantial meaning; and
- ii. that where the Council receives any future request by the Mayor for a Business Rate Supplement (BRS) that covers the Councils area, before any approval is granted the Mayor will commit to reimburse the Council for the full cost of collecting the BRS.

Chairman

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Authorisation of Modifications to the Huntingdonshire Local Plan to 2036
<b>Meeting/Date:</b>	Cabinet – 21st June 2018 Council – 27th June 2018
<b>Executive Portfolio:</b>	Executive Councillor for Growth
<b>Report by:</b>	Planning Service Manager (Policy, Implementation and Strategic Development)
<b>Ward(s) affected:</b>	All

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### **Executive Summary:**

The Huntingdonshire Local Plan to 2036: Proposed Submission and its supporting documents were submitted for independent examination to the Secretary of State for Communities and Local Government (via the Planning Inspectorate) on 29 March 2018.

The Secretary of State has appointed Kevin Ward from the Planning Inspectorate to carry out the examination of the Local Plan. His task will be to establish whether the Huntingdonshire Local Plan is 'sound' (see section 5 for further information).

This report proposes a decision-making procedure regarding any future proposed main and additional modifications to the Huntingdonshire Local Plan to 2036 and supplementary documents and evidence that may be required as part of the Local Plan examination process. The procedure would facilitate efficient progress of the plan through the examination period enabling the expedition of decisions regarding the Local Plan during the course of its examination. This is a procedural aspect of the Local Plan process and allows for positive dialogue to be held with the Inspector through the Examination process.

The report recommends that delegated authority to approve proposed modifications and supporting documents to the Huntingdonshire Local Plan to 2036 are undertaken by the Head of Development, Corporate Director (Delivery), Planning Service Manager (Policy, Implementation & Strategic Development), or Planning Policy Team Leader except where changes would be of such significance as to substantially alter the meaning of a policy or allocation. Significant changes would be delegated to the Managing Director and Executive Leader in consultation with the Housing and Planning Portfolio Holder and Chair of the Development Plans Advisory Group.

## Recommendations:

Cabinet are recommended to:

- Comment and advise on the decision-making procedure for modifications to the Huntingdonshire Local Plan to 2036, supplementary documents and evidence that may be required as part of the Local Plan examination process.

Members of Full Council are recommended to:

- Agree that the Head of Development can formally write to the Planning Inspector to invite him to recommend any main modifications necessary to the Plan in order for the Inspector to find it legally compliant and sound.
- Endorse the proposed decision-making procedure for main and additional modifications to the Huntingdonshire Local Plan to 2036 as follows:
  - That where changes would be of such significance as to substantially alter the meaning of a policy or allocation in the opinion of the Head of Development (with the benefit of legal advice as appropriate) **proposed main modifications** will be agreed by the Managing Director and Executive Leader, in consultation with the Head of Development, Housing and Planning Portfolio Holder and the Chair of the Development Plans Advisory Group. Significant changes would include, but are not limited to issues regarding objectively assessed housing need, the addition or removal of a site allocation etc. Such matters would generally also be subject to further public consultation.
  - Delegated authority be given to the Head of Development, Corporate Director (Delivery), Planning Service Manager (Policy, Implementation and Strategic Development), Planning Policy Team Leader to undertake appropriate negotiations and make/agree any **other proposed main modifications** to the Huntingdonshire Local Plan to 2036 if it is appropriate and necessary to do so to facilitate efficient progress of the plan through the examination period. Such matters would generally also be subject to further public consultation.
  - Delegated authority be given to the Head of Development, Corporate Director (Delivery), Planning Service Manager (Policy, Implementation & Strategic Development), Planning Policy Team Leader to undertake appropriate negotiations and make/agree **any additional modifications** to the Huntingdonshire Local Plan to 2036 if it is appropriate and necessary to do so to facilitate efficient progress of the plan through the examination period.
  - That the Head of Development, Corporate Director (Delivery), Planning Service Manager (Policy, Implementation & Strategic Development), or Planning Policy Team Leader is authorised to prepare and submit reports, including proofs of evidence, technical papers, matter statements, statements of common ground, sustainability appraisals, a schedule of modifications and other such documents required in the presentation of the Local Plan through the examination process and to take such other steps as are conducive or incidental to the examination of the local plan;

## 1. PURPOSE OF THE REPORT

- 1.1 This report sets out the options available to the Council in order to progress the Huntingdonshire Local Plan to 2036 through the Local Plan examination stages. The report specifically addresses the decision-making process regarding the agreement of any future proposed modifications to the Local Plan and the production and agreement of supplementary documents and evidence that may normally be required as part of the Local Plan examination process.

## 2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 On 13 December 2017 Full Council endorsed the Huntingdonshire Local Plan 2036 and associated documents for consultation, delegated authority for inconsequential changes to the Plan and its subsequent submission to the Secretary of State for Housing, Communities and Local Government.
- 2.2 The Huntingdonshire Local Plan to 2036: Proposed Submission and its supporting documents were submitted for independent examination to the Secretary of State for Housing, Communities and Local Government (via the Planning Inspectorate) on 29 March 2018.
- 2.3 The Secretary of State has appointed Kevin Ward from the Planning Inspectorate to carry out the examination of the Local Plan. His task will be to assess whether the Local Plan has been prepared in line with the relevant legal requirements (including the duty to cooperate) and whether it meets the tests of 'soundness' contained in the National Planning Policy Framework (see section 5 for further information).
- 2.4 At the point of submission the Council produced a schedule of minor corrections providing clarification, updates and addressing typographical errors. This document (CORE/12 in the Council's Core Documents Library) and the submitted Local Plan will be the starting point for the examination.
- 2.5 During the Local Plan examination only the Inspector has the formal power to recommend main modifications to the submitted Plan. **Main modifications** are changes that the Inspector considers are necessary to ensure that the Plan complies with procedural requirements and is sound. For the Inspector to exercise this power, he has to be invited to do so by the Council in accordance with section 20(7C) of the Planning & Compulsory Purchase Act 2004. This report recommends that such an invitation is made, so that if the Inspector does have concerns that could prevent the Plan from being recommended for adoption, he has the power to resolve those concerns by recommending main modifications to overcome them. The Council is therefore asked to authorise the Head of Development to issue such an invitation to the Inspector.
- 2.6 In practice, it is relatively unusual for an Inspector to recommend main modifications without there having been prior discussion of the need for potential or proposed main modifications at the examination. Depending on their nature there may also be a need for consultation with interested persons and sustainability appraisal of the changes before the Inspector is prepared to recommend them as main modifications. Typically, the Council and other interested parties will have the opportunity to put forward suggested changes to the submitted Local Plan in response to the matters and issues identified by the Inspector. This is common practice during Local Plan

Examinations. These changes may be required to address matters of soundness or legal compliance – criteria which would be necessary to ensure the adoption of the Local Plan. In such cases it would be prudent that a degree of authority is delegated to each of the Head of Development, Corporate Director (Delivery), Planning Service Manager (Policy, Implementation & Strategic Development), or Planning Policy Team Leader to agree, or negotiate these changes on behalf of the Council as they arise (except where changes would be of such significance as to substantially alter the meaning of a policy or allocation). It is possible that changes to the Plan could be negotiated at short notice and therefore it would be impractical for such changes to be agreed by Full Council and potentially delay the progress of the Local Plan through the examination stage.

- 2.7 Where changes would be of such significance as to substantially alter the meaning of a policy or allocation in the opinion of the Head of Development (with the benefit of legal advice as appropriate) proposed modifications will be agreed by the Managing Director and Executive Leader, in consultation with the Head of Development, Housing and Planning Portfolio Holder and the Chair of the Development Plans Advisory Group. Significant changes would include, but are not limited to issues regarding objectively assessed housing need, the addition or removal of a site allocation etc. Such matters would generally also be subject to further public consultation and sustainability appraisal.
- 2.8 In addition to the question of main modifications (which are formally matters for the Inspector but subject to discussion at the examination as outlined above), the Council prior to adopting the Plan is empowered by section 23(2) and (3) of the Planning & Compulsory Purchase Act 2004 to make other changes known as **additional modifications**, provided only that they do not materially affect the policies in the Plan (either as originally submitted or as it would be if changed only by the Inspector's main modifications). These additional modifications may be to correct minor errors, or to respond to representations made, or to provide updating in relation to any new circumstances that have arisen since the submission of the Local Plan was prepared, provided that in each case they do not materially affect the policies in the Plan. The Inspector will not formally examine such additional modifications but it is good practice to make him and other Plan participants aware of them (and the reasons for them). Since such additional modifications do not concern matters of legal compliance or soundness, there is generally no need for consultation or sustainability appraisal. Since such additional modifications are concerned with minor matters, this report recommends that the power to make them is delegated to each of the Head of Development, Corporate Director (Delivery), Planning Service Manager (Policy Implementation & Strategic Development), and Planning Policy Team Leader.
- 2.9 At the request of the Inspector, officers may also need to prepare a number of documents including proofs of evidence, technical papers, matter statements, statements of common ground, sustainability appraisals and a schedule of modifications which support the plan. If such a requirement arises it would also be recommended that the authority to 'sign off' these documents on behalf of the Council is delegated to each of the Head of Development, Corporate Director (Delivery), Planning Service Manager (Policy, Implementation & Strategic Development), or Planning Policy Team Leader in order to expedite the examination process and ensure timely adoption of the Local Plan.

- 2.10 Following the examination of the Local Plan and agreement of the aforementioned documents and modifications to the Plan, a further round of public consultation will be held on the main modifications and associated sustainability appraisal at the request of the Inspector. The responses to this consultation will then be put before the Planning Inspector for consideration. The Inspector will then decide whether any further hearings are necessary, or any issues need to be revisited.
- 2.11 At the end of the examination process the Inspector will present his final conclusion on the Local Plan in the form of a report. If the plan is found 'sound', with any necessary modifications, it can then be formally adopted by the Council through the committee process with final adoption being a matter for full Council.
- 2.12 It should be noted that the timing of the Local Plan hearing sessions and any subsequent examination stages are controlled by the Planning Inspector. Updates on the progress of the Local Plan through its examination will be provided as appropriate. Further information on the Local Plan can also be found at: <http://www.huntingdonshire.gov.uk/planning/new-local-plan-to-2036/>.

### **3 KEY IMPACTS / RISKS / OPTIONS**

- 3.1 The key risk to a Local Plan is that it is found 'unsound' – see details under Legal Implications heading below. Officers will represent the Council at the Local Plan examination and provide further evidence where necessary to justify the soundness and legal compliance of the Huntingdonshire Local Plan to 2036.

### **4 LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

- 4.1 The production of the Huntingdonshire Local Plan to 2036 and associated evidence relates to the strategic priority of Delivering Sustainable Growth and specifically two associated strategic objectives.
- 4.2 The first objective under the strategic priority is as follows:

*“To improve the supply of new and affordable housing, jobs and community facilities to meet future need.”*

*Our work programme includes:*

- *“ensuring an adequate supply of housing to meet objectively assessed needs;*
- *planning and delivering the provision of decent market and affordable housing for current and future needs;*
- *ensuring that there are the right community facilities to accommodate the housing growth.”*

- 4.3 The relevant key actions for 2017/18 are:
- prepare the submission draft of the Local Plan;
  - facilitate delivery of new housing on the large strategic sites at:
    - St Neots
    - Alconbury Weald
  - maintain a 5 year housing supply position

- 4.4 The second related objective under the strategic priority is as follows:

“Support development of infrastructure to enable growth”

*Our work programme includes:*

- *influencing the development of the Highways and Transport Infrastructure Strategy; and*
- *facilitating the delivery of infrastructure to support housing growth.*

## **5 LEGAL IMPLICATIONS**

5.1 Paragraph 004 Reference ID: 12-004-20160519 of the Planning Practice Guidance (PPG) highlights that during the examination a planning Inspector will assess whether the Local Plan has been prepared in line with the relevant legal requirements (including the duty to cooperate) and whether it meets the tests of ‘soundness’ contained in the National Planning Policy Framework.

5.2 Paragraph 182 of the NPPF sets out the test of ‘soundness’, namely , the plan is:

- Positively prepared – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development
- Justified – the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence
- Effective – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities
- Consistent with national policy – the plan should enable the delivery of sustainable development in accordance with the policies in the Framework

## **6 RESOURCE IMPLICATIONS**

6.1 A single Planning Policy earmarked reserve was agreed at the Cabinet meeting of 17 March 2016 enabling money to be drawn down to support production of the evidence base.

## **7 REASONS FOR THE RECOMMENDED DECISIONS**

7.1 To ensure the expeditious running of the examination of the Huntingdonshire Local Plan to 2036 and its timely adoption.

### **BACKGROUND PAPERS**

[Planning and Compulsory Purchase Act 2004](#)

[Huntingdonshire Local Plan to 2036](#)

CORE/12: Local Plan Corrections (in the Council’s Core Documents Library)

[Full Council 13 December 2017 - Minutes](#)

### **APPENDICES:**

N/A

### **CONTACT OFFICER**

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Email: [frances.schulz@huntingdonshire.gov.uk](mailto:frances.schulz@huntingdonshire.gov.uk)



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**Public  
Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Integrated Performance Report, 2017/18 Quarter 4

**Meeting/Date:** Cabinet, 21 June 2018

**Executive Portfolio:** Councillor Jonathan Gray, Executive Councillor for Resources  
Councillor Darren Tysoe, Executive Councillor for Digital and Customer

**Report by:** Corporate Team Manager and Finance Manager

**Ward(s) affected:** All

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### **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 January to 31 March 2018 and on current projects being undertaken. 'Red' indicators where variance from the target is not acceptable include some where performance results are skewed by short periods of particularly poor performance, e.g. impacts from Quarter 1 and/or 2. These continue to affect results throughout the year even where subsequent performance has exceeded targets. Scheduled performance clinics focus on delivering continuous improvements in all services.

The report also incorporates Financial Performance Monitoring Suite information setting out the financial position at 31 March 2018. It provides outturn figures for revenue and the capital programme. Headlines are:

**Revenue** – the provisional outturn shows an overspend of £0.5m.

**Capital programme** – the provisional outturn shows an underspend of £3.1m.

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 4 attached at Appendix E.

### **Recommendations:**

The Cabinet 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 Cabinet is also invited to consider and comment on financial performance at the end of March, as detailed in Appendices D, and the register of reviews of Commercial Investment Strategy propositions at Appendix E.

## 1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan for 2016-18, and project delivery, in the context of the Council's 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** relates to Key Actions and Corporate Indicators listed for 2017/18 and the performance report at **Appendix B** details those with a 'Red' status at the year end.
- 2.2 As recommended by the Project Management Select Committee, updates for projects with a 'Red' status based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 23 projects which are open, pending approval or pending closure, one project which is on hold and four projects logged which have recently closed.
- 2.3 This report also incorporates financial performance to the end of March. Performance as detailed in sections 4-6 below. Further details are listed in **Appendix D**. A review of the position of Zero Based Budgeting (ZBB) and Line by Line Review savings to date has been carried out and a RAG (Red, Amber or Green) rating for each item is listed at 4.5. Commercial investment propositions reviewed are at **Appendix E**.

## 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 4 will be circulated to Cabinet following their meeting on 6 June.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators which had a 'Red' status at the end of Quarter 3. **Appendix C** provides information about projects with a 'Red' status, 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 final outturn progress in delivering Key Actions for 2017/18:

Status of Key Actions	Number	Percentage
Green (on track)	37	86%
Amber (within acceptable variance)	6	14%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%
Not applicable	0	0%

Nearly nine out of ten Key Actions were on track at the year end, with none significantly behind schedule.

- 3.5 Final outturn results for 2017/18 Corporate Indicators are shown in the following table:

<b>Corporate Indicator results</b>	<b>Number</b>	<b>Percentage</b>
<b>Green (achieved)</b>	28	55%
<b>Amber (within acceptable variance)</b>	16	31%
<b>Red (below acceptable variance)</b>	7	14%
<b>Awaiting progress update</b>	0	0%
<b>Not applicable (annual/data unavailable)</b>	0	0%

The Council achieved the majority of its targets in 2017/18. Seven indicators missed targets by more than acceptable variance and details of these are shown below. Performance clinics are being held monthly to focus on delivering continuous improvements in all services.

1. The average length of stay of all households placed in B&B accommodation was 7 weeks against a target of 6 weeks. Performance is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available. Alternative sources of temporary accommodation continue to be brought on-line with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. The main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.
2. The average time between referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 was 40.6 weeks against a target of 28 weeks. The new Cambs Home Improvement Agency manager has introduced a performance plan to improve the time taken to complete DFGs and presented the plan to the Overview & Scrutiny Panel (Communities and Environment) in December 2017. The service is improving with time taken in Quarter 4 reduced to 30.9 weeks on average. This demonstrates a marked improvement in speed which is expected to continue.
3. Only £1.1m of the £1.5m planned net budget reductions were achieved in 2017/18, with some savings not achieved, some partially achieved and some foregone as a result of prior savings decisions being overturned during the year.
4. 2017/18 outturn performance showed 1.06 bins were missed per 1,000 household collections against a target of 0.75. Quarter 4 performance was improved at 0.8 per 1,000 household collections, with a considerable decrease in the number of bins missed in March 2018 at 0.59 compared to 2.7 in April 2017 following implementation of new waste rounds. Missed bins also had a significant impact on performance against the next three indicators.
5. While there are concerns with how Stage 1 complaints have been recorded on the corporate system, the high volume of complaints about missed bins in Quarter 1 (prompting more than five times as many formal complaints as in Quarter 1 in 2016/17) contributed to poor performance in resolving promptly (just 74 out of 280 received were responded to within 20 working days in Quarter 1). It was not possible to recover from that position as these complaints outstripped numbers received throughout the rest of the year.
6. Stage 2 complaints also had a poor start in Quarter 1 but the final position was exacerbated by Operations responding late to another two complaints during Quarter 4. Full year performance was below target with 5 out of 23 dealt with late (4 related to Operations services and 1 related to Development).
7. The percentage of calls to Call Centre answered in 2017/18 was 79% against a target of 90%. This was also affected by the number of missed bins with performance lowest between April and September when calls about these were highest. An average answer rate of 86% was achieved in Quarter 4 and the Council is investigating options for an online customer portal and further changes to business process to improve the service level in the coming year.

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

Corporate project status	Number	Percentage
Green (progress on track)	6	38%
Amber (progress behind schedule, project is recoverable)	6	38%
Red (significantly behind schedule, serious risks/issues)	4	25%
Pending closure	3	
Closed (completed)	4	

Four projects have recently been completed with a close-down report signed off and three other projects are currently in the close-down stage. Business cases for a further four projects have not yet been approved and one other project is currently on hold.

Of the projects currently in the delivery stage, four were Red at the end of Quarter 4 and three of those were joint partnership or shared service projects. The Project Management Governance Board has held one-to-one meetings with project managers and has identified that unrealistic timeframes were a common theme for amber/red flags, as well as a lack of up to date governance documentation. Lessons learned are captured through closedown reports and are being shared with all project managers. Details of all Red projects can be found in **Appendix C**.

## 4. FINANCIAL PERFORMANCE

### 4.1 Financial Performance Headlines

The Management Accounts include the provisional outturn position for the current financial year and the impact of variations will be incorporated within MTFS. Revenue statements show gross expenditure by service and where some costs are funded by reserves this is shown to provide the net position.

**Revenue** The approved Budget is £17.2m with the provisional outturn being £17.7m which is an overspend of £0.5m. This represents a reduction of £0.2m from last month's forecast overspend and the main reasons are shown on the next page. Action is still needed to be taken to address this level of the forecast overspend.

**MTFS** The MTFS has been updated as part of the 2018/19 Budget setting process and any 2017/18 outturn variations that have an impact on future years will be incorporated into future MTFS.

**Capital** The approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m (£8.8m net, after taking account specific grants and contributions). The net provisional outturn is £5.7m giving an underspend of £3.1. The reasons for these variances are detailed in paragraph 5.6.

The Financial Dashboard at **Appendix D, Annex E** presents information on take-up of Council Tax Support, NDR and Council Tax collection, miscellaneous debt and New Homes Bonus funding.

## 4.2 Summary Revenue Forecast variances by Service

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

	Budget £000	Provisional outturn gross £000	Transfers to / (from) reserves £000	Provisional outturn net £000	Forecast (underspend) / overspend £000	Main reasons for variance
Community	1,953	1,837	7	1,844	(109)	<ul style="list-style-type: none"> <li>Restructure and the impact of staffing vacancies during recruitment produced staff savings</li> <li>The fire at Eastfield House resulted in additional costs due to the need to maintain service delivery via outsourcing of printing activity</li> <li>Better than expected income to the service from fees and charges</li> </ul>
Customer Services	2,396	2,504	14	2,518	122	<ul style="list-style-type: none"> <li>Additional costs relating to higher volume of homelessness applications</li> <li>Customer service satellite offices remaining open</li> <li>The Housing Benefits budget can have significant variation within each year with the cycle of payments which total c £33m annually – in year variation is common.</li> </ul>
ICT	1,721	1,735	0	1,735	14	<ul style="list-style-type: none"> <li>Unplanned work as part of networking/firewall changes</li> </ul>
Development	1,132	1,080	(125)	955	(177)	<ul style="list-style-type: none"> <li>Lower Planning Application fee income was off set by additional CIL administration income and other income sources.</li> <li>Delays in recruitment to the new structure produced salary savings</li> </ul>
Leisure and Health	(160)	127	(12)	115	275	<ul style="list-style-type: none"> <li>Burgess Hall/Bar (£55k) and Impressions (222k) are the 2 main areas where despite efforts to attract more customers/members, the income did not achieve the budget target.</li> <li>Revenue impacts of delays in delivering the capital programme for OSLN 3G and swimming pool/changing room refurbishment and OLH dryside projects.</li> <li>Education income down on previous years especially at OL Sawtry by (£20)</li> <li>In general terms income is down £646k, but this has been mitigated in parts by savings on employee costs of £269k and building costs of £96k</li> </ul>
Operations	4,035	4,832	75	4,907	872	<ul style="list-style-type: none"> <li>Complexity of waste management rounds rescheduling has meant savings have not been achieved in order to ensure delivery of service.</li> <li>Contamination rates are affecting recycling credits and gate fees – this is a country wide issue that is being addressed.</li> <li>S106 funding is drying up.</li> <li>Ageing fleet (although replaced in Nov 17) contributed to higher transport costs</li> </ul>
Resources	4,423	4,291	(91)	4,200	(223)	<ul style="list-style-type: none"> <li>Higher insurance premium costs</li> <li>CIS acquisitions behind schedule (i.e. reduced income) but compensated due to reduced MRP costs</li> <li>Additional grant and property fund</li> <li>MRP saving and higher income from existing commercial properties is off-setting the items above</li> </ul>
Directors and Corporate	1711	2052	(607)	1,445	(266)	<ul style="list-style-type: none"> <li>Balance from Mayoral, County, PCC and EU Referendum Elections</li> <li>Saving from having no district elections this year</li> <li>Staff savings due to some seconded officers not being backfilled and other vacancies held</li> <li>Reduced income from Land Charges</li> </ul>
<b>Total</b>	<b>17,211</b>	<b>18,458</b>	<b>(739)</b>	<b>17,719</b>	<b>508</b>	

4.3 Further analysis of the revenue variance and service commentary are at **Appendix D**. This 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.

#### 4.4 ZBB Savings Foregone

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

<b>Forecast outturn</b>	<b>£000</b>	<b>£000</b>
2017/18 Forecast outturn		707
ZBB savings reversed:		
- Closure of Customer Services Centres	(23)	
- Document Centre (income foregone)	(67)	
- Car parks (income foregone and rationalisation)	(208)	
- Grass cutting (income foregone)	(70)	
- CCTV (income foregone)	(25)	(453)
2017/18 Forecast outturn – if ZBB proposals had not been reversed		254

#### 4.5 ZBB and Line by Line Review 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.

	<b>ZBB</b>		<b>Line by Line</b>	
	<b>Savings target</b>	<b>Achieved by category</b>	<b>Savings target</b>	<b>Achieved by category</b>
	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>%</b>
<b>Red</b>	95	0	263	0
<b>Amber</b>	149	61	146	82
<b>Green</b>	591	100	292	100
<b>Total</b>	835	82	701	59

**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

#### 4.6 Medium Term Financial Strategy

The provisional outturn for 2017/18 shows an overspend of £0.5m and will have some impact on the MTFs. Future MTFs will be updated where the outturn has an impact over the new MTFs period (2019/20 to 2022/23).

### 5. CAPITAL PROGRAMME

5.1 The approved gross Capital Programme 2017/18 is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme for 2017/18 of £12.4m.

5.2 The provisional gross expenditure outturn is £8.5m (69% of budget for the year). The Capital Programme has a net underspend of £3.1m for 2017/18, this includes underspends, re-phasings and other variations.

<b>Variation Commentary Summary</b>		<b>£000s</b>
	<b>Overspend</b>	
	<b>Development – DFGs</b> 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, this is a net overspend of £0.631m.	777
	<b>Development One Leisure St Ives</b> Payment of retention for the scheme that was completed in 2012.	49
	<b>One Leisure Development Huntingdon</b> During the development the opportunity has been taken to upgrade associated facilities, whilst this had lead to extra cost the customer experience will be enhanced.	27
	<b>Audio Visual Equipment</b> This equipment has now been replaced in the Civic Suite with the best tedered price exceeding the cost allocation.	10
	<b>New FMS</b> Due to the extended implementation period expenditure has increased.	80
	<b>One Leisure Changing Facilities</b> This small amount will be funded from an earmarked reserve.	6
	<b>Operations – Play Equipment</b> Extra equipment purchases.	1
	<b>Virtual Server</b> Expenditure on the changes to the server network has exceeded the budget because of extra consultancy work required during the upgrade (This is HDC's share)	39
	<b>Underspend</b>	
	<b>Operations – Vehicle Fleet Replacement</b> A saving has resulted from actual prices of vehicles being less than that estimated at the procurement stage.	(98)
	<b>One Leisure St Ives – Burgess Hall</b> Bar shutters were included in the original estimate, but SMT decided that these should not be fitted.	(44)
	<b>Resources – Clifton Road Industrial Unit and Levellers Lanes</b> The roofing schemes are now complete for Levellers Lane and Phoenix Court, the Clifton Road scheme is now complete.	(20)
	<b>3CS ICT - Telephones</b> The scheme is complete with the tender price marginally under the allocation	(1)
	<b>Huntingdon West Development</b> Payments relating to the CPO are still on-going	(20)
	<b>Wheeled Bins</b> The number of bins required is less than expected due to the use of bins in stock	(25)
	<b>Rephase</b>	
	<b>Transformation</b> The projects committed to from this budget, in the main Council Anywhere have not commenced in 2017/18, and it is expected that these projects will be completed in early 2018/19.	(1,000)
	<b>Flexible Working</b> Improvements to mobile phone and mobile phones management have cost less than expected	(15)
	<b>Operations – Salix</b> The budget available has been reduced based on the amount of work that was completed in previous years.	(55)
	<b>One Leisure Improvements</b> A scheme for works at St Neots Pool has not been completed in the year, and this is now subject to rephase to complete in early 2018/19.	(40)
	<b>Resources – FMS Archive and cash Receipting</b> With the delay of the Technology One project this work has also been delayed	(16)

Variation Commentary Summary		£000s
	<b>Resources – Loan to Huntingdon Town Council, Medway Replacement</b> Draft drawings have been completed with a Pre-App meeting already held, from which the architect is now completing final drawing ready for submission for Planning Permission during this month. There is a 13 week planning period and 6 week tender period, the anticipated draw down is programmed for June 2018. There is no MRP on this scheme.	(800)
	<b>Resources – Investment in HDC Ventures</b> The Council's company will not now be incorporated until 2018/19	(100)
	<b>Community – CCTV Wi-Fi and Cameras</b> HDC Ventures will not be commencing operation until 2018/19. Once partnership arrangements have been sorted out this budget will be allocated	(510)
	<b>Operations – Back Office</b> This scheme has been moved to 2018/19 while options have been considered	(135)
	<b>Resources – Bridge Place Car Park</b> This scheme has been delayed while Secretary of State approval is sought to use common land to park on	(304)
	<b>Leisure – Astroturf Pitch and Pool St Neots One Leisure</b> Lease negotiations between HDC & St. Neots Learning Partnership has now been successfully concluded, with the main sticking point over the Security of Tenure having been resolved. The school has now forwarded the Lease Agreement to the Dept of Education for the authorisation to release the land. The Draft Lease was sent to the Dept of Education in Nov. 2017 and an outcome is anticipated in early 2018. The goal is for the pool works to be completed prior to the 2018 summer holidays and the 3G pitch to be completed in time for the start of the new academic year in Sept. 2018.	(394)
	<b>Operations – Refit Projects</b> Following the finalisation of the lease at One Leisure St Neots, the refit improvements to that centre has now been put back into the programme. Work on the boilers at St Ives and building engineering management at each site has also been rephased.	(477)
	<b>Printing Equipment</b> The purchase of printing has been paused at the tender selection stage whilst the implications of HDC Ventures are thought through.	(176)
	<b>Pathfinder House</b> Works are still ongoing and it expected that the payment from DWP will be received in 2018/19, and that the project will come in on budget	158
	<b>VAT Partial Exemption</b> This budget will be rephased to meet VAT costs	(33)
	<b>Total</b>	<b>(3,116)</b>

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

5.4 Appendix D, Annexes C and D provide the following information:

**Annex C** provides details by scheme with proposed rephasing, expenditure to date and forecast outturn.

**Annex D** details the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing

## 6. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

6.1 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.



6.2 At the end of Quarter 4 the financial projections for the CIS are:

<b>CIS Investments</b>	<b>Budget (£'000)</b>	<b>Outturn (£'000)</b>	<b>Variance (£'000)</b>
<b>Cash Investments</b>			
CCLA Property Fund	(162)	(177)	(15)
<b>Total Cash Investments</b>	<b>(162)</b>	<b>(177)</b>	<b>(15)</b>
<b>Property Investments</b>			
Property Rental Income	(5,038)	(3,285)	1,753
MRP	1,896	0	(1,896)
<b>Net Direct Property Income</b>	<b>(3,142)</b>	<b>(3,285)</b>	<b>(143)</b>
Management Charge	144	2	(142)
<b>Total Property Investments</b>	<b>(2,998)</b>	<b>(3,283)</b>	<b>(285)</b>
<b>TOTAL</b>	<b>(3,160)</b>	<b>(3,460)</b>	<b>(300)</b>

### 6.3 Investments

Between January 2018 and end March 2018, 32 properties have been investigated as potential CIS investment opportunities. Significant work has been undertaken on a number of local investment opportunities. Our bid on property in Hinchingsbrooke was unfruitful as the owner ultimately decided not to sell due to lack of alternative investment opportunities open to them. A current bid in St Neots on a leisure property has just been accepted and subject to Cabinet approval. Further local opportunities (retail and distribution) are awaiting leases to be completed before being offered for sale and we are in an early bidder position for these. A summary of opportunities is included in **Appendix E**.

Returns from the CCLA property fund have remained at the 2016/17 level (circa 4.5%). Other investment vehicles such as bank deposits and money market funds interest rates continue to be low.

To date the majority of the Council's investments have been funded from earmarked reserves or cash balances with a £5m loan from PWLB secured for the acquisition at Fareham, the balance of the purchase price and acquisition costs was met from earmarked reserves.

## 7. COMMENTS OF OVERVIEW & SCRUTINY PANELS

7.1 Comments from the Overview and Scrutiny (Performance and Customers) Panel will be circulated separately to Cabinet following the Panel's meeting on 14 June 2018.

## 8. RECOMMENDATIONS

8.1 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**.

8.2 The Panel is also invited to consider and comment on financial performance at the end of March, as detailed in section 4 and in **Appendix D**, and the register of reviews of Commercial Investment Strategy propositions at **Appendix E**.

## 9. LIST OF APPENDICES INCLUDED

**Appendix A** – Performance Summary, Quarter 4, 2017/18

**Appendix B** – Corporate Plan Performance Report ('Red' status), Quarter 4, 2017/18

**Appendix C** – Project Performance ('Red' status), March 2018

**Appendix D** – Financial Performance Monitoring Suite (FPMS) including:

**Annex A** – Revenue Provisional Outturn and Service Commentary March 2018

**Annex B** – Movements to Earmarked Reserves 2017/18  
**Annex C** – Capital Programme Provisional Outturn, March 2018  
**Annex D** – Capital Programme Funding 2017/18  
**Annex E** – Financial Dashboard, March 2018

**Appendix E** – 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

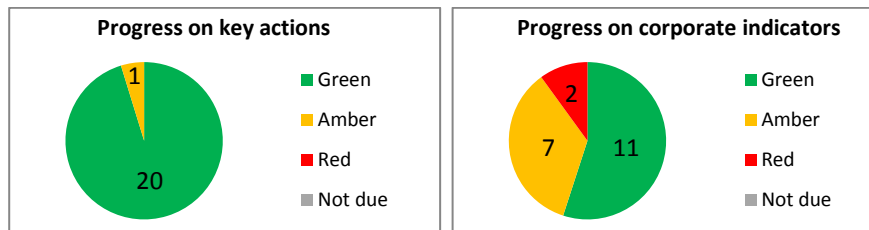
### **Financial Performance (Appendices D and E)**

Paul Loveday, Interim Finance Manager ☎ (01480) 388605

## Performance Summary Quarter 4, 2017/18

### Enabling communities

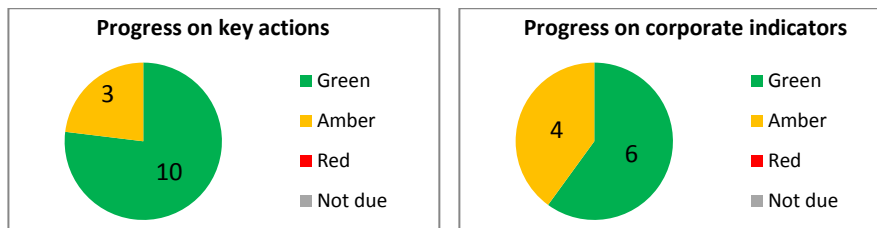
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include an increase in the number of fines issued for littering from a vehicle.

### Delivering sustainable growth

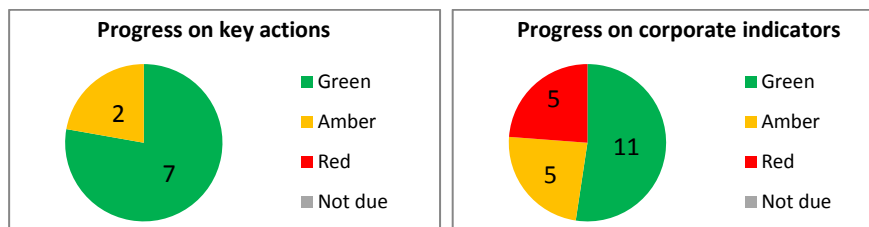
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the Local Plan to 2036 being submitted in March 2018.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include receiving £3.3m in Commercial Estate rental and Property Fund income (net of MRP - Minimum Revenue Provision), with income growth leveraged through new lettings and renewal of existing leases.

**STRATEGIC THEME – ENABLING COMMUNITIES**

Period January to March 2018

**Summary of progress for Key Actions**

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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	11		7		2		0		0

**Corporate Performance and Contextual Indicators**

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 6. Average length of stay of all households placed in B&B accommodation Aim to minimise	5.1 weeks	6 weeks	7 weeks	<b>R</b>
Comments: (Customer Services) This is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available. Successful preventions also play an important part in preventing people hitting a crisis point and requiring a placement into temporary accommodation. Alternative sources of temporary accommodation continue to be brought on-line with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. There are c.30 units of this type in use as well as c.20 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.				

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
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	28 weeks	40.6 weeks	<b>R</b>
Comments: (Development) The Cambs Home Improvement Agency recruited a new manager in Summer 2017. The new manager has introduced a performance plan to improve the time taken to complete DFGs and presented the plan at the December 2017 Overview & Scrutiny Panel (Communities and Environment) meeting. Although time taken to complete a DFG is still much longer than the target, the service is improving: time taken between referral and completion in Q1 = 44.7 weeks, Q2 = 44.4 weeks, Q3 = 41.1 weeks and Q4 = 30.9 weeks. This demonstrates a marked improvement in the speed of providing DFGs which is expected to continue.				

**STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH**

Period January to March 2018

**Summary of progress for Key Actions**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	<b>10</b>		<b>3</b>		<b>0</b>		<b>0</b>		<b>0</b>

*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**

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	<b>6</b>		<b>4</b>		<b>0</b>		<b>0</b>		<b>0</b>

## STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period January to March 2018

### 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		5		5		0		0	

31

### Corporate Performance and Contextual Indicators

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 24. Number of missed bins per 1,000 household collections Aim to minimise	N/A	0.75	1.06	<b>R</b>
Comments: (Operations) March saw a considerable decrease in the number of bins missed with 0.59 missed per 1,000 collections, giving Q4 performance of 0.80 and an annual performance of 1.06.				
PI 34. Planned net budget reductions achieved Aim to maximise	£1.9m	£1.5m	£1.1m (provisional)	<b>R</b>
Comments: (Resources) Some savings were not achieved, some were partially achieved and some were foregone as a result of prior savings decisions being overturned during the year. Further details are provided at section 4.3 and 4.4 of the Integrated Performance Report.				
PI 38a. Percentage of stage 1 complaints resolved within time Aim to maximise	78%	98%	n/a	<b>R</b>

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
Comments: (Corporate Team) Concerns about the lack of stage 1 complaints recorded on the corporate system (only 5 in Q2 compared to 61 last year and 280 in Q1) are unresolved so we are unable to report accurately on this indicator. However, the high volume of late responses in Q1 (when 206 complaints were dealt with late, mostly relating to missed bin collections) means that overall performance for the year would have been well below target.				
PI 38b. Percentage of stage 2 complaints resolved within time  Aim to maximise	89%	98%	78%	<b>R</b>
Comments: (Corporate Team) 60% of Stage 2 complaints received in Q4 were responded to on time but Operations were late in responding to both of their complaints. Cumulative year to date performance was below target with 5 out of 23 dealt with late (4 relating to Operations and 1 to Development).				
PI 40. Percentage of calls to Call Centre answered  Aim to maximise	n/a	90%	79%	<b>R</b>
Comments: (Customer Services) In the last quarter an average answer rate of 86% was achieved. The yearly figure is influenced by lower performance between April and September. HDC is investigating options for an online customer portal and further changes to business process to improve our service level in the coming year.				



## Appendix C: Project Performance, End of Financial Year 2017/18

<b>Red =</b> Project is significantly behind schedule, seriously over budget, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, over budget, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> 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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### Projects relating to Huntingdonshire District Council services/facilities only:

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status	Latest Update Date
<b>Leisure Invest to Save Opportunities</b> Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots. <b>Programme:</b> Facing the Future <b>Project Manager:</b> Jon Clarke (Leisure) <b>Project Sponsor:</b> <i>Previously Cllr Daryl Brown</i>	30/09/15	<b>Red</b>  Historical delays due to legal issues with the lease.	02/09/18	02/09/18	A revised tender report was received on 09/03/18 identifying the same company as the most suitable to be appointed, however prices have increased by approx. 13-15% since March 2016. This increase is a result of increases in material costs but also surface performance changes introduced by FIFA, and adopted by Sport England. Consideration will need to be given to the scope of the work or seeking additional funding. It is anticipated that work could start at the end of May 2018 for completion by the end of August 2018.	<b>Red</b>	21-Mar-18

### 3C IT Projects where Huntingdonshire District Council is a customer

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Revised End Date	Latest Update Date
<b>Mobile Phone Contract Procurement</b> The current HDC contract ended in May 2017; CCC and SCDC are both out of contract. <b>Programme:</b> 3C Shared Services <b>Project Manager:</b> Caroline Huggon (3C ICT) <b>Project Sponsor:</b> Emma Alterton	TBC	TBC	31/03/2018	31/03/2018	The rollout of smart phones is now well underway at both SCDC and HDC. The pre-requisite work is due to start for CCC in the middle of March. We are currently working on populating the corporate App Store so new iPhone users will start to see more applications available to download in due course.	<b>Red</b>	12-Mar-18

<b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	<b>Pending Closure =</b> In close-down stage	<b>Pending Approval =</b> Business Case to be approved	<b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Revised End Date	Latest Update Date
<b>Server Room Consolidation Project</b> To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services. <b>Programme:</b> 3C Shared Services <b>Project Manager:</b> Martin Steadman (3C ICT) <b>Project Sponsor:</b> Fiona Bryant	TBC	TBC	31/03/2018	31/03/2018	Work is progressing with this project but unfortunately issues are being experienced with 3rd party suppliers, which has had an impact on timescales. These are currently being discussed with the Project Team.	Red	12-Mar-18

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Other Shared Service Projects where Huntingdonshire District Council is a customer

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Revised End Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Original Date	Latest Update Date
<b>Implementation of Financial Management System</b> To introduce a new Financial Management System across the council. <b>Programme:</b> 3C Shared Services <b>Project Manager:</b> Andrew Buckell (3C ICT)	TBC	Red	31/10/17	31/10/17	Capita have agreed to a new sign off of 26/1 and implement 6/2 however still 9 items with Capita. Go cash reconciliation to be fully tested. AR data migration issues being addressed and AR fixes arriving 5/2 which is late for UAT to complete 28/2. <b>Programme Office: Lack of updates will be raised at SMT.</b>	Red	15-Jan-18 (Via Bitrix Highlight Report)

### **Financial Performance Monitoring Suite, March 2018 Provisional Outturn 2017/18**

#### **Executive Summary**

This report sets out the provisional financial position at 31 March 2018. The actual outturn position cannot be confirmed until after the final accounts have been audited. The headlines are:

**Revenue** - the provisional outturn shows an overspend of £0.5m, this is £0.2m below the £0.7m overspend forecast in February 2018. The spread of this net figure over the Heads of Service has changed since the February forecast and is shown in the table at 2.1.

**Reserves** - The expected surplus for the year to be transferred to reserves is £3.6m. The bulk of this, £2.2m, will transfer to the budget surplus reserve to off-set future budget deficits. Some will remain in the General Fund reserve to maintain the 15% minimum level of reserves required. The remaining additional balance will be allocated:-

- £0.5m to the Market Towns Investment Fund
- £0.25m to the Transformation Reserve
- £0.25m to the Commercial Investment Fund
- £0.35m to the Collection Fund Reserve

The movements on useable reserves are shown in Annex B.

**Capital programme** – The provisional outturn shows an underspend of £3.1m. This was previously forecast to be an underspend of £1.7m in February 2018.

## 1. Financial Performance Headlines

This financial year the monthly management accounts show the gross expenditure by service. Where costs are funded by reserves, this is shown to provide the net position.

**Revenue**            The approved Budget is £17.2m and the Provisional Outturn is £17.7m which is an over spend of £0.5m. This is a reduction of £0.2m on the forecast at the end of February. However, there have been some large variations at service level when compared to last month's forecast. The main reasons for the service variations are shown on the next page. Action still needs to be taken to address this level of forecast overspend.

**Capital**            The approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m (£8.8m net, after taking account specific grants and contributions). The net provisional outturn is £5.7m giving an under spend of £3.1m compared to last month's Forecast underspend of £1.7m. The reasons for this variation are detailed at 5.

## 2. Summary Revenue Forecast variances by Service

2.1 The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

Service	Budget	Provisional Outturn - gross	Transfers to / (from) reserves	Provisional Outturn - net	Variance (underspend) / overspend	Change to Previous Month's Forecast Outturn	Main reasons for variance
	£000	£000	£000	£000	£000	£000	
Community	1,953	1,837	7	1,844	(109)	(47)	<ul style="list-style-type: none"> <li>Restructure and the impact of staffing vacancies during recruitment produced staff savings</li> <li>The fire at Eastfield House result in additional costs due to the need to maintain service delivery via outsourcing of printing activity</li> <li>Better than expected income to the service from fees and charges</li> </ul>
Customer Services	2,396	2,504	14	2,518	122	(20)	<ul style="list-style-type: none"> <li>Additional costs relating to higher volume of homelessness applications</li> <li>Customer service satellite offices remaining open.</li> <li>The Housing Benefits budget can have significant variation within each year with the cycle of payments which total c£33 million annually – meaning some in year variation is common.</li> </ul>
ICT	1,721	1,735	0	1,735	14	(160)	<ul style="list-style-type: none"> <li>Unplanned work as part of networking/firewall changes.</li> </ul>
Development	1,132	1,080	(125)	955	(177)	(121)	<ul style="list-style-type: none"> <li>Lower Planning Application fee income was off set by additional CIL administration income and other income sources</li> <li>Delays in recruitment to the new structure produced salary savings</li> </ul>
Leisure and Health	(160)	127	(12)	115	275	20	<ul style="list-style-type: none"> <li>Burgess Hall / Bar (£55K) and Impressions (£222K) are the two main areas where, despite efforts to attract more customers / members, the income did not achieve the budget target.</li> <li>Revenue impacts of delays in delivering the capital programme for OSLN 3G and swimming pool / changing room refurbishment and OLH dryside projects.</li> <li>Education income down on previous years especially at OL Sawtry by (£20K).</li> <li>In general terms Income is down £646K, but this has been mitigated in parts by savings on employee costs of £269K and building costs of £96K.</li> </ul>
Operations	4,035	4,832	75	4,907	872	170	<ul style="list-style-type: none"> <li>Complexity of waste management rounds rescheduling has meant savings have not been achieved this year, in order to ensure delivery of service.</li> <li>Contamination rates are affecting recycling credits and gate fees - this is a county wide issue that is being addressed.</li> <li>S106 Funding drying up.</li> <li>Ageing fleet (although replaced in Nov-17) contributed to higher transport costs.</li> </ul>
Resources	4,423	4,291	(91)	4,200	(223)	(44)	<ul style="list-style-type: none"> <li>Higher insurance premium costs</li> <li>CIS acquisitions behind schedule (i.e. reduced income) but compensated due to reduced MRP costs</li> <li>Additional grant and property fund</li> <li>MRP saving and higher income from existing commercial properties is off-setting the items above</li> </ul>
Directors & Corporate	1,711	2,052	(607)	1,445	(266)	43	<ul style="list-style-type: none"> <li>Balance from Mayoral, County, PCC and EU Referendum Elections</li> <li>Saving from having no District elections this year</li> <li>Staff savings due to some seconded officers not being backfilled and other vacancies held</li> <li>Reduced income from Land Charges</li> </ul>
<b>Total</b>	<b>17,211</b>	<b>18,458</b>	<b>(739)</b>	<b>17,719</b>	<b>508</b>	<b>(159)</b>	

2.2 Further analysis of the variance and service commentary are at **Annex A**. This 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 over spend.

### 2.3 ZBB Savings Foregone

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		707
ZBB savings reversed:		
- 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)	(453)
2017/18 Forecast outturn – if ZBB proposals had not been reversed		254

### 3. Medium Term Financial Strategy

The provisional outturn for 2017/18 shows an overspend of £0.5m. The new MTFS period (2019/20 to 2022/23) incorporated adjustments for 2017/18 variances that were likely to impact later years. Now that the final position for 2017/18 is known these assumptions will be revisited in 2018/19 monitoring to see if there is likely to be an additional impact over the MTFS period.

### 4. Financial Dashboard

The Financial Dashboard is attached as **Annex D**. It provides information on the Council Tax Support scheme, NDR and Council Tax collection rates and a New Homes Bonus forecast.

## 5. Capital Programme

The approved gross Capital Programme 2017/18 is £9.3m. As part of the Quarter 4 Integrated Performance Suite, Cabinet (22/06/17) approved the rephasing of schemes from 2016/17 to 2017/18 totalling £3.1m, to give the total Capital Programme for 2017/18 of £12.4m.

The gross expenditure to date is £8.5m (68% of Budget) and the Capital Programme is forecast to have a net underspend of £3.1m, this includes underspends, rephasings and other variations. The forecast overspend on DFGs is partly funded from additional grants,

Variation Commentary Summary		£000s
<b><u>Overspend</u></b>		
<b>Development – DFGs</b>		777
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, this is a net overspend of £0.631m.		
<b>Development One Leisure St Ives</b>		49
Payment of retention for the scheme that was completed in 2012.		
<b>One Leisure Development Huntingdon</b>		27
During the development the opportunity has been taken to upgrade associated facilities, whilst this had lead to extra cost the customer experience will be enhanced.		
<b>Audio Visual Equipment</b>		10
This equipment has now been replaced in the Civic Suite with the best tendered price exceeding the cost allocation.		
<b>New FMS</b>		80
Due to the extended implementation period expenditure has increased.		
<b>One Leisure Changing Facilities</b>		6
This small amount will be funded from an earmarked reserve.		
<b>Operations – Play Equipment</b>		1
Extra equipment purchases.		
<b>Virtual Server</b>		39
Expenditure on the changes to the server network has exceeded the budget because of extra consultancy work required during the upgrade (This is HDC's share)		
<b><u>Underspend</u></b>		
<b>Operations – Vehicle Fleet Replacement</b>		(98)
A saving has resulted from actual prices of vehicles being less than that estimated at the procurement stage.		
<b>One Leisure St Ives – Burgess Hall</b>		(44)
Bar shutters were included in the original estimate, but SMT decided that these should not be fitted.		
<b>Resources – Clifton Road Industrial Unit and Levellers Lanes</b>		(20)
The roofing schemes are now complete for Levellers Lane and Phoenix Court, the Clifton Road scheme is now complete.		
<b>3CS ICT - Telephones</b>		(1)
This scheme is complete with the tender price being marginally under the allocation.		
<b>Huntingdon West Development</b>		(20)
Payments relating to the CPO are still on-going		
<b>Wheeled Bins</b>		(25)
The number of bins required is less than expected due to the use of bins in stock		
<b><u>Rephase</u></b>		
<b>Transformation</b>		(1,000)
The projects committed to from this budget, in the main Council Anywhere have not commenced in 2017/18, and it is expected that these projects will be completed in early 2018/19.		
<b>Flexible Working</b>		(15)
Improvements to mobile phone and mobile phones management have cost less than expected		
<b>Operations – Salix</b>		(55)
The budget available has been reduced based on the amount of work completed in previous years.		

<b>Variation Commentary Summary</b>		<b>£000s</b>
<b>One Leisure Improvements</b> A scheme for works at St Neots Pool has not been completed in the year, and this is now subject to rephase to complete in early 2018/19.		(40)
<b>Resources – FMS Archive and cash Receipting</b> With the delay of the Technology One project this work has also been delayed		(16)
<b>Resources – Loan to Huntingdon Town Council, Medway Replacement</b> Draft drawings have been completed with a Pre-App meeting already held, from which the architect is now completing final drawing ready for submission for Planning Permission during this month. There is a 13 week planning period and 6 week tender period, the anticipated draw down is programmed for June 2018. There is no MRP on this scheme.		(800)
<b>Resources – Investment in HDC Ventures</b> The Council's company will not now be incorporated until 2018/19		(100)
<b>Community – CCTV Wi-Fi and Cameras</b> HDC Ventures will not be commencing operation until 2018/19. Once partnership arrangements have been sorted out this budget will be allocated		(510)
<b>Operations – Back Office</b> This scheme has been moved to 2018/19 while options have been considered		(135)
<b>Resources – Bridge Place Car Park</b> This scheme has been delayed while Secretary of State approval is sought to use common land to park on		(304)
<b>Leisure – Astroturf Pitch and Pool St Neots One Leisure</b> Lease negotiations between HDC & St. Neots Learning Partnership has now been successfully concluded, with the main sticking point over the Security of Tenure having been resolved. The school has now forwarded the Lease Agreement to the Dept of Education for the authorisation to release the land. The Draft Lease was sent to the Dept of Education in Nov. 2017 and an outcome is anticipated in early 2018. The goal is for the pool works to be completed prior to the 2018 summer holidays and the 3G pitch to be completed in time for the start of the new academic year in Sept. 2018.		(394)
<b>Operations – Refit Projects</b> Following the finalisation of the lease at One Leisure St Neots, the refit improvements to that centre has now been put back into the programme. Work on the boilers at St Ives and building engineering management at each site has also been rephased.		(477)
<b>Printing Equipment</b> The purchase of printing has been paused at the tender selection stage whilst the implications of HDC Ventures are thought through.		(176)
<b>Pathfinder House</b> Works are still ongoing and it expected that the payment from DWP will be received in 2018/19, and that the project will come in on budget		158
<b>VAT Partial Exemption</b> This budget will be rephased to meet VAT costs		(33)
<b>Total</b>		<b>(3,116)</b>

This process of managing under/over spends on the programme is managed by the Finance and Performance Governance Board. Factors such as preliminary work and planning, unexpected resource issues and others can lead to variations.

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

Annexes C and D provide the following information:

**Annex C** – the Capital Programme by scheme with proposed rephasing, expenditure to date and forecast outturn.

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



## Service Commentary

## Annex A

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.

Revenue Forecast Outturn	2017/18 Draft Provisional Outturn						
	Budget	Provisional Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Provisional Outturn	Net Variation	
	£'000	£'000	£'000	£'000	£'000	£'000	%
<b>Revenue by Service:</b>							
Community	1,953	1,837		7	1,844	(109)	-5.6
Customer Services	2,396	2,504	(13)	27	2,518	122	5.1
ICT Shared Service	1,721	1,735			1,735	14	0.8
Development	1,132	1,080	(342)	217	955	(177)	-15.6
Leisure & Health	(160)	127	(37)	25	115	275	171.9
Operations	4,035	4,832	(168)	243	4,907	872	21.6
Resources	4,423	4,291	(181)	90	4,200	(223)	-5.0
Directors and Corporate	1,711	2,052	(607)		1,445	(266)	-15.5
<b>Net Revenue Expenditure</b>	<b>17,211</b>	<b>18,458</b>	<b>(1,348)</b>	<b>609</b>	<b>17,719</b>	<b>508</b>	<b>3.0</b>
Contributions to/(from) Earmarked Reserves	0	(739)				(739)	0.0
Service Contribution to Reserves	2,966	2,458				(508)	-17.1
<b>Budget Requirement (Services)</b>	<b>20,177</b>	<b>20,177</b>					
<b>Financing:-</b>							
Taxation & Government Grants	(10,477)	(11,025)				(548)	5.2
Contribution to/(from) Reserves	(1,534)	(986)				548	-35.7
<b>Council Tax for Huntingdonshire DC</b>	<b>(8,166)</b>	<b>(8,166)</b>					

Note:

Red – over spend by 2% or more

Amber – underspend by more than 4%

Green – overspend up to 2% and underspend up to 4%

**Service Provisional Outturn as at 31st March 2018**

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Provisional Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Provisional Outturn (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Community</b>						
4,300	Head Of Community Total	89,875	87,714	6,612	94,326	4,451	
11,063	C C T V Total	(70,393)	(59,330)	0	(59,330)	11,063	Review of income recognised error in invoicing, error corrected resulted in in-year refund of overpayments <b>Action on Overspend</b> - To be recovered in service
(7,102)	C C T V Shared Service Total	256,389	244,649	0	244,649	(11,740)	Savings due to vacant posts within the year and better than expected income from the year, overset by high than expected costs for the maintenance of the camera network
24,095	Commercial Team Total	293,803	311,601	0	311,601	17,798	Savings from the delayed recruitment to posts vacated during the restructure of the service, offset by redundancy costs charged to service, lower than expected income from traded activities including training and primary authority <b>Action on Overspend</b> - The redundancy costs are one-off and can be covered by savings within the division.
(6,890)	Corporate Health & Safety	102,622	96,208	0	96,208	(6,414)	
(21,671)	Licensing	(137,464)	(182,448)	0	(182,448)	(44,984)	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. Budget process impacted by process changes including direct payment for DBS checks by the applicants , and increased costs for vehicle inspections
(31,813)	Community Team	624,632	573,569	0	573,569	(51,063)	Promotion of the Council's pest control service during 2017/18 seeks to increase income along with increased Environmental Enforcement activity resulting from the Community restructure. Savings predicted from the salaries budget due to part-time working within a number of the Community team posts. Impacted by costs of implementation for the Public Space Protection Order for Dog Control, including the purchase of replacement PSPO signage, and higher than expected rental costs
(38,745)	Environmental Protection Team	379,555	330,798	0	330,798	(48,757)	Savings from the recruitment to posts arising from the restructure of the Community service combined with better than expected income, offset by higher than budgetted supplies and services
5,884	Emergency Planning	11,575	5,906	0	5,906	(5,669)	
(4,859)	Environmental Health Admin	139,140	133,624	0	133,624	(5,516)	
3,431	Document Centre	263,426	294,928	0	294,928	31,502	Impact of outsourcing of printing activities during the recovery from the fire at Eastfield House. <b>Action on Overspend</b> - recovery of costs from the insurance claim, costs recovered in service.
<b>(62,306)</b>		<b>1,953,160</b>	<b>1,837,221</b>	<b>6,612</b>	<b>1,843,833</b>	<b>(109,327)</b>	

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FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Customer Services</b>						
(182)	Head of Customer Services	97,080	63,378	27,039	90,417	(6,663)	
1,744	Local Tax Collection	(226,770)	(226,059)	0	(226,059)	711	
49,004	Housing Benefits - Homeless	281,996	359,065	0	359,065	77,069	Reflects higher numbers of homeless placed in Bed & Breakfast accommodation. This is the net cost to HDC after taking into account customers income and Government subsidy. Use of B&B is necessary as no alternatives are available. Longer term solutions are being pursued. The 2018/19 MTFB budget was increased as this higher level of expenditure is expected to continue in the short term.
115,997	Housing Benefits - Other	637,731	764,055	(12,779)	751,276	113,545	Additional contribution to bad debt provision of £26k was required. Net £35k increase on benefits payments - this is a very large budget with £33million in benefit payments moving in/out of it annually, a variation of this amount is not uncommon. Of the remaining variation, £19k extra was spent on staff, summons cost recovered were £23k lower than expected and £13k of project related expenditure will be covered by reserves. These variations are not likely to continue into future years.
(22,277)	Council Tax Support	(134,894)	(156,193)	0	(156,193)	(21,299)	(£20k) of old Council Tax Benefits overpayments recovered.
(9,896)	Housing Needs	917,332	863,797	0	863,797	(53,535)	New Burdens grant for Homeless Act implementation (£56k). Higher bad debt provision £18k. Staff savings on vacant posts (£32k). Higher expenditure on homeless families £19k
8,010	Customer Services	823,404	836,200	0	836,200	12,796	Staff savings in the main CSC are helping to off-set the additional costs of keeping the satellite offices open. The 2018/19 MTFB budget was increased to cover the continuing cost of the satellite offices.
<b>142,400</b>		<b>2,395,879</b>	<b>2,504,242</b>	<b>14,260</b>	<b>2,518,502</b>	<b>122,623</b>	

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FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of ICT Shared Service</b>						
173,722	ICT Shared Service	1,721,333	1,735,067	0	1,735,067	13,734	Over the past 3 months a considerable amount of work has been conducted to critically review all 3C ICT transactions against the original business case, verify with partners forecast costs and ensure partners were recharged appropriately for items not included in the original transferred budgets. Many of the issues are due to a member of staff who is no longer with the service and poor accounting processes within 3C ICT. With over 2000 transactions to cross correlate again the FMS and original budgets this has taken considerable time and also required partner review. The net effect is that there has been a large number of forecast transactions removed/updated, moved to the correct partner cost centres and considerable recharging activity resulting in a positive movement in the budgets for HDC. The swing in February occurred when partners accepted the charges. Moving forward processes to control this have been established with additional restructuring in the FMS. Transactions/recharges will be reviewed on a monthly basis with improved transactional review. Overall performance against budget is favourable, the final outturn figure is largely due to increased VMB charges for unplanned work as part of networking/firewall changes.
<b>173,722</b>		<b>1,721,333</b>	<b>1,735,067</b>	<b>0</b>	<b>1,735,067</b>	<b>13,734</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
<b>Head of Development</b>							
2,076	Head of Development	81,516	83,628	0	83,628	2,112	
(275)	Building Control	147,670	227,862	(126,577)	101,285	(46,385)	HDC receiving (£30K) recharge for office accommodation costs, (£6K) recharge for costs incurred on behalf of 3CBC and (£10K) reduced costs of HDC share of non-fee earning costs.
(74,395)	Economic Development	253,389	169,834	0	169,834	(83,555)	(£71K) saving due to delay in recruiting to new posts, then deletion of Marketing Officer post and savings from secondment to Mosaic Team. (£12K) income from BID Huntingdon levy collection.
(177,972)	Planning Policy	706,848	446,328	(67)	446,261	(260,587)	(£205k) due to increase in CIL admin income. JSPU disbanded and (£5.5k) contribution no longer required. (£12K) contribution not paid out. £10K spend on viability. (£9K) costs recovered. Forecasting net £4k decrease in Neighbourhood planning fees over costs. £28k additional staff cost but (£25K) income for Wintringham Park staffing. £214K additional Local Plan consultants costs but (£25K) funded within budget and (£189K) of Local Plan spend, principally on Strategic Transport Study, to be funded from Local Plan Earmarked Reserve. (£50K) income to support Strategic Developments. Smaller variances amounting to (£5k).
0	Transportation Strategy	56,120	50,096	0	50,096	(6,024)	
1,600	Public Transport	26,100	23,834	0	23,834	(2,266)	
222,854	Development Management	(359,076)	(99,308)	0	(99,308)	259,768	Received (£96k) for Wintringham Park Appeal Costs (Paid for in 1617) Planning App income £265k lower than budget. Pre-app fee income £5k lower. Appeal overspend of £96k. Smaller variances amounting to (£5K).
(29,439)	Housing Strategy	219,892	178,162	1,620	179,782	(40,110)	(£37k) Reassessed staff costs forecast for 2017/18. (£4K) income from staff secondment to CCC. £11k Additional costs over income at Mobile Home Park. (£7k) Lower renovation/improvement grant payments. Smaller variances amounting to £3k.
<b>(55,550)</b>		<b>1,132,459</b>	<b>1,080,436</b>	<b>(125,024)</b>	<b>955,412</b>	<b>(177,047)</b>	
<b>Head of Leisure &amp; Health</b>							
(439)	Head of Leisure & Health	80,980	80,531	0	80,531	(449)	
(6,123)	One Leisure Active Lifestyles	203,274	197,463	0	197,463	(5,811)	
261,002	One Leisure	(444,236)	(150,855)	(12,235)	(163,090)	281,146	This month sees a variance of £20K on the previous months forecast. This is due to the accounting for £8K in reserves and £10K in utility costs not forecasted for previously at OLSN.
<b>254,439</b>		<b>(159,982)</b>	<b>127,139</b>	<b>(12,235)</b>	<b>114,904</b>	<b>274,886</b>	

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FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Operations</b>						
5,313	Head of Operations	78,789	85,000	0	85,000	6,211	
6,992	Environmental & Energy Mgt	77,167	82,659	0	82,659	5,492	
(1,763)	Street Cleansing	793,949	817,674	0	817,674	23,725	£28k saving from carrying 3 vacancies for 1st Quarter (0.75 FTE) and other vacancies November to March. Additional income £7k. Higher vehicle maintenance costs £47k
38,388	Green Spaces	1,165,650	1,314,477	(93,396)	1,221,081	55,431	£79k staff saving from 3x6 month posts not filled and other vacancies for part year. £151k funding due from S106 receipts is now expected to reduce to £125k. Additional play equipment maintenance costs £25k. Vehicle costs up £43k. £28k reduced income from Arb and charges to Towns and Parishes. £18k urgent Watercourses work, water courses have been neglected and current budget is too low.
(11,308)	Public Conveniences	13,400	3,668	0	3,668	(9,732)	
650,144	Waste Management	2,000,856	2,738,893	0	2,738,893	738,037	Additional staff costs £410k because round rescheduling savings unable to be achieved and transitional costs to the new rounds. Dispute with recycling contractor £47k. Vehicle hire and vehicle maintenance increased due to aging fleet and pending insurance claim £37k. Diesel usage up £74k <b>Action on Overspend</b> - Internal audit has been completed. ASPE service review to be completed by end of Feb, Financial analysis to be completed by end of Feb. Provide independent round evaluation by end of March. Then compile waste improvement plan for 2018/19.
20,354	Facilities Management	1,069,413	1,081,043	0	1,081,043	11,630	£47k Rent to DWP not anticipated to start this year. £4k rent reduction given to Muir. £39k reduction in building maintenance while awaiting survey.
16,430	Fleet Management	256,247	268,796	0	268,796	12,549	Additional cost incurred - installation of fleet management system
18,091	Markets	(67,542)	(45,474)	0	(45,474)	22,068	£5k discount anticipated to encourage traders in Jan & Feb. £6k income reduction. £6k Staff regrading
(40,649)	Car Parks	(1,352,616)	(1,514,521)	168,879	(1,345,642)	6,974	
<b>701,991</b>		<b>4,035,313</b>	<b>4,832,215</b>	<b>75,483</b>	<b>4,907,698</b>	<b>872,385</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Resources</b>						
440	Head of Resources	87,865	88,804	0	88,804	939	
(287,458)	Corporate Finance	4,604,336	4,427,229	(82,779)	4,344,450	(259,886)	Redundancy payments and strain which will be covered by reserves (-19k), reduced MRP (-£164k), extra income from loans to other organisations (-£152k), increased IDB levy cost from parishes (+£11k), Government grant DCLG Ctax Discount (-£24k)
7,962	Legal	218,060	207,918	0	207,918	(10,142)	
105,133	Audit & Risk Mgmt	556,355	668,230	0	668,230	111,875	Net saving on Secondment against external supplier costs (-£12k), increased costs relating to insurance premiums (+£119k). <b>Action on Overspend</b> - Not possible to reduce in the short-term as this is as a consequence of higher insurance premiums. The largest is as a consequence of the Jan 2017 refuse freighter accident.
138	Procurement	60,226	60,524	0	60,524	298	
76,715	Finance	687,208	870,019	(98,412)	771,607	84,399	Delay in FMS has resulted in staffing resources needed for longer and additional temp staff for back filling and covering longterm sickness (+£178k) the TechOne hired staff is to be covered by reserves (-£98k), Delay in new FMS resulting in reduced software licensing costs (-£25k) and increased consultancy costs (+£22k) <b>Action on Overspend</b> - There are one-off costs relating to the implementaiton of the FMS; they should not be repeated next year.
153,714	Commercial Estates	(2,633,916)	(2,638,739)	90,000	(2,548,739)	85,177	Property Maintenance costs and additional insurance (+£69k), higher staffing costs as part of Comm Estates (+£165k), reduced CIS income due to highly competitive market and therefore reduced CIS propositions being acquired (+£166k) (this variance is a mix of reduced MRP expenditure and reduced CIS income). Increased estates income excl CIS (-£308k) <b>Action on Overspend</b> - The service continues to proactively investigate CIS opportunities and will complete on an acquisition during October; however further investments are required to meet income targets. In addition, alternative delivery models for Commercial Estates are being investigated including the potential to place the management element within HDC Futures.
(236,175)	HR and Payroll	841,561	605,559	0	605,559	(236,002)	Vacancies in HR (-£82k), Saving in Apprenticeship scheme which started in Sept (-£154k), long service award payment (+£23k), no external training provided (+£10k) and consultant for HR restructure in next financial year (-£31k)
<b>(179,530)</b>		<b>4,421,695</b>	<b>4,289,544</b>	<b>(91,191)</b>	<b>4,198,353</b>	<b>(223,342)</b>	

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FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Corporate Team Manager</b>						
(111,926)	Democratic & Elections	776,150	715,266	0	715,266	(60,884)	(£53k) saving from no district elections in 2017; £50k spend for 2018 district "All out" election, funded from reserves; (£67k) balance from Mayoral, County, PCC, EU Ref Elections; £9k Member Code of Conduct Enquiries no budget; £66k land charges reduction in demand; (£25k) reduction in Cabinet size + not all member allowances claimed; (£4k) tri annual member allowances review postponed to 2018/19.
(41,304)	Directors	499,847	461,651	(9,881)	451,770	(48,077)	(£28k) Corporate Director Vacancy, other PA vacancies (£33k)
(154,917)	Corporate Team	434,710	314,180	(36,074)	278,106	(156,604)	(£93k) Several members of staff moved to Transformation; (£30k) Marketing Post moved to One Leisure; (£32k) holding vacancies; £36k 3C Shared Service Hub)
0	Transformation	0	560,705	(560,705)	0	0	Programme streams expenditure profile now shows that some expenditure will slip to later years of the transformation programme. £1m of reserves set aside to fund the transformation programme.
<b>(308,147)</b>		<b>1,710,707</b>	<b>2,051,801</b>	<b>(606,660)</b>	<b>1,445,141</b>	<b>(265,566)</b>	
<b>667,019</b>	<b>HDC Totals</b>	<b>17,210,563</b>	<b>18,457,665</b>	<b>(738,756)</b>	<b>17,718,909</b>	<b>508,346</b>	



## Movements to Earmarked Reserves 2017/18

Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2017	Additions 2017/18	Applied 2017/18	Transfers 2017/18	Balance 31 March 2018	Comment
			£'000	£'000	£'000	£'000	£'000	
S106 Agreements	Development	Andy Moffat	(1,077)	(393)	85	0	(1,385)	Subject to S.106 contractual restrictions
Commutted S106 Payments	Development	Andy Moffat	(1,322)	(4)	93	0	(1,233)	Subject to S.106 contractual restrictions
Chequers Court Reserve	Resources	Clive Mason	(500)	0	0	250	(250)	Reserve to meet potential shortfall in S.106 funding at Chequers Court.
One Leisure St Ives 3G Pitch	Leisure & Health	Jayne Wisely	(150)	(25)	0	0	(175)	Funding Agreement with Football Foundation requires £100,000 security (sinking fund). Still required to meet the Football foundation funding requirements.
Env Health Equpt Renewals Fund	Community	Chris Stopford	(66)	(6)	0	0	(72)	Phased reduction from 2016/17 to 2019/20.
Oak Tree Centre Renewals Fnd	Resources	Clive Mason	(877)	0	0	0	(877)	Fund to meet substantial repairs from "contracted" tenant service charges. Full property assessment to be undertaken during 2016/17 to determine extent of repairs required.
Commercial Investment Fund	Resources	Clive Mason	(3,997)	(98)	747	(250)	(3,598)	Fund to meet future Commercial Investment Strategy acquisitions.
Budget Surplus Reserve	Resources	Clive Mason	(75)	(244)	107	(2,000)	(2,212)	This will have a balance at the year-end and will represent the amount of the General Fund that exceeds the 15% minimum threshold less any planned use of this reserve.
Special Reserve	Resources	Clive Mason	(1,300)	0	302	0	(998)	Fund to meet future costs of service transformation.
Silc Clubs Funding (2009 On)	Leisure & Health	Jayne Wisely	(1)	0	0	0	(1)	Reserves of a community group, now closed. HDC voluntarily agreed to use funds to assist other groups in hard-ship. Still required, review to be undertaken in 2017/18 (delayed from 2016/17 due to changes in personnel on site).
Housing Homeless Reserve	Customer	John Taylor	(82)	0	0	0	(82)	To meet "peaks-and-trough" in homelessness provision. However, with potential future changes in service provider, reserve to remain at this time.
Building Control Reserve	Development	Andy Moffat	(127)	0	127	0	0	Rolling Fund for Building Control surpluses, has now been transferred to Cambridge City Council as part of the 3C's shared service arrangement.
LPSA	Development	Andy Moffat	(51)	0	0	0	(51)	Former LPSA monies, to be used in the EDGE partnership activity in respect of Apprenticeships.
Local Plan	Development	Andy Moffat	(633)	(25)	215	0	(443)	New reserve to fund the development of the Local Plan. Planned workflows in 2016/17 did not proceed as expected so contribution to reserve will allow this work to be completed in 2017/18.
Transformation Reserve	Resources	Clive Mason	(1,037)	(27)	606	(250)	(708)	£1m transferred from the Special Reserve to fund transformation programme expenditure
NDR Relief	Resources	Clive Mason	(300)	0	0	0	(300)	Additional S31 Grant relating to NDR Reliefs
Cambridge Anti-Fraud Network	Customer	John Taylor	(15)	0	13	0	(2)	External funding relating to HDC Anti-Fraud Activity. To be used with a range of Cambridgeshire partners. HDC is the accountable body.
Operations Efficiency Reserve	Operations	Neil Sloper	(229)	0	0	0	(229)	
One Leisure Huntingdon Changing Room Project	Operations	Jayne Wisely	(11)	0	0	0	(11)	To contribute to the Project cost of the refurbishment of OLH changing room to meet SE financial requirements - still required
Commercial Property Maintenance Reserve	Resources	Clive Mason	(536)	0	0	0	(536)	
Mobile Home Park Renewals Fund	Resources	Andy Moffat	(10)	(1)	0	0	(11)	Rolling-Fund to meet "larger" maintenance costs that enhance the overall asset. The action proposed to reduce the balance will bring it to a minimum amount.
Env Imps Renewals Fund	Operations	Neil Sloper	(31)	0	0	0	(31)	50% of original Reserve to be held to fund some Parish off-road parking schemes, balance to be surrendered.
Collection Fund Reserve	Resources	Clive Mason	(1,961)	0	1,247	(600)	(1,314)	Technical reserve to meet costs relating to the Collection Fund; especially costs relating to previous years Collection Fund surplus/deficits.

Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2017	Additions 2017/18	Applied 2017/18	Transfers 2017/18	Balance 31 March 2018	Comment
			£'000	£'000	£'000	£'000	£'000	
CIL Admin Proportion not Received	Development	Andy Moffat	(282)	(190)	0	0	(472)	Reserve holds the difference between the admin proportion of CIL receipts calculated on a cash and an accruals basis. May not be able to retain all of these receipts if costs are below the 5% receipts figure based on actual amounts received.
New FMS Implementation Reserve	Resources	Clive Mason	(116)	0	0	0	(116)	2016/17 budget allocation for FMS implementation costs transferred to reserve when project implementation was put back. Should be used in 2017/18
OL Huntingdon/Medway Centre Transfer	Resources	Clive Mason	(300)	0	300	0	0	Reserve set up from 2016/17 Budget Surplus to fund the asset transfer between HDC and HTC now due in 2017/18.
Huntingdonshire LATHC	Resources	Clive Mason	(100)	0	0	0	(100)	Reserve set up from 2016/17 Budget Surplus to cover the setting up of the new trading company.
Business Intelligence	Resources	Clive Mason	(80)	0	0	0	(80)	
ICT Shared Service Reserve	ICT Shared Service	Paul Sumpter	(44)	0	0	0	(44)	3C's Board decision not to distribute 2015/16 saving on ICT Shared Service - surplus put into reserve to cover future shared costs.
<b>New Reserves 2017/18</b>								
District Elections Reserve	Corporate	Adrian Dobbyne	0	0	0	(182)	(182)	Reserve set up in 2017/18 to even out the budget impact of moving to 4-yearly District Elections
Market Towns Investment Fund	Resources	Clive Mason	0	0	0	(500)	(500)	Reserve set up in 2017/18 to support the redevelopment of Huntingdonshire's Market Towns.
<b>TOTAL Earmarked Reserves</b>			<b>(15,310)</b>	<b>(1,013)</b>	<b>3,842</b>	<b>(3,532)</b>	<b>(16,013)</b>	
<b>General Fund Reserve</b>			<b>(2,598)</b>	<b>(3,592)</b>	<b>0</b>	<b>3,532</b>	<b>(2,658)</b>	

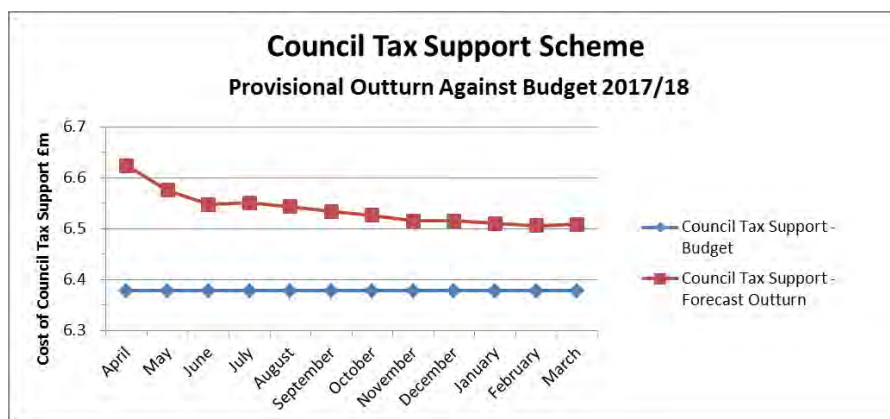
Capital Programme 2017/18		Provisional Outturn						
Table 1 Expenditure	Status	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure £	Net Variance £	
<b>Community</b>								
CCTV Camera Replacements	Waiting for company formation	Chris Stopford	190,000	30,000	220,000	0	(220,000)	
CCTV Pathfinder House Resilience		Chris Stopford	20,000		20,000	0	(20,000)	
CCTV Wi-Fi		Chris Stopford	250,000		250,000	0	(250,000)	
Lone Worker Software		Chris Stopford	20,000		20,000	0	(20,000)	
						0	0	
<b>Development</b>								
Disabled Facilities Grants	Overspend forecast due to excess demand	Caroline Hannon	1,300,000		1,300,000	2,467,958	1,167,958	
Huntingdon West Development	CPO expenditure expected	Claire Burton		35,000	35,000	76,101	41,101	
Alconbury Weald Remediation	Agreement with U&C for loan	Sue Bedlow	1,985,000		1,985,000	1,005,444	(979,556)	
						0	0	
<b>Leisure and Health</b>								
One Leisure Improvements	Projects complete	Pete Corley	205,000	(40,000)	165,000	167,144	2,144	
Burgess Hall	Project complete	Gareth Clark	305,000		305,000	261,051	(43,949)	
One Leisure Huntingdon Changing Facilities	Complete	Karen Martin-Peters		72,000	72,000	286,372	214,372	
One Leisure Huntingdon Development	Project complete	Paul France	779,000	31,000	810,000	855,100	45,100	
One Leisure St Neots Synthetic Pitch	Project delayed due to lease	Jon Clarke		390,000	390,000	0	(390,000)	
One Leisure St Ives Redevelopment	Retention from 2011 scheme		0	0	0	65,666	65,666	
OL St Neots Pool	Project delayed due to lease negotiations	Jon Clarke	290,000		290,000	11,043	(278,957)	
						0	0	
<b>Resources</b>								
Phoenix Court Lane Industrial Unit Roof Enhancement	Tenders returned - over budget. Best estimate now adopted as realistic price but subject to building surveyor review	Jackie Golby	157,000	40,000	197,000	245,417	48,417	
Levellers Lane Industrial Unit Roof Enhancement		Jackie Golby	56,000	22,000	78,000	79,596	1,596	
Clifton Road Industrial Unit Roof Enhancement		Jackie Golby	49,000	21,000	70,000	0	(70,000)	
Cash Receipting System	Project complete	Paul Loveday		26,000	26,000	23,897	(2,103)	
	Go live July, development in progress							
Financial Management System Replacement		Paul Loveday		27,000	27,000	106,916	79,916	
FMS Archive	Payment made	Paul Loveday	14,000		14,000	0	(14,000)	
VAT Exempt Capital	Related to roofs	Paul Loveday	29,000	59,000	88,000	15,000	(73,000)	
Capital Grant to Huntingdon Town Council	Paid	Paul Loveday		338,000	338,000	338,000	0	
Loan Facility to Huntingdon Town Council	Required June 2018	Paul Loveday		800,000	800,000	0	(800,000)	
	Company registered, company set up in progress							
Investment in Company		Paul Loveday		100,000	100,000	0	(100,000)	
							0	
<b>Customer Services</b>								
Printing Equipment	Tenders received but paused	Andy Lusha	176,000		176,000	0	(176,000)	
E-forms	Finished	Amanda Burns		3,000	3,000	2,541	(459)	
							0	
<b>ICT</b>								
Flexible Working - 3CSS	Mobile phone project complete	Emma Alterton	50,000		50,000	35,230	(14,770)	
Telephones - 3CSS	Project complete	Emma Alterton		28,000	28,000	26,732	(1,268)	
Virtual Server - 3CSS	Project complete	Emma Alterton		81,000	81,000	120,334	39,334	
							0	
<b>Operations</b>								
Building Efficiencies (Salix)	Spent on floodlighting at EFH and OL sites	Chris Jablonski	28,000	54,000	82,000	26,642	(55,358)	
Wheeled Bins	Orders complete	Heidi Field	231,000		231,000	188,587	(42,413)	
							(42,413)	
Vehicle Fleet Replacement		David Rook	1,146,000	367,000	1,513,000	1,415,214	(97,786)	
Operations Back Office Development	IT examining business case	Matt Chudley	135,000		135,000	0	(135,000)	
Play Equipment	Purchases complete	Helen Lack	24,000		24,000	24,829	829	
Re-Fit Buildings	Part completed some works to be rephased	Chris Jablonski	311,000	481,000	792,000	315,533	(476,467)	
	Order with Brehenny to produce a design but on hold pending sale of land							
Bridge Place Car Park Godmanchester		George Mc Dowell	218,000	100,000	318,000	14,037	(303,963)	
Pathfinder House Reception (DWP)	Project underway but incomplete	Chris Jablonski	303,000		303,000	183,147	(119,853)	
							(119,853)	
In Cab Technology		Matt Chudley	75,000	(75,000)	0	0	0	
Civic Suite Audio Equipment	Works complete	Emma Alterton		108,000	108,000	117,728	9,728	
							0	
<b>Transformation</b>								
Transformation Schemes	Plan to rollout Council Anywhere, plus other planned transformation projects	John Taylor	1,000,000		1,000,000	0	(1,000,000)	
<b>Total Expenditure</b>			<b>9,346,000</b>	<b>3,098,000</b>	<b>12,444,000</b>	<b>8,475,259</b>	<b>(3,968,741)</b>	

Capital Programme 2017/18		Provisional Outturn						
Table 2 Funding of Capital Programme		Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Variance	
			£	£	£	£	£	
<b>Grants and Contributions</b>								
DFGs		Caroline Hannon	(1,000,000)	0	(1,000,000)	(1,391,037)	(391,037)	
Pathfinder House Reception		Chris Jablonski	(278,000)	0	(278,000)	0	278,000	
Wheeled Bins		Heidi Field	(89,000)	0	(89,000)	(71,749)	17,251	
Synthetic Pitch		Jon Clarke	0	(274,000)	(274,000)	0	274,000	
One Leisure Huntingdon Changing Facilities		Karen Martin-Peters	0	0	0	(208,000)	(208,000)	
One Leisure Huntingdon Development		Paul France			0	(16,316)	(16,316)	
One Leisure St Ives Development		Chris Keeble			0	(18,500)	(18,500)	
					0	0	0	
<b>Total Grants and Contributions</b>			<b>(1,367,000)</b>	<b>(274,000)</b>	<b>(1,641,000)</b>	<b>(1,705,602)</b>	<b>(64,602)</b>	
<b>Use of Capital Reserves</b>								
Alconbury Remediation Works Reserve		Sue Bedlow	(1,985,000)	0	(1,985,000)	(1,005,444)	979,556	
<b>Total Capital Reserves</b>			<b>(1,985,000)</b>	<b>0</b>	<b>(1,985,000)</b>	<b>(1,005,444)</b>	<b>979,556</b>	
<b>Capital Receipts</b>								
Loan Repayments		Paul Loveday	(320,000)		(320,000)	(238,000)	0	
Housing Clawback Receipts		Paul Loveday	(500,000)		(500,000)	(450,618)	0	
<b>Total Capital Receipts</b>			<b>(820,000)</b>	<b>0</b>	<b>(820,000)</b>	<b>(688,618)</b>	<b>0</b>	
<b>Use of Earmarked Reserves</b>								
Financial Management System Replacement		Paul Loveday	0	(27,000)	(27,000)	(106,916)	(73,000)	
Capital Grant to Huntingdon Town Council		Paul Loveday	0	(300,000)	(300,000)	(338,000)	(38,000)	
Investment in Trading Company		Paul Loveday		(100,000)	(100,000)	0	0	
ICT Transformation		John Taylor	(1,000,000)	0	(1,000,000)	0	0	
FMS Archive		Paul Loveday	(14,000)		(14,000)	0	0	
CIL Reserve		Andy Moffat			0	(61,332)	(61,332)	
<b>To Earmarked Reserves</b>			<b>(1,014,000)</b>	<b>(427,000)</b>	<b>(1,441,000)</b>	<b>(506,248)</b>	<b>(172,332)</b>	
<b>Total Funding</b>			<b>(5,186,000)</b>	<b>(701,000)</b>	<b>(5,887,000)</b>	<b>(3,905,912)</b>	<b>742,622</b>	
<b>Net to be funded by borrowing</b>			<b>4,160,000</b>	<b>2,397,000</b>	<b>6,557,000</b>	<b>4,569,347</b>	<b>(4,711,363)</b>	
<b>Budget Reconciliation</b>					<b>Updated Budget</b>	<b>Expenditure</b>	<b>Variance</b>	
	Gross Expenditure				12,444,000	8,475,259	(3,968,741)	
	Total Grants and Contributions				(1,641,000)	(1,705,602)	(64,602)	
	Use of Capital Reserves				(1,985,000)	(1,005,444)	979,556	
	CIL Reserve					(61,332)	(61,332)	
	<b>Total</b>				<b>8,818,000</b>	<b>5,702,881</b>	<b>(3,115,119)</b>	

## Financial Dashboard

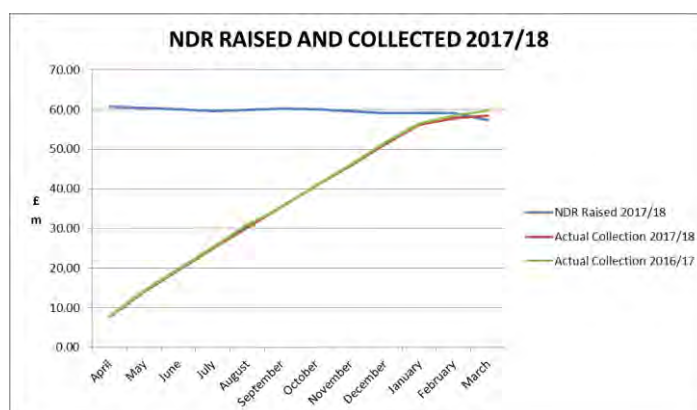
### Council Tax Support Scheme

In 2017/18, the actual take-up of Council Tax Support was approximately £0.13m above the budgeted £6.4m. This increase will impact in 2018/19.



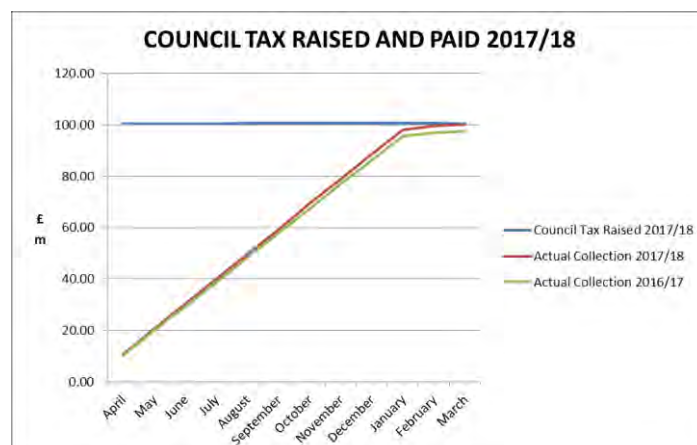
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

### Collection of NDR



The NDR graph above shows the total amount of NDR bills raised in 2017/18 and the actual receipts received up to the end of March, The Council tax graph below provides the same analysis.

### Collection of Council Tax



## Miscellaneous Debt

The total outstanding debt as at the end of March 2018 is £3.408m, £0.519m is prior year debt of which £0.140m relates to 2016/17.

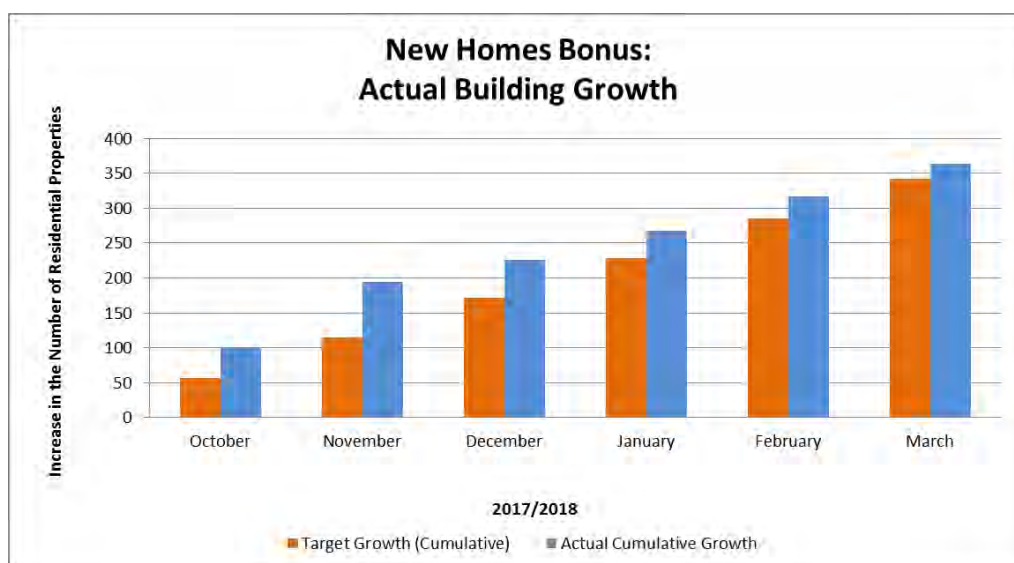
The 2016/17 and 2017/18 debt position is currently showing a large outstanding amount (£3.029m), £1.098m relates to Commercial Rents, £495k relates to homeless accommodation/prevention and £369k relates to schools and other customers use of One Leisure facilities. Currently, £97k is being collected via direct debit.

## New Homes Bonus

The 2016/17 reporting cycle (October 2016 to September 2017) saw 695 completions which was 128 ahead of the target of 567. The impact of these additional units will come through in 2017/18.

The current reporting cycle (October 2017 to September 2018) has a target number of completions of 1,135, as published in the draft Planning Annual Monitoring Report (December 2016). However, this has been revised downwards to 689 in the December 2017 Planning Annual Monitoring Report and so this lower figure has been used as our target for this year. Currently, 342 properties have been completed in the first half of this current reporting cycle.

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.



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: January – March 2018 (Quarter 4)**

Over the above period, 32 propositions were reviewed up to stage 1, of which 6 reviewed up to stage 2 and one currently in the bidding process at stage 3. All bar three opportunities were outside the District. Of the three in District, bids have been submitted on one at The Rowley Arts centre leisure park and the other two are confidential introductions for properties which are highly likely to come to the market but dependent on lettings being completed.

By property type the investments considered in Q4 are as follows:

Offices	9	Development sites (non investment)	3
Car showrooms	2	Leisure	4
Retail high street	2	Industrial/warehouse	3
Retail warehouse	3	Other (trade counter /petrol stn/mixed use)	6

Over the full year, 112 investment opportunities have been considered compared with 78 in 2016/17 (a 45% increase) and these are summarised below:

Step 1	85
Step 2	20
Step 3	4
Step 4	2
Step 5	1



Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Treasury Management Annual Report 2017/18

**Meeting/Date:** Cabinet – 21st June 2018

**Executive Portfolio:** Executive Member for Strategic Resources – Councillor Jonathan Gray

**Report by:** Head of Resources

**Wards affected:** All Wards

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### **Executive Summary:**

The Council's 2017/18 Treasury Management Strategy, was approved by Council on the 22nd February 2017.

CIPFA's Treasury Management code requires Councils to report on performance of the treasury management function twice a year; the first report being the mid-year review (reported to cabinet on the 16th November 2017) and the annual report after the financial year end.

### **The main purpose of the Treasury Management Strategy is to;**

- Ensure the Council has sufficient cash to meet its day to day obligations.
- Borrow when necessary to fund capital expenditure, including borrowing in anticipation of need when rates are considered to be low.
- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.

### **The key market Treasury Management issues through 2017/18 influencing the Council's decision-making were;**

- A moderate improvement in the credit rating of financial institutions, although some institutions ratings have been affected by ring-fencing of retail activity from investment activity.
- A continuation of the Bank of England's policy of very low interest rates, with the result that market rates also remain very low. The Council's average investing rate was 0.40%.

### **The Council's response to the key issues in 2017/18 was;**

- Where the Council has surplus funds to primarily make short term investments (the majority on call on a daily basis) in liquidity accounts and money market funds.
- Where possible to take a higher return without sacrificing liquidity.
- When borrowing the Council has used the Public Works Loan Board (PWLB), which offers low fixed rate borrowing over a long period. The interest rate ranges from 2.18% to 3.90%.

**Recommendation(s):**

The Cabinet is recommended to

- Comment on the 2017/18 Treasury Management performance

## 1. PURPOSE OF THE REPORT

- 1.1 To report to members on the performance of the Treasury Management activity over the past financial year.

## 2. BACKGROUND

- 2.1 This report covers treasury activity and the associated monitoring and control of risk. The key areas to be addressed includes

- Economic Review
- Performance of Funds
- Risk Environment
- Risk Management
- Compliance with Regulations and Codes

- 2.2 The key points in the 2017/18 Strategy were:

- Ensuring the Council has sufficient cash to meet its day to day obligations.
- Borrowing when necessary to fund capital expenditure.
- Investing surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.

## 3. ANALYSIS

### Economic Review

- 3.1 An economic review of the year has been provided by our Treasury Management advisors, Arlingclose and is attached with an analysis of the local context implications in **Appendix A**. The main reliance to the Council is

- Interest rates are likely to remain low in the short-term, allowing the Council to borrow at low interest rates both for short-term cash flow purposes and for longer term borrowing. However there is now evidence that rates may start to rise although at a slow rate.
- The continued low rates mean few opportunities to make significant returns from investments. This requires the Council to use other investing opportunities which the Commercial Investment Strategy provides through property rents and returns from the CCLA Property Fund.
- Inflation had started to rise slowly as the fall in the value of sterling takes effect, however towards the end of the year the rate had started to fall back.
- Whilst wages growth has been low or negative in recent years, there is now evidence of increasing wage inflation, as a result of low unemployment rates.

### Performance of Council Funds

- 3.2 The following table summarises the treasury management transactions undertaken during the 2017/18 financial year and the details of the investments and loans held as at 31st March 2018 are shown in detail in **Appendix B**.

	<b>Principal Amount £m</b>	<b>Interest Rate %</b>
<b>Investments</b>		
at 31 <sup>st</sup> March 2017	10	2.24
<b>less</b> matured in year	-216.0	
<b>plus</b> arranged in year	+221.7	
at 31 <sup>st</sup> March 2018	15.7	0.40
<b>Average Investments (Annual)</b>	<b>18.0</b>	<b>3.72</b>
<b>Borrowing</b>		
at 31 <sup>st</sup> March 2017	6	0.32
<b>less</b> repaid in year	-9.0	
<b>plus</b> arranged in year	+14.0	
at 31 <sup>st</sup> March 2018	<b>11.00</b>	<b>0.73</b>
<b>Average Borrowing (Annual)</b>	<b>16.1</b>	<b>0.41</b>
<b>Note;</b> Interest rates above are as at dated apart from averages, where these are the average for the whole year.		

### Investments

- 3.3 The Council's strategy for 2017/18 was based on all investments being managed in-house. The investments were of three types:
- Time deposits, these are deposits with financial institutions that are of fixed term and mature on an agreed date. In the Council's case usually in 1 to 2 weeks.
  - Liquidity (call) accounts, these are accounts held with banks where there is no fixed term and the money can be deposited or withdrawn on the day.
  - Money Market Funds, these are funds where investor's deposits are aggregated together and invested across a large range of financial products, giving a high degree of diversification.
- 3.4 The average rate of interest on all investments was 3.72%, 3.62% above the 7 day LIBID (London Interbank Bid Rate) benchmark rate of 0.21%, this represents a return of over three times the bench-mark rate. This good performance was due to £1.078m of the investments being locked into higher rates before the year started together with the use of liquidity accounts with major banks and Money Market Funds which gave the added safety of instant access together with interest rates in excess of the benchmark.
- 3.5 When only short-term cash flow investment activity is considered, the rate of interest on investments was 0.22%, which is around 5% higher than the 7-day benchmark rate of 0.21%.

## Borrowing

- 3.6 The Council's exposure to interest rate risk at the end of the year was:
- £20.6m long term borrowing from the PWLB, at a weighted average rate of 2.94%.
  - Short term borrowing at 31 March 2018 was nil.
- 3.7 The actual net investment interest payable (after deduction of interest receivable on loans) was £151,000 against a budget of £226,000. This is a saving of £75,000 against the original budget. This is due to delays in capital, CIS and revenue expenditure resulting in higher than estimated average cash balances which have been invested.
- 3.8 Short-term borrowing at 31 March 2018 was nil as the Council held sufficient cash balances to meet its obligations.

## Risk Environment

- 3.9 The changes to the environment in which investing takes place are detailed in **Appendix C** the main points to note are;
- UK sovereign rate being downgraded by Moodys.
  - Slight improvements in the credit ratings of financial institutions, but with effects from ring-fencing of retail and investment banks being factored in.
  - The issue of new Treasury Management and Prudential Codes and new MHCLG guidance on investments and minimum revenue provision

## Risk Management

- 3.10 The Council's primary objectives for the management of its investments are to give priority to the **security** and **liquidity** (how quickly cash can be accessed) of its funds before seeking the best rate of **return**.
- 3.11 The Council manages security by investing short-term with highly-rated banks and building societies, as well as investing with local authorities in the UK which are deemed to be intrinsically safe, apart from Northamptonshire County Council.
- 3.12 In addition to this the Council makes significant use of a number of Money Market Funds, where a large numbers of investors' funds, including the Council's, are aggregated and spread across a wide range of investments. The Council is therefore able to access a spread of investments across a number of funds not available if it were to invest on its own.
- 3.13 In order to manage liquidity the Council invests funds in call accounts or Money Market Funds, which provide instant access to funds.
- 3.14 The Council's priority has been security and liquidity, over the return on investments, which resulted in investments during 2017/18 generally being of

short duration (the majority on call). The result of low interest rates across the market is that the margin gained from the benefit of investing for longer period does not out-weigh the potential costs of failure of the investment.

### Compliance with Regulations and Codes

- 3.15 All the treasury management activity undertaken during the financial year complied with the approved strategy, the CIPFA Code of Practice, and relevant MHCLG legislation.
- 3.16 The Code requires the Council to approve both Treasury Management and Prudential Indicators. Those for 2017/18 were approved at the Council meeting on 22<sup>nd</sup> February 2017. **Appendix D** shows the relevant prudential indicators and the actual results, the table below is a summary of key indicators.

<b>Prudential Management Indicators</b>			
	<b>2017/18 Estimate</b>	<b>2017/18 Actual</b>	<b>Impact on the Council</b>
Net capital expenditure	£38.8m	£11.4m	Expenditure less than estimated as a result of rephasing asset schemes (£4.8m) and underspends (£0.6m), however DFGs were overspent by £0.8m. In addition the CIS did not spend the estimate of £30m.
Expenditure on interest and MRP (Minimum Revenue Provision)	19.5%	9.5%	As a result of underspends in 2016/17 the MRP is lower than estimated for 2017/18.
Capital Financing Requirement (CFR)	£70.1m	£46.6m	The CFR is lower due to reduced expenditure detailed above.
	<b>31/03/17</b>	<b>31/03/18</b>	
Long-term borrowing total	£15.9m	£20.9m	Borrowing has increased to fund expenditure on the CIS purchase at Fareham.
<b>Treasury Management Indicators</b>			
	<b>2017/18 Limit</b>	<b>2017/18 Actual</b>	
Authorised Limit for debt	£108.0m	£24.9m	The Council's debt has increased as a result of loans to finance the purchase of the CIS Property at Fareham, but is still within the approved limits
Operational boundary for debt	£103.0m	£24.9m	
Borrowing fixed and variable interest	75%-100%	100%	All borrowing has been undertaken at a fixed rate to avoid the risk of interest rate increases in the future.
Borrowing repayment profile (10 years)	9%-100%	86%	The loan repayment profile has shortened from last year as the Luminus loans are repaid annually.

Investments longer than 364 days	£34.5m	£27.1m	Only short-term or instant access investments.
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#### **4. COMMENTS OF OVERVIEW AND SCRUTINY**

4.1 The comments of the Overview and Scrutiny Panel (Performance and Growth) will follow the Panel meeting on the 14th June 2018.

#### **5. RISKS**

5.1 The risks arising from treasury management activities are highlighted in the report and are measured by reference to the prudential indicators in **Appendix D**.

#### **6. WHAT ACTIONS WILL BE TAKEN**

6.1 Treasury management activities will continue to be monitored, in order to mitigate security and liquidity risks.

#### **7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

7.1 Treasury management activity is a corporate function of the Council and supports the achievement of the Councils three corporate priorities; consequently it is a key element in the budget setting and management process.

7.2 In addition, over the last year the Councils Treasury function directly contributed to the “Working with our communities” strategic theme (Corporate Plan 2014-2016) in that it provided loan finance to support an external partner (Luminus) to fund the construction of the Langley Court Extra Care Facility in St. Ives.

#### **8. CONSULTATION**

8.1 No consultation has taken place.

#### **9. LEGAL IMPLICATIONS**

9.1 No direct, legal implications arise out of this report

#### **10. RESOURCE IMPLICATIONS**

10.1 The resource implications relating to the net interested due to the council is explained in paragraph 3.7.

#### **11. OTHER IMPLICATIONS**

11.1 No other implications have been considered.

#### **12. REASONS FOR RECOMMENDED DECISIONS**

12.1 The reason for the recommended decision is discussed in section 3 Analysis.

#### **13. LIST OF APPENDICES INCLUDED**

- Appendix A – Economic review (Source: Arlingclose)
- Appendix B – Borrowing and Investments as at 31st March 2018
- Appendix C – Risk Environment 2017-18
- Appendix D – CIPFA Prudential Indicators


## Appendix E – Commercial Investment Strategy Indicators (Preliminary)

### **BACKGROUND PAPERS**


Working papers in Resources; including investment and borrowing records, capital programme outturn, prudential indicator calculations.  
CIPFA Treasury Management Code of Practice

### **CONTACT OFFICERS**

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## APPENDIX A

<b>Economic Review of 2017/18</b>	
<b>Economic Growth</b>	<b>Local Context</b>
The UK economy showed signs of slowing with latest estimates showing GDP, helped by an improving global economy, grew by 1.8% in 2017, the same level as in 2016. This was a far better outcome than the majority of forecasts following the EU Referendum in June 2016, but it also reflected the international growth generated by the increasingly buoyant US economy and the re-emergence of the Eurozone economies.	The rate of growth suggests that Council services that are based on consumer demand, such as Leisure and CIS are likely to experience a steady rate of growth over the short-term.
<b>Inflation</b>	<b>Local Context</b>
The inflationary impact of rising import prices, a consequence of the fall in sterling associated with the EU referendum result, resulted in year-on-year CPI rising to 3.1% in November before falling back to 2.7% in February 2018.	Increases in inflationary pressure will be felt across service budgets, requiring some adjustments to service provision.
<b>Labour Market</b>	<b>Local Context</b>
The labour market showed resilience as the unemployment rate fell back to 4.3% in January 2018. The inherent weakness in UK business investment was not helped by political uncertainty following the surprise General Election in June and by the lack of clarity on Brexit, the UK and the EU only reaching an agreement in March 2018 on a transition which will now be span Q2 2019 to Q4 2020.	With employment at a record high then recruiting is likely to become more difficult for the Council, as the number of candidates are likely to reduce.  In addition wage growth is starting to pick up, and so whilst general inflation remains low but increasing, there is a potential for increased pressure to increase the Council's pay by greater percentage than in recent years.
<b>Consumer Expenditure</b>	<b>Local Context</b>
After a weak August, British consumers picked up the pace of their spending in Q3. UK retail sales growth surged to a 14-year high in October as consumers kept spending and colder weather boosted clothing sales. According to the British Retail Consortium (BRC), fears over Brexit are likely to weigh on sales in the period ahead.	Overall economic growth in the UK is strong and this has been largely driven by consumer spending. This augurs well for the services the Council provides, suggesting there is likely to be strong demand for services into the medium term.
<b>Global Influences</b>	<b>Local Context</b>

<p>In contrast, economic activity in the Eurozone gained momentum and although the European Central Bank removed reference to an 'easing bias' in its market communications and had yet to confirm its QE intention when asset purchases end in September 2018, the central bank appeared some way off normalising interest rates. The US economy grew steadily and, with its policy objectives of price stability and maximising employment remaining on track, the Federal Reserve Open Market Committee (FOMC) increased interest rates in December 2017 by 0.25% and again in March, raising the policy rate target range to 1.50% - 1.75%. The Fed is expected to deliver two more increases in 2018 and a further two in 2019. However, the imposition of tariffs on a broadening range of goods initiated by the US, which has led to retaliation by China, could escalate into a deep-rooted trade war having broader economic consequences including inflation rising rapidly, warranting more interest rate hikes.</p>	<p>Whilst the Council is insulated to some extent from global fluctuations, the possible impact of trades wars on inflation could and will make the goods that the council purchases more expensive.</p>
<p><b>UK Monetary Policy</b></p>	<p><b>Local Context</b></p>
<p>The Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 0.25% in November 2017. It was significant in that it was the first rate hike in ten years, although in essence the MPC reversed its August 2016 cut following the referendum result. The February Inflation Report indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening. Although in March two MPC members voted to increase policy rates immediately and the MPC itself stopped short of committing itself to the timing of the next increase in rates, the minutes of the meeting suggested that an increase in May 2018 was highly likely.</p>	<p>The continuing expansion Commercial Investment Strategy offers an opportunity to achieve higher returns (yields) but still with a high degree of security. The security is as a result of the ownership of an asset (property) or and investment in assets (Property Funds). An attempt to achieve higher returns using financial investments would result in the taking on of more risky investments, despite the likelihood of increases in rates.</p>
<p><b>Market Reaction</b></p>	<p><b>Local Context</b></p>
<p>The increase in Bank Rate resulted in higher money markets rates: 1-month, 3-month and 12-month LIBID rates averaged 0.32%, 0.39% and 0.69% and at 31st March 2018 were 0.43%, 0.72% and 1.12% respectively. Gilt yields displayed significant volatility over</p>	<p>PWLB borrowing rates are based on gilt yields. As a result when the Council needs to borrow the rates on offer are low by historic standards but the direction of travel is for increases but at a moderate (although erratic) rate.</p>

<p>the twelve-month period with the change in sentiment in the Bank of England's outlook for interest rates. The yield on the 5-year gilts which had fallen to 0.35% in mid-June rose to 1.65% by the end of March. 10-year gilt yields also rose from their lows of 0.93% in June to 1.65% by mid-February before falling back to 1.35% at year-end. 20-year gilt yields followed an even more erratic path with lows of 1.62% in June, and highs of 2.03% in February, only to plummet back down to 1.70% by the end of the financial year.</p> <p>The FTSE 100 had a strong finish to calendar 2017, reaching yet another record high of 7688, before plummeting below 7000 at the beginning of 2018 in the global equity correction and sell-off.</p>	<p>The majority of the Council's cash balances are kept in Money Market Funds or instant access accounts. Whilst rates on instant access accounts have fallen, the recovery of overnight rates may push up rates offered by Money Market Accounts. The rates on Money Market Accounts fluctuate and are therefore more likely to increase than bank accounts, which tend to change rate less often.</p>
<p><i>Source of Data: Arlingclose Ltd</i></p>	

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**APPENDIX B**

**BORROWING AND INVESTMENTS AT 31 MARCH 2018**

	Short-term Rating		Date Invested/ Borrowed	Amount		Interest Rate	Year of Maturity
	Fitch	Moody's		£m	£m		
<b>Borrowing</b>							
<b>Short-term</b>							
NIL				0	0		
<b>Long-term</b>							
PWLB 1			19/12/08	5.000		3.91%	2057/58
PWLB 2			19/12/08	5.000		3.90%	2058/59
PWLB 3			07/08/13	1.013		2.24%	2023/24
PWLB 4			25/11/15	0.736		3.28%	2046/47
PWLB 5			19/01/16	0.980		3.10%	2046/47
PWLB 6			21/03/16	0.490		2.91%	2046/47
PWLB 7			29/04/16	0.396		3.10%	2047/48
PWLB 8			02/06/16	0.322		2.92%	2047/48
PWLB 9			29/07/16	0.643		2.31%	2047/48
PWLB 10			23/09/16	0.494		2.18%	2047/48
PWLB 11			06/01/17	0.875		2.67%	2047/48
PWLB 12			03/10/17	5.000		2.78%	02/10/37
					<b>20.948</b>		
<b>Total Borrowing</b>					<b>20.948</b>		
<b>Investments In-House</b>							
<b>Investments</b>							
NatWest Current	F2	P2		0.028		0.00%	On-call
NatWest Liquidity	F2	P2		0.010		0.05%	On-call
Cambridge Building Society	Not rated			0.100		0.15%	On-call
Santander	F1	P1		0.695		0.80%	On-call
Handelsbanken	F1	P1		0.580		0.15%	On-call
Barclays	F1	P1		0.625		0.50%	On-call
Blackrock	AAAmf			0.150		0.39%	MMF
CCLA (PSDF)	AAAmf			0.250		0.44%	MMF
Federated	AAAmf			0.110		0.38%	MMF
Insight	AAAmf			0.250		0.44%	MMF
Legal and General	AAAmf			0.200		0.42%	MMF
Standard Life	AAAmf			0.150		0.40%	MMF
Invesco	AAAmf			0.250		0.42%	MMF
<b>Total Investments</b>					<b>3.398</b>		
<b>Loans</b>							
Huntingdon Regional College	Not rated			0.886		3.34%	2023/24
Huntingdon Gym	Not rated			0.041		5.13%	2023/24
Luminus - No. of Loans (8)	Not rated			4.913		4.33% (Average)	2047/48

<b>Total Loans</b>					<b>5.841</b>		
<b>Total Investments</b>					<b>8.879</b>		
<b>Net Borrowing</b>					<b>12.144</b>		

### Definition of Credit Ratings

<b>Fitch</b>	<b>Rating</b>	<b>Definition</b>
<b>Short term</b>	<b>F1</b>	Indicates the strongest intrinsic capacity for timely payment of financial commitments; may have an added “+” to denote any exceptionally strong credit feature.
	<b>F2</b>	Good rated intrinsic capacity for timely payment of financial commitments.
	<b>F3</b>	Fair rated intrinsic capacity for timely payment of financial commitments.
<b>Long-term</b>	<b>AAA</b>	Highest credit quality organisations, reliable and stable. 'AAA' ratings denote the <b>lowest expectation of default risk</b> . They are assigned only in cases of exceptionally strong capacity for payment of financial commitments.
	<b>AA</b>	Very high credit quality. 'AA' ratings denote <b>expectations of very low default risk</b> . They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
	<b>AA-</b>	
	<b>A</b>	High credit quality. 'A' ratings denote <b>expectations of low default risk</b> . The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.
	<b>A-</b>	
	<b>BBB</b>	Good credit quality. BBB ratings indicate <b>expectations of low default risk</b> . The capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.
<b>Notes</b> The modifiers “+” or “-“may be appended to a rating to denote relative status within major rating categories.		

<b>Risk Environment 2017/18</b>	
<p><b>Credit Ratings</b></p> <p>The most significant change was the downgrade by Moody's to the UK sovereign rating in September from Aa1 to Aa2 which resulted in subsequent downgrades to sub-sovereign entities including local authorities.</p> <p>Changes to credit ratings included Moody's downgrade of Standard Chartered Bank's long-term rating to A1 from Aa3 and the placing of UK banks' long-term ratings on review to reflect the impending ring-fencing of retail activity from investment banking (Barclays, HSBC and RBS were on review for downgrade; Lloyds Bank, Bank of Scotland and National Westminster Bank were placed on review for upgrade).</p> <p>Standard &amp; Poor's (S&amp;P) revised upwards the outlook of various UK banks and building societies to positive or stable and simultaneously affirmed their long and short-term ratings, reflecting the institutions' resilience, progress in meeting regulatory capital requirements and being better positioned to deal with uncertainties and potential turbulence in the run-up to the UK's exit from the EU in March 2019. The agency upgraded Barclays Bank's long-term rating to A from A- after the bank announced its plans for its entities post ring-fencing.</p> <p>Fitch revised the outlook on Nationwide Building Society to negative and later downgraded the institution's long-term ratings due to its reducing buffer of junior debt. S&amp;P revised the society's outlook from positive to stable.</p> <p>S&amp;P downgraded Transport for London to AA- from AA following a deterioration in its financial position</p>	<p><b>Local Context</b></p> <p>The Council receives monthly updates from its advisors on changes to credit ratings. Whilst the Council maintains deposits on a short-term or available instant basis the risk is reduced from failures, as the Council will be able to withdraw funds as soon as there is an indication of a credit problem. Whereas other investors with longer term fixed investments will not be able to.</p>
<p><b>Other Developments</b></p> <p>In February, Arlingclose advised against lending to Northamptonshire County Council (NCC). NCC issued a section 114 notice in the light of severe financial challenge and the risk that it would not be in a position to deliver a balanced budget. In March, following Arlingclose's advice,</p>	<p><b>Local Context</b></p> <p>The Council has not and does not intend to lend to Northamptonshire County Council.</p> <p>Whilst the Council uses Natwest for transactional banking (ie paying suppliers, receiving payments from customer) it is</p>

<p>the Authority removed RBS plc and National Westminster Bank from its counterparty list. This did not reflect any change to the creditworthiness of either bank, but a tightening in Arlingclose's recommended minimum credit rating criteria to A- from BBB+ for FY 2018-19. The current long-term ratings of RBS and NatWest do not meet this minimum criterion, although if following ring-fencing NatWest is upgraded, the bank would be reinstated on the Authority's lending list.</p>	<p>only keeping a minimal balance with Natwest until it again meets the requirements of Arlingclose's recommended list. Cash balances are transferred out to the Council's Money Market Funds and Call Accounts.</p>
<p><b>Regulatory Changes</b></p>	
<p>The 2017 Prudential Code introduces the requirement for a Capital Strategy which provides a high-level overview of the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Where this strategy is produced and approved by full Council, the determination of the Treasury Management Strategy can be delegated to a committee. The Code also expands on the process and governance issues of capital expenditure and investment decisions</p> <p>In the 2017 Treasury Management Code the definition of 'investments' has been widened to include financial assets as well as non-financial assets held primarily for financial returns such as investment property. These, along with other investments made for non-treasury management purposes such as loans supporting service outcomes and investments in subsidiaries, must be discussed in the Capital Strategy or Investment Strategy. Additional risks of such investments are to be set out clearly and the impact on financial sustainability is be identified and reported.</p>	<p>It is expected that a Capital Strategy will be created over the summer and approved by Cabinet in the autumn.</p> <p>The current Treasury Management Strategy is based on the Prudential Code 2013 and the Treasury Management Code 2011. The 2019/20 Strategy which will go to Council in February 2019 will be based on the new CIPFA codes (Treasury Management Code 2017 and Prudential Code 2017).</p>
<p><b>MHCLG MRP and Investment Guidance</b></p>	
<p>In February 2018 the MHCLG published revised Guidance on Local Government and Investments and Statutory Guidance on Minimum Revenue Provision (MRP).</p> <p>Changes to the Investment Guidance include a wider definition of investments to</p>	<p>The new MHCLG investment guidance now includes the purchases made through the CIS, rather than just purely financial investments.</p> <p>Commercial investments should not be purely for the revenue return but should</p>



<p>include non-financial assets held primarily for generating income return and a new category called “loans” (e.g. temporary transfer of cash to a third party, joint venture, subsidiary or associate).</p> <p>The Guidance introduces the concept of proportionality, proposes additional disclosure for borrowing solely to invest and also specifies additional indicators. Investment strategies must detail the extent to which service delivery objectives are reliant on investment income and a contingency plan should yields on investments fall.</p> <p>The definition of prudent MRP has been changed to “put aside revenue over time to cover the CFR”; it cannot be a negative charge and can only be zero if the CFR is nil or negative. Guidance on asset lives has been updated, applying to any calculation using asset lives. Any change in MRP policy cannot create an overpayment; the new policy must be applied to the outstanding CFR going forward only.</p>	<p>also give a service benefit such as economic growth/development.</p>
<p><b>MiFID II</b></p>	
<p>As a result of the second Markets in Financial Instruments Directive (MiFID II), from 3rd January 2018 local authorities were automatically treated as retail clients but could “opt up” to professional client status, providing certain criteria was met which includes having an investment balance of at least £10 million and the person(s) authorised to make investment decisions on behalf of the authority have at least a year’s relevant professional experience. In addition, the regulated financial services firms to whom this directive applies have had to assess that that person(s) have the expertise, experience and knowledge to make investment decisions and understand the risks involved</p>	<p>The Authority has met the conditions to opt up to professional status and has done so in order to maintain its erstwhile MiFID II status prior to January 2018. The Authority will continue to have access to products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice.</p>

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**CIPFA Prudential Indicators for Capital Finance in Local Authorities  
Prudential Indications and Treasury Management Indications for 2017/18  
Comparison of actual results with limits**

**PRUDENTIAL MANAGEMENT INDICATORS**

**1. Actual and Estimated Capital Expenditure.**

	<b>2017/18 Estimate £m</b>	<b>2017/18 Actual £m</b>
<b>Asset and Loans</b>		
<b>Gross</b>	<b>12.4</b>	<b>8.5</b>
<b>Net</b>	<b>8.8</b>	<b>5.7</b>
<b>Commercial Investment Strategy (CIS)</b>		
<b>Gross</b>	<b>30.0</b>	<b>5.7</b>
<b>Net</b>	<b>30.0</b>	<b>5.7</b>
<b>Net Total</b>	<b>38.8</b>	<b>11.4</b>

**2. The proportion of the budget financed from government grants and council tax that is spent on interest and the provision for debt repayment.**

<b>2017/18 Estimate</b>	<b>2017/18 Actual</b>
<b>19.5%</b>	<b>9.5%</b>

**3. The impact of schemes with capital expenditure on the level of council tax.**

This item is only provided to demonstrate affordability at budget setting and has already been superseded by the equivalent figure in the 2017/18 Treasury Management Strategy indicators.

**4. The capital financing requirement.**

This represents the estimated need for the Authority to borrow to finance capital expenditure less the estimated provision for redemption of debt (the MRP).

	<b>2017/18 Estimate £m</b>	<b>2017/18 Actual £m</b>
<b>Assets and Loans</b>	<b>43.7</b>	<b>41.3</b>
<b>CIS</b>	<b>26.4</b>	<b>5.3</b>
<b>Total</b>	<b>70.1</b>	<b>46.6</b>

**5. Net borrowing and the capital financing requirement.**

Net external borrowing as at the 31<sup>st</sup> March 2018, was £20.9m; this is £25.7m less than the capital financing requirement. Thereby confirming that the council has not borrowed for revenue purposes other than in the short-term for cash flow purposes.

**6. The actual external long-term borrowing at 31 March 2017**

£20.9m

**7. Adoption of the CIPFA Code**

The Council has adopted the 2011 edition of the CIPFA Treasury Management Code of Practice.

**TREASURY MANAGEMENT INDICATORS**

**8. The authorised limit for external debt.**

This is the maximum limit for borrowing and is based on a worst-case scenario.

	<b>2017/18 Limit £m</b>	<b>2017/18 Actual £m</b>
Short-Term	26.0	9.0
Long Term	45.0	10.0
Other long-term liabilities (leases)	6.0	0.5
<b>Total</b>	<b>77.0</b>	<b>19.5</b>
<b>Long-term for loans to organisations</b>	<b>15.0</b>	<b>5.9</b>
<b>Plus long term borrowings to finance for CIS investment.</b>	<b>30</b>	<b>5.0</b>
<b>Total</b>	<b>122.0</b>	<b>30.4</b>

**9. The operational boundary for external debt.**

This reflects a less extreme position. Although the figure can be exceeded without further approval, it represents an early warning monitoring device to ensure that the authorised limit (above) is not exceeded.

	<b>2017/18 Limit £m</b>	<b>2017/18 Actual £m</b>
Short-Term	26.0	9.0
Long Term	45.0	20.9
Other long-term liabilities (leases)	6.0	0.5
<b>Total</b>	<b>77.0</b>	<b>19.5</b>
<b>Long-term for loans to organisations</b>	<b>15.0</b>	<b>5.9</b>
<b>Plus long term borrowings to finance for CIS investment.</b>	<b>30</b>	<b>5.0</b>
<b>Total</b>	<b>122.0</b>	<b>30.4</b>

Both of these actual results reflect the fact that long term rates were not considered low enough to borrow in anticipation of need

**10. Exposure to investments with fixed interest and variable interest.**

These limits are given as a percentage of total investments. Investments of less than

12 months count as variable rate.

		Limits		Actual
		Max.	Min.	As at 31.3.18
<b>Borrowing:</b> longer than 1 year	Fixed	100%	75%	100%
	Variable	25%	0%	0%
<b>Investments:</b> longer than 1 year	Fixed	100%	100%	100%
	Variable	0%	0%	0%

## 11. Borrowing Repayment Profile

The proportion of 2017/18 borrowing that matured in successive periods.

Borrowing	Upper limit	Lower limit	Actual As at 31.3.18
Under 12 months	91%	0%	2%
12 months and within 24 months	91%	0%	2%
24 months and within 5 years	91%	0%	5%
5 years and within 10 years	92%	1%	5%
10 years and above	100%	8%	86%

## 12. Investment Repayment Profile

Limit on the value of investments that cannot be redeemed within 364 days.

	Limit £m	Actual £m
Limit on principal invested beyond year end (31 March 2017)	34.5	0

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## Commercial Investment Strategy Indicators

The Treasury Management Strategy for 2017/18 includes three indicators specific to the Commercial Investment Strategy (CIS);

### 1. Interest cover ratio

This ratio determines the amount of total net income from property investments after operating costs and any applicable taxes, compared with the interest expense of the debt. Interest payments for the Fareham loan starts in 2018/19, hence we are unable to determine the interest cover ratio until that time.

### 2. Target income returns

The targeted returns of the property portfolio is 6%, all property purchases are exceeding this target. With the highest being Stonehill at 9.2% and lowest being Shawlands at 7.0%.

### 3. Loan to value ratio

This ratio determines the amount of total debt compared to the total value of the underlying property asset. Fareham is currently the only CIS asset where a PWLB loan was partly used to acquire it. If the value of the asset drops below the amount of the loan principal outstanding then the Council will be required to make an MRP contribution. Fareham's loan to value is 92.2% which gives the Council a 7.8% headroom before a MRP contribution is needed.

	Purchase Cost	Income	Return on Purchase Cost %	Loan to Value
	£000	£000		%
			Paragraph 14	Paragraph 15
<b>2015-16 Purchases</b>				
CCLA Property Shares	2,500	(112)	4.5	n/a
Unit 3 Stonehill, Huntingdon	1,358	(125)	9.2	n/a
<b>2016-17 Purchases</b>				
CCLA Property Shares	1,500	(68)	4.5	n/a
Wilbury Way, Hitchin	2,313	(175)	7.6	n/a
Shawlands Retail Park, Sudbury	6,890	(483)	7.0	n/a
<b>2017-18 Purchases</b>				
1400 & 1500 Parkway, Fareham	5,747	(420)	7.3	92.2
<b>Note:</b> The income shown is full year this may not be the actual rent received in the first year of purchase, where the Council has only held the asset for a part year. CCLA Property Share income is assumed at 4.5% yield				

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Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Assistant Cabinet Members  
**Meeting/Date:** Cabinet – 21st June 2018  
**Executive Portfolio:** Councillor G J Bull – Executive Leader  
**Report by:** Managing Director  
**Ward(s) affected:** All

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### **Executive Summary:**

This report outlines the proposal by the Executive Leader of the Council for the creation of Assistant Cabinet Members to be appointed as non-executive Members to advise and support Cabinet Members in carrying out their role.

### **Recommendations:**

The Cabinet is recommended to

- (a) approve the appointment of Assistant Cabinet Members as considered necessary and appropriate, in accordance with the role description attached as an Appendix to the report now submitted; and
- (b) that the Corporate Governance Committee be recommended to amend Article 7 of the Council's Constitution to reflect the incorporation of Assistant Cabinet Members.

## **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to consider the appointment of Assistant Cabinet Members as non-Executive Members to advise and support Cabinet Members in carrying out their role. Assistant Cabinet Members may provide assistance for the relevant Cabinet Member in his or her absence but may not discharge any function given to the Cabinet Member and are not members of the Executive.
- 1.2 The Executive Leader is required to report to Council on any new appointment of Assistant Cabinet Members at the next available meeting of the Council.

## **2. BACKGROUND**

- 2.1 In order to widen Member participation in Council business and provide additional support to Cabinet Members, the Executive Leader has agreed to create and appoint Councillors to act as Assistants to the Cabinet as the Cabinet considers necessary and appropriate.
- 2.2 A copy of the role description for Assistant Cabinet Members is attached as an Appendix to this report.

## **3. LEGAL IMPLICATIONS**

- 3.1 The Executive Leader is required to report on any changes to Assistant Cabinet Members to Council for information.
- 3.2 Any necessary changes to the Council's Constitution will be made following a report being presented to the next available meeting of the Corporate Governance Committee.

## **4. RESOURCE IMPLICATIONS**

- 4.1 The role of Assistant Cabinet Member currently does not attract a Special Responsibility Allowance and will be considered further as part of the review of Members Allowances scheduled for 2018/19.

## **5. REASONS FOR THE RECOMMENDED DECISIONS**

- 5.1 The creation of Assistant Cabinet Members will work alongside a Cabinet Member or Cabinet Members and provide assistance for any function except decision making to widen Member participation in Council business and provide additional support.

## **6. LIST OF APPENDICES INCLUDED**

Appendix – Assistant Cabinet Member Role Description

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

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## Assistant Cabinet Member Role Description

An Assistant Cabinet Member may be appointed to support a Cabinet Member or Cabinet Members in carrying out their duties in a variety of ways.

### Purpose

- Assistant Cabinet Members are Members appointed by the Cabinet to work with a Cabinet Member or Cabinet Members and assist them with any function except decision-making subject to the limitation below.
- This includes taking forward particular projects or programmes. Most Assistant posts will range across the functions of the Cabinet Member but it is a matter for each individual Cabinet Member, after discussion with the Executive Leader, to establish any limits or conditions on the ways in which the Assistants will operate.

### Duties and Responsibilities

Assistant Cabinet Members may:

- Undertake specific task, research and investigations and attend meetings, as requested by the Cabinet Member, so as to keep abreast of current policy and development initiatives;
- Assist the Cabinet Member in establishing and maintaining professional, effective and efficient working relationships with opposition groups, Chairman of Committees/Panels and with other Councillors;
- Attend Cabinet briefings on behalf of a Cabinet Member;
- Undertake such responsibilities as may arise or be required from time to time other than decision making;
- Substitute as required for the Cabinet Member within the limits or conditions set by the Cabinet Member where this does not require direct Executive decision making;
- Assist the Cabinet Member to manage their workload and deal with such issues or projects (whether long term or time limited) as shall be agreed with them;
- Develop direct, effective working relationships with Corporate Management Team, Assistant Directors and Heads of Service and their staff and external partners, and assist the Cabinet Member with maintaining effective policy and management links with them;
- Advise and support the Cabinet Member on particular and ad hoc issues and opportunities arising from their own participation in Council activity and externally, and also on strategic issues;
- Help to promote specific media opportunities relating to key projects, with regular feedback to the Cabinet Member.

However, an Assistant to a Cabinet Member cannot:

- take decisions;
- deputise for a Cabinet Member at Council, Cabinet, Committee and Panel meetings;
- be a member of an Overview and Scrutiny Panel

These duties and responsibilities are in addition to those detailed in the role description for an elected Member.

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** HDC Ventures Ltd – Shareholder Representative and Reference Group

**Meeting/Date:** Cabinet – 21st June 2018

**Executive Portfolio:** Executive Member for Resources

**Report by:** Managing Director

**Ward(s) affected:** All

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### **Executive Summary:**

The Council has established a Local Authority Trading Company, HDC Ventures. Its purpose is to enable the Council to participate in commercial trading activities. This is increasingly common amongst local authorities.

The day-to-day operation of the company is the responsibility of the Directors. The Council is the sole Shareholder and it is necessary to establish a mechanism for decisions to be taken on behalf of the Council as the Shareholder. It is, therefore, proposed to delegate this responsibility to a Shareholder Representative. It is also proposed to create a Shareholder Reference Group, who the Shareholder Representative will consult with on matters within his/her Terms of Reference. The Shareholder Reference Group will comprise four Members and be politically balanced.

The Shareholder Representative will be advised by the Managing Director, Section 151 Officer, Monitoring Officer, Corporate Director – Services, acting in their capacity as Officers of the Council, and any other advisers as required.

The Shareholder Representative will take decisions on behalf of the Council that are of a routine nature on such matters as changes to the Articles of Association and borrowing. Strategic issues relating to the overall company direction will still be a matter for full Council. Details of the Representative's role appear in the Terms of Reference attached in an Appendix hereto.

Any changes required to the Constitution will be submitted to the next meeting of the Council following consideration of this matter by the Corporate Governance Committee.

### **Recommendations:**

The Council is

**RECOMMENDED**

- 1. To appoint a Shareholder Representative to act on behalf of the Council as Shareholder of the Council's Local Authority Trading Company;**
- 2. To approve the Shareholder Representative's Terms of Reference appended to the report now submitted, and**
- 3. To approve the establishment of a Shareholder Reference Group comprising four Councillors to be politically balanced.**

## **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to establish a mechanism for decisions to be taken by the Council as Shareholder of its Local Authority Trading Company, HDC Ventures Ltd.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The Council needs to be able to exercise its role as Shareholder of any company it owns in a timely and expedient manner, reflecting the needs of the trading company to be responsive to its commercial environment.

## **3. OPTIONS CONSIDERED/ANALYSIS**

- 3.1 The Council has received legal advice from its advisers, Trowers and Hamlins LLP, that this is a recommended way of fulfilling the shareholder role. In addition, it is regarded as national best practice.

- 3.2 It had been intended to establish a Shareholder Board, as per the report deferred from the full Council meeting on 26th March 2018. However, it is considered that the Shareholder Reference Group model is preferable because it will mean other political groups will have input into the exercise of the Shareholder role.

- 3.3 The Shareholder Reference Group will have direct input into the decision-making process. Specifically, it will:

- understand and advise on the significant issues relating to the operation and development of the Company;
- make recommendations to the Shareholder Representative on his/her responsibilities, which are contained in the Terms of Reference, and
- support effective communication about the Company

## **4. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

Implementing our Transformation Programme.

Commercialisation will be an important part of the way HDC functions in the future. The creation of de facto trading entities is one of the key elements of the transformation plan.

Identifying new opportunities for income generation, where appropriate.

This will be achieved via the development of a 'commercial culture' across the Council, alongside a systematic approach to evaluating and developing commercial projects.

Having a more engaged and motivated workforce.

Commercial activities will introduce new ways of thinking and working into the Council, which will provide opportunities for professional and personal development across the organisation.

## **5. LEGAL IMPLICATIONS**

- 5.1 The proposed action is in response to a recommendation by the Council's legal advisers, Trowers and Hamlins LLP, that the Shareholder role should not fall to

any of the Council's existing Member forums. It is common for Councils that have established Local Authority Trading Companies to form a separate Shareholder decision-making mechanism and, indeed, it is considered to be best practice.

- 5.2 Trowers and Hamlins, together with the Council's external advisor, also have advised on the arrangements and Terms of Reference. These are standard terms and are common amongst other councils that have Local Authority Trading Companies.

## **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 If changes are required to the Constitution following a decision on this matter, these will be submitted to the next meeting of the Council following a recommendation by the Corporate Governance Committee.
- 6.2 Political Group Leaders will be asked to nominate representatives to set on the Shareholder Reference Group. A programme of meetings will be established. Ad hoc meetings also may be convened as and when necessary.
- 6.3 A review will be undertaken of the necessity to amend the Constitution. Any changes will be referred to the Corporate Governance Committee and submitted to the Council for approval.

## **7. REASONS FOR THE RECOMMENDED DECISIONS**

- 7.1 A mechanism is required for decisions to be taken on behalf of the Council as the Shareholder of its Local Authority Trading Company. Legal advice and nationally recognised best practice indicate that separate arrangements should be established to exercise the Shareholder role and the appointment of a Shareholder Representative together with a Shareholder reference Group will achieve what is required in a way that best serves the circumstances of the Council.

## **LIST OF APPENDICES INCLUDED**

Appendix – Shareholder Representative – Arrangements and Terms of Reference

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

Tony Roberts, Democratic Services  
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## **SHAREHOLDER REPRESENTATIVE - ARRANGEMENTS AND TERMS OF REFERENCE**

### **Overview**

The Shareholder Representative will exercise the Council's role as shareholder in any company, limited by shares wholly or partly owned by the Council for the purposes of service provision and/or trading activities. The Representative will be appointed by the Cabinet and acts with delegated authority ensure the performance of any such company is satisfactory.

Any reference in these terms of reference to "Company" is defined as a company in which the Council holds shares.

### **Purpose**

The Shareholder Representative will have the power to approve:

1. Any minor change in the nature of the Business or the jurisdiction in which it is managed and controlled.
2. The issue or allotment of any shares in the capital of the Company or any Subsidiary Undertaking of the Company or the creation of any security or the grant of any option or rights to subscribe in respect thereof or to convert any instrument into such shares.
3. The reduction of the share capital or variation of the rights attaching to any class of shares in the capital of the Company or any Subsidiary Undertaking of the Company or any redemption, purchase or other acquisition by the Company of any shares or other securities of the Company or any Subsidiary Undertaking of the Company; the sale, transfer or disposal of the whole or a substantial part of the Business, or any dilution of the Company's interest in any Subsidiary Undertaking.
4. The formation of any Subsidiary Undertaking or the acquisition of or investment in any other company or business.
5. The approval and/or adoption of any Business Plan or annual budget or any variation of the Business Plan; or annual budget from time to time.
6. The entering into any purchase, sale, lease or licence of any freehold or leasehold property (other than in accordance with the Business Plan).
7. The disposal of any assets of the Company or any Subsidiary Undertaking.
8. Any changes to the Articles of the Company or any Subsidiary Undertaking of the Company.
9. Entering into any arrangement, contract or transaction between the Company or any Subsidiary Undertaking of the Company and any third party which has an annual contract value in excess of £150,000 (or the equivalent amount in any other currency).
10. Any change of the Company's name, auditors, bankers, accounting reference date; entering into an agreement to do any of the foregoing.
11. The appointment and removal of Company Directors.
12. The exercise of any reserved powers in the Articles of a Company.
13. The distribution of any surplus or the issue of any dividends from a Company.
14. Any recommendation from Company Directors to cease trading.
15. Reports to the Council annually on trading activity.
16. Reviews of the risks associated with trading activities.

The Shareholder Representative will not have operational control over Companies. All decisions regarding the day to day operation of each Company, its business development and commercial opportunities, staff terms and conditions and the development and implementation of its internal procedures, rest with the Directors of each Company.

### **Operation**

The Cabinet has delegated to the Shareholder Representative the authority to take decisions in respect of the Council's shareholding in any Company. The Shareholder Representative will exercise the powers defined in the previous section.

The Shareholder Representative, in fulfilling the role, will have regard to the views of the Shareholder Reference Group.

The Managing Director, Section 151 Officer, Monitoring Officer and Corporate Director - Services, acting in their capacity as Officers of the Council, will be advisors to the Shareholder Representative to provide open and strong technical advice. Additional advisors may be invited to attend the Board as required.

Any decisions made by the Shareholder Representative must be notified to the Company's directors and the Shareholder Reference Group as soon as reasonably practicable following such decision being taken.

In cases of urgency, a decision may be made by the Shareholder Representative after consultation with the Managing Director. Any urgent decisions made by the Shareholder Representative must also be notified to the Shareholder Reference Group as soon as reasonably practicable following such decision being taken.

The Shareholder Representative will review the Terms of Reference annually.

### **Relationship to Overview and Scrutiny Committee**

The Council's relevant Overview and Scrutiny Committee will retain its scrutiny function in relation to the Shareholder Representative. Overview and Scrutiny will be able to call the Representative to account for progress in relation to any Company for which the Council is a shareholder and any returns it is making.

### **Scope**

In respect of Teckal-compliant companies The Shareholder Representative will:

1. Monitor Teckal compliance at least annually.
2. Ensure the Business Plan of a Teckal compliant Company is aligned to the corporate objectives of the Council.

In respect of non Teckal-compliant wholly Council-owned companies The Shareholder Representative will also:

1. Seek to optimise returns on investment from trading activities.
2. Ensure trading activities are conducted in accordance with the values of the Council.

In respect of any shareholding and/or joint ventures The Shareholder Representative will:

1. Evaluate the return and benefits of the shareholding against the values of the Council.
2. Where appropriate, exercise influence over the company and /or joint ventures in accordance with the values of the Council.

#### **Operation of the Shareholder Reference Group**

1. The Shareholder Reference Group will comprise four Members and will be politically balanced.
2. The Shareholder Reference Group will meet with the Shareholder Representative quarterly, or as required.
3. No substitutes will be permitted.
4. All information received by Members arising from participation in the Shareholder Reference Group shall be deemed confidential.
5. Anthony Roberts will act as Secretary to the Shareholder Reference Group.

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Public  
Key Decision – No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Representation on Organisations  
**Meeting/Date:** Cabinet – 21 June 2018  
**Executive Portfolio:** Executive Leader  
**Report by:** Democratic Services Officer  
**Ward(s) affected:** All

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### **Executive Summary:**

The Council's representation on a variety of organisations and partnerships has previously been reviewed annually. However, it is proposed to conduct this review to accord with the future electoral cycle for District Councillors. Listed in the attached schedule, Appendix 1, are those organisations/partnerships to which it is proposed that the Council appoints representatives for 2018/19. The first part refers to partnerships and the second part to general external bodies/groups. These appointments are important to ensure the Council is efficient and effective on how it spends time, resources and influences outcomes.

### **Recommendation(s):**

That the Cabinet:

- i. **Appoint to the organisations and partnerships referred to in Appendix 1;**
- ii. **Agree to not appoint to those organisations and partnerships as indicated in Appendix 1;**
- iii. **Consider the comments/recommendations of the Overview and Scrutiny Panels contained in paragraph 3.1;**
- iv. **Requests that appointed Members report on an annual basis, in writing, to the relevant Overview and Scrutiny Panel; and**
- v. **In the event that changes or new appointments are required to the District Council's representation during the course of the four year term, the Corporate Team Manager be delegated, after consultation with the Deputy Executive Leader, to nominate and authorise alternative representatives as necessary.**

## **1. PURPOSE OF THE REPORT**

- 1.1 For the Cabinet to make appointments to the organisations/partnerships referred to in Appendix 1.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The Council's representation on a variety of organisations and partnerships has previously been reviewed annually. However, given that all District, Town and Parish Council seats in Huntingdonshire were contested at the same time this year, in accordance with the Huntingdonshire (Electoral Changes) Order 2017, it is proposed that representation will normally only be reviewed within the 4 year period between elections where there is a change of circumstances, a Member resigns, or there is a vacancy on a body.

- 2.2 Therefore, this report will next be reviewed by the Cabinet following the next District, Town and Parish Council elections in 2022.

- 2.3 Listed in Appendix 1 are those organisations and partnerships that the Council appointed representatives to for 2017/18 and those that require appointment to for 2018/19.

- 2.4 For the sake of transparency the list includes those appointments that are the responsibility of the Licensing and Protection Committee and Overview and Scrutiny Panel (Customers and Partnerships).

- 2.5 A review of the organisations and partnerships has been undertaken with Senior Officers and amendments made accordingly to the schedule of proposed appointments. Those that the Cabinet are requested to no longer appoint to are indicated as 'Do Not Appoint' on the attached Appendix. However, this does not preclude the Cabinet from deciding to not appoint to other organisations and partnerships.

- 2.6 The number of meetings held each year by these organisations and partnerships varies and in accepting these appointments Members are required to endeavour to attend each meeting, in order to fully represent the Council.

- 2.7 To improve the monitoring of how these organisations and partnerships contribute to the Council and its Corporate Objectives, the Cabinet agreed in 2016 that appointed Members should be required to report on a quarterly basis, in writing, to the relevant Overview and Scrutiny Panel. Due to the varied responses to requests for this information, last year the Cabinet resolved at the request of the Overview and Scrutiny Panels, that appointed Members be required to report on an annual basis. On the understanding that Members could provide updates should any significant issues occur.

There has continued to be some difficulties in obtaining this information which is reflected in the comments of the Overview and Scrutiny Panels, paragraph 3.1 refers.

- 2.8 It is considered appropriate that when the Cabinet are considering appointments to organisations and partnerships for 2018/19 that these should be mostly serving District Councillors – not Officers or former Councillors.

- 2.9 In the event that changes or new appointments are required to the District Council's representation during the course of the four year term, it is proposed that delegation be given to the Corporate Team Manager, after consultation with

the Deputy Executive Leader, to nominate and authorise alternative representatives as necessary.

### **3. COMMENTS OF OVERVIEW & SCRUTINY**

3.1 The Overview and Scrutiny Panels (Communities and Environment), (Performance and Customers) and (Economy and Growth) considered the Representatives on External Organisations – Annual Update Report at their meetings on 5 December, 6 December and 12 December 2017 respectively. Collectively the comments and recommendations of the Panels are summarised as follows:

3.1.1 That the Cabinet recommend to external organisations, in the event of a District Council Member with an interest in that particular organisation/partnership, who decides to not stand for re-election or is not successful at re-election, in order to retain the experience, be co-opted onto the organisation/partnership.

3.1.2 That the Cabinet, when appointing representatives to external organisations, maintains the democratic principle of accountability and appoints only serving Members.

3.1.3 Overview and Scrutiny Panel Members recommend that the Cabinet conducts an audit of the representation on external organisations and does not appoint to organisations that either: do not invite the appointed representative to attend meetings; have not met in excess of a year; or the efficient use of resources or influence is deemed questionable by the appointed Council representative.

3.1.4 Overview and Scrutiny Panel Members believe that the Cabinet should make the best use of all 52 District Councillors and appointments made should include non-majority party Members.

3.1.5 Overview and Scrutiny Panel Members request that external organisations should provide a job specification to outline the expectations of Members.

3.1.6 An organisation which the Cabinet has appointed a representative to, that other similar organisations should also have an appointed District Council representative (e.g. BID Huntingdon and St Neots Town Initiative).

3.1.7 Regarding the requirement of representatives on external organisations to report to the Overview and Scrutiny Panels in writing, Members recommend that other methods of providing an update could be utilised (e.g. publicly available reports and minutes).

3.1.8 Overview and Scrutiny Members would like the Cabinet to ensure that appointed Members are aware of the reason for their appointment.

3.1.9 Overview and Scrutiny Members recommend that a Task and Finish Group is formed in order to perform an audit of external organisations and the process of appointments.

3.1.10 The Cabinet should consider the availability of Members to attend meetings of external organisations when appointing representatives.

### **4. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES**

- 4.1 Appointing to the various organisations and partnerships will contribute to the following elements of the Corporate Plan:
- Enabling communities – to develop stronger and more resilient communities to enable people to help themselves.
  - Delivering Sustainable Growth – to accelerate business growth and investment; support development of infrastructure to enable growth; develop a flexible and skilled local workforce; and improve the supply of new and affordable housing, jobs and community facilities to meet current and future need.

## **5. CONSULTATION**

- 5.1 To ensure that the Council's representation remained appropriate and added value, the Council's Management Team were invited to comment on the list of proposed appointments for 2018/19.
- 5.2 A full review and comprehensive consultation was undertaken with all external organisations in May 2016.

## **6. RESOURCE IMPLICATIONS**

- 6.1 Members appointed to represent the Council on any organisations/partnerships are entitled to claim travel and subsistence allowance, which is attributed to the Members Allowances and Support budget.

## **7. REASONS FOR THE RECOMMENDED DECISIONS**

- 7.1 To undertake the annual review of the Council's representation on a variety of organisations and partnerships. To ensure the Council is efficient and effective on how it spends time, resources and influences outcomes.

## **8. LIST OF APPENDICES INCLUDED**

- 8.1 Appendix 1 - Representatives on Organisations 2018/19.

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

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## REPRESENTATIVES ON ORGANISATIONS 2018/19

PARTNERSHIPS	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Representative(s) 2018/19	HDC Contact Officer
Cambridgeshire Health and Well-Being Board	Cabinet	6	Cllr Mrs J Tavener	Head of Leisure and Health ☎ 388049
Cambridgeshire Future Transport – Cross Party Working Group	Cabinet		Cllr R Fuller	Planning Services Manager ☎ 388430
<del>Cambridgeshire Community Safety Strategic Board (subject to review)</del>	<del>Cabinet</del>	<del>3/4</del>	<del>Do Not Appoint</del>	<del>Head of Community ☎ 388280</del>
Cambridgeshire Police and Crime Panel	Cabinet	5	Cllr J M Palmer Cllr S Bywater	Corporate Director (Delivery) ☎ 388301
East of England Local Government Association	Cabinet	4/5	Cllr G Bull	PA to the Managing Director ☎ 388301
Great Fen Project Steering Committee	Cabinet	11	Cllr K P Gulson Mr A Moffatt	Head of Development ☎ 388400
<del>Huntingdonshire Local Strategic Partnership</del>	<del>Cabinet</del>	<del>4</del>	<del>Do Not Appoint</del>	<del>Democratic Services ☎ 388169</del>
Children and Young People	Cabinet	4	Cllr J M Palmer	Democratic Services ☎ 388169
<del>Health and Well-Being</del>	<del>Cabinet</del>	<del>4</del>	<del>Do Not Appoint</del>	<del>Head of Community ☎ 388280</del>
Huntingdonshire Community Safety Partnership	Cabinet	4	Cllr J M Palmer	Community Resilience Manager ☎ 388233
Joint Strategic Planning Member Board	Cabinet	6	Cllrs G J Bull, R Fuller, E R Butler	Corporate Director (Delivery) ☎ 388301
Recycling in Cambridgeshire and Peterborough Board <i>(formerly Waste Management and Environment Forum)</i>	Cabinet	6	Cllr M Beuttell	Head of Operations ☎ 388635

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ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Representative(s) 2018/19	HDC Contact Officer
Cambridgeshire Chambers of Commerce – Huntingdonshire Chamber	Cabinet	12 (1 <sup>st</sup> Wed of every month at 8.30am)	Cllr R Fuller	Economic Development Manager ☎ 387096
Cambridgeshire Armed Forces Community Covenant Board	Cabinet	4	Cllr J White	Corporate Director (Delivery) ☎ 388301
Envar Ltd, St Ives Composting Facility – Site Liaison Forum	Cabinet	1	Cllr G J Bull	Head of Community ☎ 388280
Huntingdon Association of Community Transport	Cabinet	4	Cllr R J West	Planning Services Manager ☎ 388430
Huntingdon Freeman's' Trust (4 year term expires June 2018)	Cabinet	12	Cllr Mrs J Tavener	Democratic Services Officer ☎ 388169
Huntingdonshire Flood Forum	Cabinet	2	Executive Councillor for Regulation and Operations (Cllr M Beuttell)	Operations Manager (Environmental Services) ☎ 388648
<del>Huntingdonshire Volunteer Centre - District</del>	Cabinet	<del>3 &amp; AGM</del>	<b>Do Not Appoint</b>	<del>Head of Community ☎ 388280</del>

ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Representative(s) 2018/19	HDC Contact Officer
Internal Drainage Boards – Alconbury and Ellington	Cabinet	2	Cllrs D M Tysoe and J White	Operations Manager (Environmental Services) ☎ 388648
Benwick		2	Cllr J M Palmer	Operations Manager (Environmental Services) ☎ 388648
Bluntisham		2	Cllr J Neish	Operations Manager (Environmental Services) ☎ 388648
Conington and Holme		1/2	Cllr T D Alban	Operations Manager (Environmental Services) ☎ 388648
Ramsey First (Hollow)		2	Cllr J M Palmer	Operations Manager (Environmental Services) ☎ 388648
Ramsey Fourth (Middle Moor)		2	Cllr J M Palmer	Operations Manager (Environmental Services) ☎ 388648
Ramsey, Upwood and Great Raveley		4	Cllrs J Clarke and S J Corney	Operations Manager (Environmental Services) ☎ 388648
Sawtry		1	Cllrs R G Tuplin and S Bywater	Operations Manager (Environmental Services) ☎ 388648
Sutton and Mepal		2	Cllr S Criswell	Operations Manager (Environmental Services) ☎ 388648
The Ramsey		4	Cllrs E R Butler and J M Palmer	Operations Manager (Environmental Services) ☎ 388648
Warboys, Somersham and Pidley		2	Cllrs G J Bull and Mrs J Tavener	Operations Manager (Environmental Services) ☎ 388648
Whittlesey		4	Cllr E R Butler	Operations Manager (Environmental Services) ☎ 388648
Woodwalton Drainage Commissioners		1	Cllr S Bywater	Operations Manager (Environmental Services) ☎ 388648

ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Representative(s) 2018/19	HDC Contact Officer
Holmewood & District		3	Cllr J Clarke	Operations Manager (Environmental Services) ☎ 388648
Little Gransden Aerodrome Consultative Committee	Cabinet	2	Cllr R J West	Head of Development ☎ 388400
Local Water Forum	Cabinet	4	Cllr J Clarke	Corporate Director (Delivery) ☎ 388301
Luminus Homes	Cabinet	2	<b>Do Not Appoint</b>	Housing Needs and Resources Manager ☎ 388220
Luminus group (parent)		10		Housing Needs and Resources Manager ☎ 388220
Oak Foundation (sheltered/charitable)	Cabinet	3		Housing Needs and Resources Manager ☎ 388220
Middle Level Commissioners	Cabinet	2 (and Annual Inspection)	Cllr J Clarke	Operations Manager (Environmental Services) ☎ 388648
Oxmoor Community Action Group (OCAG)	Cabinet	6	Cllr Mrs J Tavener	Community Resilience Manager ☎ 388233
Ouse Valley Way Management Group	Cabinet		<b>Do Not Appoint</b>	Countryside Services ☎ 388666
Red Tile Wind Farm Trust Fund Ltd (formerly Red Tile Wind Farm Community Fund)	Cabinet	4	Cllr Mrs J Tavener	Head of Community ☎ 388280
Stilton Children and Young People's Facilities Association	Cabinet	4	Cllr T D Alban	Head of Community ☎ 388280
Town Centre Management Initiatives/Partnerships/ Management Team – BID Huntingdon	Cabinet	11	Cllr P Kadewere	Economic Development Manager ☎ 387096
St Ives Town Centre Management Team		11	Cllr J W Davies	
Trustees of Kimbolton School Foundation (3 year term expires June 2020)	Cabinet	3	Cllr J A Gray	Democratic Services Officer ☎ 388169

The following appointments will be made by the Licensing & Protection Committee at its meeting on 20 June 2018

ORGANISATION	Nominating/ Appointing Panel	Approx No. of Meetings Per Annum	Representative 2018/19	HDC Contact Officer
Cambridgeshire Consultative Group for the Fletton Brickworks Industry	Licensing		Cllr E R Butler	Head of Community ☎ 388280
Little Barford Power Station Liaison Committee	Licensing	1	Cllr B Banks	Head of Community ☎ 388280
Needingworth Quarry Local Liaison Committee	Licensing		Cllrs L A Besley and J Neish	Head of Community ☎ 388280
Warboys Landfill Local Liaison Group	Licensing	1	Cllr Mrs J Tavener	Head of Community ☎ 388280

The following appointment was made by the Overview and Scrutiny Panel (Customers and Partnerships) at its meeting on 23 May 2018:

Cambridgeshire County Council Health Committee	Overview and Scrutiny Panel (Customers and Partnerships)	5	Cllr Mrs J Tavener Cllr K I Prentice (Substitute)	Head of Leisure and Health ☎ 388049
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The following appointment was made by the Overview and Scrutiny Panel (Customers and Partnerships) at its meeting on 6 June 2018, which is in addition to the appointment made to this Partnership by the Cabinet:

Huntingdonshire Community Safety Partnership	Cabinet	4	Cllr Mrs J Tavener	Head of Community ☎ 388280
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