Commercial and Investment

Finance and Performance Report – August 2018

1. <u>SUMMARY</u>

1.1 Finance

Previous Status	Category	Target	Current Status	Section Ref.
Amber	Income and Expenditure	Balanced year end position	Red	2.1 – 2.4
Green	Capital Programme	Remain within overall resources	Green	3.2

2. INCOME AND EXPENDITURE

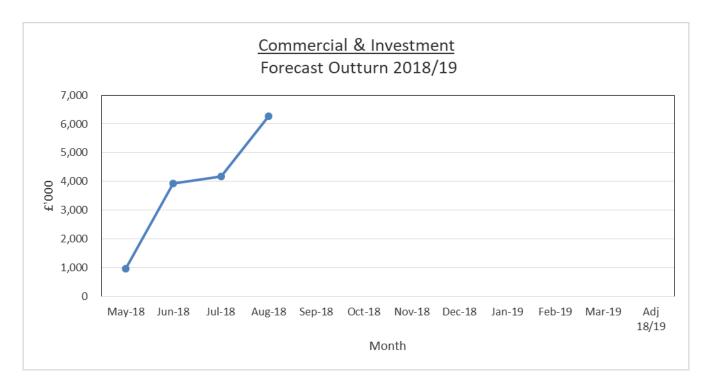
2.1 Overall Position

To ensure financial information is presented in a consistent way to all Committees a standardised format has now been applied to the summary tables and service level budgetary control reports included in each F&PR. The same format is also applied to the Integrated Resources and Performance Report (IRPR) presented to General Purposes Committee (GPC). The data shown provides the key information required to assess the financial position of the service and provide comparison to the previous month.

Outturn Variance (July) £000	Directorate	Budget £000	Actual £000	Outturn Variance (Aug) £000	Outturn Variance (Aug) %
2,950	Commercial Activity	-9,446	316	4,700	49.8%
-24	Property Services	6,037	2,367	-36	-0.6%
0	Strategic Assets	-4,098	-1,005	-54	1.3%
1,237	Traded Services to Schools and Parents	-1,200	1,310	1,653	137.8%
4,163	Total	-8,707	2,988	6,264	71.9%

The service level budgetary control report for Commercial and Investment for August 2018 can be found in <u>C&I appendix 1</u>.

Further analysis of the results can be found in <u>C&I appendix 2</u>.



2.2 Significant Issues – Commercial and Investment

At the end of August 2018, Commercial and Investment is forecast to overspend by \pounds 6.3m in 2018/19.This represents an increase of \pounds 2.1m from the previous forecast, mainly due to an increase in the expected underachievement on Commercial Activity.

Commercial Activity

Commercial Investments is forecasting an overspend of £3.1m at year end, which is an increase of £0.7m from the previous forecast. Although there has now been a commercial acquisition of £38m the expected income in the remainder of the year has been recalculated. The Council considers investment opportunities as they arise and has not been successful on all occasions; investments are made when the yield is in line with the Council's acquisitions strategy. In due course it is anticipated that this budget will deliver to target once sufficient financially appealing opportunities have been secured.

Housing Investment is forecasting an overspend of £1.5m at year end, which is an increase of £1m from the previous forecast. Expectations of interest receivable continue to be remodelled and reprofiled based on loans advanced. Loan values are constrained by the value of property at disposal (dependent on planning) alongside ensuring the Council has sufficient collateral as lender.

Traded Services

Traded Services to Schools and Parents is forecasting an overspend of £250k, which is an increase of £250k from the previous forecast. This is due to only part of an additional £500k income target being expected to be achieved in 2018/19. Work is being undertaken to improve the position for future financial years and mitigating actions will be sought in-year to offset the under-recovery.

Cambridgeshire Catering & Cleaning Services are forecasting an overspend of ± 1.266 m in 2018/19, which is an increase of ± 166 k from the previous forecast. This is due to an increase in the expected shortfall against income targets for the year.

2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)

No new items were recorded during August 2018.

A full list of additional grant income for Commercial and Investment can be found in <u>C&I appendix 3</u>.

2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £30,000)

The following virements have been made this month to reflect changes in responsibilities.

	£000	Notes
County Offices	-50	Rent income budget for Grand Arcade Shop transferred from Libraries.
Non material virements (+/- £30k)	0	

A full list of virements made in the year to date for Commercial and Investments can be found in <u>C&I appendix 4</u>.

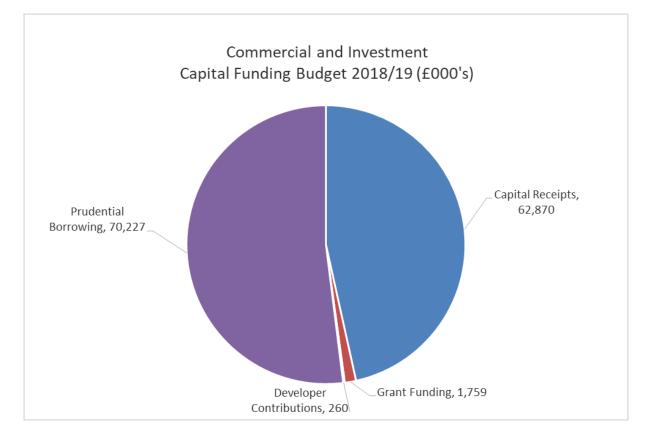
3. BALANCE SHEET

3.1 Reserves

The Commercial and Investment reserves contain various earmarked reserves and funds held for specific purposes, and capital reserves. The schedule of these reserves can be found in C&l appendix 5.

3.2 Capital Expenditure and Funding

Commercial and Investment Committee has a capital budget of £135m in 2018/19, which is funded by the following capital resources:



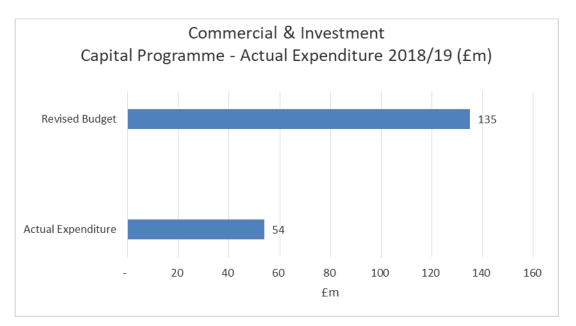
Variations Budget

A summary of the use of capital programme variations budget is shown below. As forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget.

Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (August) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Feb) £000
C&I	-33,963	-36,000	-33,963	100%	-2,037

Expenditure

Commercial and Investment Committee has expenditure of £54m to date on the Capital Programme, against a revised budget of £135m:



An in-year variance of £36m is predicted, which exceeds the Capital Programme Variations budget of £34m.Therefore there is a forecast underspend of £2m on the capital programme for 2018/19. Total scheme variances of £147k underspent are expected over the lifetime of the schemes.

An underspend of £36m is forecast on Commercial Investments in 2018/19. The Council considers investment opportunities as they arise and has not been successful on all occasions; investments are made when the yield is in line with the Council's acquisitions strategy. The commercial acquisitions strategy is under review, taking account of latest government guidance. It is advantageous to the Council to coincide commercial investments with capital receipts, which are predominantly related to land values for sites transferred to This Land.

Funding

Commercial and Investment Committee has capital funding of £135m in 2018/19.

Outline Business Cases for Smart Energy Grids for Trumpington and Babraham Park and Ride sites were approved by Commercial and Investment Committee in May, including support for £150k to develop the proposals. Now the proposals have been developed further, C&I Committee is asked to recommend that GPC approves additional capital expenditure of £84k in 2018/19, funded by prudential borrowing (the remainder of the budget for 2019/20 onwards will be approved as part of the business planning process).

C&I Committee is asked to recommend that GPC approves the £-41.1m rephasing of the Housing Schemes budget. Following a review of the loans in the Housing model, a change in the funding profile for Housing Schemes is required to reflect the timing of investment.

The C&I capital programme variations budget for 2018/19 has not previously included the Housing Schemes, but in light of the above change in funding profile the C&I capital variations budget has now been revised to include this, resulting in a -£17.2m budget change. The revised C&I capital variations budget has also now been split between prudential borrowing and capital receipts in proportion to the associated funding sources of the C&I schemes. C&I Committee is asked to recommend to GPC the approval of £-17.2m revised phasing of funding relating to changes in the capital programme variations budget.

A detailed explanation of the position for Commercial and Investment Committee can be found in <u>C&I appendix 6</u>.

4. <u>PERFORMANCE</u>

4.1 Performance data for Commercial and Investment Committee is not currently available as performance indicators have not yet been set for the committee; work to review all indicators is still ongoing. As the committee starts to undertake commercial investment, relevant indicators will be developed in conjunction with the committee and subsequently exceptions will be reported against these.

C&I APPENDIX 1 – Commercial and Investment Budgetary Control Report

The variances to the end of August 2018 for Commercial and Investment are as follows:

Forecast Outturn Variance (July)		Budget Actual 2018/19 2018		Forecast Outturn Variance		
£000's		£000's	£000's	£000's	%	
	Commercial Activity					
2,450	Commercial Investments	-5,100	425	3,150	62%	
500	Cambridge Housing and Investment Company	-4,346	-109	1,550	36%	
2,950	Commercial Activity Total	-9,446	316	4,700	50%	
	Property Services					
0	Building Maintenance	1,093	677	0	0%	
-24	County Offices	4,096	1,350	-24	-1%	
0	Property Services	645	292	0	0%	
0	Property Compliance	203	48	-12	-6%	
-24	Property Services Total	6,037	2,367	-36	-1%	
0 0	Strategic Assets County Farms Strategic Assets	-4,905 807	-619 -386	0 -54	0% -7%	
0	Strategic Assets Total	-4,098	-1,005	-54	1%	
0	Traded Services to Schools and Parents	-408	42	250	61%	
0 0	Traded Services to Schools and Parents ICT Service (Education)	-408 -200	42 13	250 0	0%	
0	Professional Development Centres	-200 -71	-46	0	0%	
0	Cambridgeshire Music	-71	-40 552	0	0%	
137	Outdoor Education (includes Grafham Water)	-77	285	137	178%	
1,100	Cambridgeshire Catering & Cleaning Services	-449	203 464	1,266	282%	
1,237	Traded Services Total	-1,200	1,310	1,653	138%	
4,163	Total	-8,707	2,988	6,264	72%	

C&I APPENDIX 2 – Commentary on Forecast Outturn Position

Number of budgets measured at service level that have an adverse/positive variance greater than 2% of annual budget or £100,000, whichever is greater.

Service	Current Budget £'000		Variance - turn %			
Commercial Investments	-5,100	3,150	62%			
Commercial Investments is forecasting an overspend of £3.1m at year end. Although there has now been a commercial acquisition of £38m the expected income in the remainder of the year has been recalculated. The Council considers investment opportunities as they arise and has not been successful on all occasions, investments are made when the yield is in line with the Council's acquisitions strategy. In due course it is anticipated that this budget will deliver to target once sufficient financially appealing opportunities have been secured.						
Housing Investment (This Land Company)	-4,346	1,550	36%			
continue to be remodelled and reprofiled base during the year. Loan values are constrained	A pressure of £1.5m is reported on Housing budgets. Expectations of interest receivable continue to be remodelled and reprofiled based on loans advanced and anticipated during the year. Loan values are constrained by the value of property at disposal (dependent on planning) alongside ensuring the Council has sufficient collateral as lender.					
County Offices	4,096	-24	-1%			
County Offices4,096-24-1%County Offices budgets are forecast to underspend by £24k at year-end 2018/19. This is mainly due to the following favourable variances which were first reported during the last financial year: • £240k surplus following a reassessment of historic business rates liabilities for children's centres. • £350k saving due to the reduction in rates liability for Shire Hall, £114k of which has been applied to meet the £200k savings target set for Property Services in Business Planning. • £65k saving due to The Meadows, St Ives having been vacated; this is based on the annual budget of £115k less £10k running costs and an estimate of £40k for dilapidations.However, these are largely off-set against the follow overspends: • There is a predicted £32k shortfall in 2018/19 against the planned savings from the Children's Centre Review, due to delays in vacating the premises; it is anticipated that this shortfall will be mitigated by staff vacancies within P&C Committee. • £400k dilapidation costs for the Cambridgeshire Catering and Cleaning Services cook freeze unit.						

Service	Current Budget £'000	Ou £'000	Variance - tturn %			
£150k pressure due to new security systems	required in Co	ounty Offices.				
Traded Services to Schools and Parents	-408	250	61%			
An overspend of £250k is being reported against Traded Services to Schools and Parents. This is due to only part of an additional £500k income target being expected to be achieved in 2018/19. Work is being undertaken to improve the position for future financial years and mitigating actions will be sought in-year to offset the under-recovery.						
Outdoor Education	-77	137	178%			
The Grafham Water budget includes an intern building and improvement works carried out a have been increased for all user groups and th centre is currently unable to generate sufficien the loan as well as a targeted £42k over-recov The pressures at both centres are being addre Centres Outcome Focussed Review, and in-ye	number of yea ne centre is run nt income to co very. essed as part o	rs ago. Althou nning at high c ver the additic of the ongoing	ugh prices apacity, the onal costs of Outdoor			
Cambridgeshire Catering & Cleaning Services	-449	1,266	282%			

C&I APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which was not built into base budgets.

Grant	Awarding Body	Expected Amount £000	Reported
Grants as per Business Plan		783	
One Public Estate	Cabinet Office	515	May 18
Total Grants 2018/19		1,298	

C&I APPENDIX 4 – Virements and Budget Reconciliation

	£000	Reported
Budget as per Business Plan	-8,188	
Transfer of Traded Services salary and recharge budgets to C&I	-74	May 18
Transfer of P&C ICT SLA budget to Director of Education from Head of Traded Services	-134	May 18
Transfer of ESPO dividend budget from LGSS Managed to C&I	-200	May 18
Transfer balance of Cleaning Contract saving from C&I to Corporate Services.	-26	May 18
Transfer Cleaning Contract saving from C&I to Corporate Services budgets.	-36	June 18
Rent income budget for Grand Arcade Shop transferred from Libraries.	-50	August 18
Current Budget 2018/19	-8,707	

C&I APPENDIX 5 – Reserve Schedule

1. Commercial and Investment Reserves

Fund Description	Balance at 31 March 2018	Movements in 2018/19	Balance at 31 August 2018	Forecast Balance at 31 March 2019	Notes
	£'000	£'000	£'000	£'000	
Equipment Reserves					
The ICT Service (Education)	680	0	680	0	1
subtotal	680	0	680	0	
Other Earmarked Funds North Cambridge Academy site demolition costs	468	105	573	573	2
Cambs Music Reserve	84	0	84	84	3
subtotal	552	105	658	657	
Capital Reserves					
General Capital Receipts	0	28,925	28,925	0	4
subtotal	0	28,925	28,925	0	
TOTAL	1,232	28,820	27,588	657	

<u>Notes</u>

1	ICT Equipment Reserve will to be used to replace critical equipment in 2018-19
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- 2 Rental income from Bellerbys buildings on the North Cambridge Academy site is being held to offset demolition costs when the lease expires in 2021.
- 3 Annual reserve agreed by GPC to develop and support the Cambridgeshire Music CREATE program which will look to create new purpose-built accommodation.
- 4 Capital Receipts received during 2018/19 will be used to fund the capital programme at yearend.

C&I APPENDIX 6 – Capital Expenditure

1. Capital Expenditure Summary 2018/19

Commercial & Investment Capital Programme 2018/19						TOTAL	SCHEME
Original 2018/19 Budget as per BP		Revised Budget for 2018/19	Actual Spend 2018/19	Forecast Spend - Outturn	Outturn Variance 2018/19	Total Scheme Revised Budget	Total Scheme Forecast Variance
£000	Scheme	£000	£000	£000	£000	£000	£000
76,000	<u>Commercial Activity</u> Commercial Investments	76,000	39,463	40,000	(36,000)	100,000	-
43,086	Housing Schemes	85,259	14,144	85,259	-	148,172	-
119,086		161,259	53,607	125,259	(36,000)	248,172	-
	Property Services						
-	Office Portfolio Rationalisation	184	116	184	-	345	-
600	Building Maintenance	1,471	93	1,471	-	6,290	-
550	Shire Hall Campus	100	6	100	-	4,791	-
1,150		1,755	215	1,755	-	11,426	-
	Strategic Assets						
100	Local Plans Representations	100	-	100	-	618	-
300	County Farms	362	157	362	-	4,820	-
-	Investment Renewable Energy Soham	117	-	117	-	9,994	(87)
100	MAC Joint Highways Project	100	-	100	-	5,198	-
1,919	Community Hubs - East Barnwell	1,919	-	1,919	-	1,950	-
-	Shire Hall Relocation	-	-	-	-	16,606	-
3,330	St Ives Smart Energy Grid	3,330	-	3,330	-	3,645	(60)
-	Babraham Smart Energy Grid	54	-	54	-	11,393	-
-	Trumpington Smart Energy Grid	30	-	30	-	6,970	-
-	Other Committed Projects	-	-	-	-	-	-
5,749		6,012	157	6,012	-	61,194	(147)
53	Capitalisation of Interest Budget	53	-	53	-	-	-
(2,764)	Capital Programme Variations Budget	(33,963)	-	-	33,963	(37,129)	-
123,274	TOTAL	135,116	53,979	133,079	(2,037)	283,663	(147)

2. Reported Amendments – Capital Expenditure Budgets 2018/19

Capital Scheme	Original Budget 2018/19 £000	Revised Budget 2018/19 £000	
Housing	43,086	85,259	
 This reflects: the roll forward of £83m underspends from 2017/18 into 2018/19 In the August 2018 report, C&I Committee is asked to recommend the approval of £-41.1m rephasing of the housing budget, to reflect the timing of investment. 			
Shire Hall Building Maintenance	550	100	
In July C&I Committee approved carry forward of £261k funding from 2017/18 into 2018/19, being required to support the general building maintenance programme. In addition to the carry forward of funds, C&I Committee was asked to approve the virement of £711k from Shire Hall Building Maintenance budget to the Countywide Building Maintenance budget, comprising the £261k roll forward, plus a further 450k of the 2018/19 budget. This decision was postponed to the September meeting of C&I Committee, where it was agreed.			
Building Maintenance	600	1,471	
The budget comprises £160k carry forward from 2 schedule of works to maintain County Office prem will not interrupt delivery of Council services. In addition to the carry forward of funds, the Septe approved a virement of £711k from the Shire Hall the countywide Building Maintenance budget. This as an outcome of the conditions surveys undertake portfolio.	ises to complianc mber 2018 C&I C Building Maintena s reflects where w	e standards that committee ance budget to ork is required	
County Farms Investment	300	362	
C&I Committee approved carry forward of £62k funding from 2017/18 into 2018/19, to fund ongoing planned works.			
Renewable Energy - Soham	0	117	
The budget comprises the carry forward of £117k 2018/19 to fund the retention costs for the Solar P in 2018/19.			

2018/19 £000	2018/19 £000		
0	184		
ojects - including	Sawtry, Hill		
0	54		
An Outline Business Case for a Smart Energy Grid project for the Babraham Park and Ride site was approved by Commercial and Investment Committee in May, including support for £150k to develop the proposal. Now the proposal has been developed further, C&I Committee is asked to recommend that GPC approves additional capital expenditure of £54k in 2018/19 for the Babraham Smart Energy Grid, funded by prudential borrowing (the remainder of the budget for 2019/20 onwards will be approved as part of the business planning process).			
0	30		
and Investment Co oposal. Now the p o recommend that or the Trumpingto er of the budget fo	ommittee in proposal has t GPC approves n Smart Energy pr 2019/20		
-2,764	-33,963		
ried forward from justed by £-14m to by £14m. 2018/19 has not p above change in f vised to include th variations budget h	2017/18. The o £-16.7m. This reviously unding profile his, resulting in a has now been to the		
	0 2018/19 was approjects - including S House/Stanton H 0 d project for the Bar newstment Comminal. Now the proposion or the Babraham S or the Babraham S er of the budget for olanning process) 0 d project for the Transformer or the Trumpingto or the Trumpingto or the Trumpingto or the budget for banning process) -2,764 s were recalculated ried forward from justed by £-14m to by £14m. 2018/19 has not p above change in for vised to include the vised to include the pabove change in for vised to include the pabove change in for vised to include the vised to inclu		

3. Reported Amendments - Total Scheme Expenditure Budgets

Capital Scheme	Total Scheme Original Budget £000	Total Scheme Revised Budget £000
None reported.		

4. Reported Exceptions – Capital Expenditure 2018/19

Capital Scheme	Current Budget 2018/19 £000	Forecast Variance - Outturn £000
Commercial Investments	76,000	-36,000
An underspend of £36m is forecast on Commercial Inv Council considers investment opportunities as they aris successful on all occasions; investments are made wh Council's acquisitions strategy. The commercial acquis review, taking account of latest government guidance. Council to coincide commercial investments with capita predominantly related to land values for sites transferre	se and has not b en the yield is ir sitions strategy i It is advantaged al receipts, whic	been In line with the s under bus to the h are

C&I APPENDIX 7 – Capital Funding

1. Capital Funding Summary 2018/19

	Commercial and Investment Capital Programme 2018/19				
Original 2018/19 Funding Allocation as per BP		Revised Funding for 2018/19	Forecast Spend	Forecast Variance	
£000	Source of Funding	£000	£000	£000	
78,833 1,759 260 42,422	Capital Receipts Grant Funding Developer Contributions Prudential Borrowing	62,870 1,759 260 70,227	42,833 1,759 260 88,227	<mark>(20,037)</mark> - - 18,000	
123,274	TOTAL	135,116	133,079	(2,037)	

2. Reported Amendments – Capital Funding Budgets 2018/19

Capital Scheme	Original Budget 2018/19 £000	Revised Budget 2018/19 £000
Housing	43,086	85,259

As reported above, this reflects the roll forward of £83m underspends from 2017/18 into 2018/19.

In the August 2018 report, C&I Committee is asked to recommend the approval of £-41.1m rephasing of the housing budget, to reflect the timing of investment.

Shire Hall Campus	550	100
As reported above, carry forward of £261k funding required to support the general building maintenar carry forward of funds, Commercial and Investmer the virement of £711k from Shire Hall Campus to t budget.	nce programme. In ad nt Committee in Septe	ldition to the ember approved
Building Maintenance	600	1,471

Capital Scheme	Original Budget 2018/19 £000	Revised Budget 2018/19 £000	
As reported above, carry forward of £160k from 20 schedule of works to maintain County Office prem not interrupt delivery of Council services. In addition Commercial and Investment Committee in Septen from Shire Hall Campus to the Countywide Buildin	ises to compliance sta on to the carry forward nber approved the vire	andards that will I of funds, ement of £711k	
County Farms Investment	300	362	
As reported above, carry forward of £62k funding ongoing planned works.	from 2017/18 into 201	8/19, to fund	
Renewable Energy - Soham	0	117	
As reported above, carry forward of £117k funding from 2017/18 into 2018/19 to fund the retention costs for the Solar Park, which are now due to be paid in 2018/19.			
Office Rationalisation	0	184	
As reported above, carry forward of £184k funding on office rationalisation, moves and co-location pr		18/19, for work	
Babraham Smart Energy Grid	0	54	
As reported above, additional capital expenditure Smart Energy Grid, funded by prudential borrowin		the Babraham	
Trumpington Smart Energy Grid	0	30	
As reported above, additional capital expenditure Trumpington Smart Energy grid, funded by prude		r the	
Capital Programme Variations Budget	-2,764	-33,963	
As reported above, the C&I Capital Programme V borrowing was adjusted by £-14m to £-16.7m in re	elation to rephasing.		
The variations budget has also been revised to no resulting in a further -£17.2m budget change.	w include the housing	j schemes,	
Finally, the revised C&I capital variations budget h borrowing and capital receipts.	nas been split betweer	n prudential	

3. Reported Amendments - Total Scheme Funding Budgets

	Capital Scheme	Total Scheme Original Budget £000	Total Scheme Revised Budget £000
None	e reported.		

4. Reported Exceptions – Capital Funding 2018/19

Capital Scheme	Current Budget 2018/19 £000	Forecast Variance - Outturn £000
Commercial Investments – Capital Receipts	76,000	-36,000

An underspend of £36m is forecast on Commercial Investments in 2018/19. The Council considers investment opportunities as they arise and has not been successful on all occasions; investments are made when the yield is in line with the Council's acquisitions strategy. The commercial acquisitions strategy is under review, taking account of latest government guidance. It is advantageous to the Council to coincide commercial investments with capital receipts, which are predominantly related to land values for sites transferred to This Land.

As this budget is funded by capital receipts, a -£36m variation is being reported against capital receipts.

Capital Programme Variations Budget – Capital	-15.963	15,963
Receipts	-15,905	15,905

The revised C&I capital variations budget has also now been split between prudential borrowing and capital receipts in proportion to the associated funding sources of the C&I schemes. As such, because -£15,963k of the variations budget relates to capital receipts, £15,963k of the variations budget variance is being reported against capital receipts.

Capital Programme Variations Budget – Prudential Borrowing	-18,000	18,000
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As reported above, the revised C&I capital variations budget has also now been split between prudential borrowing and capital receipts. As such, because -£18,000k of the variations budget relates to prudential borrowing, £18,000k of the variations budget variance is being reported against prudential borrowing.