

# NOTICE OF MEETING

**Meeting:** CORPORATE OVERVIEW AND SCRUTINY PANEL

**Date and Time:** THURSDAY, 24 JANUARY 2019, AT 9.30 AM\*

**Place:** THE BRADBURY ROOM, APPLETREE COURT,  
LYNDHURST

**Telephone enquiries to:** Lyndhurst (023) 8028 5000  
023 8028 5588 - ask for Andy Rogers  
Email: [andy.rogers@nfdc.gov.uk](mailto:andy.rogers@nfdc.gov.uk)

## **PUBLIC PARTICIPATION:**

\*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Panel's terms of reference which are not on the public agenda; and/or
  - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

**Bob Jackson**  
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA  
[www.newforest.gov.uk](http://www.newforest.gov.uk)

**This Agenda is also available on audio tape, in Braille, large print and digital format**

---

# AGENDA

## **Apologies**

### **1. MINUTES**

To confirm the minutes of the meeting held on 22 November 2018 as a correct record.

### **2. DECLARATIONS OF INTEREST**

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

**3. PUBLIC PARTICIPATION**

To note any issues raised during the public participation period.

**4. UNIVERSAL CREDIT UPDATE**

To receive an update on the roll out of Universal Credit. A representative from the Department for Works and Pensions will be present.

**5. PORTFOLIO HOLDERS' UPDATES**

To receive an oral update from the Portfolio Holders for Corporate Affairs, Finance, Corporate Services & Improvement and Local Economic Development, Property & Innovation on developments within their Portfolio areas.

**6. CAPITAL STRATEGY (Pages 1 - 10)**

To consider the Council's Capital Strategy for 2019/20, including high level spending and financing plans and associated performance indicators. The report also includes the Council's Minimum Revenue Provision Statement for 2019/20.

**7. ACCOMMODATION STRATEGY (PRESENTATION)**

To receive a presentation on the Accommodation Strategy.

**8. WORK PROGRAMME (Pages 11 - 12)**

(a) To consider the Panel's future Work Programme, including any reviews of previous work undertaken; and

(b) To receive any updates on Task and Finish Group work.

**9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

To: **Councillors:**

M A Steele (Chairman)  
A K Penson (Vice-Chairman)  
A R Alvey  
W G Andrews  
G C Beck

**Councillors:**

M J Kendal  
Mrs A E McEvoy  
A D O'Sullivan  
D B Tipp  
C A Wise

## CORPORATE OVERVIEW AND SCRUTINY PANEL – 24 JANUARY 2019

### CAPITAL STRATEGY 2019/20

#### 1. INTRODUCTION

- 1.1. The Capital Strategy is a high level document, giving an overview of how capital expenditure, capital financing and treasury management come together, with an overview of current activities and the implications for future financial sustainability.
- 1.2. By producing this strategy report, the Council is following statutory guidance issued by the Government in January 2018.

#### 2. OVERVIEW OF WHAT IS INCLUDED IN THE CAPITAL STRATEGY

- 2.1. The Capital Strategy confirms at high level what the Council is intending to spend its money on over the medium term and how it intends to finance this expenditure. Over the period covered by 2019/20 to 2012/22, total capital expenditure is forecast at over £119m.
- 2.2. As demonstrated throughout the report, the Council is intending to utilise the cash balances it has accrued to deliver the various adopted investment strategies, including Commercial Property, Residential Property and Housing to 2026, and will supplement these internal resources when necessary with external borrowing and in accordance with advice it receives from its contracted Treasury Management experts.
- 2.3. It is vitally important that the Council has regard to the relationship between the financing costs of the capital programme and the revenue General Fund, and Housing Revenue Account. This is covered within the report by the prudential indicators.
- 2.4. This Council has established a sound level of governance surrounding its capital investments and employs suitably qualified personnel in order to fulfil the objectives of the Strategy. External support and expertise is sought where necessary, and officers have the ability to communicate openly and freely with members of the Cabinet.

#### 3. MINIMUM REVENUE PROVISION

- 3.1. Where General Fund capital spend has been financed by loan (internal borrowing), and has increased the Capital Financing Requirement (CFR), the Council is required to make a provision to repay a proportion of the accumulated amount each year. This amount is charged to revenue and is called the Minimum Revenue Provision (MRP). This charge reduces the CFR each year, and is based on the expected economic use period related to the capital expenditure.
- 3.2. Full Council is required to approve an MRP statement in advance of each financial year. The Council is recommended to approve the following MRP statement:

***“ For capital expenditure that has been incurred, and which has given rise to a CFR, the MRP policy for expenditure other than that incurred on investment property, shall be to charge revenue***

***an amount equal to the depreciation of any asset financed by loan. The MRP policy specific to investment properties financed by loan, shall be to charge revenue an amount equivalent to the sum of borrowing utilised, over a repayment period of 50 years.”***

**4. ENVIRONMENTAL / CRIME AND DISORDER IMPLICATIONS**

4.1. There are no implications arising from this report.

**5. RECOMMENDATIONS**

5.1. The Corporate Overview and Scrutiny Committee is recommended to request Cabinet approve the Capital Strategy 2019/20 with effect from 1/4/19, including the adoption of the MRP statement.

**For Further Information Please Contact:**

Alan Bethune  
Head of Finance (S151 Officer)  
Telephone: (023) 8028 5588  
E-mail: [Alan.Bethune@nfdc.gov.uk](mailto:Alan.Bethune@nfdc.gov.uk)

**Background Papers:**

# Capital Strategy 2019/20

## 1.0 Introduction

This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

The report also includes the prudential indicators, as required by the 2017 Prudential Code.

## 2.0 Capital Expenditure and Financing

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

In 2019/20, the Council is planning capital expenditure of £39.919m as summarised below:

*Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions*

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
General Fund services	5.941	5.829	8.504	9.550	4.625
Council housing (HRA)	15.090	19.311	19.415	19.050	20.300
Capital investments	2.204	0.000	12.000	14.000	11.800
<b>TOTAL</b>	<b>23.235</b>	<b>25.140</b>	<b>39.919</b>	<b>42.600</b>	<b>36.725</b>

The General Fund capital programme includes the cyclical replacement of Vehicles and Plant, Smarter Working at £3.5m and the New Depot Facility, also at £3.5m. The Council also plans to incur £38m of capital expenditure on investments, which are detailed later in this report in section 4.

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised by, other local services. HRA capital expenditure is therefore recorded separately, and includes the building and acquisitions of new homes over the forecast period, in line with the Housing strategy.

**Governance:** Service managers bid annually in September to include projects in the Council's capital programme. Bids are collated by the Head of Finance and evaluated by the Executive Management Team. The Corporate Overview and Scrutiny Panel appraise the proposed programme and makes recommendations to the Cabinet. The final capital programme is then presented to Cabinet and to Council in February each year.

- Full details of the Council's capital programme are available within the Feb 2019 Cabinet papers (Medium Term Financial Plan / Annual Budget 2019/20)

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing). The planned financing of the above expenditure is as follows:

*Table 2: Capital financing in £ millions*

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
External sources	3.775	4.473	4.758	5.290	3.365
Capital Receipts	5.811	4.370	3.600	5.450	2.800
Capital Reserves	1.261	5.790	11.410	10.455	10.815
Revenue Contributions	9.045	9.416	9.225	9.225	9.575
Debt / Loan	3.343	1.091	10.926	12.180	10.170
<b>TOTAL</b>	<b>23.235</b>	<b>25.140</b>	<b>39.919</b>	<b>42.600</b>	<b>36.725</b>

Generally any borrowing required to meet the Council's capital expenditure is met by using cash held in reserves rather than raising loans. This action is known as internal borrowing and is assumed for the continuing future. Internal borrowing is replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP, explained further below). Alternatively, additional (beyond those already anticipated within the financing as shown within table 2) proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and debt repayment are as follows:

*Table 3: Replacement of debt finance in £ millions*

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Capital Expenditure Financed by Debt / Loan	3.343	1.091	10.926	12.180	10.170
Own resources - Debt Repayment	-4.100	-4.100	-4.100	-4.100	-4.100
Own resources - MRP Provision	-1.173	-1.232	-1.418	-1.682	-1.860
<b>Movement in CFR</b>	<b>-1.930</b>	<b>-4.241</b>	<b>5.408</b>	<b>6.398</b>	<b>4.210</b>

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, debt repayments and capital receipts used to replace debt. The CFR is expected to increase by £5.4m during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
General Fund services	3.719	3.612	4.000	4.252	4.254
Council housing (HRA)	140.501	136.401	132.301	128.201	124.101
Capital investments	1.680	1.646	10.766	21.012	29.320
<b>Total CFR at Year End</b>	<b>145.900</b>	<b>141.659</b>	<b>147.067</b>	<b>153.465</b>	<b>157.675</b>
<b>Movement in CFR from one year to the next</b>		<b>-4.241</b>	<b>5.408</b>	<b>6.398</b>	<b>4.210</b>

**Minimum Revenue Provision:** Where General Fund capital spend has been financed by loan (internal borrowing), and has increased the CFR, the Council is required to make a provision to repay a proportion of the accumulated amount each year. This amount is charged to revenue and is called the Minimum Revenue Provision (MRP). This charge reduces the CFR each year, and is based on the expected economic use period related to the capital expenditure.

Full Council is required to approve an MRP statement in advance of each financial year. The Council is recommended to approve the following MRP statement:

***“ For capital expenditure that has been incurred, and which has given rise to a CFR, the MRP policy for expenditure other than that incurred on investment property, shall be to charge revenue an amount equal to the depreciation of any asset financed by loan. The MRP policy specific to investment properties financed by loan, shall be to charge revenue an amount equivalent to the sum of borrowing utilised, over a repayment period of 50 years.”***

For Council Housing the Council has currently approved a business plan that will charge amounts to revenue to ensure that any borrowings are reduced in accordance with the maturity of the debt outstanding.

**Asset management:** Service Managers from across the Council manage assets in their service delivery areas. The Council’s Service Manager for Estates and Valuation has overall responsibility for the management of the Council’s property estate records, including liaising with the Council’s Accountancy department on statutory annual financial reporting. To ensure that property assets continue to be of long-term use, the Council is currently developing an Accommodation Strategy. This will be presented to the Corporate Overview Panel during 2019/20.

**Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds (capital receipts), can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. Council dwelling sales through the Right to Buy scheme also generate capital receipts, and although some of these are currently returned the government, the majority are

available to the Council to spend on new housing. The Council plans to receive £2.7m of capital receipts in the coming financial year as follows:

*Table 5: Capital receipts in £ millions*

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Asset sales	3.000	5.015	2.500	2.000	2.000
Loans repaid	0.201	0.201	0.201	0.201	0.201
<b>TOTAL</b>	<b>3.201</b>	<b>5.216</b>	<b>2.701</b>	<b>2.201</b>	<b>2.201</b>

- In 2018/19, the Council received capital receipts from the sale of St Johns Street car park and a proportion of Hardly Industrial Estate.
- All other forecast asset disposals relate to Right to Buy receipts.
- In 2014, the Council arranged £2m of prudential borrowing on behalf Lymington Harbour Commissioner. This is being repaid annually.

### **3.0 Treasury Management**

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but will become cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

At the last balance sheet date (31/03/18), the Council had £139.8m borrowing at an average interest rate of 3.17% (due to the HRA refinancing settlement in 2012), and held £63.2m treasury investments earning an average rate of 1.37%.

**Borrowing strategy:** The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing in relation to the refinancing of the HRA in 2012/13) are shown below, compared with the capital financing requirement (see above).

*Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £millions*

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Debt	139.8	135.5	131.2	126.9	122.6
Capital Financing Requirement	145.9	141.7	147.1	153.5	157.7



Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

**Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

*Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £millions*

	2018/19 limit	2019/20 limit	2020/21 limit	2021/22 limit
Authorised limit – total external debt	196.2	201.6	208.0	232.2
Operational boundary – total external debt	180.9	186.3	192.7	216.9

- Further details on borrowing are included within the treasury management strategy

**Investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

*Table 8: Treasury management investments in £millions*

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Near-term investments	42.0	40.2	21.7	12.3	0.4
Longer-term investments	21.2	21.2	19.0	6.0	0.0
<b>TOTAL</b>	<b>63.2</b>	<b>61.4</b>	<b>40.7</b>	<b>18.3</b>	<b>0.4</b>

- Further details on treasury investments are included within the treasury management strategy

Table 8 suggests that the majority of the Councils cash will be utilised over the period through internal borrowing to fund the needs of the Councils capital programme. It is a more accurate depiction that use of cash for capital programme financing will be supplemented

through external borrowing, when required (hence the increase in debt headroom as per table 7). The Council should expect to retain a minimum level of cash, known as the **Liability Benchmark**. The General Fund balance reserve at £3m and the HRA reserve at £1m are a sound point at which to assess where the Council's basic benchmark should be set (so **£4m** in total).

**Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Head of Finance and staff, who must act in line with the treasury management strategy approved by Council. A mid-year and an outturn report on treasury management activity are presented to the audit committee. The audit committee is responsible for scrutinising treasury management decisions.

#### **4.0 Commercial Activities**

With central government financial support for local public services declining, the Council intends to invest in commercial and residential property mainly for financial gain. The Council will invest in, and will lend to its Wholly Owned Trading Company for purposes of income generation through residential property. Total commercial investments are currently valued at £4.7m with the most recent being the New Milton Health Centre providing a net return after costs of 6%.

With financial return being the main objective, the Council accepts higher risk on commercial and residential investment than with treasury investments. The principal risk exposures include vacancies and falls in capital values. These risks in relation to commercial property are managed by predominantly targeting acquisitions with existing medium-long term tenancies in place and being sensible about the purchase price in relation to the income yields achievable. In order that commercial investments remain proportionate to the size of the authority, these are subject to an overall maximum investment limit of £30m. Residential property investments are subject to an overall investment limit of £10m.

**Governance:** Decisions on commercial investments are made by an investment panel in line with the criteria and limits approved by Council in the Commercial Property Investment strategy. Decisions on residential investments are taken by the Board of Directors of the wholly owned company, in line with the criteria and limits approved by Council in the Residential Property Strategy. Property and most other commercial investments are also capital expenditure and purchases have therefore also been pre-approved as part of the capital programme.

- Further details, including the risk management on commercial and residential investments are outlined in these respective strategy documents;
  - [Commercial Property Investment Strategy](#)
  - [Residential Property Investment Strategy](#)

#### **5.0 Liabilities**

In addition to debt of £140m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £95m), It has also set aside £3.6m in provisions, with £3.3m of this to cover risks of business rate appeals.

**Governance:** Decisions on incurring new discretionary liabilities are taken by the Head of Finance. The risk of liabilities crystallising and requiring payment is monitored by Accountancy and reported when necessary.

- Details on liabilities are shown within the Council's balance sheet on page 17 of the 2017/18 Annual Financial Report, further supported by notes to the accounts (<http://www.newforest.gov.uk/CHttpHandler.ashx?id=36455&p=0>)

## **6.0 Revenue Budget Implications**

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs (a negative figure if income exceeds costs); this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants for the General fund, and the income receivable from rents within the HRA.

*Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream*

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
General Fund; Financing costs (£m)	0.41	0.48	0.74	1.42	1.86
General Fund; Proportion of net revenue stream	2.5%	2.8%	4.3%	8.1%	10.6%
HRA; Financing costs (£m)	4.2	4.1	4.0	3.9	3.8
HRA; Proportion of net revenue stream	15.1%	14.8%	14.5%	14.0%	13.4%

**Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Head of Finance is satisfied that the proposed capital programme is prudent, affordable and sustainable considering that the majority of the planned expenditure is revenue earning.

## **7.0 Knowledge and Skills**

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Head of Finance and the Council's two principal accountants are all qualified accountants with several years' experience between them, the Service Manager for Estates and Valuation is a qualified solicitor with many years' of experience in property law, commercial and corporate transactions and is supported by highly experienced and professionally qualified surveyors and valuers (members of the Royal Institution of Chartered Surveyors).

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers and has a Service Level Agreement

with Hampshire County Council's Treasury Management department for day-to-day treasury management activities. The Council instructs external surveyors, valuers, architects and quantity surveyors to provide specialist advice on a project by project basis. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

**CORPORATE OVERVIEW AND SCRUTINY PANEL – 22 NOVEMBER 2018  
WORK PROGRAMME 2018/19**

<b>ITEM</b>	<b>TIMING</b>	<b>LEAD OFFICER</b>
Longer Term Partnership Working with Neighbouring Authorities	27 June 2019	

**TASK AND FINISH GROUPS**

<b>ITEM</b>	<b>OBJECTIVE</b>	<b>METHOD</b>	<b>TIMING</b>	<b>LEAD OFFICER</b>
Income Generation Task and Finish Group	To identify various business opportunities to generate income	Task and Finish Group	To meet in January 2019	

**NOT YET TIMETABLED**

<b>ITEM</b>	<b>OBJECTIVE</b>	<b>METHOD</b>	<b>TIMING</b>	<b>LEAD OFFICER</b>
Employee Owned Services (John Lewis Model)	Terms of Reference to be agreed	Task and Finish Group	Initiate at June 2019 panel	
“Regions”  Continue engagement/ collaboration with HCC/LEPS or any other external public agency, including reference to the Hampshire-wide devolution proposal	To effectively facilitate good relationships with these agencies in order to produce beneficial outcomes in the District	Report documenting progress with LEPs and business portal  HCC element via Leader updates	TBC	TBC
Universal Credit update	To be aware of issues arising	Regular update from Finance & Efficiency Portfolio Holder	At appropriate times	TBC

**NOT YET TIMETABLED (Continued)**

<b>ITEM</b>	<b>OBJECTIVE</b>	<b>METHOD</b>	<b>TIMING</b>	<b>LEAD OFFICER</b>
Portfolio Holders' Updates (Standing Item) Updates from Task and Finish Groups				