

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 1 NOVEMBER 2023** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 4th October 2023.

Contact Officer: B Buddle
01480 388008

2. RESPONSES TO QUESTIONS ARISING FROM PREVIOUS MEETINGS (Pages 11 - 12)

To note responses received to questions asked at previous meetings.

Contact Officer: B Buddle
01480 388008

3. MEMBERS' INTERESTS

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

Contact Officer: B Buddle
01480 388008

4. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 13 - 26)

- a) The Panel are to receive the Overview and Scrutiny Work Programme
- b) Members to discuss future planning of items for the Work Programme

Contact Officer: B Buddle
01480 388008

5. REVIEW OF THE COUNCIL'S RISK MANAGEMENT STRATEGY (Pages 27 - 98)

The Panel is to comment on the Review of the Council's Risk Management Strategy.

Executive Councillor: M Hassall

**Contact Officer: K Sutton
01480 387082**

6. FINANCE PERFORMANCE REPORT 2023/24 QUARTER 2 (Pages 99 - 124)

The Panel is invited to receive and comment on the Finance Performance Report 2023/24 Quarter 2.

Executive Councillor: B Mickelburgh

**Contact Officer: K Sutton
01480 387072**

7. TREASURY MANAGEMENT 6 MONTH PERFORMANCE REVIEW (Pages 125 - 156)

The Panel is invited to comment on the Treasury Management 6 Month Performance Review Report.

Executive Councillor: B Mickelburgh

**Contact Officer: O Colbert
01480 388067**

8. PERFORMANCE MANAGEMENT FRAMEWORK REFRESH (Pages 157 - 176)

The Panel is invited to comment on the Performance Management Framework Refresh.

Executive Councillor: S Ferguson

**Contact Officer: D Buckridge
01480 388065**

9. CORPORATE PERFORMANCE REPORT 2023/24 QUARTER 2 (Pages 177 - 278)

The Panel is invited to receive and comment on the Corporate Performance Report 2023/24 Quarter 2.

Executive Councillor: S Ferguson

**Contact Officer: D Buckridge
01480 388065**

24 day of October 2023

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

Filming, Photography and Recording (including Live Streaming) at Council Meetings

This meeting will be filmed for live and/or subsequent broadcast on the Council's YouTube site. The whole of the meeting will be filmed, except where there are confidential or exempt items. If you make a representation to the meeting you will be deemed to have consented to being filmed. By entering the meeting you are also consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you have any queries regarding the streaming of Council meetings, please contact Democratic Services on 01480 388169.

The District Council also permits filming, recording and the taking of photographs at its meetings that are open to the public. Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

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

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

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

Agenda and enclosures can be viewed on the [District Council's website](#).

Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 4 October 2023.

PRESENT: Councillor C M Gleadow – Chair.

Councillors A M Blackwell, S J Corney, I D Gardener, S A Howell, A R Jennings, Dr M Pickering, R A Slade, N Wells and G J Welton.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors J E Harvey and R Martin.

IN ATTENDANCE: Councillors S J Conboy, T Sanderson and S Wakeford.

28. MINUTES

The Minutes of the meeting held on 6th September 2023 were approved as a correct record and signed by the Chair.

29. RESPONSES TO QUESTIONS ARISING FROM PREVIOUS MEETINGS

The responses received to questions asked at previous meetings were noted.

30. MEMBERS' INTERESTS

Councillor C Gleadow declared a non-registerable interest in Minute 23/34 as a Ward Member for St Ives.

Councillor N Wells declared a non-registerable interest in Minute 23/34 as a Ward Member for St Ives.

Councillor A Blackwell declared a disclosable pecuniary interest in Minute 23/36 as an employee of Carter Jonas.

Councillor S Corney declared a non-registerable interest in Minute 23/36 as a member of the Development Management Committee.

Councillor I Gardener declared a non-registerable interest in Minute 23/36 as a member of the Development Management Committee.

Councillor R Slade declared a non-registerable interest in Minute 23/36 as a member of the Development Management Committee.

31. OVERVIEW AND SCRUTINY WORK PROGRAMME

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel and the current Notice of Key Executive Decisions which had been prepared by the Executive Leader for the period 1st October 2023 to 31st January 2024 was noted.

32. PLANNING SERVICES UPDATE

By means of a report by the Chief Planning Officer (a copy of which was appended in the Minute Book) the Planning Services Update was presented to the Panel.

Following a question from Councillor Corney, the Panel heard that the Amendment programme serves a purpose to ensure we provide an equitable service. Amendments are accepted on large-scale major applications and pre-application submissions are the forum for discussion of planning applications. The team were happy to listen to feedback from members in moving forward.

In response to a further question from Councillor Corney, the Panel heard that work was being undertaken on CIL governance with an ambition to have another CIL round in Spring 2024. Details likely to be brought back to the Panel. Applications would be invited after this.

The Panel heard that the Annual Infrastructure Funding Statement would be brought through the democratic cycle in December 2023 and would provide updates on projects.

Following a question on the reduction in agency fees from Councillor Slade, the Panel heard that following successful recruitment campaigns, many positions had been filled permanently but the team continue to monitor contractor costs.

In response to a question from Councillor Wells, the Panel heard that Town and Parish Councils were encouraged to engage with the team in regards to the work on the Local Plan, and that the team were open to suggestions from Members on the best way to effectively achieve this.

Councillor Gardener expressed concern that the Call for Sites had created confusion in some Parishes. In response, the Panel heard that a frequently asked questions section was being

developed for the website to help alleviate these concerns.

Councillors Pickering and Gleadow praised the work done by the team in the progress made thus far, a sentiment which was shared by the Panel.

Following the discussion, it was

RESOLVED

that the comments of the Overview and Scrutiny Panel be passed to Cabinet for their consideration when making a decision upon the recommendations contained within the report.

33. PLACE STRATEGY UPDATE

By means of a report and presentation by the Assistant Director (Strategic Insights & Delivery) (copies of which were appended in the Minute Book), the Huntingdonshire Place Strategy Update was presented to the Panel.

Councillor Gleadow observed that it was positive to see named individuals within the working groups and invited questions from the Panel.

Councillor Jennings enquired what would happen should the working groups wish to change direction once established. In response to this, the Panel were advised that it was hoped that the groups would organically evolve as the world around us changes. There will be constant communication to allow for this development and evolution as these groups are intended to mimic the voice of residents, however a further update would be provided to the Panel should there be a major shift in the focus of a group.

In response to a question from Councillor Howell, the Panel heard that the membership of groups would be monitored and expansion to the membership allowed to ensure effectiveness. Further to this, it was observed that it would be important for these groups to be inclusive and reflective of all communities across the district. The Panel enquired how to develop connections between their local communities and the groups. Councillor Gardener was pleased to see that rural communities from the district were represented within the groups, and further suggested that, as a major employer within the district, Kimbolton School should also be involved.

The Panel heard that the groups had been formed with volunteers and that they had identified the need to develop this membership across the local community. It is encouraging that this process has started but the local knowledge of Members would be appreciated to help develop this further.

Following question from Councillors Gardener and Slade, it was advised to the Panel that the Council's involvement with the groups was being kept to a minimum to ensure that the groups were not inadvertently lead by the Council, and that the venues for the meetings was being arranged by the group members. IN addition it would be investigated whether or not members would be able to attend meetings. It was further advised that the meetings held so far have been steering groups, some of which are journey specific and that members would be invited where appropriate.

Councillor Gleadow noted that this was an organic process which would constantly develop, and that because of this, it would be useful for the Panel to see regular updates to keep informed.

34. MARKET TOWNS PROGRAMME - AUTUMN UPDATE 2023-2024

By means of a report by the Regeneration and Housing Delivery Manager (a copy of which was appended in the Minute Book) the Market Towns Programme – Autumn Update 2023/24 was presented to the Panel.

The Panel heard, following a question from Councillor Jennings, that feedback from other Local Authorities on their experience with the wayfinding project had been sought and an update would be brought in the next quarterly report to the Panel.

Councillor Pickering expressed concerns on funding deadlines from the Future High Street Fund in relation to the Priory Centre project, however the Panel were reassured that although the project was working to tight deadlines, it was felt that these remained achievable. In addition, the team were working closely alongside the funding provider who had indicated that a commitment to spent the funding would be sufficient to secure the funding if the project timescales did slip.

Following a question from Councillor Corney, the Panel heard that the results of the Ramsey Parking Survey had been shared with the local Town Council, however these can also be shared with ward members if it has not yet filtered through.

Councillors Slade and Gardner expressed the importance of ensuring that communication with local residents is underway prior to the commencement of the project. The Panel were assured that the project would be project managed by Cambridgeshire County Council in partnership with Huntingdonshire District Council, an agile Communications Plan was in place, with any feedback or input from local Councillors welcomed.

Councillor Slade further enquired whether there was a conflict of interest with the appointment of CIC as they were also leading on the Inclusive Steering Group under the Place Strategy. The Panel heard that the Executive Councillor had no concerns over this but would follow up with Councillors outside of the meeting.

Councillor Gleadow raised a concern over the risk of inflation affecting the budget for the programme of works in St Neots market Square, following which, the Panel were assured that a detailed costing procedure had been undertaken to ensure a deliverable scheme could be achieved and that risk factors had been accommodated for within the budget.

Councillor Pickering observed that 7.4 related to sensors for Housing Association properties and enquired how these would be funded. The Panel heard that these sensors would be useful for the Environmental Health team in monitoring properties rented by Private Landlords and opportunities to co-ordinate with Local Housing Associations were being investigated.

It was observed by Councillor Slade that there had been negative press in St Neots relating to the Shopfront Scheme only being available to businesses in Huntingdon and St Ives. The Panel heard that the available funding had been solely for those two towns, however following several successful applications some funding remained available and it was believed that the funders may be open to negotiations to expand the scheme subject to a review of spend at the end of the next quarter, into the other market towns. Councillor Gardener further enquired whether this could in turn be opened up for Key Service Areas across the district, whereupon the Panel were advised that this funding pot was specifically for the market towns however, other funding opportunities would be investigated as they came to light.

Councillor Corney requested to record his appreciation for the hard work done by the team and noted that feedback received from colleagues across district and town councils is positive, a sentiment echoed by the Panel. Further to this, the Panel heard that regular engagement events were being built into the diary to provide further updates for Councillors and local Councils.

Following the discussion, it was

RESOLVED

that the comments of the Overview and Scrutiny Panel be passed to Cabinet for their consideration when making a decision upon the recommendations contained within the report.

21:01 Councillor A Blackwell and T Sanderson left the meeting.

35. EXCLUSION OF PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

36. MARKET TOWNS PROGRAMME AUTUMN UPDATE 2023-2024 (PART 2)

The Panel gave consideration to an exempt report by the Regeneration and Housing Delivery Manager (a copy of which was appended in the annex to the Minute Book) on Market Towns Programme Autumn Update 2023-24 (Part Two) which was presented to the Panel.

The Panel heard from the Regeneration and Housing Delivery Manager and Executive Councillor for Jobs, Economy and Housing, who introduced the report and answered Members questions. Following the discussion, it was thereupon

RESOLVED

that an additional recommendation be passed to Cabinet for their deliberation when considering the report. In addition that the comments of the Overview and Scrutiny Panel be passed to Cabinet for their consideration when making a decision upon the recommendations contained within the report.

Chair

Overview and Scrutiny (Performance and Growth) Panel – Questions requiring a response.

Minute No.	Item	Councillor	Question	Answer
23/26	Corporate Performance Q1	Cllr Martin	Query on whether PI 15 could include detail on extensions to planning applications.	<p>The number of planning applications over 26 weeks old with an extension of time in place is available so will now be included with the commentary reported for PI 15. It should be noted that planning applications within the time allowed by an extension of time are not overdue for the purposes of external performance management of local planning authorities.</p> <p>Further information can be found via the link: https://www.local.gov.uk/pas/development-mgmt/managing-performance/extensions-time-agreements/decisions-positive-planning</p>
23/26	Corporate Performance Q1	Cllr Pickering	Clarification sought on how One Leisure performance was expected to partially recover by the end of March.	<p>We are confident in forecasting that the current year end position will not get any worse than the current performance gap (c. 39,000). However, we are confident that we will be able to reduce this for the following reasons:</p> <ol style="list-style-type: none"> 1. The low-cost operator Sports Direct Gym in Huntingdon closed its door in September. Huntingdon Leisure Centre has seen the benefit of this, with a net gain in its member base of 60, and it is forecast that the net gain for October will be another 40. This is 100 new members using the centre now until March 2024. Overall, OL gym attendance in September improved by 2,000, moving the deficit from -17k to -15k for this activity type. 2. January to March are the busiest months of the year for leisure, when we will benefit from net growth compound in gym members and swim school seen over the previous nine months of the year (approx. 300 gym and 200 learn to swim).

				<ol style="list-style-type: none">3. We will see an increase in pitch surface usage as both the 3G and Hockey pitch at OL St Ives Outdoor have been resurfaced. Both pitches have already seen an increase in demand, with the 3G pitch now fully booked at peak time until the end of the season in May 2024. There was some negative downturn in usage (approx. 3k) in September while these two surfaces were out of use for resurfacing but this will be recovered from now until March 2024.4. We have appointed a new Activities Manager who will work across One Leisure Centres looking at programming opportunities to increase participation and revenue. Their primary focus will be to drive gym and swim usage as these are the biggest areas of focus.
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Overview and Scrutiny Work Programme 2023-24

Performance and Growth Agenda Items			
Meeting Date	Pre-Scrutiny	Scrutiny Review	Task and Finish Groups Working Groups
1 st November 2023	<ul style="list-style-type: none"> • Risk Management Strategy • Performance Management Framework • Corporate Performance Report 2023/24 Q2 • Finance Performance Report 2023/24 Q2 • Treasury Management Six Months Performance Review 		
6 th December 2023	<ul style="list-style-type: none"> • Infrastructure Funding Statement 2022/23 • Market Towns Programme – Winter Update 		
31 st January 2024	<ul style="list-style-type: none"> • Final 2024/25 Budget and Medium - Term Financial Strategy (2025/26 to 2028/29) including Capital programme • 2024/25 Treasury Management, Capital and Investment Strategies • Financial Performance Report 2023/24 Q3 • Corporate Performance Report 2023/24 Q3 		
6 th March 2024	<ul style="list-style-type: none"> • Market Towns Programme – Spring Update 		
Unscheduled/Pending Further Details			<ul style="list-style-type: none"> • Market Towns Programme • Business Development

Environment, Communities and Partnerships Agenda Items

Meeting Date	Pre-Scrutiny	Scrutiny Review	Task and Finish Groups Working Groups
2 nd November 2023	<ul style="list-style-type: none"> • Redesign of Council Tax Support Scheme • Open Spaces Transfer/Lease Policy 	<ul style="list-style-type: none"> • Garden Waste Subscription Service – Parish Council Engagement Update • Tree Planting on A14 	
7 th December 2023	<ul style="list-style-type: none"> • Non Domestic Rates Rural Settlements List 	<ul style="list-style-type: none"> • Open Spaces Update • Flooding Management Update 	
4 th January 2024	<ul style="list-style-type: none"> • Electric Vehicle Charging Strategy 	<ul style="list-style-type: none"> • Update on Reducing the Carbon Impact of Council Facilities • Update on Alternative Land Management Scheme 	
1 st February 2024	<ul style="list-style-type: none"> • Non Domestic Rates Discretionary Rate Relief Policy 		
Unscheduled/ Pending Further Details		<ul style="list-style-type: none"> • GP Waiting Times • Issue of concrete affecting public buildings – specifically Hinchingsbrooke Hospital • Lack of NHS Dentists within the District • Corporate performance reports • Great Fen Project update • Romans Edge Lettings Plan – <i>see November agenda item 2</i> 	<ul style="list-style-type: none"> • Engagement with Parish Councils and development of relationship • Hydrogen Vehicles • Environmental impacts on planning – renewable energy, green spaces

Task and Finish Groups

Performance and Growth

Review of External Appointments to Outside Organisations

Membership: Cllrs S Cawley, S J Corney, I D Gardener and S A Howell

Progress:

Summer 2022: Terms of Reference have been established. Questionnaire has been sent to all relevant boards and organisations. Regular meetings are established from September.

September 2022: Evidence and information gathering underway.

November 2022: Information gathering completed.

February 2023: Report presented to O&S Panel and Cabinet

March 2023: Cabinet response to the report received by the Panel.

July 2023: Communication to be sent to all Councillors who are representatives on outside organisations to advise the new reporting progress.

Next steps: Plan to regularly review and monitor implementation of recommendations.

Environment, Communities and Partnerships

Climate Working Group

Members: Cllrs T D Alban, J Kerr, C Lowe and D Shaw

Lead Officer: Neil Sloper

Progress:

November 2022: Initial Meetings held to establish Terms of Reference for the group.

April 2023: Regular meetings established. Evidence and information gathering to be progressed.

Group to be involved in the Electric Vehicle Charging Strategy Development.

Next Steps: Subgroup formed to develop the Electric Vehicle Charging Strategy.

Ongoing dialogue with the team to develop a proposed work plan.

Climate Sub Group
Electric Vehicle Charging Strategy

Members: Cllrs T D Alban, J Kerr, C Lowe and D Shaw

Lead Officer: George McDowell

Progress:

February 2022: Initial meeting held

May 2023: Regular meetings established. Residents survey agreed.

July 2023: Meeting to review the outcome of the survey.

September 2023: Meeting to review applications for the EV pilot scheme

Next Steps: Final report anticipated for January 2024 cycle of meetings

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

Prepared by: Councillor Sarah Conboy, Executive Leader of the Council
Date of Publication: 12 October 2023
For Period: 1 November 2023 to 29 February 2024

Membership of the Cabinet is as follows:

Councillor Details		Councillor Contact Details
Councillor S J Conboy	Executive Leader of the Council and Executive Councillor for Place	Cloudberry Cottage 9 Earning Street Godmanchester Huntingdon PE29 2JD Tel: 01480 414900 / 07831 807208 E-mail: Sarah.Conboy@huntingdonshire.gov.uk
Councillor L Davenport-Ray	Executive Councillor for Climate & Environment	73 Hogsden Leys St Neots Cambridgeshire PE19 6AD E-mail: Lara.Davenport-Ray@huntingdonshire.gov.uk
Councillor S Ferguson	Executive Councillor for Customer Services	9 Anderson Close St Neots Cambridgeshire PE19 6DN Tel: 07525 987460 E-mail: Stephen.Ferguson@huntingdonshire.gov.uk

Councillor M Hassall	Executive Councillor for Corporate & Shared Services	Care of Huntingdonshire District Council St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07825 193572 E-mail: Martin.Hassall@huntingdonshire.gov.uk
Councillor B Mickelburgh	Executive Councillor for Finance & Resources	2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT Tel: 07441 392492 E-mail: Brett.Mickelburgh@huntingdonshire.gov.uk
Councillor B Pitt	Executive Councillor for Community & Health	17 Day Close St Neots Cambridgeshire PE19 6DF Tel: 07703 169273 E-mail: Ben.Pitt@huntingdonshire.gov.uk
Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE Tel: 01480 436822 E-mail: Tom.Sanderson@huntingdonshire.gov.uk

Councillor S Taylor	Executive Councillor for Leisure, Waste & Street Scene	66 Wren Walk Eynesbury St Neots Cambridgeshire PE19 2GE Tel: 07858 032076 E-mail: Simone.Taylor@huntingdonshire.gov.uk
Councillor S Wakeford	Executive Councillor for Jobs, Economy and Housing	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ Tel: 07762 109210 E-mail: Sam.Wakeford@huntingdonshire.gov.uk

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notice is hereby given of:

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

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

Agendas may be accessed electronically at the [District Council's website](#).

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

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

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

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

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Risk Management Strategy***	Cabinet	14 Nov 2023		Karen Sutton, Director Finance and Corporate Services Tel No: (01480) 387072 or Email: karen.sutton@huntingdonshire.gov.uk		M Hassall	Performance & Growth
Redesign of Council Tax Support Scheme	Cabinet	14 Nov 2023		Katie Kelly, Revenue and Benefits Manager Email: katie.kelly@huntingdonshire.gov.uk		S Ferguson	
Performance Management Framework	Cabinet	14 Nov 2023		Emma Charter, Performance and Data Analyst Tel: (01480) 388013 or Email: emma.charter@huntingdonshire.gov.uk		S Ferguson	Performance & Growth

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Open Transfer/Lease Policy***	Cabinet	14 Nov 2023		Neil Sloper, Assistant Director Strategic Insights and Delivery Tel No: (01480) 388635 or Email: Neil.Sloper@huntingdonshire.gov.uk		S Taylor	Environment, Communities and Partnerships
Community Chest Grant Aid Awards 2023/24	Grants Panel	15 Nov 2023 20 Dec 2023 17 Jan 2024 21 Feb 2024		Claudia Deeth, Community Resilience Manager Tel No: (01480) 388233 or Email: Claudia.Deeth@huntingdonshire.gov.uk		B Pitt & M Hassall	Environment, Communities & Partnerships

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Infrastructure Funding Statement	Cabinet	12 Dec 2023		Clara Kerr, Chief Planning Officer Tel: (01480) 388430 or Email: clara.kerr@huntingdonshire.gov.uk		T Sanderson	Performance & Growth
Market Towns Programme Winter Update	Cabinet	12 Dec 2023		Pamela Scott, Regeneration and Housing Delivery Manager Tel No: (01480) 388486 or Email: pamela.scott@huntingdonshire.gov.uk		S Wakeford	Performance & Growth
Non-Domestic Rates Rural Settlements List	Cabinet	12 Dec 2023		Katie Kelly, Revenue and Benefits Manager Tel No: 01480 388388 or Email: Katie.Kelly@huntingdonshire.gov.uk		S Ferguson	Environment, Communities & Partnership

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Approval of Council Tax Base 2024/25	Cabinet, Chair of Corporate Governance and Section 151 Officer	14 Dec 2023		Katie Kelly, Revenue and Benefits Manager Tel No: 01480 388388 or email: Katie.Kelly@huntingdonshire.gov.uk		N Wells	Performance & Growth
Electric Vehicle Charging Strategy	Cabinet	16 Jan 2024		George McDowell, Parking Services Officer Tel: (01480) 388386 or Email: george.mcdowell@huntingdonshire.gov.uk		L Davenport-Ray	Environment, Communities & Partnerships
2024/25 Treasury Management, Capital and Investment Strategies***	Cabinet	6 Feb 2024		Karen Sutton, Director Finance and Corporate Services Tel No: (01480) 387072 or Email: karen.sutton@huntingdonshire.gov.uk		B Mickelburgh	Performance & Growth

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Final 2024/25 Budget and Medium Term Financial Strategy (2025/26 to 2028/29) including Capital programme***	Cabinet	6 Feb 2024		Karen Sutton, Director Finance and Corporate Services Tel No: (01480) 387072 or Email: karen.sutton@huntingdonshire.gov.uk		B Mickelburgh	Performance & Growth
Non-Domestic Rates Discretionary Relief Policy***	Cabinet	6 Feb 2024		Katie Kelly, Revenue and Benefits Manager Email: katie.kelly@huntingdonshire.gov.uk		S Ferguson	Environment, Communities & Partnerships

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Review of the Council's Risk Management Strategy

Meeting/Date: Overview and Scrutiny (Performance and Growth)
1st November 2023

Executive Portfolio: Executive Councillor for Corporate Resources (MH)

Report by: Director of Finance & Corporate Resources (KS)

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the Risk Management Strategy Report attached.

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Review of the Council's Risk Management Strategy

Meeting/Date: Cabinet
14th November 2023

Executive Portfolio: Executive Councillor for Corporate Resources (MH)

Report by: Director of Finance & Corporate Resources (KS)

Ward(s) affected: All

Executive Summary:

As part of its Governance strategy Council requires a Risk Management Strategy that details how it manages risks associated with the organisation. The attached document details the proposed Risk Strategy and how it fits with the Council's governance and risk reporting.

Recommendation(s):

The Cabinet is

RECOMMENDED TO

- a. Review the Risk Strategy and propose the Council approves it.

1. PURPOSE OF THE REPORT

- 1.1 To present the Council's proposed Risk Management Strategy for consideration and comment by Committee.

B. WHY IS THIS REPORT NECESSARY

- 2.1 Good governance requires the Council to identify and mitigate risks that are likely to impact its effective operation and delivery of duties. The Risk Management Strategy details how the Council will do this.

C. OVERVIEW AND SCRUTINY

The comments of the Overview and Scrutiny Panel will be added to the report following their meeting on 1st November 2023.

D. LEGAL IMPLICATIONS

- a. There are no direct legal implications arising from this report.

E. RESOURCE IMPLICATIONS

- a. There are no specific resource implications.

F. REASONS FOR THE RECOMMENDED DECISIONS

The Council needs a Risk Management Strategy to inform its assessment of risk and behaviours to mitigate adverse exposures.

APPENDICES

APPENDIX A – Risk Management Strategy 2023

APPENDIX B – Risk Register

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Risk Management Strategy

Version17 – June 2023

Name of Policy	The Risk Management Strategy
Policy Owner/s	Assurance Board
Date Reviewed	September 2023

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Executive Summary

The purpose of the Risk Management Strategy is to communicate why and how risk management should be applied throughout the organisation to support the achievement of Huntingdonshire District Council's (HDC) corporate objectives. The corporate objectives can be found in the Corporate Plan 2023-2028 via the Intranet. Is it essential for all staff to be familiar with risk management and their responsibilities.

This strategy builds on the principles within HM Government's [Orange book¹](#) which lays out the Management of Risk – principles and concepts, but does so pragmatically accepting the guidance of this document that.

“Attempting to define a one-size-fits-all approach to managing risks, or to standardise risk management practices, would be misguided because public sector organisations are different sizes, are structured differently and have different needs.”²

In order for HDC to have a successful risk management framework it is essential that all staff are aware of the following points that are detailed in this strategy...

- Understand what risk management is.
- Understand why risk management is highly important and aides the achievement of the corporate objectives.
- Be aware of HDC's Risk Management Statement.
- Know how to apply the risk management process model.
- Know how to complete a risk assessment.
- Be aware of your relevant departments risk appetite.
- Understand when to use the Option Appraisal and Risk Treatment forms.
- Understand your risk management responsibilities.

Introduction

An effective risk management strategy will ensure the Council maximises its opportunities and manages those threats that may hinder the delivery of its priorities so that the opportunities for continuous improvement are maximised.

Risk therefore needs to be considered at all stages of the management process, from the setting of corporate priorities through to the delivery of the service to the customer. Risk management therefore becomes an integral element of the Council's corporate governance arrangements.

This risk management strategy aims to integrate risk management into the Council's culture and processes and raise awareness amongst all employees

¹ Orange book link: This links you to an online PDF version of The Orange Book Management of Risk – principles and concepts, Crown Copyright, 2020

² The Orange Book Management of Risk – principles and concepts, Crown Copyright, 2020. P.3

and members of the benefits and opportunities that successful management of risk can bring.

Definitions

Risk is the chance or possibility of something happening that will have an adverse impact on the achievement of the Council's objectives.

Risk management is the identification, evaluation, control, monitoring and reporting of existing and emerging risks. It applies equally to the opportunities for taking risks as it does to avoiding risks or reducing losses. It is a key part of good management and not simply a compliance exercise.

Note: For further definitions please see the glossary.

Why is Risk Management important?

The Council provides a large range of services within an ever-changing environment, so there is great potential for risks to arise. Effective risk management will enable the Council to:

- Minimise disruption to service provision
- Maximise performance
- Minimise the need to divert funds from priority services
- Encourage creativity
- Minimise losses
- Ensure the Council's reputation is preserved and enhanced
- Reduce insurance premiums

The aim is to manage risk, rather than eliminate it. Too little attention to the control of risk will lead to unnecessary losses and poor performance, while an over devoted approach may suppress creativity and increase the cost of and/or impede service delivery. Successful risk management means getting the balance right.

Risk Policy Statement

HDC is committed to the effective management of risk. The Council's ability to deliver services and achieve its business objectives are constantly affected by risk, which the Council recognises as being both positive and negative.

The Council also recognises its legal, moral and fiduciary duties in taking informed decisions about how best to control and minimise the downside of risk, whilst still maximising opportunity and benefiting from positive risks.

The Council will ensure that Members and staff understand their responsibility to identify risks and mitigate the possible consequences.

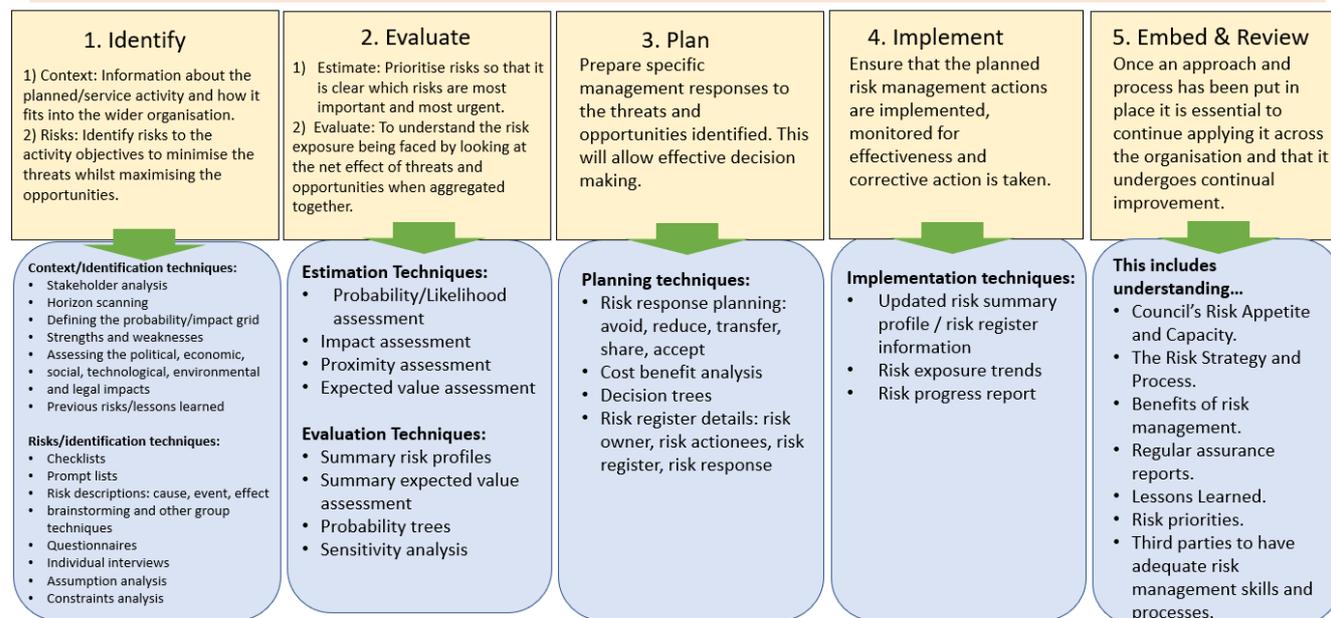
The Risk Management Process

The purpose of the risk management process guide is to describe the key steps required to ensure risks are successfully identified, assessed, and controlled.

Risk management is a continuous process that has **five key elements/stages**:

1. **Identification:** of risks to which the Council is exposed to.
2. **Evaluation:** of those risks in terms of likelihood and severity.
3. **Planning:** the control or mitigation of the risks, either by reducing the likelihood or severity of adverse events.
4. **Implementation:** of the arrangements the Council needs to put into place to deal with the consequences of the threats manifesting themselves, e.g., insurance, levels of policy excesses, self-insurance, service recovery planning
5. **Embedding and Reviewing:** the on-going monitoring and reporting of risk, to allow for intended actions to be achieved and losses minimised.

A standard risk management process will be used throughout the Council, including project, partnership, corporate or operational level...



Communication should be carried out throughout the process to continue to identify new threats, opportunities and changes to existing risks.

A standard risk management process will be used throughout the Council. This will ensure that risks are considered in the same fashion whether at a project, partnership, corporate or operational level.

1. Identification

There are many ways of identifying risk, including making use of:

- Staff experience and knowledge
- Review of objectives in Corporate and Service Plans
- Performance indicators, financial/budgetary and management information

- Service reviews by internal/external audit and other inspection bodies
- Risk assessments
- Directorate / Service meetings / workshops
- Amendments to legislation
- Insurance claims / loss information

When identifying risks, it is recommended to firstly, consider the context behind the risk (why does the risk exist, what is the root cause) before identifying the risks within it. This ensures the information about the planned activity/the scope of it is gathered and it is clear how it fits into the wider organisation.

Context identification techniques include:

- **Stakeholder analysis** – who else is involved?

What do they think? This technique helps capture who the stakeholders are, what their roles are and their level of participation. A stakeholder analyses can be done for the entire organisation or departments/divisions.

- **Horizon scanning** – What changes can we expect in the future?

By identifying and monitoring emerging risks and trends you are able to proactively manage risks and take advantage of opportunities.

- **Defining the probability/impact grid**

As it is important to note specific details about the objectives before any risks are identified. The probability impact grid technique defines the impact scales for each relevant objective. These scales can then be used to articulate risk tolerance thresholds for a particular organisational activity.

- **Strengths and weaknesses of the service/idea**

This technique focuses on the analyses of the strengths (current fact), weaknesses (current fact), opportunities (potential future fact) and threats (potential future fact) of an individual, department, group or area.

- **Assessing the political, economic, social, technological, legal and environmental impacts (PESTLE).**

This technique enables a wide scan of the context, and any potential or actual factors that would affect any objectives if they were left unmanaged. When doing a Pestle analysis ensure the assessment is tailored to the specific organisation/area.

- **Previous risks/lessons learned**

Depending on the activity being worked on, it may be appropriate to consider/examine previous lesson logs if available. These may include details on events or activities which should or should not be repeated as well as any relevant notes which may help with the current project/area.

Risk identification techniques include:

- **Checklists:** Reviewing risks and opportunities and possible actions.

By preparing a list of potential risks and opportunities you can systematically identify and assess risks to ensure no risks are overlooked.

- **Prompt lists:** Lists triggering you to consider a range of factors
This technique involves asking open-ended questions which stimulates discussion and helps identify potential risks that may not have been considered.
- **Risk descriptions:** cause, event, effect
When writing a risk description ensure the cause, event and effect are all written clearly which facilitates the development and understanding of effective risk identification and responses, e.g., Cause: Inadequate cyber security measures. Event: Cyber attack. Effect: Data breach, loss of information, financial loss, reputational damage.
- **Brainstorming and other group techniques:** perhaps in team meetings
Gathering a group of people to generate ideas and/or identify potential risks and opportunities in a collaborative and structured manner facilitates communication, collaboration and provide a comprehensive assessment and analyses technique.
- **Questionnaires**
This technique involves sending surveys to the relevant stakeholders which results in a gathering of information about potential risks and their likelihood/impact.
- **Individual interviews**
A one-to-one conversation/interview with a stakeholder gathers details information about potential risks. This helps identify their impact and potentially identify risks that were not apparent.
- **Assumption analysis:** Reviewing the assumptions that you have made
Identify and challenge assumptions concerning a project or situation. This aids the surfacing of hidden or overlooked risks and develop an appropriate risk response.
- **Constraint's analysis:** Reviewing the limiting factors on your service
This involves identifying the restrictions or limitations that may impact a project or situation. This helps identify potential risks associated with those constraints and develop an informed risk response.

When describing a risk it is important that it can be easily understood. The risk description should consist of the cause, event and effect. This information should be logged onto the council's risk register (4Risk).

Risk Cause:

- What would cause the risk to happen, e.g., a fire, loss of key personnel. This is where we consider what we could have done to prevent it.

Risk Event:

- What could go wrong. This is an uncertain event which may or may not

materialise, that if it does would most likely have an impact.

Risk Effect:

- This is the potential outcome of the event, the consequence.

The risk description/statement could then be written as ...

- “Because of (Risk Cause), (Risk Event) may occur, which would lead to (Risk Effect).

As mentioned above the HDC holds its own risk register on 4Risk, which can be found on the intranet. Staff should use 4Risk to track, update, add and review risks.

HDC holds a single risk register which maintains risks across all levels of the organisation including Corporate and Operational level risks. Corporate risks are likely to affect the medium to longer term priorities and objectives of the Council and require longer term planning to be addressed. Operational risks tend to be related to ongoing service activities and have a more immediate impact and generally need to be treated on a shorter time frame. By having a single risk register, risks are collectively reviewed and mitigating actions applied consistently. There is also less likelihood of duplication of risks e.g., budget affordability can be included as a risk across all areas of the Council, rather than each service registering this as a risk.

In addition to risk descriptions, it is important to capture the risk under the relevant risk category (See step 2, Evaluate). This is because risks are unlikely to remain static and they are required to be reviewed regularly to reflect changing internal and external circumstances. Such reviews may lead to risks moving between registers, new risks being identified, risk being closed when appropriate and control measures being updated leading to changing residual risk scores.

2. Evaluate

Once a risk has been identified, we need to assess how big a risk it is; how much of an impact would it have, and how likely is to happen? Once we have prioritised the risks, we must look in more detail at the risk to understand the balance of threats and opportunities presented.

Estimation Techniques:

- **Probability/Likelihood assessment:** How likely is the risk to happen?
This technique involves assigning a value to the likelihood of a risk occurring, which aids the prioritisation of risks.
- **Impact assessment:** What impact would it have were it to happen?
This technique involves assigning a value to the impact a risk will have on the organisation and/or relevant department, which aids the prioritisation of risks.
- **Proximity assessment:** How close (time) is it to happening?

Assessing the potential timing of a risk (when it is likely to occur and how long it may last) helps to make informed risk responses and create any possible mitigation strategies.

- **Expected value assessment**

Calculating the expected value of a risk using its potential likelihood and impact provides a quantitative measure of the potential cost of a risk and helps to prioritise risk responses.

Evaluation Techniques:

- **Summary risk profiles**

By summarising the risks associated with a project/programme in a concise and accessible format, you can see a high level overview of the most critical risks which aids decision making.

- **Summary expected value assessment**

By calculating the expected value of multiple risks and summarising them in a clear and concise way decision making and the understanding of the overall risk profile of a project or situation is made easier.

- **Probability trees**

This technique uses graphical representation of risks and their potential outcome, allowing a better understanding of complex risks and their impacts.

- **Sensitivity analysis**

This involves assessing the impact of changes in assumptions or inputs on the potential outcomes of a project/programme/situation. This helps decision makers understand the potential risks associated with different scenarios and adjust risk responses accordingly.

Risk Categories

Risk categories are classifications of which business activity the risk relates to and aids discussion on linked risks and mitigation. The categories below strike the balance between completeness, focus on HDC's risk profile, and usability by end users. The risk category needs to be input into the risk register when the risk is added.

Risk Categories	Definition	Trigger Questions <small>(Please note: This is not an exhaustive list and should be used to help think of other risks across all levels)</small>
People	Risks arising from staff related matters, including culture, capacity, knowledge and capability, and non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.	<ul style="list-style-type: none"> • Do you have a robust staffing structure? • Are you able to recruit when need to? • Do you have a risk or staff retiring or leaving? • Are your team appropriately trained? • Do you have key responsibilities that rely on a single individual? • Are staff aware of their point of contact and the order of communication for when decisions needs to be made? • Do our operating processes carry any risks to staff or the public? • How will changes in legislation impact upon our people? • Are any changes to service delivery planned, what will this affect? • What dependencies do you have on other teams, how would disruption there impact your service?
Financial and Resources	Risks relating to financial planning, financial control, and insurance arrangements.	<ul style="list-style-type: none"> • Do you have a savings or income target for the coming year? • Do you have plans in place? • Are you expecting any changes in terms of demand, or fluctuation in your costs that you need to plan for? • Do you have adequate insurance cover? • Are you aware of all opportunities for income, funding and grants? • Does a planned capital investment require an ongoing revenue budget to support it? • Are external factors likely to impact upon your service affordability, e.g., inflation? • Will new activities require increased support costs, e.g., reporting and monitoring associated with external funding? • Will future funding changes impact your service?

Operating Environment	Risks relating matters which affect or impact the daily, operating environment. Such as Economic and Commercial, Social, Physical and Environmental risks.	<ul style="list-style-type: none"> • What changes are happening, or are there possible signs of happening which may affect the demand for, or the way in which your service operates? <p>Think in terms of...</p> <ul style="list-style-type: none"> • Competition from other organisations • Social changes in terms of behaviours, need and demand or the profile of your customers? Are there economic changes which could change services people need, or change your ability to buy or sell things. How could environmental changes such as hotter summers, or wetter winters affect your services. What impact would inflation or increases in borrowing costs have on your service? • Who are your third party suppliers, what happens if one of these fail? • What happens if one of your dependencies changes? • Will future legislation require changes to the Operating Environment?
Policy and Process	Risks relating to the management, organisation and understanding of all policies, regulations, and strategies and the relevant processes for the services you are responsible for. Including at national, local and where relevant international levels.	<ul style="list-style-type: none"> • Do you have an understanding of the policy environment in which you are operating? • Are there any forthcoming policy changes or emerging political priorities? • Is the prioritisation of this activity appropriate in your service plan and/or approved with your manager and portfolio holder? • Are you anticipating legislative or other political changes either locally or nationally to affect your service.
Legal and Contractual	Risks stemming from legal and contractual obligations, challenges and the management of contracts and legal documents.	<ul style="list-style-type: none"> • Do you have contracts expiring in the next 2 years? • Do you have plans in place? • Are you actively managing contracts, and escalating any issues? • Income generation, are you able to deliver all the services detailed in the Service Level Agreement? • Supplier agreements - Do you have an up to date register of change controls and impacts, have they been implemented? • Have you factored in contract dependencies, e.g., agreed price increases and know what the impact to your budget is? • Are you aware of contract break clauses and the impact of these? • Will a service transfer have TUPE implications
Customer and Reputational	Risks which are associated with the failure to meet the current and changing needs and	<ul style="list-style-type: none"> • Do you have clear cost-effective processes that enable you to deliver services to your customers?

	<p>expectations of the customer and residents (Reputational risk). These risks may be associated with the processes you use to manage the work you deliver to your customers.</p>	<ul style="list-style-type: none"> • Do you have documented processes? • Do you know the cost of your processes, and are you able to identify opportunities for improvement? • Do you have clear performance metrics, and do you understand how effectively your services are meeting customer needs? • Do you understand your Service Level Agreement? • Are your customers financially stable? • Are these services we are permitted to deliver/charge for?
<p>Information and Technology</p>	<p>Risks relating to the systems and technology you use to deliver your services – software, appliances, phones, etc. As well as matters relating to the way in which you manage information, particularly relating to sensitive and personal information.</p>	<ul style="list-style-type: none"> • Do you understand and have developed plans for all the technology that you use in your service? • Do you have a list of all the systems, technology and software that your team uses? • Do you have system owners, champions, to maximise the benefits of the systems? • Do you have an information governance lead? • Do you have information management plans for all of the data you hold, and data sharing arrangements you have in place? • Will a process change require additional software licences? • Are you a data processor or controller, how does this impact your data storage and use? • How will software updates impact your service, risk of unforeseen downtime? • Do you know how long you should keep data for? Can you achieve this?

3. Planning

Following the evaluation step, it is time to prepare specific management responses to the threats and opportunities identified (technically known as risk treatments). This allows for effective decision making and enables effective communication of risks and what you are doing to manage these.

This involves balancing the potential benefits of mitigating the risk – in terms of improved delivery, with the cost of doing so. The cost is not just an economic one, and needs to be reviewed against the objectives of the organisation as whole, e.g., broader economic, social, and environmental impacts. The delivery of some activity is so important, that even expensive mitigation activity may be welcome.

As part of the selection and development of risk treatments, we need to specify how the chosen option(s) will be implemented, so that arrangements are understood by those involved and effectiveness can be monitored. This should include:

- the rationale for selection of the option(s) (why it was chosen), including the expected benefits to be gained or downsides to be avoided;
- the proposed actions (what we are going to do);
- those accountable and responsible for approving and implementing the option(s) (who is going to do it);
- the resources required, including contingencies (the cost of doing it);
- the key performance measures and control indicators, including early warning indicators (how we will know if it is working);
- the constraints (what will limit or stop us managing the risk);
- when action(s) are expected to be undertaken and completed; and• the basis for routine reporting and monitoring (when will it happen).

Planning techniques:

- **Risk response planning:** what can we do?: avoid, reduce, transfer/share, accept
 - Avoiding the risk, if feasible, by deciding not to start or continue with the activity that gives rise to the risk;
 - Reducing the risk or changing the likelihood, where possible or changing the consequences, including planning contingency activities;
 - Sharing the risk (e.g. through commercial contracts[12]).
 - Retaining (accepting) the risk by informed decision or taking or increasing the risk in order to pursue an opportunity;
- **Cost benefit analysis:** what is the cost vs the benefit, is the risk avoidance work worth doing?
 - This technique involves weighing the potential costs of risk responses against their potential benefits. This aids the identification of the most effective risk response and ensures risk management efforts are cost effective.
- **Decision trees**
 - This involves a graphical representation of decisions and their potential outcomes to aid decision making with understanding the potential risks associated with different options.
- **Risk register details:** risk owner, risk actionees, risk register, risk response
 - By maintaining a detailed record of identified risks and their details (such as associated risk responses, descriptions etc) a central information point for risk is there to inform decision making and track risk management efforts over time.

4. Implementation

Once the risk management plan has been made it must be implemented, monitored for effectiveness and corrective action taken when and where needed. These implementation steps should generally feature in your service plan, or within your project plan, so they can be reviewed and monitored.

Implementation techniques:

- **Updated risk summary profile / risk register information**

This technique involves regularly reviewing and updating the summary risk profile to ensure changes are reflected, which ensures that the risk management plan remains relevant and effective.

- **Risk exposure trends**

This involves tracking and analysing trends in risk exposure over time. This helps to identify emerging risks and opportunities and inform adjustments to risk responses and risk management strategies, if needed.

- **Risk progress report**

By regularly reporting on the progress of risk management efforts, including the status of risk responses and any changes to the risk landscape, this ensures risk management efforts remain on track and effective.

5. Embedding and Reviewing

Once an approach and process has been put in place it is essential to continue applying it across the organisation and that it undergoes continual improvement.

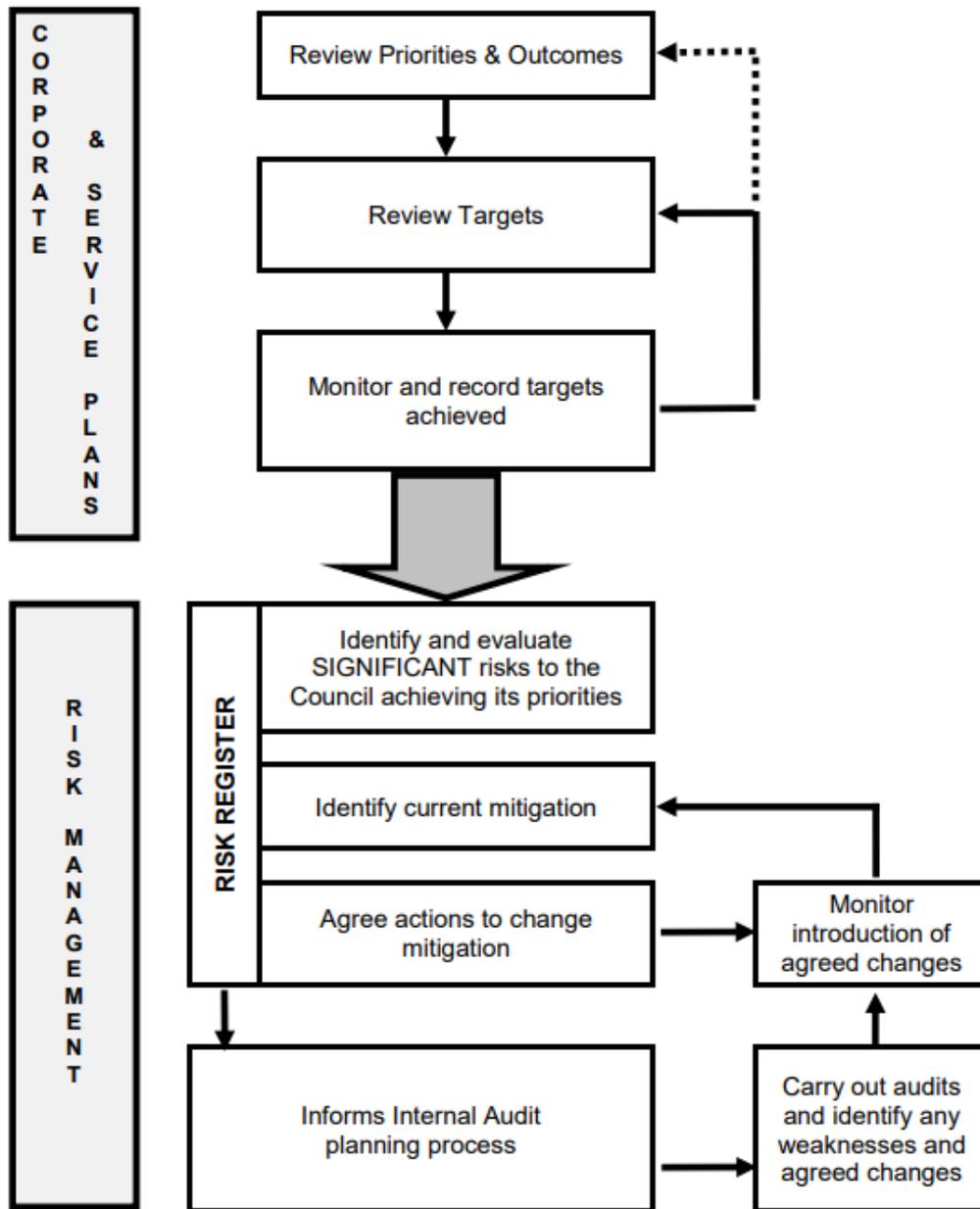
This includes understanding:

- Council's Risk Appetite and Capacity.
- The Risk Strategy and Process.
- Benefits of risk management.
- Regular assurance reports.
- Lessons Learned.
- Risk priorities.
- Third parties to have adequate risk management skills and processes.

Developing and Integrating Risk Management

It is worth noting that the process of identification and management of risks needs to be undertaken at all stages of the process at both corporate and at service planning level. This ensures that the risk register contains all the relevant details, changes and significant risks that would affect the achievement of the Council's objectives and priorities. This is achieved by describing the impact of what is being considered on the Council's priorities and targets and be supported by the explicit consideration of the risks that are both inherent and mitigated to the impact being achieved.

The table below explains how risk management processes link into the Council's planning process.



Risk Assessment

The risk assessment model is detailed in [Appendix A³](#). The model requires potential risks to be evaluated against a set of pre-determined criteria for likelihood/frequency and impact at both the inherent (without controls) and residual (with controls) risk levels. Individual risk levels are determined by plotting the risks onto a risk matrix. Health and Safety risks will be plotted against the smaller inset matrix.

U	ke	Almost Certain	5	Medium	High	Very High	Very High	Very High
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³ Appendix A Link: Takes you to the section in the document which shows HDC's Risk Assessment Model.

Likely	4	Medium	High	High	Very High	Very High
Occasional	3	Low	Medium	High	High	Very High
Unlikely	2	Low	Low	Medium	High	High
Improbable	1	Low	Low	Medium	High	High
		1	2	3	4	5
		Trivial	Minor	Significant	Major	Critical
		Impact				

Risk Appetite

The Cabinet shall determine the Council's risk appetite; that is the amount of risk it is prepared to accept, tolerate, or be exposed to at any point in time before taking any action.

The Council's appetite for risk will be considered as 'exceeded' when the residual risk score (the likelihood and impact of threats after mitigations put in place) have a score of 15 or above in accordance with the Council's risk scoring matrix, as seen above.)

Where the risk appetite is exceeded in a particular service, services will be asked to review the risk and identify any actions to treat the risk. Where the risk tolerance is exceeded services will be asked to produce a risk treatment plan on a template and to report this back to Assurance Board, to show the quantification of the current risk and the proposed actions in response. If the Assurance Board is satisfied the action plan will reduce the risk to be within risk tolerance levels, the action is accepted and the risk will be returned to the service for monitoring in the usual way.

If the risk remains outside of tolerance, or the Assurance Board does not believe the proposed action plan sufficiently mitigates the risk, it will escalate the risk to the Senior Leadership Team, and the respective manager who owns the risk will be asked to follow the Options Appraisal and Risk Treatment process.

(Appendix B for options Appraisal and Appendix C for risk appetite exceeded diagram).

Option Appraisals & Risk Treatment

For all individual residual risks that exceed their risk area targets as described above, consideration shall be given as to what further cost-effective mitigation could be introduced to reduce the residual risk score so that it falls within its risk appetite.

Before a decision is made on the way the risk is to be treated, the respective risk manager, who owns the risk, shall carry out an option appraisal (Appendix B). The appraisal shall consider how to deal with the risk on the following basis:

- **Reduce** or treat the risk by controlling the likelihood of the risk occurring or controlling the impact of the consequences if the risk does occur.
- **Avoid** or eliminate the risk by not undertaking the activity that may trigger the risk.
- **Transfer** the risk either totally or in part to others e.g. through insurance.
- **Accept** or tolerate the risk. This option will only be accepted when the ability to take effective action against a risk is limited or the cost of taking action is disproportionate to the potential benefits gained.

The appraisal will consider cost, resources, time and the potential financial and non-financial benefits of each treatment option. Advice from specialist staff such as the Risk and Controls team members shall be taken where appropriate.

Ideally risk treatments should be self-funding. Where this is not the case there will need to be a prioritisation process to ensure that any funding is concentrated first on those items that will be most beneficial to the achievement of the Council's priorities.

- **Action Plans**

The results of the option appraisal shall be recorded by the risk owner on a risk treatment option form (Appendix B) within four weeks of the risk having been recorded in the risk register. The form shall identify the risk, the current control environment, control actions to be introduced, the Officer responsible and the timescales for implementation.

The risk owner shall send the option appraisal form to the Senior Leadership Team Member for the service within six weeks of the risk being recorded in the risk register. They will review and challenge the form. The form shall be updated if required and then considered by the Senior Leadership Team who will determine if the mitigation outlined is to be introduced. If the additional mitigation cannot be met from the current Service budget the matter shall be reported to the Cabinet for a decision. If further mitigation is agreed, the risk owner shall update the risk register and put in place procedures to introduce the agreed mitigation.

Roles and Responsibilities

Everyone in the Council is involved in risk management and should be aware of their responsibilities in identifying and managing risk.

Council, Cabinet, Committees & Panels

- To ensure they consider risk management implications when making decisions.

Cabinet

- To be responsible for ensuring effective risk management procedures are in place across the Council and approving the risk management strategy.
- To determine the Council's risk appetite annually and review the risk assessment model to ensure it continues to reflect the requirements of the Council.
- To decide upon the action to be taken for all mitigated risks that exceed the Council's risk appetite or have the potential to harm its reputation or the continuity of services and require additional budget expenditure that cannot be funded from existing Service budgets.

Corporate Governance Committee

- To receive regular updates on risk management and consider any governance issues arising.

Corporate Leadership Team

- To ensure effective risk management throughout the Council in accordance with the risk management strategy.
- To make recommendations at least once a year to the Cabinet on the Council's risk appetite.
- To ensure that Members are advised of the risk management implications of decisions.
- To review and challenge Corporate risk register entries at least once every three months.
- To prioritise risk treatments and requests for additional funding.

Senior Leadership Team

- To develop a culture of risk management throughout the Council.
- Balancing an acceptable level of risk (as described by the risk appetites) against the achievement of corporate and/or service plans, project objectives and business opportunities.
- To identify and resolve any risks associated with compliance with the Council's agreed rules, procedures and processes.
- Ensure that risks relating to significant partnerships are identified and effectively managed, within the partnership and at service level.
- To review and challenge Operational risk register entries at least once every three months.
- To review and challenge risk treatment option forms submitted by the Management Team and passing them onto the Corporate Management Team if additional control measures cannot be funded from Service budgets.

Management Team

- Ensuring that effective control procedures are in place to manage the risks affecting their services.
- Review (as risk owner) their Corporate and Operational risk register entries at least once every three months, reporting all new risks or

significant changes to risk entries to their Head of Service and/or Director.

- Maintain all risk register entries fully, updating them promptly with any perceived new risks or opportunities, failures of existing control measures and closing them when appropriate.
- Update at least once every six months risk register assurance statements that describe the effectiveness of the risk mitigating controls.
- Prepare (as risk owner) for risks that exceed risk appetite levels, risk treatment option forms for consideration by the Senior Management Team.

Risk Officer, in collaboration with Assurance Board

- To assist managers in identifying and analysing the risks that they encounter and the formation of action plans to address outstanding issues.
- To provide assurance on the operation of the Risk Management process and framework.
- To provide advice and guidance on systems to mitigate risk.

Assurance Board

- To report as necessary to the Cabinet, Corporate Governance Committee or Corporate Leadership Team on risk management issues.
- To identify best practice and consider its introduction within the Council.
- To provide advice and guidance on systems to mitigate risk.
- Ensure risk strategy is reviewed and updated annually/as needed.

Health and Safety

- All Elected Members and employees are responsible for taking care of their own and their colleagues/visitors health and safety at all times. They are responsible for the identification and treatment of hazards as described in the Health and Safety Policy – Organisation & Responsibilities.
- To work proactively with services across the Council, providing advice on safe working practices to mitigate incidents, and monitoring compliance with existing Health and Safety controls.

Internal Audit:

- Internal Audit will seek assurance from the risk register that the organisation is assessing its risks on a regular basis and acting in a responsible manner to mitigate them.
- It will use the risk register as a basis for informing the annual Internal Audit plan, assessing if risks are correctly recorded and the mitigating actions appropriately deployed and reported.
- It will escalate risks to Assurance Board where mitigating controls are not deployed and the risk should be noted as unmitigated.

Employees

- To co-operate with management and colleagues in matters relating to the mitigation of risk.
- To promptly inform the appropriate manager of any risks they become aware of.

Risk Assessment Model

Likelihood / Frequency

Alternatively this could be expressed as likely to happen within the next:

5 = Almost Certain	Will definitely occur, possibly frequently.	Month
4 = Likely	Is likely to occur, but not persistently.	Year
3 = Occasional	May occur only occasionally.	3 years
2 = Unlikely	Do not expect it to happen but it is possible.	10 years
1 = Improbable	Can't believe that this will ever happen, but it may occur in exceptional circumstances.	20 years

When considering Health & Safety related risks, the likelihood should be expressed as being likely to happen within the next:

4 = Likely	Monthly	Further advice on assessing Health & Safety risks can be obtained from the Health & Safety Manager
3 = Occasional	Yearly	
2 = Unlikely	5 years	

Impact

Risks will be evaluated against the following scale. If a risk meets conditions for more than one category, a judgement will need to be made as to which level is the most appropriate. For example, if a particular health and safety risk was significant, could result in minor short-term adverse publicity in the local media but had only a trivial financial impact, it might still be categorised as significant.

1 = Trivial event or loss, which is likely to:

- cause minor disruption to service delivery on one or two consecutive days, not noticeable to customers
- increase the Council's net cost over the 5 year medium term financial strategy (MTFS) period by £50,000 or less.
- be managed with no reporting in the local media
- cause localised (one or two streets) environmental or social impact

2 = Minor event or loss, which is likely to:

- cause minor, noticeable disruption to service delivery on one or two consecutive days
- increase the Council's net cost over the 5 year MTFS period by more than £50,000 but less than £100,000.
- result in minor short-term (up to a fortnight) adverse publicity in the local media

Risk Assessment Model

- * be a Health and Safety (H&S) concern that results in an injury but 7 days or less off work
- have a short term effect on the environment i.e. noise, fumes, odour, dust emissions etc., but with no lasting detrimental impact

3 = Significant event or loss, which is likely to:

- cause disruption for between one and four weeks to the delivery of a specific service which can be managed under normal circumstances
- affect service delivery in the longer term
- increase the Council's net cost over the 5 year MTFS period by more than £100,000 but less than £250,000.
- result in significant adverse publicity in the national or local media
- * be a Health and Safety concern that results in more than 7 days off work or is a specified injury, dangerous occurrence or disease that is required to be reported to the H&S Executive in accordance with 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR)
- has a short term local effect on the environment, or a social impact, that requires remedial action.

4 = Major event or loss, which is likely to:

- have an immediate impact on the majority of services provided or a specific service within one area, so that it requires Managing Director involvement.
- increase the Council's net cost over the 5 year MTFS period by more than £250,000 but less than £500,000.
- raise concerns about the corporate governance of the authority and / or the achievement of the Corporate Plan
- cause sustained adverse publicity in the national media
- significantly affect the local reputation of the Council both in the long and short term
- * results in the fatality of an employee or any other person
- have a long term detrimental environmental or social impact e.g. chronic and / or significant discharge of pollutant

5 = Critical event or loss, which is likely to:

- have an immediate impact on the Council's established routines and its ability to provide any services, and cause a total shutdown of operations.
- increase the Council's net cost over the 5 year MTFS period by more than £500,000.
- have an adverse impact on the national reputation of the Council both in the long and short term
- have a detrimental impact on the environment and the community in the long term e.g. catastrophic and / or extensive discharge of persistent hazardous pollutant

Risk Treatment Option Form

Risk Treatment – Action Plan				
Description of risk from register:	Risk ID No:	Current residual risk score: Likelihood x Impact		
Controls already in place as listed on the risk register:				
Are these controls operating effectively? Yes / No				
Risk Action Plan (All actions listed in priority order)				
Proposed actions to reduce risk using existing resources	New residual risk score ⁴			Extra resources required ⁵
	L	I		
a.				
b.				
c.				
Actions requiring additional resources				
1.				
2.				
3.				
4.				
Decision				
Agreed Option:	Implementation Date	Risk Owner		
Decision taken by: _____ on: _____				

Note: Health & Safety risks that exceed their risk appetite shall be treated with counter-measures or be stopped immediately until the residual risk has been sufficiently reduced. The action that must be taken is set-out below and mirrors the approach set-out in the Council's approved Health & Safety risk assessment form.

⁴ New Residual Risk Score: after the action has been introduced

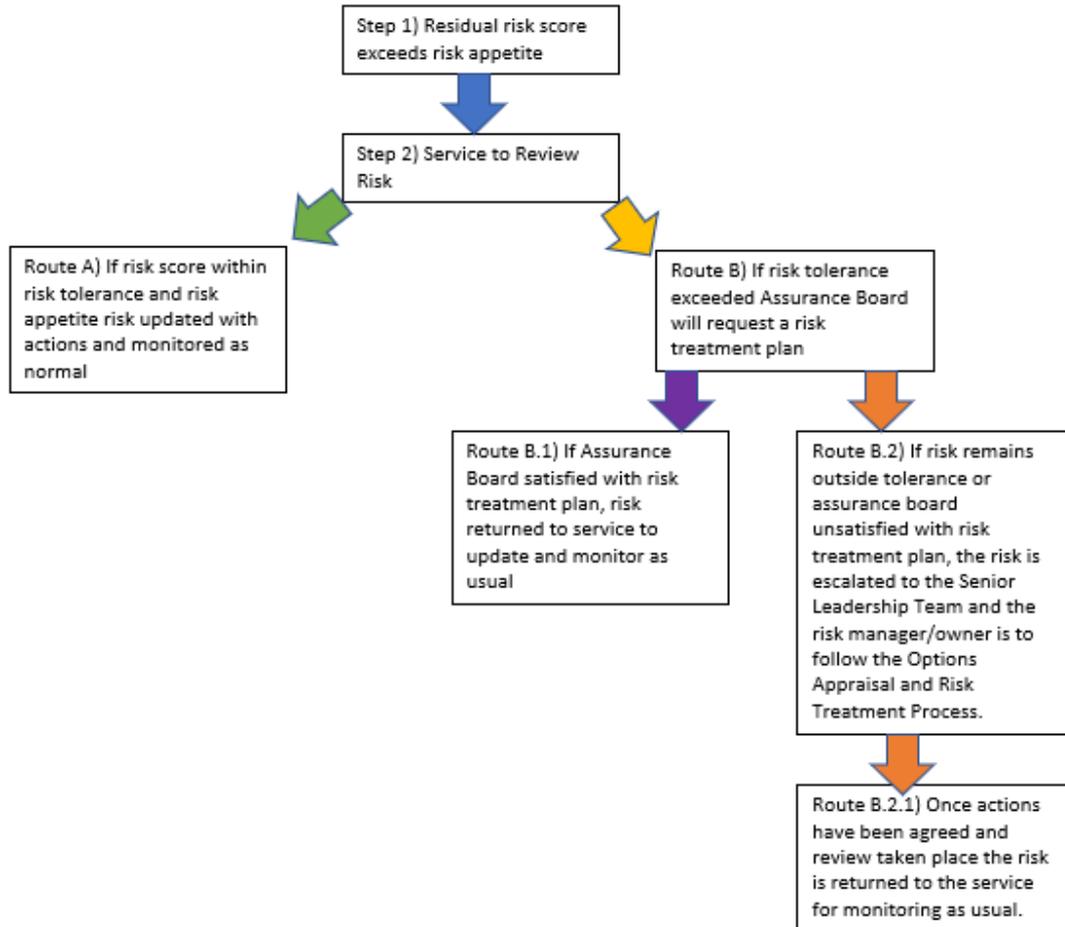
⁵ Extra Resources: only complete if extra resources will be required to allow the proposed action to be introduced e.g. financial costs and staff time

Remember, when considering treatment options that the Council's aim is to manage risk rather than eliminate it completely – successful risk management is about improving risk taking activities whilst minimising the frequency of the event occurring.

Issues that should be considered when making the risk treatment decision are listed below.

Administration	<p>Is the option easy to implement? Will the option be neglected because it is difficult to implement? Do staff have sufficient expertise to introduce the option?</p>
Continuity of effects	<p>Will the effects of the risk treatment option be long term/continuous or short term? If short term, when will further risk treatments be needed? Does the risk need to be treated at all as it will 'disappear' in the short term (e.g. a project it refers to will be completed or in the next three months)</p>
Cost effectiveness	<p><i>Costs need to be estimated accurately as it's the base against which cost effectiveness is measured.</i></p> <p>Can the cost of implementing further control be justified compared to the risk reduction benefits expected? What financial loss is to be expected if no action is taken? Could the same results be achieved at lower cost by other means?</p> <p>Will running costs go up or down? What capital investment will be needed? What other costs will there be?</p>
Benefits	<p>What will happen to service levels? What will happen to service quality? What additional benefits or risk reductions will occur in other areas? Can other controls in place be amended to deal with this risk? How will you evaluate this option to see if it is reducing the identified risk?</p>
Objectives	<p>Will reducing risk advance the Council's overall objectives? What will be the economic and social impacts? What will be the impact on the environment of leaving the risk as it is?</p>
Regulatory	<p>Complying with laws and regulations is not an option.</p> <p>Does the lack of treating the risk (or the current method of control) breach any laws or regulatory requirement? Is the treatment option proposed, including its cost, totally disproportionate to the risk?</p>
Risk creation	<p>What new risks will be created from introducing the option?</p>

Risk Appetite Exceeded Diagram



1. Residual risk score (the likelihood and impact of threats after mitigations are put in place, score calculated using the risk matrix) exceeds the risk appetite (the maximum residual risk an organisation will accept after controls are put in place in order to achieve its objectives).
2. Service to review the risk and identify any actions to treat the risk.
3. If risk tolerance (the maximum risk the organisation is willing to take regarding a specific initiative) is exceeded, the service will be asked to produce a risk treatment plan on a template and to report back to the Assurance Board to show the quantification of the current risk and the proposed actions in response to it.
4. If the Assurance Board is satisfied the action plan will reduce the risk to be within risk tolerance levels, the action is accepted and the risk will be returned to the service for monitoring in the usual way.
5. If the risk remains outside of the risk tolerance, or the Assurance Board does not believe the proposed action plan sufficiently mitigates the risk, it will escalate the risk to the Senior Leadership Team, and the respective manager who owns the risk will be asked to follow the Options Appraisal and Risk Treatment process.

Glossary

Risk appetite: The amount of risk the organization, or subset of it, is willing to accept.

Risk capacity: The maximum amount of risk that an organization, or subset of it, can bear, linked to factors such as its reputation, capital, assets, and ability to raise additional funds.

Risk tolerance: The threshold levels of risk exposure that, with appropriate approvals, can be exceeded, but which when exceeded will trigger some form of response (e.g. reporting the situation to senior management for action).

Standard Risk Register

Report Date	20 Sep 2023
Risk Area	**CORPORATE RISK REGISTER**, AGS and External , Delivery and Costs , Funding , Income, People, Process, Technology, Assistant Director - Recovery, Assistant Director - Transformation, Chief Operating Officer, Civil Contingencies, Corporate Director - People, Head of 3C ICT, Head of Operations, Corporate Director - Place, Head of Leisure and Health, Housing Strategy, Programme Delivery , Strategic Growth, Corporate Issues, Director of Finance and Corporate Services , Audit , Commercial Estates, Elections and Democratic Services, Finance, Human Resources, Property, Risk and Controls
Risk Category	Competitive , Contractual , Customer , Economic , Environmental , Financial , Human Resources , Information, Legal , Physical , Political , Professional , Social , Technology

Standard Risk Register

CORPORATE RISK REGISTER / AGS and External						
Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
303	National government places additional burdens on council services which lead to reprioritisation of the planned business of the council to meet local needs	<p>Cause: National and international actions with local consequences, e.g. war, recession, pandemic etc</p> <p>Effect: Immediate re-assessment of local priorities and resource levels to manage delivery in a..</p>	L = 4 I = 3 High (12)	<p>Robust service planning, performance management and project management will ensure that any change in priorities can be accommodated with known consequences.</p>	L = 3 I = 2 Medium (6)	Prioritisation of actions from emerging service plans
304	Fundamental changes in Government Policy could undermine Council's ability to enable new affordable homes to be built.	<p>Cause: Levelling up agenda could see money heading to other parts of the country</p> <p>Effect: Lack of means by which viability issues are addressed on strategic sites, broken model of publicly funded..</p>	L = 3 I = 4 High (12)	<p>Options to explore use of Council resources to provide local housing to meet local need.</p> <p>Use CPCA opportunities.</p>	L = 3 I = 3 High (9)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
305	That a factor outside our control places a significant civil contingencies duty on the Council, and creates significant local need.	Cause: With the experience over the past few years of an increase in Cyber Security threat, the impact of global pandemic in the shape of Covid, and the increase in the number of weather events..	L = 3 I = 4 High (12)	<p>good visibility of risk register across organisation.</p> <p>Effective Business Continuity and Emergency Plan. Planning and training for a range of eventualities should hopefully provide us with options for response even if the exact risk is not entirely forecast.</p> <p>Gold, silver duty rotas, training for SLT on duty rota, lessons learnt form bronze response etc To continually reflect and improve emergency planning arrangements. Horizon scanning and planning work via quarterly formal attendance at CPLRF forum at Exec level, allied to monthly attendance at Bronze level for tactical Emergency Planners and direct financial contribution to the CPFRL partnership..</p> <p>Horizon scanning to ensure early sight of any obvious changes</p> <p>Local Resilience Forum training and development, including use of lessons learned</p> <p>Regular review of risk register.</p>	L = 3 I = 3 High (9)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
306	Economic Uncertainty	Cause: The Council's financial robustness is closely linked with the success of the overall local economy, hence one of our key Corporate Plan strategic priorities – delivering sustainable growth..	L = 4 I = 3 High (12)	Engagement with the Local Government Association (LGA), District Council's Network (DCN) Department for Levelling Up, Housing & Communities (DLHUC), Department of Innovation and Skills, and other relevant bodies to ensure that current funding is protected.	L = 4 I = 3 High (12)	
				Influencing Government through responding to consultations		
				Keeping abreast of official publications and economic intelligence from local and central government and partners.		
				Monitor emerging policy changes		
				Review of Business Continuity Plans.		
				Targeted lobbying by Members on specific issues		
307	Environmental pressures and sustainability challenges - Challenges to the long-term sustainability and attraction of our area.	Cause: There is growing recognition of the significant consequences of a failure to properly account for human actions, and wider climactic events which are becoming increasingly common. The national..	L = 3 I = 3 High (9)	Directly tackle climate by changing what the Council has direct control of(its estate, operating model etc) and influencing others to take action.	L = 3 I = 3 High (9)	* New approach to 22/23 Service Plans established by end March 22. *Expanding pool of colleagues involved in emergency planning, with training and buddying approach in place by end June 22.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
308	That pressures, additional partnership duties or reorganisation in the local public sector system place additional financial burdens on the Council or impact our ability to deliver our corporate objectives	Cause: The continued impacts of reduction in central government funding combined with demand pressures driven by demographic and other factors leaves the sector at risk, of decisions by one partner..	L = 3 I = 5 Very High (15)	Using evidence base to identify areas of greatest need (e.g. Covid impact assessment/ Joint Strategic Needs Assessment).	L = 3 I = 4 High (12)	Huntingdonshire Place Strategy adopted end 22/23.
				Additional burdens funding sought and chased, pursue closer alignment with partners to understand early these pressures and impacts, strategic alignment with partners to share costs (across neighbouring councils or other public sector organisations), regular review/ analysis of 'state of the district' data and demand on HDC service to be able to track and respond quickly		
				Develop a multi agency approach, working closer with partners, communities and other stakeholders to deliver shared Huntingdonshire priorities.		
				Development of a new Huntingdonshire Place Strategy used to provide shared aims, priorities, outcomes and actions.		
				Identification of partners priorities and their delivery across partnerships e.g. Joint Health and Well Being Strategy.		
				Investing senior officer time in strategic and partnership forums to support delivery of better outcomes & system wide improvements.		
				Investing senior officer time in understanding partner issues, and looking to support partners with these issues (e.g. supporting strategy development, senior recruitment, address budget issues).		
..						
309	Morbidity/Growing number of years of ill health - Impacting on people' ability to be self-reliant and generating additional cost through support needs	Cause: The increasing number of years of ill health experienced by the population, combined with Huntingdonshire's aging population make these factors areas of continued focus for HDC. Underlying..	L = 4 I = 4 Very High (16)	Active engagement with both health and public health agencies to develop shared priorities and interventions	L = 4 I = 3 High (12)	Adopt new Health Strategy
				Development of Health strategy.		
				Pursuit of proactive preventative measures		
				The areas Community Strategy and the adoption of a focus on a preventative approach to community outcomes in the corporate plan.		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
310	Local skill levels and educational attainment - As a means by which residents are able to attract profitable work and in attracting employers to the area.	Cause: Local cultural and employment practices, combined with alignment between training and local economic needs. Effect: A high skill workforce will contribute to the area's reputation helping..	L = 3 I = 3 High (9)	Skilled and flexible workforces who possess digital skills will allow the Council to transform its current delivery models and offer new methods of service delivery.	L = 3 I = 3 High (9)	
				Skills strategy and a refresh of our local growth strategy will help create focus to support local industrial strategies.		
				The workforce within the area needs to be supported to continue to gain meaningful employment and meet the demands for new skills in the labour market. This is particularly true to ensure we are able to support our residents to continue to respond to the impacts and opportunities arising from Covid, and to ensure the growth we see in Huntingdonshire being in high value adding sectors. In turn..		
311	Housing Affordability - Leading to homelessness and constraining growth.	Cause: Wider economic environment. Driving demand for housing locally, and impacting the pace and price of developments which come forward. Effect: This issue is one which impacts on the..	L = 3 I = 4 High (12)	Continue to bring forward delivery of affordable housing.	L = 3 I = 3 High (9)	
317	Potential Power Outages	National threat of power outages caused by National Grid demand exceeding supply. Disruption to the delivery of some Council services due to planned national power cuts. Some services will either..	L = 4 I = 4 Very High (16)	Services to assess if they will be impacted by a power outage, how they can continue to deliver services or alternative measures that need to be put in place.	L = 4 I = 3 High (12)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
342	Breakdown of relations between the 3C Shared Service partners	<p>Cause: A breakdown in relations between the council and 3C shared service partners.</p> <p>Event: A significant deterioration in the working relationship and cooperation between the council and 3C..</p>	L = 2 I = 4 High (8)	<p>Re-baselining of all ICT costs currently underway. Strategic conversations about the future direction of ICT scheduled for 2023, to clarify requirements and service expectations going forward. Active review of partnership working between three councils also being proposed.</p> <p>Regular board meetings between all parties to discuss/resolve issues and ensure services being delivered are still relevant..</p>	L = 2 I = 3 Medium (6)	
348	National policy changes place insufficiently funded duties on the Council or impact our ability to deliver our corporate objectives	<p>Cause: New national policies are introduced without enough funding or if they disrupt the council's plans.</p> <p>Event: The implementation of the new national policies, which could affect various..</p>	L = 3 I = 5 Very High (15)	<p>"Actively monitoring government circulars, and being active members in Green paper consultations (either separately as a district or wider collaboration with CC and/or CPCA), participation in webinars, guidance updates, discussion groups on emerging policy. Working with politicians to lobby for agendas that have the greatest impact on us and take an active role to ensuring policy changes have the..</p>	L = 3 I = 4 High (12)	

CORPORATE RISK REGISTER / Delivery and Costs

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
289	Council faces significant additional demand driven by demographic, economic, environmental or other external factors causing financial challenges	<p>Cause: The most likely causes would be related to the growing population, as we deliver on housing growth agenda, combined with the impacts of an aging population and the economic (inflationary and..</p>	L = 3 I = 5 Very High (15)	<p>Service planning, monitoring of development activity, active management of demand and the prompt escalation of deviations from the predicted norm.</p> <p>To actively track key risk and high cost services through our refreshed performance management process enabling prompt action to be taken. To actively seek to redesign this via resourcing and leading a key change programme which reviews the way we support residents in need across a range of local providers - Financial vulnerability project. This will see us work with partners to review and define..</p>	L = 3 I = 4 High (12)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
290	Failure to effectively plan for and deliver sustainable development resulting in unplanned growth.	Cause: Failure to undertake a review of the adopted Local Plan in a timely fashion and ensuring the protection of the 5 year housing land supply. Effect: Infrastructure, housing and employment..	L = 4 I = 3 High (12)	* Review of Local Plan identified as a 22/23 corporate priority. *Project plan in place, regular member engagement, early Cabinet decisions on project plan. *Annual monitoring report produced on five year land supply, with any subsequent action plan developed as required. ..	L = 4 I = 2 High (8)	
291	Failure to deliver the Market Town Programme due to inflationary pressures and/ or challenging spend deadlines resulting in no delivery of the programme or delivery of a smaller number of projects and/ or a loss of secured external funding.	Cause: External inflationary factors Poor programme/ project management & governance ..	L = 4 I = 3 High (12)	* MTP Health Check completed 22/23 Q1 * Quarterly monitoring of programme funding profile and anticipated spend against budgets to Cabinet. *Updated cost estimates ..	L = 4 I = 2 High (8)	*Complete MTP health check by end March 22.
292	That the Council has insufficient focus or capacity to deliver the Corporate Plan alongside other competing activities	Cause: Inability to unify and manage a diverse range of programmes and change projects to deliver MTFS financial targets and improved outcomes for our residents. Causes also include ".."	L = 4 I = 4 Very High (16)	* Strengthen linkage between strategic and corporate priorities and programmes and projects delivered. *Ongoing review of Corporate priority programmes, projects & activities, including use of internal audit and external consultants. *Ongoing review of the Council's approach to programme and project management ensuring a significant focus on delivery across the whole Council. *All SLT members.. New corporate plan developed and endorsed by Full Council in line with the clear objectives of the Council and clarity of actions being developed to deliver this, and alignment of MTFS against this. With clear and transparent quarterly reporting regime against this. Refreshed project oversight to monitor and deliver outcomes.	L = 3 I = 3 High (9)	*Spring 22 SLT restructure * New approach to 22/23 Service Plans established by end March 22. *Q1 22/23 implementation of SLT re-structure. *By end Q322/23 review of internal officer governance completed.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
293	"Performance Management failures leading to poor service delivery and failure to meet targets and customer expectations	<p>Cause: Lack of consistent and accurate service performance data across the organisation.</p> <p>Effect: Lack of accurate and performance benchmarking data prevent focus on services improvements...</p>	L = 3 I = 3 High (9)	<p>*Baseline performance date for all services.</p> <p>*Benchmarking data with comparable services/ organisations (where applicable).</p> <p>*Monthly management team reporting.</p> <p>*Quarterly reporting through committee structures. . .</p>	L = 3 I = 2 Medium (6)	*22/23 Establish baseline and comparable data for relevant services
318	Old Falcon Inn St Neots	The building is in private ownership and linked to the MTP. The building is in a dilapidated condition, if an Urgent Works Notice is served the Council could become liable to pay for the works due..	L = 3 I = 5 Very High (15)	We are working with the owner to bring the building back into use, it is expected that if the owner achieves a successful planning permission that he would either sell the property or build out the approved scheme.	L = 3 I = 4 High (12)	We will continue to work with the owner to bring about our preferred outcome for the building which will not require the serving of an Urgent Works Notice.
323	Spatial Plotting in Uniform	Incorrect spatial plotting from Planning in Uniform leading to incorrect or missing information being displayed in a land Charges search. Old planning applications before a specific date (TBC) have..	L = 3 I = 3 High (9)			
341	The Council faces a period of industrial action that impacts our ability to deliver services and our corporate plan objectives	<p>Cause: Potential dissatisfaction or disagreement among workforce regarding various employment related issue, such as wages or working conditions.</p> <p>Event: Initiation or industrial action by the..</p>	L = 4 I = 3 High (12)	<p>Open and transparent conversations about pay with staff and their representatives, being clear on the cost and implications of demands.</p> <p>The development and maintenance of business continuity plans in the event of industrial action, to seek to mitigate the impacts.</p> <p>Proactive communication with residents and communities who could be impacted in the event of the threat of industrial action...</p>	L = 3 I = 3 High (9)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
345	That HDC has insufficient resource to deliver its housing ambitions	<p>Cause: Council lacks enough resources to fulfill its housing goals.</p> <p>Event: The Council's available resources fall short of what is needed to achieve its housing plans.</p> <p>Effect: Council may..</p>	L = 3 I = 4 High (12)	To seek opportunities for external funding, to support housing initiatives. To maintain the delivery of affordable properties as part of new developments. To bring forward an updated housing strategy.	L = 3 I = 3 High (9)	
347	That Development Management performance reduces our ability to meet housing, economic growth and environmental commitments.	<p>Cause: Council lacks the skills and/or resources to develop economic growth in the District.</p> <p>Event: housing, economic growth & environmental commitments are not achieved.</p> <p>Effect: NNDR funding..</p>	L = 4 I = 4 Very High (16)	Undertake the Development Management Improvement programme to improve the performance of the planning service To continue enhanced performance management activity and focus on maintaining capacity in the team. "	L = 3 I = 3 High (9)	

CORPORATE RISK REGISTER / Funding

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
286	Funding reduction - wider economic factors, including inflation, Brexit and Covid impacts, generate a reduction in NNDR and Council Tax collection rates impacting on the Councils funding to deliver services. (cont. under cause and effect)	<p>Risk Title cont. : Recognising our greater reliance on locally derived sources of income than has historically been the case.</p> <p>Cause: Broader impacts linked to Macro Economic factors, and the..</p>	L = 3 I = 4 High (12)	Close monitoring of funding streams and escalation of shifts, and development of proposals to address any shifts, and if appropriate timely reductions in spending commitments.	L = 3 I = 3 High (9)	Regular monitoring of funding and reporting to SLT.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
287	Significant reduction in or redirection of central government funding/lack of certainty beyond single year settlement, & the growth of finite funding pots to achieve delivery which require greater effort at bidding & reporting stage, & risk abortive effort	<p>Cause: Government policy, parliamentary time and economic challenges.</p> <p>Effect: Continuing financial pressures due to Central Government funding reductions, or loss of grant or other funding (e.g...</p>	L = 4 I = 4 Very High (16)	Robust quarterly review of budgets including the proposed efficiencies. £0.5M additional investment in transformation activity to support delivery of MTFS efficiencies. Ensure that compensatory savings are found where savings are not delivered through the above. Increase in Council Tax. Robust MTFP, forecasting, and increasing focus on long term horizon. Establish good partnership working with..	L = 3 I = 3 High (9)	

CORPORATE RISK REGISTER / Income

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
288	That financial pressures or uncertainty leave us with insufficient resources to deliver or to make necessary decision to appropriately plan for the delivery of services and our corporate objectives	Cause: Covid impacts, combined with Brexit represent impacts without a precedent. It is therefore hard to accurately forecast how these could impact on consumer and business behaviour, and our income..	L = 4 I = 4 Very High (16)	<p>Strategic focus on value for money, cost control and income maximisation. Strategic priority to carefully consider expenditure for non-statutory services and maximise income for commercial interests. - Move from net budget reporting to a focus on income and expenditure separately.</p> <p>Regular budget monitoring and escalation is a key control measure.</p> <p>In year this focus includes an in principal..</p> <p>Timely monitoring and escalation of variances against income forecasts, for corrective action to budget holders, with appropriate oversight by SLT. That we recognise and respond to the risk of Covid changing behaviours, as well as broader macro economic threats of people having less ability to pay. Better marketing and understanding of consumer priorities to protect and grow income streams.</p>	L = 2 I = 4 High (8)	Regular reporting to SLT, and timely forecasting to service managers.

CORPORATE RISK REGISTER / People

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
300	People - lack of people capacity or limited supply of key capabilities caused by the challenging recruitment environment. The departure of key staff exacerbated by the impacts of Covid, and increased and unanticipated turnover.	Cause: Covid related turnover which is unprecedented. The increasingly challenging recruitment market and competition for talent generally, but very specifically in some job areas. Staff issues not..	L = 3 I = 4 High (12)	Effective service planning. Succession planning, particularly for mission critical roles and in difficult to recruit sectors. Use of interim market where necessary. Creation of strategic partnerships with local colleges and universities.	L = 3 I = 2 Medium (6)	Embed people planning in service planning. Bring forward development and workforce development plans.
346	Inability to recruit and retain sufficient appropriately trained staff.	Cause: The council struggles to attract/keep enough well trained staff. Event: Difficulty in recruiting and retaining staff with the right skills and training. Effect: Council may have gaps..	L = 4 I = 4 Very High (16)	To deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce, and to ensure that we can continue to attract, retain and nurture talent. To bring forward a new communications strategy which includes consideration of how to market HDC to potential employees. To reinvigorate the Employee Reps group, so that employees have a greater sense..	L = 4 I = 3 High (12)	

****CORPORATE RISK REGISTER** / Process**

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
294	That our contract and account management arrangements are insufficiently robust and lead to financial inefficiency or not appropriately meeting business need.	Cause: Lack of documented processes and consequences of non compliance with code/ policy. - staff not trained or skilled - poor planning resulting in time pressures and "cutting corners" Effect:..	L = 3 I = 3 High (9)	Clearly defined processes.	L = 2 I = 3 Medium (6)	Review procurement training and processes.
				Refresh of our procurement framework. Refresh of our Social value policy. Additional resource placed in procurement. Lunch and learn sessions for staff. Promotion of Code of Procurement, use of TechOne for raising and approving purchase orders and reporting on non compliance around these areas. Promoting the completion of a contracts' register.		
				Routine evaluation of procurement practice through audit activity.		
				Training of all budget holders in procurement practices		
295	Corporate Business Continuity plans are inadequate resulting, over both the short and medium term, in the Council's inability to provide an appropriate service.	Cause: Lack of up to date or adequate BCPs and a lack of recognition of their role or purpose. Lack of training/ ownership amongst management tiers. Poor planning staff not trained plans out of date..	L = 3 I = 3 High (9)	An active project to review and update BCP arrangements across the Council, which has been briefed out to all managers. Staff aware of Regular review and update Periodic testing of the plan - either entire or elements, to ensure it will work and can be relied on liaison with other local authorities / bodies to ascertain common issues / concerns and options for risk sharing	L = 2 I = 3 Medium (6)	Review BCPs and provide training on this to managers.
296	LPA can not demonstrate a 5 year housing land supply	Out of date Local Plan, too many consents being granted (at appeal)??? Presumption for all planning applications for new homes will be in favour of approval, so called tilted balance	L = 3 I = 4 High (12)	Review and update local plan in accordance with government policy	L = 2 I = 4 High (8)	Review local plan timetable and resource requirement

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
297	Poor delivery of projects and management of benefit realisation	Lack of skills. Lack of resource. Lack of alignment, coordination and effective risk management across processes. Poorly initiated projects. a focus on urgent over important tasks. Projects..	L = 4 I = 4 Very High (16)	A set of proportionate processes and governance mechanics that provide clear accountability.	L = 3 I = 4 High (12)	Refresh of service planning, to assign ownership, provide holistic oversight and change activity, and to proportionately assign resource to scope projects, and align ongoing funding to budget process.
				Oversight and proportional responses to the variety of work undertaken and the different delivery models used.		
298	Council reliance on out of date or unsupported software systems	Lack of clear understanding of who is responsible and accountable for contracts and commercials around core line of business systems. Lack of skills within the business to understand what it means..	L = 3 I = 3 High (9)	Assign clear ownership. Combined with the new idea process, it will provide greater visibility of the cost benefit impacts of inaction.	L = 3 I = 3 High (9)	Review service planning process
				Service planning process, which places review of expiring contracts as a key action for service managers to respond to.		
				Updated contract register regularly circulated to accountable managers and reviewed strategically.		
299	Inadequate risk management exists within the organisation at a project, service and corporate level leading to effort being spent dealing with the wrong things and issues developing that could have been avoided.	Cause: Lack of training on risk management. Lack of clear processes on risk management, and consequent lack of oversight. Lack of clarity on risk management vs compliance. Lack of commitment and buy..	L = 4 I = 3 High (12)	All service managers will review refreshed corporate risk register as part of service planning, New idea capture and development process will encourage services to identify risk, and provide support services the opportunity to escalate these at inception. The pending adoption of a refreshed risk strategy for the Council. Reducing silo based working. Formal oversight by assurance board. Compliance..	L = 3 I = 3 High (9)	Embed new idea and service planning process.
312	Arrangements and procedures are insufficiently robust or managed and result in harm to a vulnerable person including children.	Cause: Lack of awareness of safeguarding obligations, lack of training, monitoring and lack of understanding of escalation routes.	L = 3 I = 4 High (12)	clear and well documented safeguarding policies with well trained staff who understand their obligations. DBS (or equivalent) checks on key risk posts programme of review / update of checks, with a focus on capturing training commitments now being built in to our systems, particularly during probation periods	L = 2 I = 3 Medium (6)	Review training needs and sign off proposals via local Safeguarding Governance Board at its meeting Sept 2022.
		Effect: "Vulnerable people are put at risk. Reputational damage..				

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
313	Arrangements and procedures are insufficiently robust or managed and result in harm to a vulnerable person including children.	Lack of awareness of safeguarding obligations, and lack of understanding of escalation routes. Vulnerable people are put at risk. Reputational damage. Legal action.	L = 4 I = 4 Very High (16)	Safeguarding Governance Board exists to provide oversight of the Council's duties. Included within that are periodic reviews of our training packages for the various levels of training and signing off those to be trained.	L = 3 I = 3 High (9)	Next meeting of the Board (Sept 2022) to review training packages and target audience, along with tracking system to ensure compliance
343	That inadequate resource allocation, planning, governance or internal processes impact the Council's ability to deliver its objectives or statutory duties	Cause: Insufficient allocation, planning, governance or internal processes within the council. Event: Inadequacies lead to difficulties in carrying out the council's objectives or legal..	L = 2 I = 4 High (8)	Review of organisational governance and framework of assurance in place across organisational governance & risk, performance, project and programme delivery, strategic opportunities. ToR and membership reviewed and updated, to ensure Boards have appropriate data to review monthly, are empowered to make mitigation decisions and actively look to review and amend processes in line with emerging..	L = 2 I = 3 Medium (6)	
344	That our internal reporting is insufficiently timely or integrated to enable corrective action to be taken in response to falls in resource or increases in demand	Cause: Council's internal reporting is not fast or coordinated enough. Event: Resources may fall short or demand increases, and the council's reporting systems cannot catch issues quick enough...	L = 3 I = 3 High (9)	Complete refresh of performance management approach which will focus on more strategic measures and active management of cases that step outside agreed risk parameters. To embed greater focus on income and cost and not just net impact at financial reporting. To fully embed Risk Management thinking so that potential issues are monitored proactively.	L = 3 I = 3 High (9)	

****CORPORATE RISK REGISTER** / Technology**

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
301	Cyber security breach / cyber attack.	Cause: There is significant growth in the volume and profile of attempted cyber attacks. This is combined with a number of high profile vulnerabilities having been identified within our supply chain..	L = 4 I = 5 Very High (20)	1. services to each develop and evidence (via review by ICT/HR and emergency planning) a sound Business Continuity Plan for continued operations in the event of a cyber event that results in	L = 3 I = 5 Very High (15)	More training and familiarity activity for staff. More BCP planning for services and organisationally.
				a) total loss of all ICT for a period of 2-3 weeks. No laptops, no network, no local applications, no cloud applications, no printing, no mobile CA (just SMS and calls)		All service areas have been asked to review and update their BC plans (e.g. in the event of an incident that impacts the availability and security of ICT services). This is being monitored through the current set of service plans which are in the process of being peer reviewed)
				b) minimal ICT (internet access, some..		Investment in to SIEM implementation and adoption - Time, funding and resource is needed for FY 22/23 and beyond.
				Expansion of ICT procurement advice to enforce mandatory minimum cyber requirement for new software. (Not just buy the incumbent providers option if they don't meet cyber requirements)		Recruitment and embedding of the dedicated Cyber Security resource + agreeing a programme of work fr the first 12 months.
				Investment in dedicated cyber security team.		NCSC 10 steps risk management process to be implemented and embedded as part of standard working practices. Reporting to be refined to provide regular information ad updates to Shared Services board and the IG boards.
				Investment in SIEM monitoring software.		ICT and Procurement teams are working together to ensure ICT requirements - such as cyber security, continuity and availability, etc are covered appropriately as part of procurement processes going forward. This should be a standard ICT requirement / part of the system specification.
				See ICT service plan - Work is being undertaken with DLUHC and the Cyber (security) Assessment Framework has progressed well and the new security monitoring solution has completed the installation phase has now moved to the configuration and implementation phases. Continued benchmarking against NCSC ten step approach, and monitoring by dedicated cyber security lead. At an operational level ..		
				Undertaking of cyber breach exercise to test preparedness.		
Use and monitoring of the NCSC ten step cyber security process. Investment in dedicated cyber security team.						

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
302	Missed opportunities through poor use / understanding / appetite for IT / Technology	Cause: Job description and recruitment processes don't consider the needed technology/ digital skills. Organisation learning and development don't understand or have an offer to help services improve..	L = 4 I = 3 High (12)	Delivery of staff development included in the digital strategy, which will inform the workforce strategy and training and development activity.	L = 4 I = 3 High (12)	Adoption and implementation of the Technology Strategy.
320	CCTV -hikvision cam tech	installation of CCTV cameras and tech which could have an effect of intrusion by the CHINA GOV.	L = 2 I = 2 Low (4)	the situation on the hikvision will be monitored as the government and the ICO still have to put out more statements in regards to this matter	L = 2 I = 2 Low (4)	
339	Council has a major ICT Failure	Cause: A significant failure in the council's information technology (ICT) systems. Event: A major breakdown or malfunction in the council's ICT infrastructure or services occur. Effect:..	L = 3 I = 4 High (12)	To reduce the risk of failure have existing steps & resources in place (dedicated network roles, security systems, UPS and generator power back-up etc). Delivery of new peices of work that reduce the level of risk (e.g migration to new version of NSX in Q2 23/24 to improve service failover performance). Exisiting mitigations include, data centre split over 2 separate sites, immutable back-ups in..	L = 3 I = 3 High (9)	
340	Council suffers a significant information breach	Cause: A potential weakness in the council's data security measures. Event: Council suffers a significant breach of the council's information, such as unauthorised access or data theft...	L = 3 I = 4 High (12)	Refresh of Information Governance arrangements - with focus on in service arrangements. Continued operation of compliance checklist and new assurance board to ensure more focus and accountability on compliance actions. To continue a focus on training, education and support for all staff (perm, FTC, contractors, agency etc) is paramount for mitigating this risk. To refresh IG management plans..	L = 3 I = 3 High (9)	

Assistant Director - Recovery

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
282	Capacity to deliver projects in recovery programme	Staff delivering the projects have additional BAU responsibilities and activities meaning they cannot dedicate all their time and focus on the project resulting in projects not being successfully..	L = 3 I = 3 High (9)	Ensure scope and activity for new projects include a resource profile and appropriate level of funding	L = 2 I = 2 Low (4)	
283	Evaluation of improved outcomes in recovery programme	There is a risk that the programme is unable to demonstrate a positive impact for the work it delivers resulting in further funding for the programme and projects being withdrawn/unavailable/	L = 3 I = 3 High (9)	Establishing a new dashboard report aligning the indicators for outcomes under the 4 headings of Good start, Good health, Good work, Good place. Regular reporting will allow focus for projects to gather and submit high quality data along with establishing target thresholds for indicators	L = 2 I = 2 Low (4)	
284	Communications across the HDC portfolio	There is a risk that external communication messages from other HDC programme areas are promoted at the same time resulting in audiences being overwhelmed and messages being less impactful and..	L = 2 I = 3 Medium (6)			
338	3C Legal Capacity & Resource to Progress Charge Notices	3C Legal do not have the staff in place with the skills to progress parking charges through magistrates court. Without resolution, cases that remain outstanding will need to be written off (loss of..	L = 5 I = 3 Very High (15)	3C Legal in place. 3C Legal currently do not have internal resource/skill so looking to bring in external support	L = 5 I = 3 Very High (15)	

Chief Operating Officer

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
86	Orphaned contaminated sites may fall to HDC to manage long-term high revenue costs	Sites if orphaned may fall to HDC to manage long-term high revenue costs.	L = 3 I = 3 High (9)	<p>Report to LICENSING & PROTECTION PANEL 26 October 2010 UPDATE ON BUCKDEN SOUTH LANDFILL SITE & LEACHATE TREATMENT PLANT (Report by Head of Environmental and Community Health Services)</p> <p>Report to LICENSING & PROTECTION PANEL 19 March 2009 BUCKDEN SOUTH LANDFILL SITE & LEACHATE TREATMENT PLANT (Report by Head of Environmental and Community Health Services)</p> <p>County Council considering their planning enforcement options, planning action may negate the need for Contaminated Land declaration and mitigate risk of non-treatment of effluent by operator</p>	L = 2 I = 3 Medium (6)	
144	Fraud goes undetected leading to loss of funds from public purse	Fraud is perpetrated and goes undetected - this can lead to an increase in fraud due to a perception that the council is an easy target. Reputational problems can occur.	L = 4 I = 3 High (12)	<p>Fraud Policy and Workplan approved by Cabinet in Dec15, This sets out the plans for the team and also the level of resource Cllrs wish to put into this area.</p> <p>Fraud team undertake regular training and carry out risk assessment on every referral. Investigations result in sanctions. Prosecutions published in newspaper.</p> <p>Information provided to public to enable them to tell us about a suspected fraud in the Huntingdonshire area : Telephone the Fraud Hotline on 01480 388188 (24 hour line) Complete on-line Report Benefit Fraud form or email visit or write to Pathfinder House</p>	L = 3 I = 2 Medium (6)	

Civil Contingencies

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
9	Inadequate civil contingency arrangements result in failure to respond appropriately to a major incident.	Cause: unpredicted event Effect: Different demands on priority services Displacement of staff to manage and meet demands impact on routine service delivery Staff are not prepared for adjusted..	L = 1 = 2 Low (2)	Emergency plan	L = 1 = 1 Low (1)	Training commissioned. Due early Autumn. Attendance compulsory.
				Rolling programme of staff training and exercises delivered across the partnership.		

Corporate Director - People

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
58	Information Security Policy is not followed leading to an inability to provide an appropriate service, litigation against the Council and a failure to respond to requests for information	Effect: Unauthorised access to records and information Breaches in confidentiality Leak of confidential information Loss of information and data Reputation damage Data / software not removed..	L = 4 = 5 Very High (20)	Information Security Policy covers all aspects of IT and information security. Policy agreed by COMT and HoS advised that their staff must follow the training. Guidance and Training provided by IMD and ongoing training is in place for all staff. Additional resource has been brought into the 3C ICT service to ensure appropriate resource is available to support services to meet both requests and..	L = 2 = 4 High (8)	

Corporate Director - People / Head of 3C ICT

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
15	ICT Security is breached causing both the loss of data and a loss of confidence in the integrity of the data being held.	Cause: Incursion - External Exfiltration - Internal/External Sabotage - Internal/External Core switch and internal router is a single point of failure (SPoF) because there is only one of..	L = 5 I = 5 Very High (25)	Access controls - Logical	L = 3 I = 3 High (9)	To assess what security measures are in place for portable IT devices and to implement software to control the access of portable IT devices to the Council's IT network.
				All ICT staff with administrative access are BPSS checked.		
				Anti-virus, Anti-Malware/Spam Filtering and Firewalls preventing unauthorised access by viruses.		
				Back up tapes - off site storage of tapes		
				Booking procedures for use of laptops away from the office		
				Email filtering reduces reducing viruses, trojan software & spam		
				Fire / security protection		
				Follow the NCSC 10 steps to cyber security for mitigating and remediation of identified cyber security risks and threats.		
				Interception of attachments and re-writing messaging URLs within messages.		
				Locks on notebook computers. Routine floor walk of laptops and mobile kit to check if secure.		
				Security marking of assets		
				Some of the less valuable pieces of equipment are kept on site or are readily available to purchase locally.		
Web screening products reduce ingress of malware and malicious programs from infected sources						

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
25	The Council becomes over reliant upon a limited number of key Information Technology & Systems specialists leading to the loss of information or IT related services when these staff are unavailable or should they leave the Council	Effect: Backlogs; errors & omissions; stress; inability to recruit; quality deficit; deadlines missed; inability to plan & schedule; lack of IT training; project operational visibility; additional..	L = 4 I = 3 High (12)	Formation of 3C shared service creates a bigger team with more resilience	L = 3 I = 3 High (9)	
				Project management in the form of PRINCE2		
				Purchase of outside consultancy		
				Resilience has been improved with the development of network procedures which are created and shared by the staff within the Network Team. Knowledge sharing is an ongoing tasks.		
				Training is supplied with system implementation;		
Training needs assessed through the appraisal process. Staff development takes into account succession planning & multi-skilling of staff.						
60	Corporate Systems are not managed or developed correctly leading to errors in service delivery or poor local reputation.	Embarrassing errors in customer-related data e.g.. Sending bills to deceased people Increased data manipulation & chance of error More staff required than needed Service planning is unable to take..	L = 3 I = 3 High (9)	Contracts with suppliers	L = 2 I = 3 Medium (6)	
				Test systems in place for development of new existing systems		
				Training given to highlight issues with data consistency between non linked databases		
72	Insufficient consideration given to contract terms & conditions or system users' needs prior to IT solutions being sought, leading to delays in procurement process and soft/hardware being purchased that isn't appropriate for service needs	Too long is taken over the legal side during drafting of the contract; companies go out of business or are taken over - company sustainability; wrong IT system chosen; IT system becomes obsolete or..	L = 3 I = 4 High (12)	Adequate timely consultation with Procurement Manager	L = 2 I = 3 Medium (6)	
				Consultation with appropriate user groups		
				Ensure ICT Systems Projects adopt Proof of Concept approach to implementation delivery.		
				Implementation approach procedures		
				Use of appropriate elements of Prince 2 to manage procurement process		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
177	Power loss to main server rooms causes significant failure or loss of IT systems including telephony, data systems, software and hardware.	Disruption to the Council's IT systems and general ability to function Reduced levels of service provision - 80% of services unable to function after half a day without IT Dissatisfied customers	L = 4 I = 4 Very High (16)	24 hour monitoring in the server room and in the racks for fire/flood/power and temperature	L = 3 I = 2 Medium (6)	
				Maintenance Contracts		
				Monitoring of performance levels/ calls to HelpDesk		
				UPs allows 10mins closing down time		
181	The Sharepoint Environment or HDC Website becomes unstable resulting in disruption to online services	Internal SharePoint Environment relies on Databases and SQL server and external Website is now hosted on Azure (the Cloud). Call Centre / Customer Service Centre and any online services could be..	L = 4 I = 2 High (8)	Maintenance Contract	L = 3 I = 2 Medium (6)	
				Restricted site access to sharepoint site. Only authorised staff able to make alterations to site.		
				Systems are backed up daily. Any changes/upgrades to system are made out of normal working hours - after 17:00 and before 08:00.		
183	Financial interfaces become unstable and business systems are not updated resulting in decisions based on poor or absent data.	Reconciliation problems; business systems not updated; customer accounts not updated and summons sent incorrectly sent out; reputational damage	L = 4 I = 2 High (8)	business owners have back up plan	L = 3 I = 2 Medium (6)	
				Documented procedures Restricted access		
				Known absences are planned in advance		
217	Personal data is not processed in accordance with the rights of data subjects and the Council's Notification of processing purposes to the Information Commissioner under the Data Protection Act, resulting in complaints or litigation against the Council	Breaches of the Data Protection law & in particular any of the 8 Data Protection Principles Effects: Complaints through the internal and external systems which may result in a complaint to the..	L = 5 I = 5 Very High (25)	Advisory notice on Council Website and forms to advise persons supplying personal data of the purposes for which it may be processed by the Council	L = 3 I = 2 Medium (6)	
				elearning course for all staff available on intranet + ad hoc training sessions		
				Governance Group meeting four times a year to deal with all issues relating to implementation, monitoring and review of DP, FOI and RIPA		
				records all purposes for which the Council may process personal data		
				sets out 8 Principles and the Council's policy to ensure compliance with the data protection law		

Standard Risk Register

Corporate Director - People / Head of Operations						
Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
11	The Council is unable to collect household and trade waste on a regular basis resulting in both environmental and health & safety concerns and a reduction in the quality of life of residents.	Effect: Withdraw parts of the service Reputation damage Targets not achieved Declining health of the population HDC's workforce are ill, inability to recruit additional staff to deliver the..	L = 2 I = 3 Medium (6)	Arrangements in place with agencies for trained temporary staff	L = 2 I = 3 Medium (6)	
				Business continuity plan in place		
				Fleet replacement cycle reviewed so average age of refuse vehicles reduced		
				Inclement weather procedure developed and adopted		
32	Ineffective site security arrangements at Eastfield House leads to the theft and/or loss of 'assets' and employees being concerned for their safety.	Effect: Fire Suspect packages and mail received at Reception Damage to property Reputation damage Injury to staff Adverse impact on service delivery if sites are not accessible Customer..	L = 3 I = 2 Medium (6)	All employees issued with proximity cards for access. Differing levels of access for differing employees / visitors with issue of cards strictly controlled, or escorted on premises.	L = 2 I = 2 Low (4)	Full review of all access cards undertaken September to December 2016 as part of the new shared service access card implementation. Monthly checks thereafter linked to starters and leavers. An annual check of all staff
				Doors have remote electronic locks. Access levels of employees not based at Eastfield House is 'managed' to ensure access is available to any area necessary, but not to areas where employees could be put at risk.		
				Ensuring security of external areas at all times.		
				Full review of all cards and access completed December 2016		
57	The Council's equipment and plant in Operational Services is not properly maintained, leading to its failure resulting in injury to staff or customers or reduction in service provision.	Effect: Failure of the refuse fleet Impacts on service delivery and achievement of targets Customer complaints Time and cost overruns Reputation damage Environmental impacts	L = 2 I = 3 Medium (6)	Ability to use contract vehicles at short notice	L = 2 I = 2 Low (4)	Completion of annual servicing regimes and replacement programmes by Fleet Services to ensure all plant and equipment provided for use by frontline services is fit for purpose and safe to use.
				Constant maintenance against servicing programme and service regimes.		
				Planned renewal programme being implement to set timescales		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
126	Damage is caused to third party property due to inadequate maintenance of trees damaging our reputation and increasing expenditure.	Adverse publicity following an incident resulting in damage to property. Increase in insurance premiums due to increased householder claims.	L = 3 I = 2 Medium (6)	Operations Division have a specialised Arboriculture Team working to revised maintenance schedules that include set timeframes for completion of work; and quality inspections by the Arboriculture Manager.	L = 3 I = 2 Medium (6)	Establish task and finish working group to assess feasibility of creating a unified section to deal with all arboricultural matters for the authority
				Programme of tree surveys completed with on-going maintenance of the tree stock in the District in place		
				Revised procedures adopted for inspection of tree issues reported through the Call Centre and for initiation of subsequent work requirements.		
				Tree Management Plan in place.		
186	Failure to maintain Council's assets , results in assets not fit for purpose and/or possible accidental injury to users/occupiers.	Financial & safety implications Non compliance with H&S legislation Dis-repair of parking areas and bus stations Dis-repair of footpaths non-maintenance of watercourses Dis-repair of street..	L = 4 I = 4 Very High (16)	Asset register updated on regular basis	L = 3 I = 2 Medium (6)	
				Repairs and maintenance schedule ensures assets are maintained		
192	Criteria for holding an "O" Licence are not met and the licence is revoked by the Traffic Commissioner resulting in an inability to deploy fleet and significant impact on services	"O" Licence could be revoked if vehicles are not regularly maintained and serviced; fees not paid on time; no CPC holder. Impacts on service delivery and achievement of targets. Reputation..	L = 2 I = 3 Medium (6)	CPC holder in post	L = 1 I = 3 Medium (3)	1. Servicing and maintenance of vehicles against manufacturers guidance and in accordance with the annual programme for servicing. 2. Management teams within services re-enforcing vehicle compliance requirements with drivers (Inc. daily vehicle checks). 3. Management teams in services ensuring periodic medicals for HGV drivers are completed and any driver failing a medical is stopped from..
				Drivers hours of work are monitored as required by vehicle inspectorate		
				Vehicles are maintained and serviced on a regular basis as required by the vehicle inspectorate		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
253	Costs of processing recyclate increases	Less income than estimated impacting on the Councils budget, increased contamination and more stringent quality control by contractor	L = 3 I = 3 High (9)	Through the Recyclates Processing Contract the market rates for recyclates are being monitored and compensatory savings are being made in the operational costs of delivering the Waste Service to compensate for shortfalls in income.	L = 3 I = 2 Medium (6)	<p>1. CMT to agree the revision of this risk to state that income from the sale of recyclates is not realised because of the rejection of materials at the MRF because of contamination. This is necessary because this is the factor that HDC control. The market conditions for the sale of the recyclates is outside of the control of HDC.</p> <p>2. Implementation and then consistent application of the new..</p> <p>Quarterly monitoring of recycling income has confirmed an increase in budgetary provision for recyclates due to increased volume of recycling by residents, supported by free second recycling bin and acceptance of side waste for recycling.</p>
319	Diesel Unavailable	Disruption to supply of fuel through theft, supply delays, pump failure. Will result in fleet unable to move, Waste will not be collected, Streets not cleaned, Grounds not maintained, Car parks..	L = 3 I = 4 High (12)	Fuel tank at EFH able to store minimum 12,000 up to 48,000 litres, mitigates any supply chain delays, or any national supply issues. RCV's are topped up at the end of the day giving 2 days in their tanks. Pump issues are fixed within 24 hours. Back up fuel cards in case of emergency. Priority list for services to reduce if fuel is in short supply. Access to the tank is limited, there is an..	L = 1 I = 2 Low (2)	
327	Vehicle Maintenance Staff retirement	Towards the end of 2024 two key Vehicle maintenance staff are due to retire. Without replacement and succession planning, the effect will be either massively inflated vehicle maintenance costs as we..	L = 3 I = 5 Very High (15)	<p>Optional - recruit a senior qualified and experienced LGV Technician to overlap with current staff for at least 3 months, this will give time to pass over knowledge.</p> <p>Optional - upskill current Technician to work on LGV, this will involve significant time away on training.</p> <p>Redefine "Yardperson" Role, into "Workshop Apprentice", to focus that role into the workshop as a support role to reduce the pressure on current staff and provide someone to impart vast amounts of knowledge.</p>	L = 3 I = 1 Low (3)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
17	A member of the public is seriously injured or killed whilst visiting or using Leisure Centre facilities because the Council has not provided a safe environment or its staff with sufficient and adequate training.	Effect: Adverse publicity following an incident resulting in death/injury to member of the public. Leisure Centre forced to close pending HSE investigations. Procedures for the management of..	L = 3 I = 4 High (12)	QMS Systems and Procedures adhered to.	L = 2 I = 3 Medium (6)	
				Regular monitoring of the facility prior to opening and throughout opening hours		
				Trained, qualified and experienced staff on duty.		
62	Capital projects are not delivered on time or within budget leading to delays in service improvements and unplanned increases in council tax or cuts in other services.	Cause: Security of tenure not formalised in a timely manner before project delivery commences Procurement of contractors / technical project management Effect: Expected benefits not..	L = 3 I = 3 High (9)	Project planning and management used to monitor progress with projects.	L = 3 I = 2 Medium (6)	
				Any slippage in project delivery is reported in timely manner Project cost increases are reported, approved and authorisation agreed before proceeding		
				Regular update on budget at all stages		
147	Arrangements and procedures are insufficiently robust or managed and result in harm to a vulnerable person including children.	Accusation of inappropriate behaviour relating to both members of staff and members of the public and in particular young persons. Adverse publicity. Legal implications. Potential adverse impact on..	L = 3 I = 3 High (9)	DBS checks received prior to commencement of employment	L = 2 I = 3 Medium (6)	
				Procedures in place to allow managers to identify posts requiring DBS checks. A spreadsheet will be sent to all HoS to enable thme to identify all posts within HDC that require DBS checks and appropriate Safeguarding training.		
				Safeguarding Governance Board established to oversee the delivery of actions identified in the Safeguarding Audit report		
				training for all managers delivered by end of 2017		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
194	Continuing achievement of promoting active lifestyles and reducing health inequalities is reduced because of the loss of funding.	Public health now part of CCC. Funding of HDC delivery through PH funding negotiated on an annual basis, with no certainty on a year on year basis. Local Commissioning Groups in place but still..	L = 4 I = 3 High (12)	<p>Maximise section 106 contributions and/or CIL where able / external funding/ grant aid and/or sponsorship contributions to enhance sports facilities in the district.</p> <p>Sport and Active Lifestyles team work closely with a number of partners to help provide activities such as young people's holiday programmes, disability sports clubs and health walks. Support is also offered to local sports clubs to help provide access to leisure.</p> <p>There are 300 health professionals on the register. Registered health professionals can refer individuals who may benefit from a personalised exercise programme to any of the District's Leisure Centre.</p>	L = 4 I = 2 High (8)	
269	closure of facilities due to security of tenure not being formalised	HDC would have to vacate the premises Loss of leisure facility within a geographical area of the district	L = 4 I = 3 High (12)	Individual leases being negotiated with Academies / Cambs CC	L = 2 I = 3 Medium (6)	
328	Mixing of pool chemicals resulting in serious injury or death to one or more people	Cross contamination of two swimming pool chemicals, one alkaline and one acid based substances used to control PH and disinfectant of the swimming pool water. Cross contamination will cause the..	L = 3 I = 4 High (12)	Chemicals are stored separately and in a secure location with restricted access. Only qualified staff are permitted to handle swimming pool chemicals. Chemical are used in the opposite forms - liquid and powder removing the chances of using & mixing the wrong chemicals.	L = 2 I = 4 High (8)	Ensure Chemicals are stored in secure separate areas of the plant room and are not of the same form i.e. liquid or power. Ensure only qualified & trained staff handle and use the pool chemicals.
329	Fire caused by arson, non-compliant inspections of fixed wiring, storage of combustible material or other means. Causing death or deaths, serious injury and significant damage to property	Fire caused by arson or neglecting legal responsibilities associated to fire risk management and prevention resulting is significant damage to property and possibility of serious injury or death to..	L = 2 I = 5 High (10)	Each Leisure Centre has a current and in date fire risk, all immediate actions identified from the fire risk assessment have been acted upon and implemented. Each Leisure Centre is fitted with an audible and working building fire alarm. Fire alarm call point are located and working throughout each Leisure Centre. In date and serviced fire extinguishers are available locations and numbers are..	L = 2 I = 4 High (8)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
330	A member or members of the public or staff are made ill or killed from food poisoning/contamination or allergies resulting in anaphylactic shock	A member of public or staff member is made seriously unwell or killed as a result of eating contaminated food or exposure to food Allegan's	L = 4 I = 3 High (12)	Food is purchased from approved suppliers. Food produce is stored appropriately and at the correct temperature. They is a system in place for control of food expiry. there are systems in place for recording and monitoring of fridge and freezer temperatures. The is a daily cleaning schedule in place to ensure food is prepared in a safe and clean environment. Staff are trained in basic food..	L = 2 I = 3 Medium (6)	
331	Loss or abduction of a child or vulnerable person using One Leisure resulting is harm or death	A child lost or abducted from a Leisure Centre resulting in serious harm or death either through an accident due to the absence of adult supervision or physically harmed intentionally by another..	L = 2 I = 4 High (8)	All children under the age of 8 and vulnerable adults must be accompanied by a responsible adult. There are physical barriers in each of the leisure centres that control access and egress. receptions are staffed and each admission must hold an activity booking prior to entry.	L = 1 I = 4 High (4)	
332	Death caused by drowning while using a One Leisure Swimming Pool	A weak or non swimmer is killed by drowning while using a swimming pool	L = 4 I = 4 Very High (16)	Swimming pools are supervised by qualified lifeguards. Access to the swimming pool is restricted by physical barriers when not in use. Weak or non swimmers must be accompanied by a competent swimming adult over the age of 16. Staff are trained monthly and records of their training and compliance are held on site. Weak or non swimmers are encouraged to use swimming floatation aids. Weak or non..	L = 2 I = 4 High (8)	
333	A member of public is seriously injured or killed resulting from crush injury while using free weight Olympic bars or smith machines	A customer is seriously injured or killed from a crush injury while using free weight Olympic bars or smith machines.	L = 3 I = 4 High (12)	Customers are made aware of the safe operating rules and must hold a valid membership before using the gym. The gym is supervised at all times within the opening hours of the centre. The gym/leisure centres have access control to mitigate non member use. smith machines have safety function with signage that must be engaged before use. Staff are trained and hold relevant gym instructor..	L = 2 I = 4 High (8)	
334	Physical assault to a member of staff or customer from another customer or non user of the leisure centre resulting in serious harm	Physical assault to a customer or member of staff by another customer or non users resulting in serious harm	L = 2 I = 3 Medium (6)	Leisure centre receptions are staffed at all times. Access control and physical barriers are in place to prohibit unauthorised access. CCTV is in operation at all leisure centres. Staff are trained and aware of escalation process and when to call the police. Staff are in radio contact with a manager on duty at all times.	L = 2 I = 3 Medium (6)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
335	Serious injury or death caused by electrocution	Staff or contractors are seriously injured or killed as a result of electrocution while using equipment or plant	L = 2 I = 4 High (8)	Equipment and plant is serviced and inspected regularly and in line with legal requirements. Only qualified electricians are permitted to carry work with electricity and or tasked affected by electricity. Fixed wire inspections are carried out at all leisure centres. defective equipment due to electrical faults are removed from public access and stored in a restricted area.	L = 1 I = 4 High (4)	
336	Structural failure causing serious injury or death to one or more people	Structural failure of roofs or high level fixed equipment resulting in serious injury or death to more or more people	L = 2 I = 4 High (8)	Condition survey's have exist for all leisure centres. No structural defects have been recorded at the time of the survey's being completed.	L = 1 I = 4 High (4)	
337	Theft of monies held on site	Theft of large sums of monies held at leisure centres resulting in significant financial loss to the authority	L = 2 I = 2 Low (4)	All cash held at leisure centres is audited, stored within key coded safes. CCTV is in place to monitor access in and out of the safes, only authorised staff are permitted to access safes. Regular cash collection are conducted to ensure large sums of monies are not held on site	L = 2 I = 2 Low (4)	

Corporate Director - Place / Housing Strategy

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
237	Fundamental changes in Government Policy could undermine Council's ability to enable new affordable homes to be built.	Fundamental changes in Government Policy could undermine Council's ability to enable new affordable homes to be built. This includes a increase in the threshold of sites on which affordable housing..	L = 4 I = 3 High (12)	Additional resource proposed as part of budget process to meet new statutory housing duties.	L = 4 I = 3 High (12)	
				Adopt a new Housing Strategy and Action Plan, and prepare a more permissive Local Plan policy		
				If a developer contends that their affordable housing requirement (Section 106) is not economically viable for them to fulfil we would scrutinise the inputs to the development to assess overall site viability. If proven, we would renegotiate a lower percentage of affordable housing, or we would revise the tenure split of the site to enable a viable development to proceed.		
				Maximise new affordable housing opportunities on s106, rural exception sites and others.		
				Review and increase provision of temporary accommodation as an alternative to B&B		
254	The DFG budget is not sufficient to meet statutory requirements to award qualifying DFGs.	The capital contribution we receive from Government towards the cost of Disabled Facilities Grants (DFGs) is c£1.1m. The HDC budgeted contribution of £300K is insufficient and is being reviewed for..	L = 5 I = 4 Very High (20)	Contributed to the development of the Better Care Fund strategy which sets out the vision and principles for what the BCF will be used to achieve in the County. DFG commitments, pipeline and budget reviewed. Paper prepared for and given to Portfolio Holder. Updates provided to Portfolio Holder on projected overspend to meet need.	L = 5 I = 4 Very High (20)	

Corporate Director - Place / Strategic Growth

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
40	Planning policy may be insufficient to meet government requirements and the Government intervenes to write the Plan	Effect Government intervenes to write the Local Plan (loss of local control) Local Plan found unsound High Court over turns Local Plan Inappropriate decisions made Disgruntled..	L = 4 I = 4 Very High (16)	A complete review of planning policies has being undertaken in order to produce a new Local Plan. The Submission of the new Local Plan is on track for submission by the Government's deadline of March 2018 or when revisions to the NPPF are published, whichever is the later. Outside consultants used and legal advice taken where appropriate	L = 2 I = 4 High (8)	
53	The Council is unable to deliver sustained economic growth for the District leading to (over a period of time) reducing employment prospects and declining prosperity.	Business Support Services pursue inappropriate projects and activities for the support of the local economy. Effect: Economic implications Increasing unemployment in the district Changing degrees..	L = 3 I = 4 High (12)	A local Growth Plan and an annual service plan are in place, which take into account changes in employment levels and prosperity in the district and at the macro level, the implications on equality and inclusion policies	L = 2 I = 3 Medium (6)	
59	The Council does not react to local transport issues, developments, and needs, leading to increased chance of adverse economic impact on the District.	Effect: Traffic gridlock / congestion in the District Resistance from the public Service provision may not meet needs Reputation damage Social responsibilities may not be delivered by the..	L = 3 I = 3 High (9)	Completion of the Infrastructure Delivery Plan alongside the Local Plan. Allocation of Community Infrastructure Levy. Supporting delivery of the new A14 and promotion of the A428 and A1 improvements, East-West Rail and new rail station at Alconbury Weald. Work with the Combined Authority.	L = 2 I = 3 Medium (6)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
208	Section 106 Agreements may not be adequately monitored resulting in non-compliance with the conditions of the agreement and financial contributions not collected and used in accordance with the agreement.	If Section 106 agreements are not closely monitored then benefits for the community - social housing/public open space play areas/ contributions to educational and transport facilities - may not be..	L = 5 I = 3 Very High (15)	A corporate system is in place (Exacom). Obligation owners have access to the system in order to update the clauses and activity.	L = 2 I = 3 Medium (6)	
				Annual reporting is undertaken through the IFS (Infrastructure Funding Statement) in accordance with regulations, which demonstrates delivery and accountability within the financial year.		
				Financial anomalies identified during the annual reporting process are reviewed and acted upon as appropriate.		
				The Implementation Team oversee the system and undertake monitoring of agreements as a whole, including liaison with services where relevant.		
236	Community Infrastructure Levy (CIL) liabilities may not be adequately monitored resulting in non-compliance with regulations and non collection of financial contributions payable to the Council	Legal obligations rest with the developer to notify the LPA prior to commencement of development in order to ensure invoice raised. If CIL liability notices are not issued early by the LPA then..	L = 4 I = 4 Very High (16)	1. Check of planning approvals for liable applications weekly.	L = 2 I = 3 Medium (6)	
				2. Area check on list of liable cases weekly.		
				3. Cases set up on Uniform and Enterprise.		
				4. Use Building Control records, NHBC returns, street naming and numbering, Annual Monitoring Report and use of Northgate when appropriate to identify those seeking to evade payment.		
				5. Guidance and forms on website and Use Guide..		
266	Building Foundations for Growth - Capital Grant Administration or Compliance issues	As accountable body for the administration of this grant of £5m, we are responsible for ensuring the appropriate expenditure of this funding and compliance with European State Aid..	L = 2 I = 4 High (8)	Legal advice has been taken and recommendations followed in order to ensure that the projects funded thus far are State Aid compliant.	L = 1 I = 4 High (4)	
				Legal agreement in place which provides indemnity for HDC from recipient of grant funding in the event that the grant has to be repaid.		
				Cabinet has resolved to loan to Urban & Civic to construct a new Incubator on the Enterprise Zone. Agreement nearing..		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
270	LPA can not demonstrate a 5 year housing land supply	Higher benchmark to justify refusal of planning applications. Appeal decisions that would not otherwise be granted are granted to increase housing supply i.e. loss of local control. Increase in..	L = 4 I = 3 High (12)	Annual monitoring report produced. Housing land supply is a material consideration in planning decisions. Action Plan agreed at October 2016 PDG meeting and implemented.	L = 3 I = 3 High (9)	

Corporate Issues

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
73	National government places additional burdens on council services which lead to reprioritisation of the planned business of the council to meet local need.	Cause changing national policies Effect: Staffing impacts Overspends Priority need remains unmet Changing targets Inability of the Council to achieve in all areas Priority setting may not be..	L = 4 I = 4 Very High (16)	Corporate Training Programme in place. Also, as part of being a member of most professions, employees would undertake a certain amount of CPD and so would cover new legislation affecting their own profession MTFS process in place to plan for future pressures and bid for additional resources Ongoing monitoring of impact of external and internal economic forces to allow prompt reactions / early intervention programmes transformation programme is in place to ensure that the council is both as efficient and productive as it can be, in order to build capacity and drive out waste	L = 2 I = 2 Low (4)	
262	Failure in the governance of shared services which results in non-delivery of vision of shared services leading to inability to deliver the required efficiency savings	Cause Destabilising of partnership as local priorities change Effect Lack of buy in from partners and staff - benefits of shared working not communicated Perception that efficiencies to be..	L = 3 I = 3 High (9)	forward plan of future phases to be built around review of phase one and business cases for next round Regular board meetings to oversee roll out of projects across the three work streams and three Councils. New enhanced governance arrangements are currently being discussed. robust risk management now embedded in the programme	L = 1 I = 3 Medium (3)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
277	Social Media accounts may not be robustly controlled, leading to potential security breaches.	Multiple users of accounts Incorrect use of the social media account Staff work independently of management review	L = 3 I = 2 Medium (6)	Business case prepared for all social media accounts and this requires staff to consider how the account will be managed, including access controls.	L = 2 I = 2 Low (4)	
				IT Security and Data Protection practices are in place to cover access, password management etc		
				Leaver form used to withdraw IT access and prompt management review of social media accounts.		
				Practices reviewed through the Social Media User Group (SMUG).		
				Social Media Guidelines in place and available to all users of social media accounts.		

Director of Finance and Corporate Services

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
6	Corporate Business Continuity plans are inadequate resulting, over both the short and medium term, in the Council's inability to provide an appropriate service.	Cause: Loss of utilities / power for substantial amount of time Loss of core systems Flu pandemic Staffing and resourcing Severe weather Major accident Effect: Inability to deliver core..	L = 3 I = 4 High (12)	BCP is reviewed and if necessary, revised annually. This is then considered by Senior Management Team (SMT) and Corporate Governance Committee (CGC). The BCP indicates plans and practices to facilitate the recovery and restoration of services and the management of BCP in any given situation.	L = 2 I = 3 Medium (6)	SMT have agreed new BCP (January 2017) and the process and mechanism for annual review of BCP. BCP reported to Corporate Governance Committee annually.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
209	Lack of compliance with Data Quality Strategy leading to a potential for wrong decisions being made based on inaccurate information.	Poor data quality and timeliness of data impacts on the quality of decisions. Data received from Partners e.g Crime Stats, is inaccurate	L = 3 I = 3 High (9)	Performance Management and Data Quality Framework and Policy April 2017	L = 3 I = 2 Medium (6)	
		Reputational damage Decisions/recommendations based on..		Performance reports include a statement from the Head of Service verifying the accuracy of the data and has been collected in accordance with the data measure template and data quality spot check have been undertaken on a selection of PI's		

Director of Finance and Corporate Services / Audit

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
315	Inability to give an annual audit opinion	CAUSE non delivery of sufficient assurance activity deviation from Audit Plan to support other activities Services cannot accommodate/facilitate an audit lack of resource/staff	L = 3 I = 3 High (9)	Audit Plan in place, which is approved by CGC and progress reported.	L = 2 I = 3 Medium (6)	
		EFFECT..		Other assurance sources are identified, recorded and used to support an opinion		
316	Resource resilience	CAUSE small team, larger impact Sickness risk Pull to support other services recruitment difficulty / specialist area uncompetitive salary /package Do not hold skills/expertise necessary to be..	L = 4 I = 3 High (12)	Capacity resource levels reported to Corporate Governance Committee. To be made aware where insufficient resources to deliver. Existing IT audit contract also contains general audit provision for use if needed. Professional qualification of staff (only a partial control since HDC decided to remove essential requirement to be qualified). Existing staff all professionally qualified holding C/MIIA, one person training CIA with IIA.	L = 4 I = 2 High (8)	Audit staff to be skill/training assessed to identify areas of training needed

Standard Risk Register

Director of Finance and Corporate Services / Elections and Democratic Services

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
29	Deficiencies in the administration of election processes leads to results being challenged and the Council being unable to operate effectively.	Effect: Failure in the conduct of elections Adverse publicity / reputation damage / customer complaints Additional costs / resources for re-running elections Loss of face / trust Inappropriate..	L = 2 I = 4 High (8)	Clear guidance for candidates and staff; core team fully trained; consultancy details available in case of staff sickness	L = 1 I = 4 High (4)	
37	Governance of the Council is weak resulting in poor and ineffective decision making.	Effect: The effectiveness of Members is not maintained Failure to maintain high standards of conduct by District and Parish Councillors Reputation damage / loss of face Inappropriate behaviour by..	L = 3 I = 4 High (12)	A guide has been prepared which provides information for people who may wish to stand for public office - the guide is made widely available in the community Minimum of 2 training sessions p.a. offered to councillors Ongoing guidance provided to Members Register of disclosable pecuniary interests is maintained and kept up to date	L = 2 I = 3 Medium (6)	

Director of Finance and Corporate Services / Finance

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
24	Estimates made as part of the budget setting process are incorrect, requiring service budgets, and consequently some services, to be reduced in an unplanned way.	Effect: Withdrawal of all or part of a service.	L = 3 I = 4 High (12)	Members and Senior Management Team ensure that both income and expenditure budgets are sufficient to meet the requirements of the Corporate Plan.	L = 2 I = 3 Medium (6)	
				Once draft budget MTFS is produced it is disaggregated to service level to produce the final report which can highlight certain types of error.		
				The Council maintains sufficient general revenue reserves (15% of Net Expenditure) to allow flexibility for any unexpected service changes; as well as maintaining Earmarked Reserves to meet known future commitments.		
34	Sufficiently late or inaccurate provision of financial advice to managers or Members may lead to significantly incorrect decisions being made.	Effect: Deadlines are not met; insufficient reserves to meet budget; capped; overspend; incur extra costs through borrowing	L = 3 I = 3 High (9)	Heads of Service report to accountants emerging financial issue on a timely basis.	L = 2 I = 3 Medium (6)	
				Members and Senior Management Team adhere to the requirements of the Code of Financial Management and the Code of Procurement.		
				Monthly budgetary control reports produced for managers and for Cabinet		
				Paragraph 1.1 of the Code of Financial Management requires written reports to the body or person(s) responsible for making decisions to include financial implications by the officer accountable for the budget.		
42	Decisions that support the Council's budget are not scrutinised robustly enough leading to budgets being set that don't reflect the needs of the whole District.	Effect: Funding directed at favoured projects rather than agreed objectives Service delivery implications and targets not achieved Staff / Manager and Member disagreements Ineffective priority..	L = 3 I = 4 High (12)	Newly elected members are offered training in local government finance, with all members provided with training on an ongoing basis when there are significant changes in the local government financial environment.	L = 2 I = 3 Medium (6)	
				The S151 officer provides a "robustness" statement for the budget and MTFS that demonstrates sensitivity analysis to determine the adequacy of reserves.		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
273	The Commercial Investment Strategy (CIS) is curtailed by the Govt. or doesn't achieve its aims of increased investment returns leading to reducing opportunities for the Council to become financially self-reliant.	Cause: Central Govt. amends legislation that reduces or curtails CIS. Council's appetite for pursuing a CIS changes. Increase in cost of borrowing and interest payments. Shortage of ..	L = 3 I = 4 High (12)	Active monitoring and engagement with professional bodies who are influencing government policy in this area is on-going.	L = 3 I = 4 High (12)	
				Cabinet approved CIS incl. defined governance arrangements and delegations.		
				Effective budget setting and financial monitoring processes, incl. frequent reports to Cabinet and O&S on CIS delivery.		
				Qualified and experienced Officers in post supported by external professional advisors.		

Director of Finance and Corporate Services / Human Resources

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
321	HR system project not being signed off	Supplier delays - final system update not made so project sign off being with held	L = 4 I = 2 High (8)	Routine project management processes	L = 4 I = 2 High (8)	
322	Resource issues	The are 2 roles within the team - Payroll Manager and HR System Analyst. Sickness risk recruitment difficulty / specialist area uncompetitive salary /package	L = 4 I = 2 High (8)	Process notes to allow transfer of knowledge. Establishing links with partner councils to agree support if issues arise	L = 3 I = 2 Medium (6)	

Director of Finance and Corporate Services / Property

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
145	Loss of access to or loss of physical structure of all or part of Pathfinder House following a significant event - fire, flood, act or omission by a third party.	Fire, flood, terrorist action, disruption to traffic on the ringroad or the A14 or other civil emergency prevents/restricts access to Pathfinder House resulting in disruption to Council services..	L = 2 I = 5 High (10)	Buildings and business interruption insurance maintained. Corporate Business Continuity Service Plan includes facilities requirements updated May 2017 Remotely monitored fire and intruder alarms .	L = 2 I = 3 Medium (6)	

Director of Finance and Corporate Services / Risk and Controls

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
75	Fraud, financial or other irregularities (including bribery) occur leading to additional financial costs, unforeseen investigation costs & reputation damage.	Effect: The Council provides many services that could be susceptible to bribery. Not only is the reputation of the Council at risk through publicity surrounding the identification of an employee (or..	L = 4 I = 3 High (12)	Constitution contains detailed framework for decision making, including procurement, financial management and codes of conduct.	L = 2 I = 3 Medium (6)	Report to COMT on 05/08/13 that outlines a number of improvements to issues with Code arising from incidents identified from internal audit review.
				Council's standard terms and conditions include the exclusion of 'prohibited acts' which explicitly list bribery, fraud and conspiracy.		A further review is required to be completed by HoS on their services and the risk of staff being bribed.
				e-recruitment process in use. Original documentation is seen by recruiting manager at interview that confirms that a prospective employee has the right to work in the UK. The documentation is evidenced, scanned and retained electronically on HR e-file. BPSS checks required to be undertaken prior to commencement of employment. In exceptional circumstances a full risk assessment may be..		Update internet and intranet with new whistleblowing policy approved by CGC in June 2018.
				Fraud and Corruption statements in the Code of Conduct make it clear that 'offers' (bribes) of various sorts should not be accepted.		
				HoS review their services and consider the opportunities for bribery - both accepted from, and offered to customers. Awareness material produced.		
				Internal control processes that require collusion before certain frauds can take place		
				Publicity is issues or reminders issued via Intranet, email and posters (were are refreshed regularly).		
				Staff are encouraged to report irregularities		
				The Council's whistleblowing procedures are in place and staff are encouraged to report irregularities.		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
168	Insurers will not accept liability for a loss, because the Council is unable to provide policy documentation, resulting in unexpected costs.	Policy documentation unavailable and HDC may have difficulty proving who insurers were in particular prior to 1974, (HDC was formed in 1974 from BC's, RDC's etc and is the successor authority)..	L = 3 I = 4 High (12)	At renewal - 1st July - policy numbers and insurer details are recorded on QLAS.	L = 3 I = 3 High (9)	
				Policy records after 1974 are stored in the Audit office. (Some) policy documents are also stored electronically.		
279	Non Adherence and failure to follow agreed procurement policies and processes	Cause -Breach of Procurement Regulations -Lack of accountability -Lack of awareness. -Lack of knowledge/expertise. -Resistance to change. -Unclear and undefined roles and..	L = 4 I = 3 High (12)	Advice from Procurement Manager and involvement in procurement procedures for tenders with a value in excess of £10,000	L = 3 I = 2 Medium (6)	Continual assessment and review of procurement procedures. Designated staff within each Directorate with procurement responsibilities. Documented Procedures issued to all staff. Instruction to officers that no commitments be made without approval
280	Failure to effectively manage contracts	Cause -Lack of active contract management plans -Lack of resources -Lack of knowledge/expertise Effect - Poor contract delivery and performance -Contract breach - Poor cost control. - No..	L = 3 I = 3 High (9)	Standard terms & conditions incorporated into Council contracts & tenders.	L = 2 I = 2 Low (4)	Robust contract management. Contract delivery and monitoring

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Finance Performance Report (Q2)

Meeting/Date: Overview & Scrutiny (Performance and Growth) –
1st November 2023

Executive Portfolio: Executive Councillor for Finance & Resources

Report by: Director of Finance and Corporate Resources

Ward(s) affected: All Wards

Executive Summary

This report provides detail on the Council's budget and forecast expenditure for 2023/24 based on quarter 2 income and expenditure.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on Finance Performance Report (Q2) and appendices 1 and 2.

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Finance Performance Report (Q2)
Meeting/Date:	Cabinet – 14th November 2023
Executive Portfolio:	Executive Councillor for Finance and Resources
Report by:	Director of Finance and Corporate Resources
Ward affected:	All

Executive Summary:

The quarter 2 expenditure forecast takes into account those factors affecting expenditure and income that are known by the end of September 2023.

REVENUE FORECAST

The net revenue budget for 2023/24 totals £24.344m (including carry forwards of £0.231m), the forecast outturn as at the end of quarter 2 is £22.573m. Including a contribution to reserves of £0.569m this gives a forecast underspend of £1.202m.

This is as a result of (large variations);

Corporate Resources underspend £0.9m as a result of; increased interest received, vacant posts, reduced facilities management costs including utilities and business rates. Increased costs due to streaming committee meetings.

Chief Operating Officer underspend £0.1m as a result of; Building Control savings, government grant for supporting Ukrainians, vacant posts in Customer Services (that are now filled). Costs remain for the council as a consequence of shortfall from Housing Benefit payments for homelessness from government (known as subsidy) and increased postage costs due to Royal Mail increases..

Chief Planning Officer underspend £0.1m as a result of: Staff saving due to vacancies, increase in PPA/Pre-application fee income and reduced reliance on contractors (to date).

Strategic Insight and Delivery overspend £0.1m as a result of; Staff vacancies, and savings on utilities at Countryside Services, offset by market and parking income reductions.

Operations underspend £0.2m as a result of; Increased CCTV income, and reduced works required on watercourses, offset by loss of Street Cleansing income.

CAPITAL FORECAST

The approved original budget is £29.392m, which included re-phased budget from prior years of £15.898m. At the year end the actual budget rephased was £18.342m, which is £2.444m more rephased than budgeted, in addition funded housing grant of £0.744m has been confirmed from DLUHC, £0.295m funding for Ramsey Public Realm, and £0.275m for One Leisure St Ives Pitch Replacement. The current budget is therefore £33.150m (£29.392m + £2.444m + £1.314m). The forecast outturn is £19.533m as a result of potential re-phasing to 2024/25 (subject to evaluation during the upcoming MTFs process) of £13.617m.

This is as a result of (Large variations only);

The most significant variations being, in-year underspends(may be approved as rephasings); Future High Streets £8.3m, Market Town Programme £1.4m, Market Town Programme smaller schemes £0.2m, Ramsey Food Hall £1.4m, Rural Prosperity £0.2m, Hinchingsbrooke Country Park £2.6m, Vehicles £0.4m, Housing Company £0.2m, Disabled Facilities Grants £0.1m; **against overspends**; on Fareham office enhancements £0.6m and CIL grants £0.7m (funded from CIL reserve).

Recommendation(s):

It is recommended that:

- Cabinet considers and comments on the revenue financial performance to the end of September 2023, as detailed in Appendix 1 and summarised in paragraph 3.2.
- Cabinet is invited to consider and comment on the capital financial performance at the end of September 2023, as detailed in Appendix 2 and summarised in paragraph 3.3.

PURPOSE OF THE REPORT

1.1 To present details of the Council's projected financial performance for 2023/2024.

- Revenue outturn estimated underspend of £1.202m.
- Capital outturn estimated underspend/rephasing of £13.617m.

BACKGROUND

2.1 The budget and MTFS for 2023/24 approved in February 2023, assumed a net expenditure budget of £24.113m in addition to this £231k of carry forwards have been added to make a current budget for 2023/24 of £24.344m. A gross capital budget of £29.392m was approved, increased to £33.150m due to additional re-phasing of schemes at the year-end of £2.444m, and funding for housing grant, Ramsey Public Realm and OLSI Pitch Replacement of £1.314m not included in the original budget.

2.2 The detailed analysis of the Q2 forecast outturn as at 30 September 2023 is attached at Appendix 1 for revenue, and Appendix 2 for capital.

FINANCIAL PERFORMANCE

3.1 Financial Performance Headlines

The outturn position for the current financial year and the impact of variations will be incorporated within the MTFS.

Revenue The current budget is £24.344m, the forecast outturn, (including contribution to reserves of £0.569m), is £22.573m which is an underspend of £1.202m.

MTFS The MTFS was updated as part of the 2023/24 Budget setting process and will again be updated as part of the 2024/25 Budget setting process which has now commenced. The revision of the MTFS will include 2022/23 outturn variations and others occurring or foreseen in 2023/24 that have an impact on future years.

Capital The approved original budget is £29.392m, which included budgeted rephasings of £15.898m. At the year end the actual budget rephased was £18.342m, which is £2.444m more rephased than budgeted. As a result, the current budget including growth from funded schemes, is £33.150m (£29.392m+£2.444m+£1.314m).

3.2 Summary Revenue Variances by Service (Appendix 1 for detail)

The table below shows the total variances for each Service and the main reasons for the variance

Head of Service	Budget £'000s	Budget c/fwd £'000s	Current Budget £'000s	Forecast Actual £'000s	Reserve Movements £'000s	Forecast Variance £'000s	Comments
Corporate Resources	8,099	51	8,150	6,504	757	(889)	Increased interest receipts, vacant posts in Finance, Legal and Commercial Estates. Facilities management costs reduced, increased cost due to streaming committee meetings
Chief Operating Officer	5,262	36	5,298	5,164	-	(134)	Building Control savings, government grant for supporting Ukrainians, vacant posts in Customer Services (that are now filled). Costs remain for HDC as a consequence of shortfall from Housing Benefit payments for homelessness from Govt (known as subsidy) and increased postage costs due to Royal Mail increases.
Economic Development	206	-	206	210	-	4	
Housing Strategy	196	-	196	198	-	2	
Corporate Leadership	1,288	-	1,288	1,245	-	(43)	Staff saving offset by recruitment and consultancy costs
Chief Planning Officer	967	128	1,095	993	-	(102)	Staff vacancy savings, increase in PPA/preapplication income and reduced reliance on contractors (to date)
Strategic Insight and Delivery	99	16	115	341	(121)	105	Market and parking income down, support team vacancy, Countryside vacancy and utilities savings
Operations	5,108	-	5,108	4,948	-	(160)	Increased CCTV projects income, Grounds Maintenance increased income, reduced works required on watercourses and loss of Street Cleansing income.
Leisure and Health	266	-	266	361	-	95	See separate commentary in Appendix
ICT	2,622	-	2,622	2,609	(67)	(80)	Savings from network contracts consolidation
Total	24,113	231	24,344	22,573	569	(1,202)	

Further analysis of the revenue variance and service commentary are in Appendix 1. This provides the variances by service and where the variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Services. Where there are adverse variances the budget managers have provided details of the actions they are undertaking and where possible indicated if this will have an ongoing impact on the MTFS.

3.3 Capital Programme (Appendix 2 for detail)

The approved gross capital programme for 2023/24 is £29.392m, this total included budgeted rephasings of £15.898m. At the year end a total of £18.342m was rephased, an additional rephase of £2.444m. The total current budget is £33.150m including growth of £1.314m (£29.392m+£2.444m+£1.314m).

The capital programme is forecast to have an in-year underspend of £13.617m, as detailed in the table below. As part of the MTFs, the capital expenditure programme will be reviewed in line with future needs and available funding.

The table below shows the total variances for each Service and the main reasons for the variances.

Head of Service	Existing and New Bids	Budget Rephase (1)	Original Budget	Year End Rephase (2)	Net Rephase (3)	Growth	Current Budget	YTD Actual	Forecast	Over/(Under) Spend	Comment on Variances
	£000	£000	£000	£000		£000	£000	£000	£000	£000	
Finance and Corporate Resources	1,398	452	1,850	1,033	581	0	2,431	249	3,145	714	Additional expenditure on Fareham to enhance tenant appeal. Will be funded from savings in other budgets
Community Services	1,650	39	1,689	0	(39)	0	1,650	732	1,512	(138)	The DFG approval process takes longer than previously
Chief Planning Officer	3,570	0	3,570	0	0	0	3,570	0	4,257	687	Additional CIL expenditure funded from the CIL reserve
Housing Manager	0	206	206	206	0	744	950	0	744	(206)	Housing Company not going ahead this year
Customer Services	0	0	0	34	34	0	34	0	23	(11)	
Leisure and Health	600	12	612	133	121	275	1,008	137	1,008	0	
Operations	1,638	328	1,966	584	256	0	2,222	934	1,934	(288)	Extending of vehicle lives, and more wheeled bin income
Insights and Delivery	43	3,217	3,260	3,661	444	0	3,704	16	957	(2,746)	Hinchingbrooke Country Park largely delayed until 2024/25, as a result of planning permission delays.
ICT	498	431	929	403	(28)	0	901	68	809	(92)	Savings in data centre racks and Windows 2012 upgrade
Place	4,097	11,213	15,310	12,289	1,076	295	16,681	256	5,143	(11,538)	Work on the Market Town Programme to be rephased to 2024/25
Total	13,494	15,898	29,392	18,342	2,444	1,314	33,150	2,391	19,533	(13,617)	
⁽¹⁾ This is the estimated rephase when the budget is set. ⁽²⁾ This is the actual rephase at the year end when all costs are known ⁽³⁾ This is the actual rephase less the budget rephase. Original budget + net rephase + growth = Current budget											

3.4 Council Tax and Business Rates Collection

The Council Tax collection rate at the end of quarter 2 (55.38%) is slightly lower than the previous year (57%), due to the reprofiling of some instalments; as a result, more are due in February and March 2024.

The Business Rates collection rate at the end of quarter 2 (58.64%) is slightly lower than at the end of quarter 2 in the previous year (58.88%).

The number of working age Council Tax Support claimants at the end of quarter 2 was 3,989 which is 47 less than at the end of quarter 2 in 2022/23 (4,036). The number of pensioner council tax support claimants continues to fall, 2,840 at the end of quarter 2 2023/24, compared to 2,874 for the same period last year.

3.5 Miscellaneous Debt Update

The table below shows the outstanding invoices held on the sundry debtor ledger.

Invoice Type	Invoices Outstanding 31/03/2023 £000	Invoices Raised 2023/24 £000	Invoices Paid 2023/24 £000	Invoices Outstanding 30/09/2023 £000
CIL	14,228	2,547	(7,518)	9,257
Housing	474	416	(395)	495
Commercial Rents	422	2,866	(2,252)	1,035
Operations	585	1,739	(1,776)	548
3CICT	5,226	1,783	(6,730)	279
One Leisure	139	554	(520)	173
Community	27	70	(50)	47
Legal/Finance	333	555	(829)	59
Hinchingbrooke Country Park	59	91	(63)	87
Licensing	33	94	(53)	74
Economic Development	2	0	(2)	0
Private Sector Housing	31	28	(59)	0
Corporate	0	29	(19)	10
Planning	2	89	(90)	0
Section 106	96	432	(357)	171
Prepayments	(178)	318	0	140
Totals Outstanding	21,477	11,611	(20,712)	12,375

The largest amounts outstanding at the end of quarter 2 are CIL, these invoices although raised are not wholly due until future years up to August 2025, and commercial rents although raised at the end of quarter 2 the majority will not be due until the following 2 months.

On 31st March 2023 the 3CICT large balance was due to the invoices raised relating to services provided to SCDC and Cambridge City Council the previous quarter, and also any outstanding charges for the previous year. The large Legal/Finance balance being mainly an annual invoice to Places for People for right to buy clawback.

4.0 UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY AND INVESTMENT PROPERTIES

4.1 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. The CIS supplements the income from the legacy estate of investment properties, held for the purpose of generating revenue income.

4.2 At the end of Quarter 2, the financial projections for the CIS and investment properties are:

CIS Investments	Budget £000	Forecast Outturn £000	Variance £000
Cash Investments			
CCLA Property Fund	(162)	(162)	0
Total Cash Investments	(162)	(162)	0
Property Rental Income	(4,379)	(4,224)	155
MRP	581	581	0
Total Property Investments	(3,798)	(3,643)	155
TOTAL	(3,960)	(3,805)	155
CIS Borrowing (Maturity Loans from PWLB)			
Property	Maturity Date	Amount	% (Fixed)
Wakefield	26/06/2039	£11,963,000	2.18
Fareham	02/10/2037	£5,000,000	2.78
Rowley Centre	11/03/2039	£7,292,000	2.49

4.3 Market Update and Activity

The commercial property market remains much the same as last quarter, facing challenges created by cost of living pressures and higher interest rates. The summer quarter is traditionally a quiet one in terms of market activity. This has been the case this year but enquiries have failed to pick up to normal levels in September. Some demand remains for smaller units, but occupiers still seem reluctant to commit to larger spaces.

New investment activity by the Council remains temporarily paused due to high rates of borrowing and budget constraints. We continue to remain alert to the availability of any opportunities that may add extra value to the current portfolio, or that could potentially generate exceptional returns, sufficient to justify borrowing.

The CIS portfolio provides a small but diverse portfolio of good quality property investments. Unfortunately, reflective of market conditions for larger units, it continues to suffer from a number of vacancies at present.

The two Fareham office properties were vacated in the third quarter of last year and refurbishment and reconfiguration of them continues. This will give them an improved specification and greater scope for future letting, enabling them to be let either on a floor by floor basis, or as whole buildings. Marketing of the space has started and there has been some local interest but no offers yet.

2 Stonehill, Huntingdon was vacated in February and, although our agents report a healthy number of enquiries, interested parties seem to be holding back from making

offers. It is however encouraging that a local operator returned for a second viewing this week. We are currently obtaining quotations for roof repairs, which should be funded by the dilapidations claim against the former tenant.

21a Little End Road, Eaton Socon has now been vacant for over a year. Local demand had initially justified an optimistic asking price but a fall in enquiries led us to reduce the asking rent. Unfortunately, this has so far failed to generate any offers for the space.

Two of the restaurant units at Rowley Arts Centre are now vacant, with a surrender of the lease of Prezzo having been accepted in July after a court approved company restructure absolved them of any requirement to abide by the covenants of their lease – including the requirement for them to pay rent. There is limited interest in the vacant units at present, but measures taken to reduce the anti-social behaviour that we encountered in the summer seem to be working. The gym at Rowley Arts Centre continues to thrive and both Pizza Express and Cineworld remain open and trading.

The table below show the activity in relation to leases, rents and vacant properties in the previous quarters and a forecast for the next quarter.

Property Statistics	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Forecast
Number of lettable units held by HDC	186	186	186
No. let on typical commercial leases	128	128	128
No. let on long leases	24	24	24
No. let on non commercial leases	17	17	17
No. vacant	15	15	15
Vacant properties by town;			
• Huntingdon	8	7	7
• St Neots	5	6	6
• St Ives	0	0	0
• Fareham	2	2	2
Property Activity	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Forecast
Number of leases renewed	0	0	4
Number of rents reviewed	5	1	2
Number of new lettings	2	1	1
Number of units under offer	2	1	0
Number of leases ended	2	1	0
Financial changes	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Forecast
Increases/(decrease) in annual rents receivable due to lease renewals*	£0	(£11,125)	(£310,874.66)
Increases/(decrease) in annual rents receivable due to rent reviews	£11,457	£8,666	£2497
Increase in annual rents receivable due to new leases	£53,299	£10,500	£6250
Decrease in annual rents receivable due to vacations & insolvencies	(£87,140)	(£59,640)	£0

NB: Some reviews and renewals may be backdated so effective from previous quarters.

Where stepped rents are agreed the figures quoted relate to the average rent.

*Figures include renewal of Oak Tree Medical Centre lease (Q3) at substantially reduced rent – previous rents having been index linked over many years rather than related to open market value. Also rent free periods were given for renewal of leases of retail units at Sudbury and the year 1 rents showing the reduced income are shown here (Q2 &3).

5. COMMENTS OF OVERVIEW & SCRUTINY

Overview and Scrutiny comments to be added here.

6. RECOMMENDATIONS

- Cabinet is invited to consider and comment on the revenue financial performance at the end of September 2023, as detailed in Appendix 1 and summarised in paragraph 3.2.
- Cabinet is invited to consider and comment on the capital financial performance at the end of September 2023, as detailed in Appendix 2 and summarised in paragraph 3.3.

7. LIST OF APPENDICES INCLUDED

Appendix 1 – Financial Performance Monitoring Q2 Revenue

Appendix 2 – Financial Performance Monitoring Q2 Capital

CONTACT OFFICER

Karen Sutton, Director of Finance and Corporate Resources

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Q2 Forecast 2023/24 - Revenue

Head of Service Summary

Head of Service	Year to Date			Full Year				Contribution To /(From) Reserves	Over/ (Under) Spend	Comments
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000			
Corporate Resources										
Income	(3,351)	(2,611)	(740)	(6,805)	(5,543)	-	(5,543)	757	(505)	Increased interest received on investments, 2 Finance posts vacant, increased Legal staff costs, reduced s106 income, reduced utilities costs and facilities management post savings and business rate savings. Increased costs as a result of streaming committee meetings, additional land charges income. Commercial estates unit vacancy level higher than expected, offset by salary savings,
Expenses	5,958	6,321	(363)	13,309	13,642	51	13,693	-	(384)	
Net	2,607	3,710	(1,103)	6,504	8,099	51	8,150	757	(889)	
Chief Operating Officer										
Income	(13,407)	(13,200)	(207)	(26,312)	(26,102)	-	(26,102)	-	(210)	Building Control service savings, pest control income down, funding received for support Ukraine families. Vacant post and lower grade appointments in Environmental Health. Shortfall in HB subsidy for homelessness from govt, increased HB postage costs and HB overtime costs. Customer Services vacant posts (now filled). Licensing staff savings and increased taxi licence income.
Expenses	15,952	15,899	53	31,476	31,364	36	31,400	-	76	
Net	2,545	2,699	(154)	5,164	5,262	36	5,298	-	(134)	
Economic Development										
Income	(2)	-	(2)	(9)	(6)	-	(6)	-	(3)	
Expenses	109	107	2	219	212	-	212	-	7	
Net	107	107	-	210	206	-	206	-	4	
Housing Strategy										
Income	-	-	-	(157)	(157)	-	(157)	-	-	
Expenses	177	174	3	355	353	-	353	-	2	
Net	177	174	3	198	196	-	196	-	2	
Corporate Leadership										
Expenses	310	351	(41)	1,245	1,288	-	1,288	-	(43)	Salary savings offset by recruitment, memberships and consultancy costs
Net	310	351	(41)	1,245	1,288	-	1,288	-	(43)	
Chief Planning Officer										
Income	(1,259)	(1,189)	(70)	(1,998)	(1,931)	-	(1,931)	-	(67)	Staff vacancies and performance planning agreement saving. Increase in PPA/pre-application fee income, and reduced reliance on contractors (to date).
Expenses	1,268	1,310	(42)	2,991	2,898	128	3,026	-	(35)	
Net	9	121	(112)	993	967	128	1,095	-	(102)	
Strategic Insight and Delivery										
Income	(1,632)	(1,742)	110	(3,483)	(3,578)	-	(3,578)	-	95	Market income down as a result of discounts, parking income down, Business Support team vacancy. Countryside service vacancy and utility savings.
Expenses	1,859	1,907	(48)	3,824	3,677	16	3,693	(121)	10	
Net	227	165	62	341	99	16	115	(121)	105	

Q2 Forecast 2023/24 - Revenue

Head of Service Summary

Head of Service	Year to Date			Full Year				Contribution To /(From) Reserves	Over/ (Under) Spend	Comments
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000			
Operations										
Income	(1,250)	(1,085)	(165)	(2,904)	(2,522)	-	(2,522)	-	(382)	Increased CCTV projects income. Ground maintenance increased income, reduced works required at watercourses, increased salary costs. Loss of Street Cleansing income, savings on workshop consumables.
Expenses	3,748	3,646	102	7,852	7,630	-	7,630	-	222	
Net	2,498	2,561	(63)	4,948	5,108	-	5,108	-	(160)	
Leisure and Health										
Income	(2,935)	(2,918)	(17)	(6,146)	(6,107)	-	(6,107)	-	(39)	See separate commentary in Appendix
Expenses	3,335	3,363	(28)	6,507	6,373	-	6,373	-	134	
Net	400	445	(45)	361	266	-	266	-	95	
ICT										
Income	(2,669)	(2,546)	(123)	(5,302)	(5,097)	-	(5,097)	-	(205)	The variation that has emerged in Q2 has been caused by a combination of cancelled network lines and links that have been consolidated from old contracts to other types of services offered through the current EastNet framework.
Expenses	4,384	4,285	99	7,911	7,719	-	7,719	(67)	125	
Net	1,715	1,739	(24)	2,609	2,622	-	2,622	(67)	(80)	
Total	10,595	12,072	(1,477)	22,573	24,113	231	24,344	569	(1,202)	

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Contribution To/(From) Reserves £000	Over/(Under) Spend £000	Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/(Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards £000	Current Budget £000			
	Head of Resources										
	Expenses	57	57	-	113	113	-	113	-	-	
	Net Impact	57	57	-	113	113	-	113	-	-	
	Corporate Finance										
	Income	(920)	(35)	(885)	(1,745)	(436)	-	(436)	750	(559)	
	Expenses	2,701	2,689	12	6,307	6,288	-	6,288	-	19	
	Net Impact	1,781	2,654	(873)	4,562	5,852	-	5,852	750	(540)	
	Finance										
	Income	(1)	-	(1)	(1)	-	-	-	-	(1)	
	Expenses	329	342	(13)	644	668	-	668	-	(24)	
	Net Impact	328	342	(14)	643	668	-	668	-	(25)	
	Risk Management										
	Expenses	58	58	-	148	145	-	145	-	3	
	Net Impact	58	58	-	148	145	-	145	-	3	
	Legal										
	Income	(2)	-	(2)	(2)	-	-	-	-	(2)	
	Expenses	2	-	2	289	259	-	259	-	30	
	Net Impact	-	-	-	287	259	-	259	-	28	
	Energy & Sustainability Management										
	Expenses	20	21	(1)	41	42	-	42	-	(1)	
	Net Impact	20	21	(1)	41	42	-	42	-	(1)	
	Public Conveniences										
	Expenses	2	-	2	3	-	-	-	-	3	
	Net Impact	2	-	2	3	-	-	-	-	3	
	Facilities Management										
	Income	(290)	(286)	(4)	(579)	(530)	-	(530)	-	(49)	
	Expenses	715	913	(198)	1,427	1,744	10	1,754	-	(327)	
	Net Impact	425	627	(202)	848	1,214	10	1,224	-	(376)	
	Democratic & Elections										
	Income	(132)	(100)	(32)	(253)	(198)	-	(198)	7	(48)	
	Expenses	514	521	(7)	1,142	1,114	-	1,114	-	28	
	Net Impact	382	421	(39)	889	916	-	916	7	(20)	

Higher interest rates have resulted in increased income from short term investments

Underspend due to savings from 2 roles being vacant for part of the year

Overspend relates to multiple vacant posts and permanent staff on long term sickness needed to be covered by agency staff. External income relating to S106 agreements has declined.

Under spend relates to: Utility bills being lower than forecast initially: Electricity (£76k) & Gas (£102k) Vacant Facilities Manager Role - (£52k), plus savings in business rates (£128k) at PFH

Unbudgeted expenditure to provide a service to stream statutory councillor meetings

SRAs lower than budget and budget not utilised to date for any Code of Conduct investigations

Additional grant income received for Tranche 2 of implementation of Elections Act to be spent/moved to reserve

Income generation more than budgeted for in land charges despite reduction in the volume of searches

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Contribution To/(From) Reserves £000	Over/(Under) Spend £000	Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/(Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards £000	Current Budget £000			
Corporate Resources	Human Resources										The underspend relates to a number of areas within the budget but the main one relates to staff recruitment costs that are recharged to hiring departments
	Income	(1)	-	(1)	(1)	-	-	-	-	(1)	
	Expenses	342	358	(16)	661	674	-	674	-	(13)	
	Net Impact	341	358	(17)	660	674	-	674	-	(14)	
	Risks & Control										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	659	664	(5)	767	760	8	768	-	(1)	
	Net Impact	659	664	(5)	767	760	8	768	-	(1)	
	Commercial Estates										
	Income	(2,005)	(2,190)	185	(4,224)	(4,379)	-	(4,379)	-	155	
Expenses	559	698	(139)	1,767	1,835	33	1,868	-	(101)		
Net Impact	(1,446)	(1,492)	46	(2,457)	(2,544)	33	(2,511)	-	54		
HoS Total	2,607	3,710	(1,103)	6,504	8,099	51	8,150	757	(889)		
Chief Operating Officer	Building Control										This is a shared service. The lead partner, Cambridge City Council's Q2 forecast indicates a significant underspend for the year. Mobile home park utility bills are being reviewed and several mobile home sales have increased income. Pest control has seen a reduction in treatment types due to seasonal differences, leading to reduced income Funding received to help respond to the additional burdens in relation to domestic abuse which in turn will help the District Council receive the DAHA accreditation. Funding received to provide ongoing support to refugees under the Homes for Ukraine Scheme to enable them to live independently, access employment and training and integrate within communities. Variance in employment due to recruitment at lower grade than previous post holder and a vacant post.
	Income	(1)	-	(1)	(6)	-	-	-	-	(6)	
	Expenses	-	-	-	176	250	-	250	-	(74)	
	Net Impact	(1)	-	(1)	170	250	-	250	-	(80)	
	Community Resilience										
	Income	(113)	(104)	(9)	(212)	(209)	-	(209)	-	(3)	
	Expenses	189	191	(2)	389	404	-	404	-	(15)	
	Net Impact	76	87	(11)	177	195	-	195	-	(18)	
	Communities										
	Income	(113)	(113)	-	(261)	(226)	-	(226)	-	(35)	
	Expenses	343	370	(27)	545	583	36	619	-	(74)	
	Net Impact	230	257	(27)	284	357	36	393	-	(109)	
	Environmental Health Services										
	Income	(11)	(10)	(1)	(63)	(59)	-	(59)	-	(4)	
	Expenses	337	376	(39)	674	755	-	755	-	(81)	
Net Impact	326	366	(40)	611	696	-	696	-	(85)		
Environmental Health Administration											
Expenses	64	65	(1)	125	133	-	133	-	(8)		
Net Impact	64	65	(1)	125	133	-	133	-	(8)		

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Contribution To/(From) Reserves £000	Over/(Under) Spend £000	Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/(Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards £000	Current Budget £000			
Page 1 of 5 of 2778	Licencing										
	Income	(283)	(275)	(8)	(379)	(370)	-	(370)	-	(9)	Licence variance is mainly due to 2 areas, firstly the staff costs due to the licensing manager role being partly covered with a shared service in place. The second is the additional income from Taxi drivers which is encouraging to see new drivers after losing a number of them through covid.
	Expenses	98	130	(32)	237	266	-	266	-	(29)	
	Net Impact	(185)	(145)	(40)	(142)	(104)	-	(104)	-	(38)	
	Council Tax Support										
	Income	(183)	(121)	(62)	(183)	(122)	-	(122)	-	(61)	Changes to the way in which grants are allocated by Central Government meant that funding received for CTS Administration Grant also included a sum for CT Family Annexes c£60k
	Expenses	(1)	-	(1)	-	-	-	-	-	-	
	Net Impact	(184)	(121)	(63)	(183)	(122)	-	(122)	-	(61)	
	Local Tax Collection										
	Income	(5)	(1)	(4)	(250)	(250)	-	(250)	-	-	
	Expenses	3	-	3	5	-	-	-	-	5	
	Net Impact	(2)	(1)	(1)	(245)	(250)	-	(250)	-	5	
	Housing Benefits										
	Income	(11,750)	(11,679)	(71)	(23,880)	(23,817)	-	(23,817)	-	(63)	Costs remain for the council as a consequence of shortfall from Housing Benefit payments for homelessness from government (known as subsidy). Postage costs increases have been included from October, and additional overtime costs have been incurred in relation to hours worked on the CTS project.
	Expenses	13,273	13,114	159	26,073	25,709	-	25,709	-	364	
	Net Impact	1,523	1,435	88	2,193	1,892	-	1,892	-	301	
	Housing Needs										
	Income	(948)	(897)	(51)	(1,078)	(1,049)	-	(1,049)	-	(29)	Increases in prevention expenditure (Prevention Payments) are covered by in year receipt of Gov Grants plus the reserve from previous allocations of HPG from Gov, so position is net nil, but increases in Homeless Prevention activity.
	Expenses	1,116	1,068	48	2,110	2,081	-	2,081	-	29	
	Net Impact	168	171	(3)	1,032	1,032	-	1,032	-	-	
	Customer Services										
	Expenses	389	447	(58)	867	902	-	902	-	(35)	The underspend is linked to several vacancies and the time taken to advertise and recruit, these posts are now filled.
	Net Impact	389	447	(58)	867	902	-	902	-	(35)	
Document Centre											
Expenses	88	84	4	167	173	-	173	-	(6)		
Net Impact	88	84	4	167	173	-	173	-	(6)		
Chief Operating Officer											
Expenses	53	54	(1)	108	108	-	108	-	-		
Net Impact	53	54	(1)	108	108	-	108	-	-		
HoS Total	2,545	2,699	(154)	5,164	5,262	36	5,298	-	(134)		

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Contribution To/(From) Reserves £000	Over/(Under) Spend £000	Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/(Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards £000	Current Budget £000			
Economic Development	Economic Development										
	Income	(2)	-	(2)	(9)	(6)	-	(6)	-	(3)	
	Expenses	109	107	2	219	212	-	212	-	7	
	Net Impact	107	107	-	210	206	-	206	-	4	
	HoS Total	107	107	-	210	206	-	206	-	4	
Housing Strategy	Housing Strategy										
	Expenses	99	96	3	198	196	-	196	-	2	
	Net Impact	99	96	3	198	196	-	196	-	2	
	Market Towns										
	Income	-	-	-	(157)	(157)	-	(157)	-	-	
	Expenses	78	78	-	157	157	-	157	-	-	
	Net Impact	78	78	-	-	-	-	-	-	-	
HoS Total	177	174	3	198	196	-	196	-	2		
Leisure	Directors										
	Expenses	232	272	(40)	1,075	1,117	-	1,117	-	(42)	
	Net Impact	232	272	(40)	1,075	1,117	-	1,117	-	(42)	
	Executive Support & Business Planning										
	Expenses	78	79	(1)	170	171	-	171	-	(1)	
	Net Impact	78	79	(1)	170	171	-	171	-	(1)	
	HoS Total	310	351	(41)	1,245	1,288	-	1,288	-	(43)	
Chief Planning Officer	Head of Service: Chief Planning Officer										
	Planning Policy										
	Income	(132)	(65)	(67)	(493)	(429)	-	(429)	-	(64)	
	Expenses	434	468	(34)	1,251	1,194	89	1,283	-	(32)	
	Net Impact	302	403	(101)	758	765	89	854	-	(96)	
	Development Management										
	Income	(1,127)	(1,124)	(3)	(1,505)	(1,502)	-	(1,502)	-	(3)	
	Expenses	834	842	(8)	1,740	1,704	39	1,743	-	(3)	
	Net Impact	(293)	(282)	(11)	235	202	39	241	-	(6)	
HoS Total	9	121	(112)	993	967	128	1,095	-	(102)		

Salary savings £100k offset by recruitment costs £20k, memberships £13k & consultancy £20k

CIL £49,254 (Net effect of Staff savings due to vacancies)
Growth £47,633 (Employee cost savings of £32,918, Performance Planning Agreement of £10k)

Increase in PPA/Pre-application fee income and reduced reliance on contractors (to date).

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Over/ (Under) Spend £000	Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards £000	Current Budget £000		
Page 10 of 278 Council of 278	Head of Service: Strategic Insight & Delivery									
	Markets									
	Income	(52)	(82)	30	(110)	(163)	-	(163)	-	53
	Expenses	76	68	8	141	131	-	131	-	10
	Net Impact	24	(14)	38	31	(32)	-	(32)	-	63
	Car Parks - Off Street									
	Income	(1,273)	(1,419)	146	(2,643)	(2,835)	-	(2,835)	-	192
	Expenses	809	850	(41)	1,458	1,531	16	1,547	-	(89)
	Net Impact	(464)	(569)	105	(1,185)	(1,304)	16	(1,288)	-	103
	Transformation									
	Income	2	-	2	(215)	(215)	-	(215)	-	-
	Expenses	196	209	(13)	416	416	-	416	-	-
	Net Impact	198	209	(11)	201	201	-	201	-	-
	Car Park - On Street									
	Income	(5)	-	(5)	(10)	-	-	-	-	(10)
	Expenses	(45)	-	(45)	(24)	-	-	-	-	(24)
	Net Impact	(50)	-	(50)	(34)	-	-	-	-	(34)
	Projects and Programmes									
	Expenses	-	-	-	121	-	-	-	(121)	-
	Net Impact	-	-	-	121	-	-	-	(121)	-
	Parks and Open Spaces									
	Income	(33)	(29)	(4)	(89)	(46)	-	(46)	-	(43)
	Expenses	258	251	7	657	601	-	601	-	56
Net Impact	225	222	3	568	555	-	555	-	13	
Service Group: Countryside										
Income	(249)	(188)	(61)	(384)	(277)	-	(277)	-	(107)	
Expenses	412	368	44	747	672	-	672	-	75	
Net Impact	163	180	(17)	363	395	-	395	-	(32)	
Service Group: Strategic Insight & Delivery										
Income	(22)	(24)	2	(32)	(42)	-	(42)	-	10	
Expenses	153	161	(8)	308	326	-	326	-	(18)	
Net Impact	131	137	(6)	276	284	-	284	-	(8)	
HoS Total	227	165	62	341	99	16	115	(121)	105	

Maximising available space for trader pitches however with the current scale of charges and discount schemes, the budgeted income is unachievable. The service is going to discuss the fees and charges with the portfolio holder for options.

Parking income is currently low plus recruited to 2 vacant posts. The performance of these posts has not been baselined

Accrued too much grant payments from prior years to be paid over to County. This is because for several years on street parking was not charged.

Play Area overspend due to spend allocated to CC that will be zeroed out at the end of the year from S106 Reserve. There is an underspend with business operation support due to role being vacant during an active HR investigation. Role now recruited to.

Underspend is due to savings from utilities costs we are forecasting that they will be less than budget which was increased due to inflationary pressures. Vacant post within countryside centre not expected to be recruited to for the year.

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Over/ (Under) Spend £000	Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards £000	Current Budget £000		
Page 18 of 278	Head of Service: Operations									
	CCTV									
	Income	(72)	(75)	3	(109)	(115)	-	(115)	-	6
	Expenses	1	-	1	1	-	-	-	-	1
	Net Impact	(71)	(75)	4	(108)	(115)	-	(115)	-	7
	CCTV Shared Service									
	Income	(137)	(9)	(128)	(520)	(338)	-	(338)	-	(182)
	Expenses	349	244	105	736	624	-	624	-	112
	Net Impact	212	235	(23)	216	286	-	286	-	(70)
	Service Group: Head of Operations									
	Expenses	12	12	-	142	150	-	150	-	(8)
	Net Impact	12	12	-	142	150	-	150	-	(8)
	Service Group: Green Spaces									
	Income	(130)	(98)	(32)	(432)	(306)	-	(306)	-	(126)
	Expenses	490	485	5	992	971	-	971	-	21
	Net Impact	360	387	(27)	560	665	-	665	-	(105)
	Service Group: Street Cleansing									
	Income	(14)	(45)	31	(17)	(80)	-	(80)	-	63
	Expenses	501	518	(17)	949	975	-	975	-	(26)
	Net Impact	487	473	14	932	895	-	895	-	37
Service Group: Waste Management										
Income	(885)	(840)	(45)	(1,791)	(1,644)	-	(1,644)	-	(147)	
Expenses	2,256	2,229	27	4,710	4,570	-	4,570	-	140	
Net Impact	1,371	1,389	(18)	2,919	2,926	-	2,926	-	(7)	
Fleet Management										
Income	(12)	(18)	6	(35)	(39)	-	(39)	-	4	
Expenses	139	158	(19)	322	340	-	340	-	(18)	
Net Impact	127	140	(13)	287	301	-	301	-	(14)	
HoS Total	2,498	2,561	(63)	4,948	5,108	-	5,108	-	(160)	

15k underspend HDC CODE - line rental budget is shared between CITY and HDC
54K Underspend due to income on projects and SLA , 10% income achieved

£62k Employee - £24k Market supplement not in budget, employees removed from budget, but savings made elsewhere. (£125k) Income Improvements, Predominantly GM increased sales. (£32k) Buildings - Mix of (£12k) Watercourses no major work identified, and (£11k) Sewer / Ditches with no claims identified to date being the main contributors.

Over spend due to loss of income due to Places for People taking the work back in house.

Forecasting to spend less on buying parts and tools within the workshop by extending their life rather than purchasing replacements

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Contribution To/(From) Reserves	Over/(Under) Spend	Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/(Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards £000	Current Budget £000			
Leisure & Health	Head of Service: Leisure & Health Leisure & Health Facilities										See below at foot of table for Leisure and Health comments.
	Income	(2,794)	(2,827)	33	(5,849)	(5,895)	-	(5,895)	-	46	
	Expenses	3,170	3,235	(65)	6,154	6,104	-	6,104	-	50	
	Net Impact	376	408	(32)	305	209	-	209	-	96	
	One Leisure Active Lifestyles										
	Income	(141)	(91)	(50)	(297)	(212)	-	(212)	-	(85)	
	Expenses	165	128	37	353	269	-	269	-	84	
Net Impact	24	37	(13)	56	57	-	57	-	(1)		
HoS Total	400	445	(45)	361	266	-	266	-	95		
Pages 14 of 278	Head of Service: 3CICT Shared Service ICT Shared Service										The variation that has emerged in Q2 has been caused by a combination of cancelled network lines and links that have been consolidated from old contracts to other types of services offered through the current EastNet framework and also a terminated contract for telephony services where the supplier has ceased billing early ahead of the expected notice period. Following discussion with our finance lead, the necessary adjustments for the F/Y 23/24 will be built in to T1 for next year.
	Income	(2,669)	(2,546)	(123)	(5,302)	(5,097)	-	(5,097)	-	(205)	
	Expenses	4,384	4,285	99	7,911	7,719	-	7,719	(67)	125	
	Net Impact	1,715	1,739	(24)	2,609	2,622	-	2,622	(67)	(80)	
HoS Total	1,715	1,739	(24)	2,609	2,622	-	2,622	(67)	(80)		
Total	10,595	12,072	(1,477)	22,573	24,113	231	24,344	569	(1,202)		

Q2 Forecast 2023/24 - Revenue

Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Year To Date			Full Year				Contribution To/(From) Reserves	Over/(Under) Spend	Commentary On Underspend/Overspend
		Actuals	Current Budget	Over/(Under) Spend	Forecast	Original Budget	Budget Carry Forwards	Current Budget			
		£000	£000	£000	£000	£000	£000	£000	£000	£000	

One Leisure Commentary

Budget: £265,185
Forecast: £360,712
Variance: £95,527

The previous months forecast (August 2023) was a variance to budget of £106,032.
This is an improvement month on month of £10,505.

Income:

- Total revenue remains stable and is (£38,746) better than budget.
- o Functions: (£31,385)
- o Fees & Charges: (£22,850)
- o Junior Swimming Courses: (£149,544)
- o Hire of Rooms: (£15,051)
- o Grant Funding: (£66,712) – utilised to offset expenditure.
- o Memberships £244,767

Expenditure:

- Total expenditure is £134,271 worse than budget.
- o Overspent to Budget:
- o Employees: £47,783 - within this there are additional Active Lifestyle staff costs that can be offset by additional grant funding as per note above
- o Supplies & Services: £112,690
- o Licences £32,400 – License to improve functionality and service delivery within our fitness centres. This was a 3-year licence paid in 2022-2023 but accrued into 2023-2024. A decision is to be made if an accrual will be facilitated for future years which may benefit our year end position further?
- o Hire of Equipment - £10,695
- o Consultancy Fes - £22,694 - £20k of this overspend relates to the payment due to the long-term operating model consultant. Work to be completed by December 2023.
- o Bar provision: £14,003 - this is to be reviewed internally as we feel that we should upon reflection have a better gross profit margin shown within income for all hospitality areas.
- o Chemicals: £8,683
- o Entertainments: £12,423 - we have inserted a £10k cost to facilitate the annual Xmas panto and an increase on income has been reflected within our year end forecast. This is shown under functions revenue as outlined above.
- o Buildings: £42,481 - of this overspend £41,063 is due to an increase versus budget on annual business rates.
- o Transport: £1,317
- o Other savings to budget in our end of year forecast stem from VAT partial exemption: (£70,000)

Q2 Forecast 2023/24 - Capital Programme

Head of Service	Project Name	Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/Virement	Current Budget	YTD Actual	Forecast	Over/(Under) Spend	Comment on Variances
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Finance and Corporate Resources Page 121 of 278	Bridge Place Car Park	0	0	0	0	0	0	0	10	24	24	Project Manager Costs for the sale of Bridge Place Car Park
	Loves Farm Community Centre	0	0	0	0	0	0	0	0	0	0	
	Loves Farm Lighting	0	0	0	0	0	0	0	0	9	9	PFH LED Lighting Project to be funded from electricity savings
	Retro-Fit Buildings	0	226	226	0	(226)	0	0	0	0	0	
	Building Efficiency	0	0	0	0	0	0	0	0	107	107	
	Health and Safety Works on Commercial Properties	0	9	9	51	42	0	51	0	51	0	
	Energy Efficiency Works at Commercial Properties	0	22	22	81	59	0	81	0	81	0	
	Estates Roof Replacement	0	32	32	130	98	0	130	0	130	0	
	Re-Letting Enhancement Works	0	163	163	500	337	0	500	0	500	0	
	Re-Letting Incentives	0	0	0	150	150	0	150	0	150	0	
	Upgrade/Replacement of Public Toilets	0	0	0	10	10	0	10	(6)	10	0	
	Fareham Offices Capital Works	1,350	0	1,350	0	0	0	1,350	244	1,939	589	
	VAT Exempt Capital	21	0	21	0	0	0	21	0	21	0	
	Company Share Investment	0	0	0	100	100	0	100	0	100	0	No longer going to cloud based solution, so server upgrade needed, will be paid under Windows Server 2012 Upgrade project, and will fall within budget. To be used to cover NLIS upgrade costs as required.
	Capita & Payment Portal Upgrade	0	0	0	11	11	0	11	0	11	0	
Democratic Services Software	27	0	27	0	0	0	27	1	13	(14)		
Total		1,398	452	1,850	1,033	581	0	2,431	249	3,145	714	
Community Services												The arrangements that were in place with Chorus Homes re pre approved works has been ended now that the stock has been transferred to Places for People. All works need individual pre-approval. There are 53 cases awaiting approval from PFP meaning payments have not yet been made.
	Disabled Facilities Grants	1,650	39	1,689	0	(39)	0	1,650	732	1,512	(138)	
Total		1,650	39	1,689	0	(39)	0	1,650	732	1,512	(138)	
Chief Planning Officer	Community Infrastructure	3,476	0	3,476	0	0	0	3,476	0	4,215	739	All expenditure funded from CIL reserve
	Conservation Area Appraisals	94	0	94	0	0	0	94	0	42	(52)	Will only be spent if projects are identified
	Total	3,570	0	3,570	0	0	0	3,570	0	4,257	687	
Housing Manager	Housing Fund	0	0	0	0	0	744	744	0	744	0	This project will not start this year. A review will be undertaken into the viability of a housing company, and a decision will be taken as to whether to continue to include this budget in future years.
	Housing Company	0	206	206	206	0	0	206	0	0	(206)	
	Total	0	206	206	206	0	744	950	0	744	(206)	
Customer Services										0		Customer Services will be starting work on this next quarter.
	Voice Bots	0	0	0	34	34	0	34	0	23	(11)	
Total		0	0	0	34	34	0	34	0	23	(11)	

Q2 Forecast 2023/24 - Capital Programme

Head of Service	Project Name	Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/Virement	Current Budget	YTD Actual	Forecast	Over/(Under) Spend	Comment on Variances
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Leisure and Health	Leisure Cents - Future Improve	300	0	300	63	63	0	363	130	345	(17)	Underspend being used to fund the OLSI Pitch Replacement
	One Leisure Ramsey 3G	0	0	0	70	70	0	70	0	70	0	
	OL St Ives Changing Rooms	0	12	12	0	(12)	0	0	0	0	0	
	OLSI Pitch Replacement	300	0	300	0	0	275	575	0	592	17	Relates to the OLSI Pitch Replacement, CIL £175k, HDC Capital £125k, Football Foundation sinking fund £275K. Variance of £17,471 to be funded from condition survey
	Ramsey Car Park	0	0	0	0	0	0	0	7	0	0	Expenditure is from the OL Leisure Ramsey 3G
	Total		600	12	612	133	121	275	1,008	137	1,008	0
Operations	Lone Worker Software	0	0	0	0	0	0	0	0	0	0	
	Wheeled Bins	254	153	407	0	(153)	0	254	54	254	0	Extra income expected from developers.
	2nd Green Bin	0	0	0	0	0	0	0	0	141	141	Early work on the green bin project including project manager costs, purchase of software and consultancy fees
	Vehicles & Plant	1,357	175	1,532	564	389	0	1,921	880	1,492	(429)	Vehicle lives have been extended as much as possible to avoid purchasing new vehicles. The underspend will need to be rephased to meet expenditure on the delayed purchases in future years.
	Waste & Grounds Maintenance Tablet & Smartphones	27	0	27	0	0	0	27	0	27	0	
	Total		1,638	328	1,966	584	256	0	2,222	934	1,934	(288)
Insights and Delivery	Play Equipment	0	0	0	0	0	0	0	0	34	(0)	
	Park Fencing	0	0	0	0	0	0	0	4	13	13	
	St.Ives Park	0	80	80	80	0	0	80	0	80	0	Delay in getting planning permission (still ongoing) has delayed work until 24/25
	Hinchingbrooke Country Park	0	2,689	2,689	2,706	17	0	2,706	8	30	(2,676)	
	St Neots Riverside Park Path/Cycle Imps	0	433	433	421	(12)	0	421	5	421	(0)	Change Request supported for use of this against CPE remedial works due to increased volume of works.
	Parking Strategy	13	0	13	148	148	0	161	0	148	(13)	
	Civil Parking Enforcement	0	0	0	217	217	0	217	0	217	0	
	Districtwide Signage	0	0	0	70	70	0	70	0	0	(70)	Legacy project, project manager has confirmed this has already been completed.
	Priory Park Power	0	15	15	15	0	0	15	0	15	0	
	Total		43	3,217	3,260	3,661	444	0	3,704	16	957	(2,746)

Q2 Forecast 2023/24 - Capital Programme

Head of Service	Project Name	Existing/New	Budget	Original	Year End	Net	Growth/	Current	YTD Actual	Forecast	Over/(Under)	Comment on Variances
		Bids	Rephase	Budget	Rephase	Rephase	Virement	Budget	£000	£000	Spend	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
ICT	Hardware Replacement (HDC IT)	230	120	350	0	(120)	0	230	42	230	0	Provisional spend - if next 2 quarters go according to plan, £95k will be returned, with £100k in capital programme going forward Accounting for the new telephony reporting solution that has been procured and is awaiting contractual sign off before progressing with the implementation. Work with 3C ICT's information governance, web and application support teams to establish appropriate controls is almost complete. From Q2, we will plan the best use of both capital and reserve funds to further develop how the data warehouse is used. Until we knew what was needed from the new data centre procurement unable to determine solution and costs required. Also working with CCTV regarding replacement hardware at EFH. 75% of spend expected - however Democratic Services upgrade will push towards 100%
	AV Equipment	0	30	30	60	30	0	60	0	60	(0)	
	Telephony Replacement	8	0	8	68	68	(60)	16	1	5	(11)	
	Public Switched Telephone Network	0	0	0	0	0	60	60	0	60	0	
	Shared Data Centre Capacity	0	0	0	6	6	0	6	0	5	(1)	
	Information@Work Consolidation	0	20	20	0	(20)	0	0	0	0	0	
	Replacement Corporate Scanners	0	7	7	0	(7)	0	0	0	3	3	
	Data Warehouse & GIS	0	0	0	16	16	0	16	0	11	(5)	
	Datacentre Racks	215	244	459	244	0	0	459	0	419	(40)	
	Server & SQL Server 2012 Migration	0	10	10	10	(0)	0	10	0	17	7	
Windows 2012 Server Replacement	45	0	45	0	0	0	45	24	0	(45)		
UPS Replacement	0	0	0	0	0	0	0	0	0	0		
Total		498	431	929	403	(28)	0	901	68	809	(92)	
Place	Market Towns Programme	497	337	834	615	278	0	1,112	97	0	(1,112)	Underspend to be slipped into 24/25 There is an addition budget of £50k in the St Neots Master Plan Phase 1 code (Underspend to be slipped into 24/25) Underspend to be slipped into 24/25 Vibrant Communities, Business and IP, Manufacturing Digitalisation and Net Zero projects being funded by UK Shared Prosperity Fund. (Underspend to be slipped into 24/25) Covers the projects Business Pillar, Local Communities Digital Infrastructure (Underspend to be slipped into 24/25) Underspend to be slipped into 24/25 Remaining budget to be slipped in 24/25. Total budget for this is £1445 (295K accelerated underspend in 22/23 + 1150 UKSPF) Underspend to be rephased into 24/25, except for £42k
	Future High Streets	774	10,870	11,644	11,370	500	0	12,144	139	3,828	(8,316)	
	Solar Benches	0	0	0	1	1	0	1	1	1	0	
	Covered Benches	0	0	0	5	5	0	5	5	5	0	
	Sites for SMEs	0	0	0	6	6	0	6	6	6	0	
	Wayfinding & Info - Digital Screens	0	0	0	200	200	0	200	0	60	(140)	
	Smarter Towns	0	0	0	71	71	0	71	0	71	0	
	Moores Walks	0	6	6	20	14	0	20	0	3	(17)	
	UK Shared Prosperity Fund	68	0	68	0	0	0	68	8	27	(41)	
	Rural Prosperity	479	0	479	0	0	0	479	0	239	(240)	
	St Neots Masterplan Phase 1	285	0	285	0	0	0	285	0	225	(60)	
	Ramsey Food Hall	1,150	0	1,150	0	0	295	1,445	0	75	(1,370)	
	Market Towns Future Schemes	844	0	844	0	0	0	844	0	602	(242)	
Total		4,097	11,213	15,310	12,289	1,076	295	16,681	256	5,143	(11,538)	
Grand Total		13,494	15,898	29,392	18,342	2,444	1,314	33,150	2,391	19,533	(13,617)	

Q2 Forecast 2023/24 - Capital Programme

Head of Service	Project Name	Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/Virement	Current Budget	YTD Actual	Forecast	Over/(Under) Spend	Comment on Variances
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
								33,150				
	Funding											
	Grants and Contributions											
	DFGs	0	0	(1,300)	0	0	0	(1,300)	(1,473)	(1,473)	(173)	
	Wheeled Bins	0	0	(101)	0	0	0	(101)	(30)	(101)	0	
	Market Town Funding (Including future schemes)	0	0	(1,678)	0	(278)	0	(1,956)	0	(602)	1,354	
	Future High Streets	0	0	(11,644)	0	(500)	0	(12,144)	0	(3,828)	8,316	
	St Neots Riverside Park Path/Cycle Imps (Rephase)	0	0	(401)	0	0	0	(401)	0	(421)	(20)	
	St Ives Park	0	0	(80)	0	0	0	(80)	0	(80)	0	
	Priory Park Mains Power (CIL)	0	0	(15)	0	0	0	(15)	0	(15)	0	
	Hinchingbrooke Country Park (CIL)	0	0	(1,254)	0	(246)	0	(1,500)	0	1,176	2,676	
	UK Shared Prosperity Fund	0	0	(68)	0	0	0	(68)	0	(27)	41	
	Rural England Prosperity Fund	0	0	(479)	0	0	0	(479)	0	(239)	240	
	Ramsey Food Hall (CPCA)	0	0	(1,150)	0	0	(295)	(1,445)	0	(75)	1,370	
	Ramsey Public Realm	0	0	0	0	0	0	0	0	0	0	
	St Neots Masterplan Phase 1	0	0	(285)	0	0	0	(285)	0	(225)	60	
	Upgrade works at Fareham	0	0	(400)	0	0	0	(400)	0	(400)	0	
	OLSI Pitch Replacement (CIL)	0	0	(175)	0	0	(275)	(450)	0	(450)	0	
	Wayfinding	0	0	0	0	(200)	0	(200)	0	(60)	140	
	Smarter Towns	0	0	0	0	(71)	0	(71)	0	(71)	0	
	Moors Walk	0	0	0	0	(14)	0	(14)	0	(3)	11	
	Small Accelerated Projects	0	0	0	0	(13)	0	(13)	0	(13)	(0)	
		0	0	0	0	0	(744)	(744)	0	(744)	0	
		0	0	0	0	0	0	0	0	0	0	
				(19,030)		(1,322)	(1,314)	(21,666)	(1,503)	(7,651)	14,015	
	Use of Capital Reserves	0	0	0	0	0	0	0		0	0	
	Community Infrastructure Levy Reserve	0	0	(3,476)	0	0	0	(3,476)		(4,215)	(739)	
				(3,476)		0	0	(3,476)	0	(4,215)	(739)	
	Capital Receipts											
	Loan Repayments	0	0	(9)	0	0	0	(9)	(91)	(9)	0	
	Housing Clawback Receipts	0	0	(350)	0	0	0	(350)	0	(350)	0	
	Asset Sales	0	0	0	0	0	0	0	(9)	0	0	
				(359)		0	0	(359)	(100)	(359)	0	
	Net			6,527		1,122	0	7,649	788	7,307	(341)	

**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Treasury Management 6 Month Performance Report 2023/24

Meeting/Date: Overview & Scrutiny Panel (Performance and Growth) – 1st November 2023

Executive Portfolio: Executive Councillor for Finance & Resources

Report by: Director of Finance and Resources

Ward(s) affected: All Wards

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on;

The Treasury Management half year report 2023/24 and appendices attached. This report sets out treasury management activity from 1st April 2023 to 30th September 2023, and the prudential indicators and treasury indicators as at 30th September 2023.

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**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Treasury Management 6 Month Performance Review

Meeting/Date: Cabinet – 14th November 2023

Executive Portfolio: Executive Councillor for Finance & Resources

Report by: Director of Finance and Corporate Resources

Ward(s) affected: All Wards

Executive Summary:

Best practice and prescribed treasury management guidance requires members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

The Council's 2023/24 Treasury Management Strategy was approved by the Council on the 22nd February 2023, this report sets out the Treasury Performance and indicators for period between 1st April 2023 and 30th September 2023.

Treasury Management is;

The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The main purpose of Treasury Management 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 low.
- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest, and prioritising liquidity before considering optimising investment returns.

The key market Treasury Management issues through the first half of 2023/24 influencing the Council's decision-making were.

- The Bank of England (BoE) Bank Rate increased over the period to 5.25% (possibly peak rate) from 4.25% in March.
- Gilt rates (10 year) fell from a peak of 4.74% in August to 4.44% on 29th

of September, Gilt rates feed into the rates paid for investing in the Debt Management Office.

- Gilt rates are forecast to fall, as long as the inflation rate falls as expected.
- Inflation and interest rates are both high, this feeds into the council's current strategy of using lower risk investments while high interest rates (and debt defaults) may lead to increased stress in financial institutions.

The Council's responses to the key issues were.

- When the Council has surplus funds, these will primarily be invested on a short-term basis, primarily in the DMO, money market funds, and the council's transactional bank Natwest.
- Where possible to take a higher return without sacrificing liquidity eg use of timed deposits at the DMO, as long as sufficient cash is available for short-term needs.
- Where economic conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating, and credit default swap rates (the cost to insure lending). This information is provided by the Council's treasury adviser – Link Group.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments are shown in **Appendix A section 3.5**.

The commercial property portfolio generated £2.8m of gross income for the Council in the first half of 2023/24. The breakdown of the property's portfolio is shown in **Table 8** and the proportion of the investment income in relation to gross service expenditure, in **Table 9** of **Appendix A**.

Recommendation(s):

The Cabinet is recommended to.

- Note the treasury management performance for the first 6 months of 2023/24 and to recommend the report to Council for consideration.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update Members on the Council's treasury management activity for the first 6 months of the year, including investment and borrowing activity and treasury performance.

2. BACKGROUND

- 2.1 It is regarded as best practice and prescribed treasury management practice, that Members are kept up to date with treasury management activity.
- 2.2 The Council approved the 2023/24 Treasury Management Strategy at its meeting on 22nd February 2023.
- 2.3 All treasury management activity undertaken during the first half of 2023/24 complied with the CIPFA Code of Practice, relevant legislative provisions and the Treasury Management Strategy.
- 2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. ANALYSIS

Economic Review

- 3.1 An economic review of the year has been provided by the council's treasury management advisors, Link Group, and is attached with an analysis of the local context implications in **Appendix A section 2.0**.

Performance of Council Funds

- 3.2 The treasury management transactions undertaken during the first 6 months of 2023/24 financial year and the details of the investments and loans held as at 30th September 2023 are shown in detail in **Appendix A section 3.0 to 3.3**.

Risk Management

- 3.3 The Council's primary objectives for the management of its investment 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. For more details see **Appendix A section 3.4**.

Non-Treasury Investments

- 3.5 The definition of investments in CIPFA's Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. The full details of these investments can be found on **Section 3.5 of Appendix A.**

Compliance

- 4.0 Compliance with specific investment and debt limits are indicated in **tables 12 and 13. of Appendix A.**

Treasury Management Indicators

- 5.0 The Council measures and manages its exposure to treasury management risks using indicators which are details in the **Appendix A section 5.0.**

6.0 COMMENTS OF OVERVIEW & SCRUTINY

- 6.1 *Comments to be added subsequent to the O&S Panel Meeting on 1st November 2023.*

List of Appendices;

Appendix A

- Economic review (source: Link Group)
- Borrowing and Investment as at 30th September 2023
- Risk Management
- Non-treasury Investments (CIS and service loans)
- Treasury Management Compliance and Indicators
- Outlook for the remainder of 2023/24

Appendix B

- Capital Prudential Indicators

Appendix C

- Glossary

CONTACT OFFICER

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Treasury Management 6 Month Performance Review

1.0 Introduction

The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Council to approve treasury management semi-annual and annual reports.

The Council's treasury management strategy for 2023/24 was approved at a meeting on 22nd February 2023. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remain central to the Council's treasury management strategy, which includes reporting to Cabinet and Council.

1.2 The Function of Treasury Management

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

Treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2.0 External Context

2.1 Economic background

The first half of 2023/24 saw:

Interest rates rise by a further 100bps (basis points), taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle. Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.

A 0.5% month on month decline in real GDP in July, was mainly due to strike action.

CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7 group.

Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.

A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3m year on year growth of average earnings rose to 7.8% in August, excluding bonuses).

The 0.5% month on month fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is a suggestion of underlying weakness.

The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% quarter on quarter rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023.

The 0.4% month on month rebound in retail sales volumes in August partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.

As the growing drag from higher interest rates intensifies over the next six months, Link expect the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. Link expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.

The tightness of the labour market continued to ease, with employment in the three months

to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.

But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3m year on year rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3m year on year in June to 8.1% 3m year on year, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.

CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.

2.2 Financial markets

In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was "finely balanced". Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.

Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".

This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November and raise rates in December.

The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).

The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.

The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31st August to 7,608 on 29th September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21st April the FTSE 100 stood at 7,914.

3.0 Local Context

On 31st March 2023, the Council had theoretical net investments of £53.6m (this level may not be reached due to daily cashflows) arising from its revenue income and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.23 Actual £m
Capital Financing Requirement	72.3
Less: Other debt liabilities ⁽¹⁾	(0.6)
Total Loan CFR	71.7
External borrowing	(34.4)
Internal borrowing	(37.3)
<u>Balance Sheet Resources⁽²⁾</u>	90.9
Net Investing or (New Borrowing)	53.6⁽³⁾

⁽¹⁾Finance lease for Phoenix Court

⁽²⁾Includes debtors, stock, cash, reserves, less overdraft, creditors, provisions, long term liabilities, unusable reserves.

⁽³⁾This figure will approximate to the investment balance; it will not exactly match because of day-to-day cash flow fluctuations.

The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, to reduce risk and keep interest costs low. The treasury management position as at 30th September 2023 and the change during the period is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.23 Balance £m	Movement £m	30.9.23 Balance £m	30.9.23 Rate % ⁽¹⁾
Long-term borrowing	34.36	(0.08)	34.28	2.83
Short-term borrowing	0.00	0.00	0.00	0.00
Total borrowing	34.36	(0.08)	34.28	2.83
Long-term investments	4.00	0.00	4.00	4.34 ⁽²⁾
Short-term investments	40.00 ⁽³⁾	13.00	53.00 ⁽³⁾	5.29
Cash equivalents	11.52	1.42	12.44	5.14
Total investments	55.52	13.92⁽⁴⁾	69.44	5.21
Net borrowing/(Investing)	(21.16)	(14.00)	(35.16)	

⁽¹⁾ Weighted average

⁽²⁾ Based on face value of investment and based on Q1 income projected for full year.

⁽³⁾ This does not include loans to local organisations, as these are not considered investments. These are DMO deposits.

⁽⁴⁾ This is a net movement, investments made were £241.050m and investments returned £227.135m.

The movement in the cash and cash equivalent has been as result of increased reserves and working capital. In general levels of cash are at their lowest towards the year end, when council tax is not being taken. The funds were invested in bank deposits, the DMO and Money Market Funds to ensure easy access to maintain liquidity.

3.1 Borrowing

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority.

PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

3.2 Borrowing Strategy and activity during the period

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest

costs and achieving cost certainty over the period for which funds are required, this is achieved by borrowing from PWLB if required. The PWLB borrowing rates are based on gilt prices.

Gilt yields and PWLB certainty rates were on a generally rising trend throughout the first half of 2023/24. At the beginning of April, the 5-year rate was the cheapest part of the curve and touched 4.14% whilst the 25-year rate was relatively expensive at 4.58%.

July saw short-dated rates peak at their most expensive. The 1-year rate spiked to 6.36% and the 5-year rate to 5.93%. Although, in due course, short-dated rate expectations fell, the medium dates shifted higher through August and the 10-year rate pushed higher to 5.51% and the 25-year rate to 5.73%. The 50-year rate was 4.27% on 5th April but rose to 5.45% on 28th September.

Forecast rates are expected to fall back over the next two to three years as inflation dampens. The CPI measure of inflation is expected to fall below 2% in the second half of 2024, and Link forecasts 50-year rates to stand at 3.90% by the end of September 2025. However, there is considerable gilt issuance to be absorbed by the market over the next couple of years, as a minimum, so there is a high degree of uncertainty as to whether rates will fall that far.

At 30th September 2023, the Council held £34.28m of loans, a decrease of £0.08m from 31st March 2023. Outstanding loans on 30th September are summarised in Table 3 below.

Table 3: Borrowing Position

	31.3.23 Balance £m	Net Movement £m	30.9.23 Balance £m	30.9.23 Weighted Average Rate %	30.9.23 Weighted Average Maturity (years)
Public Works Loan Board	34.34	(0.08)	34.26	2.83%	21
Salix Loan	0.02	0.00	0.02	0.00%	3
Short-term	0.00	0.00	0.00	0.00%	0
Total borrowing	34.36	(0.08)	34.28	2.83%	21

The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required.

With short-term interest rates remaining much lower than long-term rates, the Council considered it to be more cost effective in the near term to use internal

resources or short-term loans instead. The Council had not used a short-term loan facility so far in this financial year.

Although it was anticipated that the Council's CFR would increase due to the capital programme, delays in the capital programme and availability of internal funds, has meant no new borrowing has been taken out.

Table 4: Borrowing Schedule

Long-dated Loans borrowed	PWLB Reference	Amount £	Rate %	Period (Years)
PWLB 1	495152	5,000,000	3.90	35
PWLB 2	495153	5,000,000	3.91	34
PWLB 12	506436	5,000,000	2.78	14
PWLB 13	508696	7,291,685	2.49	15
PWLB 15	509389	11,963,000	2.18	16
Salix Loan		21,939	0.00	2
Total borrowing		34,276,624	2.83	(weighted) 21

The Council's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of medium-term and long-term borrowing is maintained.

Table 5: Gross Debt and the Capital Financing Requirement

	2023/24 Budget £m	2023/24 Forecast £m
Debt (including leases)	34.9	34.9
Capital Financing Requirement	75.3	76.7

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from the table above, this requirement has been complied with.

3.3 Treasury Investment Activity

CIPFA revised TM Code defines treasury management investments as those which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use in the course of business.

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the period from 1st April 2023 to 30th September 2023 the balances invested (excluding loans and property fund) ranged between £35.82m and £73.07m, and actual interest received was £0.883m, this does not include interest owed but not yet paid (ie on investments not yet matured).

The investment position is shown in table 6 below.

Table 6: Treasury Investment Position

The weighted average rate for the investment portfolio up to 30.09.2023 was 5.28%.

	31.3.23	Net	30.9.23	30.9.23	30.9.23
	Balance	Movement	Balance	Weighted	Weighted
	£m	£m	£m	Return^(1,2)	Average
				%	Maturity⁽³⁾
					Days
Banks & building societies (unsecured)	1.12	(0.68)	0.44	1.45	1
Government (DMO)	40.00	13.00	53.00	5.29	96
Money Market Funds (8 Funds)	10.40	(1.60)	12.00	5.27	1
Loans to other organisations	2.08	(0.09) ⁽⁴⁾	1.99	7.58 ⁽⁵⁾	>365
Other Pooled Fund					
- Property fund (CCLA)	4.00	0.00	4.00	4.34	>365
Total investments	57.60	13.83	71.43	5.28	

⁽¹⁾Weighted Income return is based on the rate of return and the investments held as at 30/09/2023.

⁽²⁾Returns as at 31/03/2023, Banks and Building Societies 0.10%, Government 3.96%, MMFs 3.68%, Loans 4.24%, Property Fund 3.98%.

⁽³⁾Based on the date the investment was made.

⁽⁴⁾The loan to Cambridge Regional College and the loan to Huntingdon Gym were both fully repaid in the quarter.

⁽⁵⁾This includes the quarter 2 end rate for the Urban and Civic loan of 7.59%, which is a variable (monthly) rate, the rate has increased from 6.02% in April.

3.4 Risk Management

Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Short-dated cash market investment rates ranged between 4.15% as at 1st April 2023

to 5.2% on 29th September 2023 for the overnight rate.

By the end of September, the rates on DMADF deposits ranged between 5.17% (overnight) and 5.29% (6 months). In April rates had been 4.05% to 4.19%. The return on the council's sterling low volatility net asset value (LVNAV) Money Market Funds ranged between 5.20% to 5.35%, in April the equivalent rates were 4.16% and 4.24%

Given the risk of short-term unsecured bank investments and the low returns, the Council has maintained a diversified portfolio of asset classes as shown in table 4 above. An amount of £4m has been maintained in the long-term property fund (CCLA) over the period.

The progression of risk and return metrics are shown in the extracts from Link Group's quarterly investment benchmarking in Table 7 below.

Table 7: Investment Benchmarking – Treasury investments managed in-house.

	Portfolio Risk Score⁽¹⁾	Average Credit Rating	Weighted Average Maturity (days)	Rate of Return
				%
30.09.2022	n/a	AA-	15	0.82
31.03.2023	1.04	AA	17	3.92
30.09.2023	1.03	AA	42	5.27

⁽¹⁾This is a new measure from Link, will be used as a comparative from the next report, it works on a scale of 1 to 7, with 7 highest risk.

£4m of the Council's investments are held in externally managed strategic pooled property funds – CCLA Property Fund where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. This fund generated a total return in quarter 1 of £43,369 and 4.34% (2022/23 Q1 £36,976 3.70%) for period of 1st April to 30th June 2023 which is used to support services in year.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. The council was notified in October 2022 that the notice period for withdrawals from the fund was being increased from 90 days to 6 months. The council has never made a withdrawal and views the fund as a long-term investment, so in the short to medium term this is not expected to cause any issues, quarterly dividends are expected to be paid as normal.

The fund altered the notice period in response to uncertainty in the property market, redemptions from the fund are currently relatively low.

Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. In light of their performance over the medium-term and the Council's latest cash flow forecasts, investment in these funds has been maintained.

3.5 Non-Treasury Investments

The definition of investments in CIPFA's 2021 Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) also includes within the definition of investments all such assets held partially or wholly for financial return.

The Authority also held investments in:

- directly owned property £70.9m

Table 8: Property held for investment purposes.

Property	31.3.2022	31.3.2023 Actual*	
	Value in accounts £000s	Gains or (losses) £000s	Value in accounts £000s
Existing Portfolio	33,966	(3,638)	30,328
2 Stonehill	2,338	143	2,481
80 Wilbury Way	1,775	98	1,873
Shawlands Retail Park	5,523	532	6,055
1400 & 1500 Parkway, Fareham	4,150	(113)	4,037
Units 21a, 21b,23a,b,c Little End Road, St Neots	3,290	31	3,321

Rowley Centre, St Neots	3,303	3,338	6,641
Tri-link, Wakefield	14,200	548	14,748
Alms Close	1,522	(75)	1,447
TOTAL	70,067	864	70,931

These investments generated £2.8m of investment income for the Authority from April to September 2023 after taking account of direct costs.

The main changes to the valuations are for Rowley Centre and for the existing portfolio. The increase in property value at the Rowley Centre is as a result of an increase in rents since the ending of reduced rents during covid. For the existing portfolio, the Oak Tree Centre has been reduced in value by £2.3m (as a result of rent reductions), and land at St Peters Road has been reduced in value by £1.1m because of changes to the valuation basis. There were other less significant changes in value (gains and losses) in the remainder of the portfolio.

The Authority is dependent on profit generating investment activity to achieve a balanced revenue budget. The table below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium-Term Financial Strategy. The current forecast is showing a decrease in expected gross investment income of £155,000 due to vacant units, leases ending, and a reduced number of new tenants.

Table 9: Proportionality of Investments

	2022/23 Actual £000s	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Gross service expenditure	83,432	75,115	75,115	73,433
Investment income	4,177	2,806	2,752	2,697
Service Investments	92	78	78	139
Proportion	5%	4%	4%	4%

Table 10: Net Income from Commercial and Service Investments to Net Revenue Stream

	2022/23 Actual £000s	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Total Net Income from Services and Commercial Investments	4,269	2,884	2,830	2,836
Net Revenue Stream (Total Service Expenditure)	17,303	24,113	24,344	23,142
Proportion of net revenue stream	25%	12%	12%	12%

(1) This includes CCLA property fund, loans to local organisations, and commercial estates.

Table 11: Proportion of Financing Costs to Net Revenue Stream

	2022/23 Actual £000s	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Net Revenue Stream (Total Service Expenditure)	17,303	24,113	24,344	23,142
Financing Costs (MRP and Interest Payable)	3,600	3,866	3,866	3,869
Proportion of Net Revenue Stream	21%	16%	16%	17%

4.0 Compliance

The Chief Finance Officer (s151 officer) reports that all treasury management activities undertaken during the first half year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 9 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 8 below.

Table 12: Debt Limits

	30.9.23 Actual £m	2023/24 Operational Boundary £m	2023/24 Authorised Limit £m	Complied?
General	10.60 ⁽¹⁾	70.00	80.00	Yes
Loans	0.00 ⁽²⁾	15.00	20.00	Yes
CIS	24.25	30.00	35.00	Yes
Total debt	34.85	115.00	135.00	

⁽¹⁾ This includes £560,000 relating to the finance lease of Phoenix Court

⁽²⁾The loan from PWLB of £83,000 to finance the loan to Cambridge Regional College was paid off in August 2023. Two loans to other organisations Urban and Civic £1.9m and Somersham Parish Council £4,000, neither of these loans were financed by borrowing. The Urban and Civic loan was financed by a government grant and the Somersham PC loan was financed by working capital.

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was below the operational boundary all through the half year.

Table 13: Investment Limits

	30.9.23 Actual £m	2023/24 Limit £m	Complied?
Deposit Accounts			
NatWest ⁽¹⁾	0.44	4.00	Yes
Debt Management Office (DMO)	53.00	Unlimited	Yes
Barclays	0.001	2.00	Yes
Money Market Funds			
Aberdeen Liquidity Fund	0.80	4.00	Yes
BlackRock Institutional sterling liquidity Fund	1.80	4.00	Yes
CCLA Public Sector Deposit Fund	1.80	4.00	Yes
Federated Short Term Prime Fund	1.80	4.00	Yes
HSBC Global Liquidity ⁽³⁾ Funds ESG	1.90	4.00	
Insight Liquidity Funds	1.00	4.00	Yes
Invesco	1.90	4.00	Yes
Legal & General Sterling Liquidity Fund	1.00	4.00	Yes
Property Fund			
CCLA Property Fund	4.00	5.00	Yes
Total	69.44		

⁽¹⁾Natwest is the council's transactional bank, the balance held is sufficient for operational needs.

5.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 14: Average Credit Rating

	30.9.23 Actual	2023/24 Target	Complied?
Portfolio average credit rating	AA	A-	Yes

⁽¹⁾Credit ratings (Fitch, investment grade) are in descending order AAA, AA+, AA, AA-,A+,A,A-,BBB+,BBB,BBB-.

Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Table 15: Total Cash Available

	30.9.23 Actual £m	2023/24 Target £m	Complied?
Total cash available within 3 months	53.44	10	Yes

Interest Rate Exposures (Discretionary local measure)

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Table 16: Interest Rate Risk

Interest rate risk indicator	30.9.23 Actual	30.9.23 Theoretical ¹	2023/24 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£0	£190,000	£630,000	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0	£190,000	£630,000	Yes

¹In reality all borrowing is at a fixed interest rate (with PWLB) and so changes in rates will only be realised when and if the loans need to be refinanced. The loans that may need refinancing (ie those linked to asset purchases) have a weighted average years to maturity of 15 years. CIPFA no longer recommends setting limits for interest rate exposure, this is a locally adopted indicator.

The impact of a change in interest rates is calculated on the weighted average rate of interest (2.84%) being increased or reduced by 1%.

Maturity Structure of Borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Table 17: Maturity Structure

	30.9.23 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	0.0%	80%	0%	Yes
12 months and within 24 months	0.0%	80%	0%	Yes
24 months and within 5 years	0.1%	80%	0%	Yes
5 years and within 10 years	0.0%	100%	0%	Yes
10 years and above	99.9%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a Year.

Table 18: Sums Invested for Beyond One Year

	2023/24	2024/25	2025/26	Beyond
Actual principal invested beyond year end. (CCLA Property Fund)	£4.00m	£4.00m	£4.00m	£4.00m
Limit on principal invested beyond year end	£12.00m	£10.00m	£8.00m	£6.00m
Complied?	Yes	Yes	Yes	Yes

Other Indicators - CIS

The council has adopted voluntary indicators for the Commercial Investment Strategy properties.

Table 19: Other Indicators

Indicator	2022/23 Actual	2023/24 Forecast
Interest Cover Ratio	2.3	1.7 ⁽¹⁾
Loan to Value Ratio	106.0%	106.0%
Gross Rent Multiplier	14.4	12.7 ⁽¹⁾

⁽¹⁾ Rents lower because of vacant properties, so cover of interest and rent multiplier reduced

6.0 Treasury Management Training and Resilience Activities

During the period the Treasury and Financial Accountant undertook training including Link's Strategic Treasury Issues webinar (update on the economy, credit environment, and new government risk metrics), CCLA's ESG and mental health benchmark (CCLA corporate mental health benchmark UK 100), and Natwest fraud webinar (an update on the latest fraud trends). In addition, the Finance Business Partner that provides treasury cover has undertaken the Strategic Treasury Issues webinar and is taking CIPFA's Introduction to Treasury Management e-learning course. The Finance Manager has also attended Link's Strategic Treasury Issues webinar.

The Treasury Management Practices (treasury processes and procedures) have been updated, and basic instructions on how to perform daily treasury management tasks have also been rewritten and updated. These have been shared with the relevant treasury officers.

6.2 Environmental, Social and Governance

For investing ESG means the consideration of ESG factors alongside financial factors in the investment decision making process. An organisation with a high carbon footprint would not score well on environmental impact; one that negatively affects people’s health would not score well for social impact; and one without appropriate structures and processes to ensure good corporate decision-making and behaviour would not rate highly for governance.

ESG is a developing area for treasury management, progress will be monitored and any ESG related updates to the Treasury Management Strategy will be made where recommended by CIPFA or Link Group and beneficial to the council’s treasury strategy.

Even at this early stage all of the money market funds the council uses are signatories to the UN Principles for Responsible Investments. The UN Principles provides possible actions for incorporating ESG issues into investment practice. By implementing these practices organisations contribute to developing a more sustainable global system. In addition, the council’s bank Natwest is a signatory to the UN Principles of Responsible Banking. The UN Principles support banks to take action to align their core strategy, decision making, lending and investing with the UN Sustainable Goals and international climate agreements.

7.0 Interest Rate Forecast for 2023/24 and beyond (Provided by Link Group)

The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast on 25th September sets out a view that short, medium and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.

The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1st November 2012.

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

Capital Prudential Indicators

Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. This includes spending on assets owned by other bodies, loans and grants to other bodies enabling them to buy assets. 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.

The summary of the capital expenditure is shown in the Table 1 below. The quarter 2 financial monitoring report will provide further detail.

The updated budget includes rephased schemes from 2022/23, and growth schemes funded by grants, in addition to the schemes included in the original budget.

Table 1: Summary of Capital Expenditure

	2023/24 Original Budget £000s	2023/24 Current Budget ⁽¹⁾ £000s	2023/24 Forecast Outturn £000s
Property, Plant and Equipment	4,661	6,291	4,515
Investment Properties	1,802	2,262	2,851
Intangible Assets	102	168	99
REFCUS	19,419	20,916	11,437
Community Assets	3,202	3,207	531
Loans	206	306	100
Total	29,392	33,150	19,533

⁽¹⁾This includes new schemes funded from grant and rephased schemes from 2022/23

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 and leasing).

Table 2: The summary of Capital financing

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Capital Receipts Applied	359	359	359
Capital Grants and Contributions	19,030	21,666	7,651
Community Infrastructure Levy	3,476	3,476	4,215
Minimum Revenue Provision	2,771	2,771	2,771
Internal Borrowing/Resources	3,756	4,878	4,537
Total	29,392	33,150	19,533

Debt is only temporary source of finance since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP).

Table 3: The summary of Capital Financing Requirement.

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Opening CFR	71,592	72,260	72,260
Net expenditure	6,527	7,649	7,308
MRP	(2,771)	(2,771)	(2,771)
Closing CFR	75,348	77,138	76,797

The actual opening CFR for 2023/24 is £72.260m, taken from draft statement of accounts, CFR note, closing position 2022/23.

When a capital asset is no longer needed, it may be sold so that the proceeds known as capital receipts can be spent on new assets or to repay debt. Repayments of capital grants, loan and investments also generate capital receipts.

The summary of the capital receipts is shown in Table 4 below.

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Housing Clawback	350	350	350
Loan Repayments	9	9	9
Total	359	359	359

GLOSSARY**Bail in Risk**

Bail in risk arises from the failure of a bank. Bondholders or investors in the bank would be expected to suffer losses on their investments, as opposed to the bank being bailed out by government.

Bank Equity Buffer

The mandatory capital that financial institutions are required to hold, in order to provide a cushion against financial downturns, to ensure the institution can continue to meet its liquidity requirements.

Bank Rate

The official interest rate of the Bank of England, this rate is charged by the bank on loans to commercial banks.

Bank Stress Tests

Tests carried out by the European Central Bank on 51 banks across the EU. The tests put banks under a number of scenarios and analyse how the bank's capital holds up under each of the scenarios. The scenarios include a sharp rise in bond yields, a low growth environment, rising debt, and adverse action in the unregulated financial sector.

Basis Point

1/100th of 1% ie 0.01%. 10 basis points is 0.1%.

Bonds

A bond is a form of loan, the holder of the bond is entitled to a fixed rate of interest (coupon) at fixed intervals. The bond has a fixed life and can be traded.

Call Account

A bank account that offers a rate of return and the funds are available to withdraw on a daily basis.

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically but has yet to be financed; by for example capital receipts or grants funding. The current CFR balance is therefore financed by external borrowing, and internal borrowing (i.e. use of working capital on the balance sheet – creditors, cash etc).

Certificate of Deposit

Evidence of a deposit with a financial institution repayable on a fixed date. They are negotiable instruments, and have a secondary market, and can be sold before maturity.

Collar (Money Market Fund)

The fund "collar" forms part of the valuation mechanism for the fund. LVNAV funds allow investors to purchase and redeem shares at a constant NAV calculated to 2 decimal places, i.e. £1.00. This is achieved by the fund using amortised cost for valuation purposes, subject to the variation against the

marked-to-market NAV being no greater than 20 basis points (0.2%). (This compares to current Prime CNAV funds which round to 50 basis points, or 0.5%, of the NAV.)

Constant Net Asset Value (CNAV)

Constant Net Asset Value refers to funds which use amortised cost accounting to value all of their assets. They aim to maintain a Net Asset Value (NAV), or value of a share of the fund at £1 and calculate their price to 2 decimal places.

Counterparty

Another organisation with which the Council has entered into a financial transaction with, for example, invested with or borrowed from.

Credit Default Swaps (CDS)

A financial agreement that the seller of the CDS will compensate the buyer in the event of a loan default. The seller insures the buyer against a loan defaulting.

Credit Ratings

A credit rating is the evaluation of a credit risk of a debtor and predicting their ability to pay back the debt. The rating represents an evaluation of a credit rating agency of the qualitative and quantitative information, this result in a score, denoted usually by the letters A to D and including +/-.

DMADF

The Debt Management Account Deposit Facility. This is run by the UK's Debt Management Office and provides investors with the ability to invest with UK central government.

ECB

The European Central Bank, one of the institutions that makes up the EU. Its main function is to maintain price stability across the Eurozone.

ESG

Environmental, society, and governance investing, makes reference to a set of standards for an organisation's behaviour, which can be used by a socially aware investor to make investment decisions. Environmental factors include how an organisation safeguards the environment, social criteria look at how the organisation manages its relationships with the community, employees, suppliers, and customers, and governance deals with leadership, internal controls and audits.

Federal Reserve (Fed)

The central bank of the United States.

Forward Deal

The act of agreeing today to deposit/loan funds for an agreed time limit at an agreed date and rate.

Gilts

Bonds issued by the Government.

Link Group

The council's treasury advisors, who took over from Arlingclose in March 2023.

Liquidity

The degree to which an asset can be bought or sold quickly.

LVNAV Money Market Fund

Low volatility net asset value. The fund will have at least 10% of its assets maturing on a daily basis and at least 30% of assets maturing on a weekly basis.

MiFID

Markets in Financial Instruments Directive, is a regulation that increases the transparency across the EU's financial markets and standardises the regulatory disclosures required. In force since 2008.

Minimum Revenue Provision (MRP)

An amount set aside from revenue to repay debt.

Money Market Funds

An open-ended mutual fund that invests in short-term debt securities. A deposit will earn a rate of interest, whilst maintaining the net asset value of the investment. Deposits are generally available for withdrawal on the day.

Public Works Loans Board (PWLB)

The PWLB is an agency of the Treasury, it lends to public bodies at fixed rates for periods up to 50 years. Interest rates are determined by gilt yields.

REFCUS

Revenue Expenditure Funded from Capital Under Statute. Expenditure which would normally be considered revenue expenditure, but has been statutorily defined as capital expenditure, including the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure. Or expenditure incurred on the acquisition, production or construction of assets for use by, or disposal to, a person other than the local authority which would be capital expenditure if those assets were acquired, produced or constructed for use by the local authority.

SONIA

Sterling overnight index average interest rate. On each London business day, SONIA is measured as the trimmed mean, rounded to four decimal places, of interest rates paid on eligible sterling denominated deposit transactions.

Transactional Banking

Use of a bank for day-to-day banking requirement, e.g. provision of current accounts, deposit accounts and on-line banking.

UN Principles for Responsible Banking

Are a unique framework for ensuring that signatory banks' strategy and practice align with the vision society has set out for its future in the Sustainable Development Goals and the Paris Climate Agreement.

The framework consists of 6 Principles designed to bring purpose, vision and ambition to sustainable finance. They were created in 2019 through a partnership between founding banks and the United Nations. Signatory banks commit to embedding these 6 principles across all business areas, at the strategic, portfolio and transactional levels.

- **Principle 1:** Alignment, align business strategy with individual's goals as expressed in the sustainable development goals, the Paris Climate Agreement and national and regional frameworks.
- **Principle 2:** Impact and Target Setting, increase positive impacts and reduce negative impacts on, and managing the risks to people and environment.
- **Principle 3:** Clients and Customers, work with clients and customers to encourage sustainable practices and enable economic activities that create shared prosperity.
- **Principle 4:** Stakeholders, engage with stakeholders to achieve society's goals.
- **Principle 5:** Governance and Culture, implement the commitment to these principles through effective governance.
- **Principle 6:** Transparency and Accountability, periodic review of the implementation of these principles, and be transparent about and accountable for the positive and negative impacts, and the contribution to society's goals.

A 3-step process guides signatories through implementing their commitment:

1. **Impact Analysis:** identifying the most significant impacts of products and services on the societies, economies and environments that the bank operates in.
2. **Target Setting:** setting and achieving measurable targets in a banks' areas of most significant impact.
3. **Reporting:** publicly report on progress on implementing the Principles, being transparent about impacts and contributions.

UN Principles for Responsible Investments

The 6 principles for responsible investments offer possible actions for incorporating ESG issues into investment practice.

The principles that the signatories sign up to are;

- **Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- **Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- **Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- **Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- **Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.

- **Principle 6:** We will each report on our activities and progress towards implementing the Principles.

The Principles for Responsible Investment were developed by an international group of institutional investors reflecting the increasing relevance of environmental, social and corporate governance issues to investment practices. The process was convened by the United Nations Secretary-General.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Performance Management Framework Refresh

Meeting/Date: Overview and Scrutiny (Performance and Growth) Panel, 1 November 2023

Executive Portfolio: Councillor Stephen Ferguson, Executive Councillor for Customer Services

Report by: Performance and Data Analyst

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on details of the refreshed Performance Management Framework from the Cabinet report attached.

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Performance Management Framework Refresh

Meeting/Date: Cabinet – 14 November 2023

Executive Portfolio: Councillor Stephen Ferguson, Executive Councillor for Customer Services

Report by: Performance and Data Analyst

Ward(s) affected: All

Executive Summary:

The purpose of this report is to share with Members an updated version of the Performance Management Framework which was approved in 2017.

The framework is important because it sets out the principals of how Huntingdonshire District Council will manage, report and scrutinise performance. A refresh was needed following the adoption of the Corporate Plan 2023/24, which set out a new approach to monitoring, managing and reporting our performance, with greater focus on the delivery of our outcomes. The Framework also references recent changes to how Government will monitor our performance and will help us prepare for expected amendments to statutory guidance on the Best Value Duty, as set out in a recent consultation.

Recommendations:

The Cabinet is

RECOMMENDED

- 1) to approve the revised Performance Management Framework; and
- 2) to authorise the Chief Executive to set out a timetable for corporate or finance peer challenges and make arrangements for these to take place.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to set out principals for how Huntingdonshire District Council will manage, report and scrutinise performance through the proposed Performance Management Framework 2023.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 This version replaces the Performance Management Section of the Performance Management and Data Quality Framework approved by Council in 2017. This refresh of our Performance Management Framework is needed following the adoption of a new Corporate Plan that has set out a new approach to monitoring, managing and reporting our performance, with greater focus on the delivery of our outcomes.

- 2.2 The framework no longer includes our Data Quality Framework. Whilst the principles in our existing Data Quality Framework are likely to still apply, we are proposing to replace this with a Data Quality Policy, developed with stakeholders to ensure best practice is adopted Council wide. During the interim period (until this work has taken place and the Policy is adopted), it is proposed that the Data Quality Framework contained within the Performance Management Framework 2017 will still apply.

- 2.3 The framework has been updated to reflect our focus on delivering outcomes rather than undergoing any significant revision but is supported by more detail in the framework. The Framework states why performance management is important and the value it holds at different levels within the organisation. It states how we plan, deliver, monitor and review performance, including the way work in partnership with others to enable and influence better outcomes for our residents. Our approach to acting on performance management checks that financial and performance decisions are aligned and that resources are focussed on supporting the key priorities. Responsibilities of roles in relation to performance management are stated and information is provided about how Corporate Governance ensures that there is a sound system of internal control which facilitates the effective exercise of the Council's functions.

- 2.4 The framework describes how the Council complies with duties set out in the Local Government Act 1999, which makes arrangements to secure continuous improvement in the way in which our functions are exercised. The revised framework also takes into account the proposals within the new consultation seeking views on statutory guidance for local authorities on the Best Value Duty which took place in July and August 2023. Where possible, we have reflected the expectations set out in the consultation in this revised Framework.

3. COMMENTS OF OVERVIEW & SCRUTINY

- 3.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 1 November 2023. Comments from the Panel will be submitted to Cabinet with this report.

4. KEY IMPACTS

- 4.1 The key impact is that everyone in the Council will be clear about how performance is managed within the Council, its value and the responsibilities they have.

5. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

- 5.1 Aligning Performance Management to the Council's cyclical strategic planning process ensures our performance is monitored effectively and reviewed continually.

6. REASONS FOR THE RECOMMENDED DECISIONS

- 6.1 There is a clear and understandable expectation that the Council is accountable for and transparent about the services and outcomes we deliver to local residents and service users. It is our responsibility to manage performance of our services in a way that is open, accessible, suitable, complies with statutory duties and appropriate to local needs. Performance management also informs how we can be as efficient and effective as possible while delivering good quality, high value for money services.

7. LIST OF APPENDICES INCLUDED

Appendix 1 – Performance Management Framework 2023

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Performance Management Framework 2023



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Wording or diagrams surrounded by a coloured border identify recent examples where the Council has demonstrated how the principles of this Framework are being applied.

Introduction

This Performance Management Framework explains how Huntingdonshire District Council will manage, report and scrutinise performance. This version replaces the Performance Management Section of the Performance Management and Data Quality Framework approved by Council in 2017. This refresh of our Performance Management Framework is needed following the adoption of a new Corporate Plan that has set out a new approach to monitoring, managing and reporting our performance, with greater focus on the delivery of our outcomes.

To ensure the Council complies with amendments to statutory obligations, we will undertake a regular review of the way we manage performance. The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which our functions are exercised.

In July 2023, a consultation seeking views on statutory guidance for local authorities on the [Best Value Duty](#) was launched. Under section 26 of the Local Government Act 1999 we are required to have regard to this guidance. The proposed guidance is expected to provide greater clarity to the local government sector on how to fulfil the Best Value Duty by describing what constitutes best value, the standards expected by the department and the models of intervention at the Secretary of State for Levelling Up, Housing and Communities' disposal in the event of failure to uphold these standards. Where possible, we have reflected the expectations set out in the consultation in this revised Framework.

What is Performance Management?

Performance Management is about monitoring progress and using data as evidence to drive change and inform the actions we take to improve outcomes for our residents. Aligning Performance Management to the Council's cyclical strategic planning process ensures our performance is monitored effectively and reviewed continually.

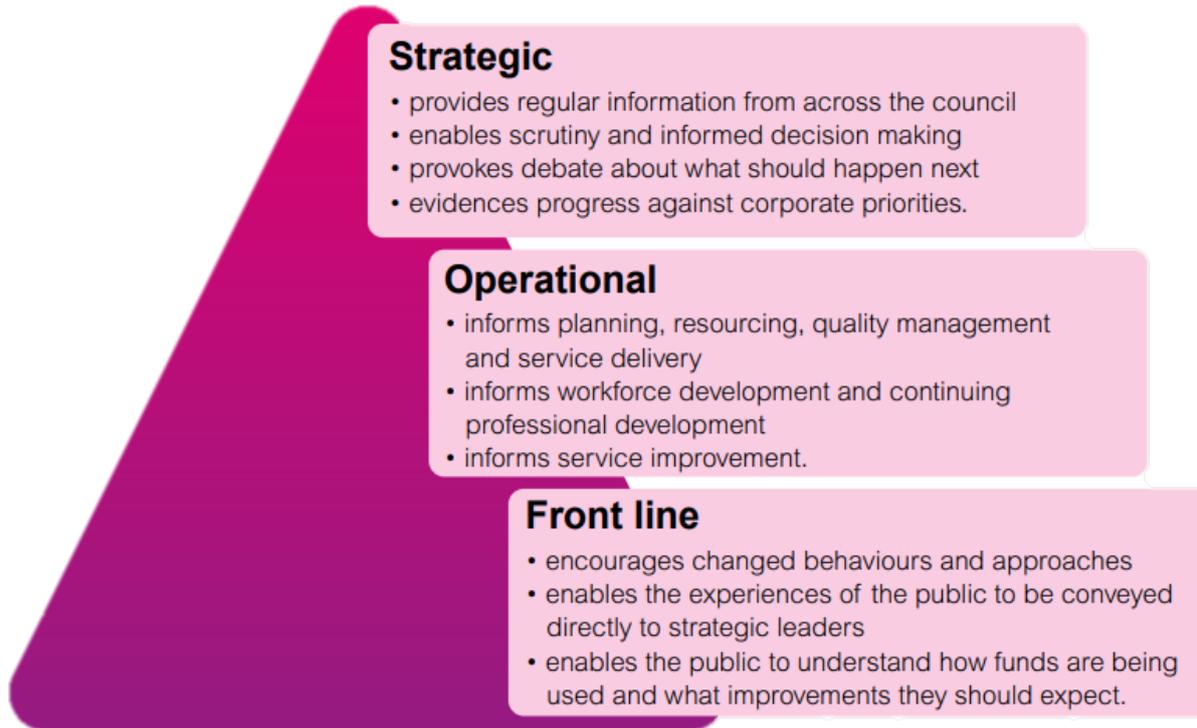
The Corporate Plan outlines the Council's strategic and operational priorities. It shows what we are focusing on and why, how we plan to improve outcomes for residents and who we will need to work with to deliver them. We will measure how much progress is being made in achieving the priorities and delivering the outcomes set out in the Corporate Plan in a robust and timely manner.

Why is Performance Management Important?

There is a clear and understandable expectation that the Council is accountable for and transparent about the services and outcomes we deliver to local residents and service users. It is our responsibility to manage performance of our services in a way that is open, accessible, suitable and appropriate to local needs.

Performance data also informs how we can be as efficient and effective as possible while delivering good quality, high value for money services. Good performance highlights foundations to build on whilst off track or poor performance identifies opportunities to learn from and to drive change.

The value of performance management can be seen at different levels within the Council (see diagram on next page). Performance Management provides valuable insight and applies to all levels of the organisation including elected Councillors as well as individual employees (see roles and responsibilities at Appendix A).

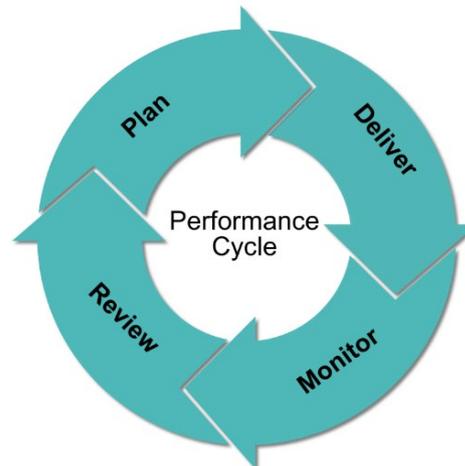


Value of performance management at different levels
[Local Government Association Performance Management Guide For Local Authority Officers](#)
© Local Government Association, May 2022

Our Performance Cycle

Effective Performance Management is based on a continual process, or cycle, which follows these key principles:

1. **PLAN** what needs to be done to achieve a set of outcomes
2. **DELIVER** what is in the Plan and establish ways to measure performance
3. **MONITOR** the impact of our work against the outcomes
4. **REVIEW** progress and performance regularly to identify what has gone well or what could have been improved



Data Quality

All performance information should be underpinned by good data quality and the adherence of robust Information Governance procedures. The Council aims to ensure that across all service areas, there is a consistently high standard of data production and data quality. While the principles in our existing Data Quality Framework are likely to still apply, we are proposing to replace this with a Data Quality Policy, developed with stakeholders to ensure best practice is adopted Council wide.

National Performance Management Framework

Some service-specific data is still reported to national government through the 'single data list', although this tends to be factual raw data rather than analysed data. This means that how local authorities organise, deliver and performance manage their services has essentially been up to them - with minimal reporting up to Government. There was, however, a clear expectation that local councils are accountable to local residents and service users.

A new performance body for local government called the [Office for Local Government](#) (Oflog) was launched in July 2023. It is expected that Oflog will develop over time, initially presenting some performance data through a Data Explorer tool, some levels of contextual / explanatory information and the development of some indicators showing areas of risk or failure. The current focus at lower tier authority level is on waste and finance only but as Oflog matures it is anticipated that more indicators will be reported for all district councils, along with further analysis and interpretation of how local authorities are performing.

Where, over a period of time, continuous improvement is not demonstrated sufficiently, the 1999 Act grants the Secretary of State powers to intervene to ensure compliance with the Best Value Duty. To give greater clarity to local authorities and help to identify potential failures, the Department for Levelling Up, Housing and Communities (DLUHC) recently undertook a [consultation](#) into new statutory guidance on what constitutes Best Value, and the standards authorities are expected to meet by government and residents. The guidance also sets out the models of statutory and non-statutory intervention available when standards are not upheld (e.g. directions for a commissioner-led intervention). This consultation took place in July and August 2023 and DLUHC are currently analysing the feedback received.

Our Plans and How We Deliver

We will stand accountable for performance against our priorities by setting actions and annual performance measures in our Corporate Plan and reporting on progress made in delivering on these. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents, including activities aimed at influencing and engaging others in addition to actions we deliver ourselves ('Do, enable, influence').

Where appropriate, annual performance measures will be reported against set targets developed in collaboration between Service Managers, the Senior Leadership Team and Portfolio Holders. Measuring performance against targets helps the Council to focus on meeting set service standards and delivering against our outcomes as well as helping to identify where improvements are needed. The targets set for each year should reflect trends in historic performance, including seasonality or benchmarked information. Targets should be balanced between our aspirations to deliver improved outcomes for residents and what is realistically achievable given the resources available and external factors.

How targets were developed for indicators in the Corporate Plan 2023/24

The Chief Operating Officer and the Business Intelligence & Performance Management Team worked with Service Managers and Cabinet Members to review targets and intervention levels for the operational Performance Indicators in our Corporate Plan 2023/24. This approach created a transparent and collaborative environment for stakeholders to inform and shape how we measure performance against our Corporate Plan. Once the review was completed, the targets were scrutinised by the Overview & Scrutiny (Performance and Growth) panel and members were invited to comment on the targets set. This process resulted in some targets being changed to be more challenging. At the outset of the reporting year, target and intervention levels were in place for all 27 Performance Indicators, meaning that there is a higher level of consistency when assessing performance.

In setting target and intervention levels, the Council needs to take into consideration any unintended consequences and negative impacts on performance such as undermining data quality, narrowing focus, reducing employee motivation or prioritisation of work to achieve targets (as noted in the [Performance Management Guide for Local Authority Officers](#), Local Government Association, May 2022).

Our Corporate Plan

The Corporate Plan outlines the Council's strategic and operational priorities with a focus on delivering real outcomes to the district as a result of our work and work with partners. It also sets out how the Council wants to use its own resources, including any planned efficiency improvements and service priorities. Actions and measures in the plan are refreshed yearly.

The Corporate Plan sets out what the Council aims to achieve in addition to our core statutory services and is aligned with the Council's Medium Term Financial Strategy (MTFS). The MTFS explains how the Council will manage its resources and budgets over a five-year period and how resources will be used to deliver services and meet the Council's objectives. Key service priorities are considered each year as part of the budget setting process and the budget is adjusted accordingly to reflect changes to targets and new activities planned.

Corporate Plan 2023/24

The [Corporate Plan 2023/24](#) explains how we will measure success through monitoring actions, operational Performance Indicators and contextual outcome measures (page 10).

Sitting beneath the Corporate Plan are Service Plans which cover all services. Service Plans should also be aligned to our Corporate Plan priorities and MTFS and identify key areas of work that each service aims to deliver over the coming year. It is important to reflect regularly, and services are encouraged to adapt plans as and when needed to keep pace with changing priorities. Service Plans outline how work will be delivered, the resources that this will involve, and any risks identified.

The Council's Performance Guidance for staff is intended to align individual objectives to the Corporate Plan outcomes via Service Plans (the 'golden thread'). The guidance encourages managers to assess employees' contributions to team objectives and organisational priorities. Key measures tracking and benchmarking a service's performance may be included in the Corporate Plan while others remain at Service Plan level.

Our icare Values

These values fit with the Council's ambitions and are key enablers for our Corporate Plan.

Inspiring: We have genuine pride and passion for public service; doing the best we can for customers.

Collaborative: We achieve much more by working together, and this allows us to provide the best service for customers.

Accountable: We take personal responsibility for our work and our decisions, and we deliver on our commitments to customers.

Respectful: We respect people's differences and are considerate to their needs.

Enterprising: We use drive and energy to challenge the norm and adapt to changing circumstances. We are always ready for challenges and opportunities, and we embrace them.



Working Together

We will develop and report annually on a range of contextual outcome measures to monitor how outcomes for the district and its residents are changing. Most outcome measures will be based on external data sources published less frequently than our own operational performance indicators and provide a reflective view of what has happened in the district. Results will be presented against our preferred direction of travel but will not have targets since we will not have direct control over performance. However, monitoring them will allow us to identify trends over time and changes the Council and our partners may need to react to in the future.

Collaborating With Partners in 2023/24

Do, Enable, Influence is a key phrase within our Corporate Plan 2023/24 and this approach calls on the Council to play more of an enabling role, to make more use of partnership working. As part of our work to develop contextual measures for our outcomes, we have reviewed how our partners are measuring outcomes such as the proposed new Key Performance Indicator set being developed by the Cambridgeshire and Peterborough Combined Authority (CPCA) as part of their Single Assurance Framework.

How We Monitor and Review

The delivery of all key projects, initiatives and action plans are monitored regularly through a range of internal Boards. Cabinet Members monitor project and service performance through regular meetings with relevant Corporate Directors and Service Managers.

The Strategic Board monitors progress and delivery of actions that align to the outcomes and priorities featured in the Corporate Plan and the Senior Leadership Team receives quarterly reports on progress made. These actions cover not just what we do directly but what we are doing to enable and influence others.

The Council's progress on projects and programme delivery are reviewed on a regular basis by the Major Change Board. An overview is maintained by Corporate Directors and progress on key projects linked to our Corporate Plan outcomes is also reported through the quarterly corporate monitoring process.

Service Managers monitor their own operational performance information, including budget monitoring, service performance and progress on key projects, reporting to their Corporate Director. Operational indicators included in the Corporate Plan and other key metrics are reviewed regularly by the Operations Board.

Quarterly reports are focussed on outcomes and cover actions, projects and Performance Indicators. These are published on the Council's intranet and website and are formally presented to the relevant Overview and Scrutiny Panel, which uses them to hold Cabinet Members accountable for their portfolios. The reports and feedback from Overview and Scrutiny Panel are also considered at Cabinet meetings on a quarterly basis.

Managers are expected to monitor staff performance regularly, checking that agreed performance measures are on track for achievement.

Delivering The Corporate Plan 2023/24

The diagram below shows the internal boards that monitor the delivery of each component of our Corporate Plan 2023/24 (actions, projects and performance indicators) and how the work these boards do informs reports reviewing performance against our outcomes and priorities.



Acting on Performance Information

Opportunities for improvement are identified through a range of processes.

The Business Intelligence and Performance Management Team, Finance Team and members of the Strategic Board, Operations Board and Major Change Board check that financial and performance decisions are aligned and that resources are focused on supporting the key priorities. Board members will work with service managers and Councillors to resolve any performance issues that arise and share learning and good practice to ensure that value for money considerations are central to decision making.

Government expects local authorities to make their own arrangements to secure continuous improvement in the way in which their functions are exercised. Opportunities for improvement may be identified through research into best practice at other authorities, as well as by reviewing our own processes and how they can be improved. There are a number of opportunities to share learning and good practice with other local authorities and organisations through networks and attendance at collaboration events. Peer challenge processes can also be used where appropriate. These involve another council or an improvement group being invited to spend time reviewing our processes to identify and address issues and provide recommendations to inform an improvement plan. The consultation on Best Value Guidance sets out a new expectation that Local Authorities should undertake a corporate or finance peer challenge at least every 5 years.

In addition to monitoring how well services are performing, their efficiency is also reviewed through benchmarking and monitoring of unit costs. Further development of a consistent

approach to measuring unit costs across more services is required. Responsibility for this sits with the Operations Board and individual service managers.

Where possible, benchmarking enables comparison of our performance with other local authorities and demonstrates how our services perform in the wider environment. The new Oflog Data Explorer presents some performance data for all Councils, however there is limited data published or even collected consistently for most of our Performance Indicators. As a result, benchmarking activity is variable and lacks maturity beyond some of our key services, but we are committed to improving this.

Customers, service users and other stakeholders can provide an important source of performance information through feedback mechanisms, focus groups, surveys and complaints. Our approach to consultation and engagement is being developed by the Communications Team in line with a new set of Engagement Principles. The Council deals with complaints and monitors that data through the Customer Services function.

Feedback from staff can also be useful in identifying opportunities to improve services and performance. Feedback can come from team meetings, staff consultations, one to one meetings with managers and exit interviews.

Cabinet can request managers to provide information on performance issues and call for further work to be undertaken to address specific concerns. The relevant Overview and Scrutiny Panel can also ask that information about performance be provided and explained.

Market Towns Programme Updates

Member interest in the progress made in delivering the Market Towns Programme has led to regular update reports being presented to both Overview and Scrutiny Panel (Performance and Growth) and Cabinet. This allows Members to keep up to date with how the work is advancing and ask questions if further information is needed.

Corporate Governance

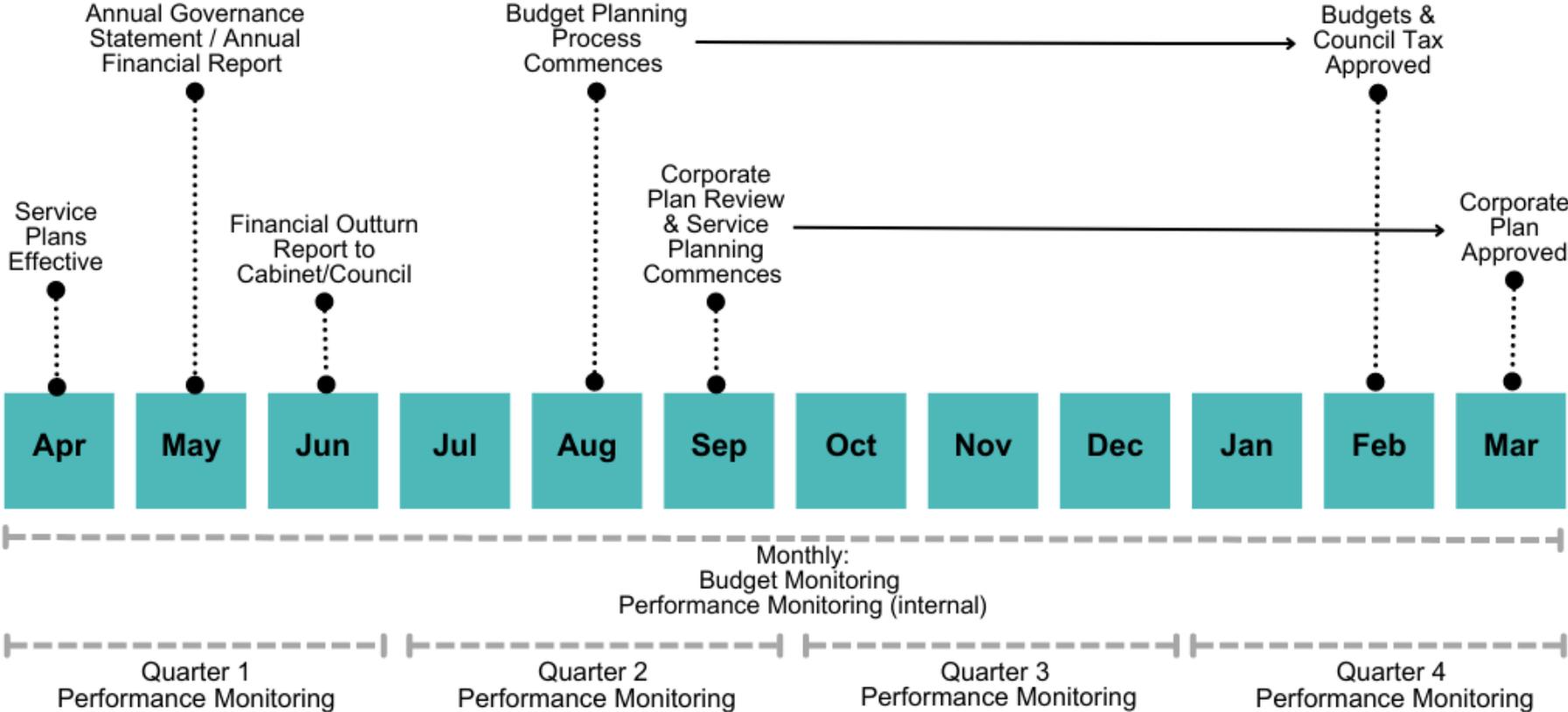
The Council is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. Our approach to risk management includes monitoring of our performance in delivering on the Corporate Plan's actions and measures.

The Council's Code of Corporate Governance is consistent with the principles of the Chartered Institute of Public Finance and Accountancy / Society of Local Authority Chief Executives' Framework Delivering Good Governance in Local Government.

On an annual basis, a review must take place of the effectiveness of the systems of internal control and an Annual Governance Statement must be produced. We assess how well we are complying with our Code of Corporate Governance and give an opinion on whether the corporate governance arrangements are adequate and operating effectively.

The Internal Audit team carry out independent review of controls, Risk Management and Corporate Governance and provide an independent opinion to management which feeds into the Annual Governance Statement.

The Annual Corporate and Budget Planning Cycle



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Appendix A: Roles and responsibilities

Our approach relies on us all to take performance management seriously and ensure the Council makes its plans, policies and decisions based on good quality information. Roles and responsibilities are outlined below:

Council

Elected Members are ultimately accountable to the electorate for the overall performance of Council services. Council is responsible for approving the budget and MTFS.

Executive Leader of the Council

Has overall political accountability and is ultimately responsible for the Council's performance.

Cabinet

Is the executive body of the Council. Key actions within each Cabinet Member's portfolio are set out in the Corporate Plan and Service Plans, and the associated resources needed are within the annual budget setting and prioritisation process.

Portfolio Holders

Each Cabinet Member is given a portfolio of services and activities for which they take responsibility. Portfolio Holders are actively involved in reviewing performance and setting targets in relation to their portfolio. The Executive Councillor for Customer Services has portfolio responsibility for the Council's performance management arrangements. However, performance management is an integral part of every Portfolio Holder's responsibilities.

Overview and Scrutiny Panels

The role of these bodies is set out in the Council's Constitution. The Panels identify areas of the Council's work that need to be scrutinised and challenge performance and service improvement initiatives. The Performance and Growth Panel receives the quarterly Performance Monitoring reports for discussion and comment. Overview and Scrutiny Panels may choose to convene task and finish groups to investigate a specific performance issue.

Corporate Governance Committee

The Committee monitors the risk management and governance arrangements at the Council to help ensure the effective delivery of services and the achievement of objectives. This Committee ensures the Council has adequate controls in place. The Committee reviews, and should contribute to the development of, the Annual Governance Statement.

Senior Leadership Team

Senior Leadership Team advise Members regarding the setting of strategic direction and performance improvement priorities. They recommend targets and standards for performance and identify and manage strategic and performance issues and opportunities facing the Council. They are responsible for resources, budgets and risks within their remit.

Senior Leadership Team receives regular information on performance from service managers and considers reports on key strategic performance issues, including achievement against the Corporate Plan. Senior Leadership Team has responsibility for ensuring that services have effective data processes for monitoring performance indicators and ensuring that operational responsibilities for data quality have been delegated to individuals. They also have responsibility for promoting the integration of performance management into the culture of the Council and for ensuring that performance information used in decision making is fit for purpose and reliable.

Service Managers

Service Managers are responsible for operational performance and developing Service Plans and are accountable for contributing to strategic priorities and objectives within the Corporate Plan. They are responsible for resources, budgets and risks within their specific service areas.

They are also responsible for contributing to the integration of performance management into their area and for ensuring the quality of all data collected and reported within their areas of responsibility. Service Managers should consider how their service performs in the wider environment and proactively seek continuous improvement through benchmarking against comparable local authorities. Where performance targets are not achieved, Service Managers are required to explain this and consider what remedial action is required; for corporately monitored performance indicators this is reported in the quarterly monitoring reports. Service Managers are required to provide assurance on the effectiveness of controls in place to mitigate/reduce poor performance in their service and ensure the involvement of staff in setting relevant and appropriate targets through the Service Planning process.

Business Intelligence & Performance Management Team

Support and guidance are provided to Senior Leadership Team and Service Managers in delivering the performance management framework, and on elements such as performance indicators, monitoring of achievement against corporate priorities, target setting and data quality. This includes collating and presenting the quarterly Corporate Performance Reports. Support is also provided to services in the creation of data processes that support monitoring, including advice and guidance regarding the collection and calculation of performance indicators and the maintenance of the performance section of the Council's intranet system.

Strategic Insights and Delivery Team

This team supports Service Managers with service planning and Transformation activities as well as overseeing the delivery and monitoring of corporate projects. Business Analysts identify opportunities within the Council to improve business processes.

Finance

This team is responsible for providing guidance and the correct allocation of costs and income to budgets, as well as the production of all financial reports.

Internal Audit

The team informs the Annual Governance Statement, provides audit services and guidance and acts on risk management information provided by service managers. If data quality issues are identified through the course of an audit, this will be raised in the audit report. They provide independent review of the corporate approach to performance management and data quality.

Human Resources Team

This team supports managers within the Council by co-ordinating the approach to employee performance management.

Managers / Supervisors / Team Leaders

Staff with managerial responsibility are responsible for operational performance of their team and two-way communication of corporate initiatives and performance issues. They are responsible for meeting with their staff regularly and reviewing the training and skills needed.

Individual staff

All staff have a responsibility to manage their own performance and understand how their work contributes to their service plan and the overall performance of the Council. Managers and staff discuss and identify actions and targets for the current year as well as relevant training/personal development needs. Formal procedures exist to address continual and serious cases of under-performance.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Performance Report, 2023/24 Quarter 2

Meeting/Date: Overview and Scrutiny (Performance and Growth) Panel, 1 November 2023

Executive Portfolio: Councillor Stephen Ferguson, Executive Councillor for Customer Services

Report by: Business Intelligence and Performance Manager
Performance and Data Analyst

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on details of delivery of Corporate Plan actions, operational performance measures and projects from the Cabinet report attached.

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, Quarter 2 2023/24
Meeting/Date:	Cabinet, 14 November 2023
Executive Portfolio:	Councillor Stephen Ferguson, Executive Councillor for Customer Services
Report by:	Business Intelligence & Performance Manager Performance and Data Analyst
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on progress with Corporate Plan actions and operational performance measure results and forecasts as at the end of Quarter 2 (July to September 2023). The Corporate Performance Report attached also provides updates on corporate project delivery.

Recommendations:

The Cabinet is invited to consider and comment on progress and performance during Quarter 2, as summarised in the Corporate Performance Report attached and detailed in Appendices A, B and C.

1. PURPOSE

- 1.1 The purpose of this report is to present an update on delivery of the Corporate Plan and project delivery during Quarter 2 (July to September 2023).

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2023-2028 was approved at the Council meeting in March 2023. The performance data in the attached Corporate Performance Report and its appendices relates to the performance measures and actions selected for 2023/24.
- 2.3 Performance data has been collected in accordance with standardised procedures.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of Cabinet and the Overview and Scrutiny (Performance and Growth) 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 delivery against our strategic outcomes and regular reporting should enable Scrutiny to maintain a strategic overview. Their comments will be shared with Cabinet following the Overview and Scrutiny Panel's meeting on 1 November 2023.
- 3.2 Progress on Corporate Plan actions and operational performance measures is reported quarterly. The **Corporate Performance Report** attached summarises progress and performance by outcome. The report is focused on outcomes, with a single page summary from the accountable officer for each outcome (either a Corporate Director or Assistant Director) followed by tables and pie charts summarising the status of actions, performance measures and projects linked to the outcome. A full list is also provided for each outcome which shows the status reported for each action, performance measure and project linked to that outcome as at Q2.
- 3.3 Further detail is also available in appendices to the Corporate Performance Report. **Appendix A** provides updates on actions from responsible officers, covering both progress against planned delivery and the impact that has had on the outcome (note: many actions were new and therefore were in early planning stages during Quarter 2). **Appendix B** provides updates on performance measures, showing performance this year broken down by month and how this compares to targets, intervention levels and last year's performance, where possible. This is provided via graphs to make such comparisons simpler and provide a visual indicator of direction of travel. For those who may need to use screen readers to access the information, an accessible table version is available online here: www.huntingdonshire.gov.uk/media/djzbdvt4/q2-accessibility-compliant-pi-spreadsheet.xlsx. **Appendix C** provides details of project statuses.
- 3.4 The Corporate Performance Report has been developed further since the Quarter 1 report was reviewed by Members. For actions and projects, a 'Direction of Travel' indicates how the latest RAG status compares to the status reported last quarter. Where the status is worse than previously a down arrow is shown (↓), where the status is unchanged a sideways arrow is shown (↔) and where the status is better than previously an up arrow is shown (↑). For example, an action reported as Amber at the end of Quarter 1 and Green at the end of Quarter 2 would have a ↑ direction of travel. Action 53 was previously reported as an action but was recently redesignated as a corporate project so is now listed as a project instead (see 'Workforce Strategy').

3.4 The following table summarises overall progress in delivering actions for 2023/24:

Status of Key Actions	Number	Percentage
Green (on track)	37	80%
Amber (within acceptable variance)	9	20%
Red (behind schedule)	0	0%

Note: actions being delivered through projects/programmes are not included in this table as their status is being reported via project reporting mechanisms instead and this avoids any double counting.

3.5 The latest statuses for operational performance measures at the end of September are summarised here:

Latest performance measure results	Number	Percentage
Green (achieved)	18	64%
Amber (within acceptable variance)	7	25%
Red (below acceptable variance)	3	11%

Forecast outturn statuses for operational performance measures are summarised here:

Forecast year-end performance measure results	Number	Percentage
Green (achieved)	24	86%
Amber (within acceptable variance)	4	14%
Red (below acceptable variance)	0	0%

3.6 The statuses of all corporate projects at the end of September are shown in the following table.

Corporate project status	Number	Percentage
Green (progress on track)	13	72%
Amber (progress behind schedule, project may be recoverable)	4	22%
Red (significantly behind schedule, serious risks/issues)	1	6%

Details of all projects can be found in **Appendix C**.

4. COMMENTS OF OVERVIEW & SCRUTINY PANELS

4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 1 November 2023. Comments from the Panel will be submitted to Cabinet with this report.

5. RECOMMENDATIONS

5.1 The Cabinet is invited to consider and comment on progress and performance during Quarter 2 and the status of current projects, as summarised in the **Corporate Performance Report** and detailed in **Appendices A, B and C**.

6. LIST OF APPENDICES INCLUDED

Appendix 1 – Corporate Performance Report, Quarter 2, 2023/24

Appendix A – Progress on Corporate Plan Actions, Quarter 2, 2023/24

Appendix B – Operational Performance Measure Graphs, Quarter 2, 2023/24

Appendix C – Project Performance, September 2023

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Performance Report Quarter 2 - 2023/24

Do - Enable - Influence



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Outcome 1: Improving the happiness and wellbeing of residents

We want the highest possible quality of life for the people of Huntingdonshire. It will be a place which attracts employers and visitors and somewhere residents are proud to call home. We will be evidence based, responsive and support the foundations of a good life. This includes personal independence, prosperity, social connection, community and good health.



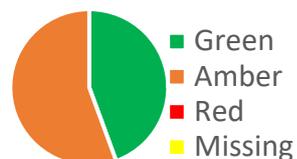
Several actions set out in the Corporate Plan to help deliver this outcome have been taken forward in this quarter. Significantly, this includes our commitment to engaging with and listening to people who live, work and visit Huntingdonshire. The Council has adopted a new set of Engagement Principles, setting out our approach to informing, engaging, consulting and empowering the local community. Future updates will give examples of how these principles are being put into practice. While a handful of actions are rated as Amber, these are due to minor delays or external factors outside our control.

We continue to work with our health and other system colleagues, seeking to influence the importance of preventative approaches and the role that district councils can play in the promotion of health and wellbeing and the prevention of physical and mental ill-health. A recent example of us acting to influence the health system is helping to shape and amend the performance framework for the Integrated Care System. While such activity will not have the profile of individual projects aimed at supporting those in need, the impact of this activity is likely to be significant across our whole population.

Supporting and enabling our population to be physically active has a wide range of benefits that extend beyond general fitness (such as lowering the long-term risk of a range of illnesses, improving mental health and well-being, supporting fitness for work, etc...). The services and opportunities provided by One Leisure and the Active Lifestyles and Sports Development teams are vital in this area as they allow us to deliver preventative interventions at scale (in the general population) as well as in a more targeted manner. This activity will impact positively across the first three outcomes of the Corporate Plan. While the number of attendances at One Leisure Facilities is below this year's higher target, it is over 50,000 higher than the number achieved at Q2 last year and the performance gap is forecast to remain at a similar level throughout the remainder of the year (reducing the gap in percentage terms).

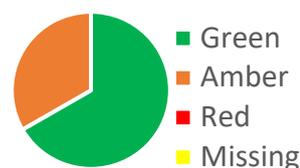
Performance Summary:

Status of actions	Number	%
Green (on track)	4	44%
Amber (within acceptable variance)	5	56%
Red (behind schedule)	0	0%

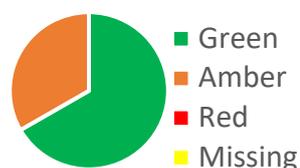


Note: 1 action is being reported on through a project/programme.

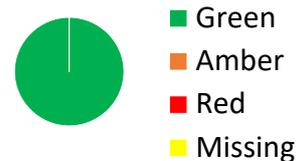
Operational PI latest status	Number	%
Green (achieved)	2	67%
Amber (within acceptable variance)	1	33%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	2	67%
Amber (within acceptable variance)	1	33%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	↔	G
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	↓	A
4. Listen to local residents and respond to their input on service delivery.	↔	G
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	↔	A
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	↓	A
7. Work via the Integrated Care System to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.	↔	G
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	↓	A
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	↔	G
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.	↓	A

Note: action 2 is being reported on through a project/programme (see 'UK Shared Prosperity Fund Programme' under the 'Forward-Thinking Economic Growth' outcome).

Operational Performance Indicator status	Latest Status	Forecast Status
1a. Number of attendances at One Leisure Active Lifestyles programmes	G	G
1b. Number of attendances at Sports Development activities and programmes	G	G
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A	A

Project/Programme	Direction of Travel	Latest Status
Community Health Prevention	↔	G

Outcome 2: Keeping people out of crisis



We will identify the root causes that lead people into crises and find ways to prevent them. We will do this through our own actions. We will also work in partnership with residents, businesses, community groups, charities and our public sector partners.

This quarter has delivered the rollout of our 'Community Health Prevention Project' thanks to our successful £250,000 bid for Cambridgeshire and Peterborough Integrated Care System funding. With a focus on preventing frailty and cardiovascular disease, this project is addressing the greatest causes of early death and poor outcomes for our ageing population.

In line with our Corporate Plan principles of 'Do, Enable, Influence', we are seeking voluntary and community sector partners to deliver this programme alongside our Active Lifestyles team. It is intended that this approach can support activity that will be sustainable once the funding for the project has ended.

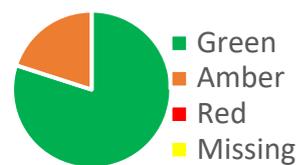


Three of the performance indicators linked to this outcome are currently on track, with the other three forecasting an 'amber' status at year-end. Disabled Facilities Grants measures will continue to be impacted by past delays in gaining consent for adaptations to Places for People properties so the year-end targets will be missed even though this issue has been resolved for newer applications. The average time taken to process changes of circumstances for Housing Benefit and Council Tax Support is now better than achieved at the same point last year as a result of improvements made through process changes within the team, however the year-end result is now forecast to be just above the 5 day target.

We continue to work closely with our partners to identify how we may better co-ordinate our various offers to the financially vulnerable. The system mapping we have undertaken in this space is allowing us to consider how we can best match capacity to need, so that support is easily identified and accessed.

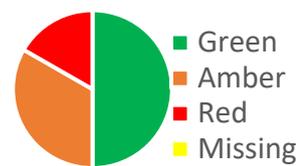
Performance Summary:

Status of actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%

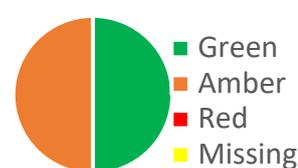


Note: 2 actions are being reported on through projects/programmes.

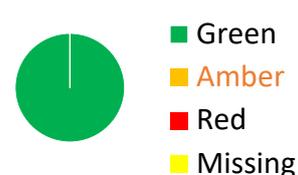
Operational PI latest status	Number	%
Green (achieved)	3	50%
Amber (within acceptable variance)	2	33%
Red (below acceptable variance)	1	17%



Operational PI year-end forecast status	Number	%
Green (achieved)	3	50%
Amber (within acceptable variance)	3	50%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.	↓	A
13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community groups to explore appetite and define shared ways of working.	↔	G
15. Work with partners to explore options as to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating.	↔	G
16. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	↔	G
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	↑	G

Note: actions 11 & 14 are being reported on through projects/programmes (see 'Financial Vulnerability For Residents Programme' below and 'Community Health Prevention' under 'Improving the Happiness and Wellbeing of Residents')

Operational Performance Indicator status	Latest Status	Forecast Status
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG)	R	A
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A	A
5. Average number of days to process new claims for Housing Benefit and Council Tax Support	G	G
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	A	A
7. Number of homelessness preventions achieved	G	G
8. Number of households housed through the housing register and Home-Link scheme	G	G

Project/Programme	Direction of Travel	Latest Status
Financial Vulnerability For Residents Programme	↔	G

Outcome 3: Helping people in crisis

Where a crisis has already happened, we will work holistically to understand the issues, the cause of these issues and what opportunities exist to address them. We will seek to prevent multiple personal crises becoming entrenched and unmanageable by addressing root causes.



As reported to the October meeting of the Overview and Scrutiny Panel (Environment, Communities and Partnerships), our work on financial vulnerability has led to the development of a support package based on the wider determinants of health model. This reflects the fact that preventing crisis and supporting those in crisis requires a holistic approach that addresses the causes of crisis. From Q3 on, this package of interventions will form the basis of pilot projects where the interventions offer what we believe may be the most accessible and impactful support for different sections of our residents (e.g. those in Council Tax debt, those moving home and specific geographical areas).

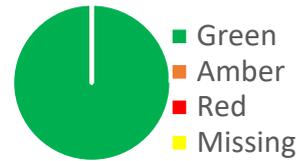
As this work has developed, the difference in approach to supporting those in crisis and those who are at risk of entering crisis has narrowed. We continue to work with partners, in particular Citizens Advice Rural Cambridgeshire (whom we fund), Cambridgeshire County Council and Cambridgeshire and Peterborough Integrated Care System.

We continue to champion the use of We Are Huntingdonshire (WAH) as a simple way for our statutory and voluntary sector partners to access support when they recognise that people they are in contact with have unmet needs. As part of this approach we have recently begun a pilot in which Huntingdonshire Police are using WAH on a trial basis. We have also started to re-engage with organisations that ran 'Warm Spaces' last winter and will promote the use of WAH to make sure that contact with these services will result in an offer of support.

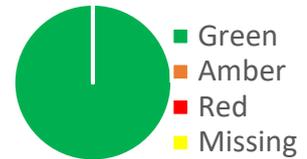
The Council continues to support Ukrainian families, Afghan entrants to the UK and asylum seekers placed in Huntingdonshire by the Home Office and connect them to support offered by partners and communities. Some guests here under the Homes for Ukraine scheme require support to move on from initial hosting arrangements (through matching with new sponsors or help to find suitable private accommodation) but many sponsors have continued to accommodate their guests well beyond the minimum six-month commitment and an increasing number are now hosting guests who have been in the UK for more than a year.

Performance Summary:

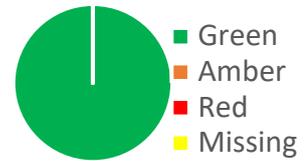
Status of actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%



Operational PI latest status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Action	Direction of Travel	Latest Status
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it.	↔	G
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	↔	G
20. Formally propose to partners that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.	↔	G
21. Continue to champion WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them.	↑	G
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	↔	G

Operational Performance Indicator status	Latest Status	Forecast Status
9. Number of households in Temporary Accommodation	G	G

Outcome 4: Improving Housing



We want everyone to live in a safe, high quality home regardless of health, stage of life, family structure, income and tenure type. Homes should be energy efficient and allow people to live healthy and prosperous lives. New homes should be zero carbon ready and encourage sustainable travel.

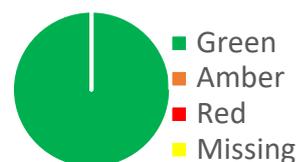
As reported last quarter, a large number of the actions to deliver improved housing, such as the refresh of the Housing Strategy and Tenancy Strategy, have already been completed.

Operational and project delivery has largely delivered as planned over the past quarter, as the Council prepares for its scheduled Registered Provider Conference in November. This forum will be key in working with our partners to explore issues and develop proposals for how we can work more closely together to bring forward additional housing, support residents and explore opportunities to work closely together for everyone's advantage, such as around climate ambitions (including retrofit), maintenance regimes, staff training, etc...

Housing completions, and completions of affordable homes, remain strong, ensuring that more local residents have the opportunity to benefit from a decent home and all the lifelong benefits that that entails. We note that we are behind target on affordable homes but believe this will be on track by the end of the year as this is due to slippage between quarters rather than a reduction in the number of affordable homes being built and is currently expected to be recovered through completions in later quarters. We have examples of 100% affordable schemes, with grant support, which will improve our supply and are evidence of efforts in this area. The Longhurst development scheme is subject to delay as we review feedback and work with the housing group on options, but productive discussions have taken place.

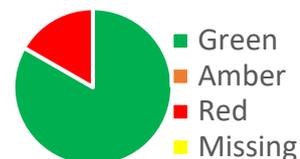
Performance Summary:

Status of actions	Number	%
Green (on track)	7	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%

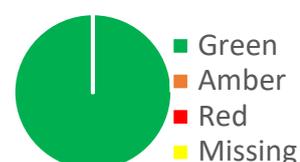


Note: 1 action is being reported on through a project/programme.

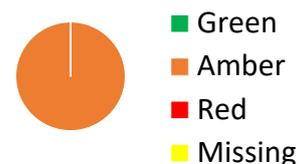
Operational PI latest status	Number	%
Green (achieved)	5	83%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	1	17%



Operational PI year-end forecast status	Number	%
Green (achieved)	6	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
23. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.	↔	G
24. Adopt First Homes Position Statement. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.	↔	G
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	↔	G
27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	↔	G
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	↔	G
29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	↔	G
30. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.	↔	G

Note: action 26 is being reported on through a project/programme (see 'Longhurst Contract - HDC Surplus Sites (Affordable Housing)' below).

Operational Performance Indicator status	Latest Status	Forecast Status
10. Net change in number of homes with a Council Tax banding	G	G
11. Number of new affordable homes delivered	R	G
12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	G	G
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G	G
14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G	G
15. Number of planning applications over 26 weeks old where there is no current extension of time in place	G	G

Project/Programme	Direction of Travel	Latest Status
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	↑	A

Outcome 5: Forward-thinking economic growth

We want our local economy to attract businesses that prioritise reducing their carbon footprint. A place where businesses choose to start up, grow and invest in high value jobs so they and our residents and high streets, can flourish and thrive. Local people should be able to develop their skills to take advantage of these opportunities, with businesses and education providers working more closely together to deliver an inclusive economy.



This quarter has seen Huntingdonshire's inaugural Manufacturing Summit for SMEs (small and medium-sized enterprises) take place at Alconbury Weald. The event, attended by over 50 people, was very well received and held up as an exemplar by the local chamber of commerce, ensuring Huntingdonshire firms will benefit from access to support and funding, but also the opportunity to learn and share best practice between themselves. The Digital Growth Manufacturing Programme has also been launched using UK Shared Prosperity Funding to offer support to local businesses in one of our key economic clusters.

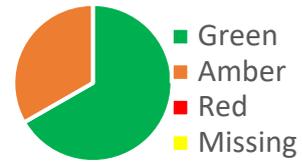
Strong work has also been undertaken on the inward investment side of the business, with a number of high-level meetings with developers and businesses seeking new locations and attracted by what Huntingdonshire has to offer. Case studies published on our Invest in Huntingdonshire website are available to businesses and business representative groups.

Active engagement is taking place with the Cambridgeshire and Peterborough Combined Authority and the Oxford-Cambridge partnership to ensure their strategy work reflects Huntingdonshire priorities. This is informing the preparation for the refresh of Huntingdonshire's own economic growth strategy. This work is forming part of discussions on the potential for future waves of devolution that have been explored over recent months.

The UK Shared Prosperity Fund and Market Towns programmes remain 'amber' rated at the end of Q2, although progress with many of the projects within these programmes is rated 'green'. Seven of the eight projects under the UK Shared Prosperity Fund programme are on track, with just the active travel feasibility project being a month behind schedule due to staff leave. Seven of nine Market Towns Programme projects are completed or have a planned return to 'green', with various factors contributing to delays with the two 'amber' projects.

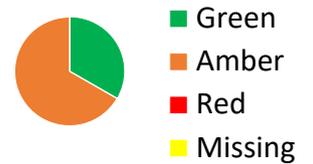
Performance Summary:

Status of actions	Number	%
Green (on track)	4	67%
Amber (within acceptable variance)	2	33%
Red (behind schedule)	0	0%



Note: 3 actions are being reported on through projects/programmes.

Corporate project status	Number	%
Green (progress on track)	1	33%
Amber (behind schedule, project may be recoverable)	2	67%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.	↔	G
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	↔	A
36. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.	↔	G
37. Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.	↔	A
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.	↔	G
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	↑	G

Note: actions 32, 34 & 35 are being reported on through projects/programmes (see 'UK Shared Prosperity Fund programme', 'Market Town Programme' and 'Local Plan' below).

Project/Programme	Direction of Travel	Latest Status
UK Shared Prosperity Fund programme	↔	A
Market Towns Programme	↔	A
Local Plan	↔	G

Outcome 6: Lowering our carbon emissions



We will take positive action to reduce carbon emissions and become a net zero carbon Council by 2040. We will enable and encourage local people and businesses to reduce carbon emissions and increase biodiversity across Huntingdonshire.

Quarter 2 has been another busy period with continued progress. Progress made is evidenced by an independent review of our Climate Action by Climate Emergency UK, with our score improved from zero in 2021 to 27% as at March 2023, just below the average for district councils. This demonstrates the immediate impact of our Climate Strategy and Action Plan (adopted in February 2023) but does not show the impact of recent work as scores don't reflect activity since March. Emissions data being collated for 2022/23 is showing continued reduction from the 14% saving achieved in 2021/22 compared to 2019/20.

The review to decarbonise our vehicle fleet is complete with options and impact on the Council's carbon trajectory to be finalised next quarter. The trial of Hydrotreated Vegetable Oil (HVO) is ready to run 15th November to 15th June 2024 to evaluate feasibility and carbon reduction in practice. Our Electric Vehicle Charging Strategy is also on target with community engagement completed and development supported by a cross-party Scrutiny working group. Ten sites are selected for site survey to deliver a rural EV pilot over the next 18 months.

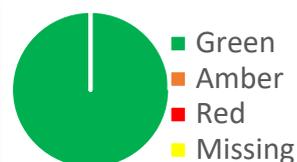
Development of the Council's energy strategy is underway with continued action to decarbonise buildings. £266,000 has been secured to deliver decarbonisation reports for our two main buildings and One Leisure Huntingdon, establishing the business case for further investment. All facilities sites have also been reviewed for solar opportunity, subject to a detailed survey next quarter to confirm accuracy and inform the final business case.

Procuring our goods and services is under review in partnership with experts and senior lecturers from Anglia Ruskin University to include support for officers and businesses interested in supplying the Council. A pilot of sustainability questions is underway within large procurement.

Finally, our Climate Conversation is planned and advertised for the 17th and 18th November to showcase local climate positive action, support stronger community networks and to start the 'Climate Innovation' journey of the Huntingdonshire Futures place strategy.

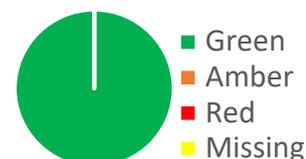
Performance Summary:

Status of actions	Number	%
Green (on track)	9	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%

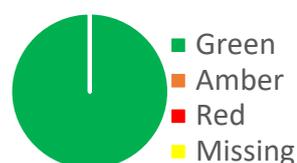


Note: 3 actions are being reported on through projects/programmes.

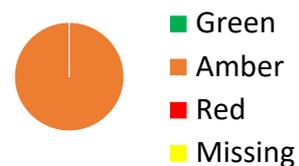
Operational PI latest status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings.	↔	G
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	↔	G
42. Deliver Energy Strategy.	↔	G
43. Establish Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy).	↔	G
45. Deliver Electric Vehicle Charging Strategy.	↔	G
46. Pilot Community Carbon Reduction Plans.	↔	G
49. Develop the Council's procurement rules to further embed social and environmental value.	↑	G
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.	↔	G
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.	↔	G

Note: actions 44, 47 & 48 are being reported on through projects/programmes (see 'Local Plan' and 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome and the 'Biodiversity For All' project below).

Operational Performance Indicator status	Latest Status	Forecast Status
16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G	G

Project/Programme	Direction of Travel	Latest Status
Biodiversity For All	↔	A

Outcome 7: Delivering good quality, high value-for-money services

Around 80% of our resources are aligned to business as usual (BAU) service delivery and this priority focuses on delivering good quality, high value for money services with good control and compliance with statutory functions. We will continue to provide a wide range of existing statutory and important services and seek to improve their efficiency and effectiveness.



The benefits of having access to improved data and regular performance reviews across the Council continue to be felt. Operational performance remains largely on track to meet a number of challenging targets at year-end. This reflects the efforts of Officers from 'front-line' services such as waste and recycling, street cleansing, food safety, customer services, etc...

There are a number of performance metrics at the end of Q2 that are currently not performing at 'green'. Of note are recent pressures in the Call Centre (recruitment and long-term sickness pressures that have been resolved and have resulted in a forecast return to 'green') and collection rates in both Council Tax and Business rates sitting just under target. For both areas, active steps have been taken and performance is forecast to return to 'green'.

Project delivery against this outcome covers a diverse portfolio, including the completion of the Government's Energy Bill Support scheme which has provided support to over 900 applicants to a total level of just over £250k of direct financial support.

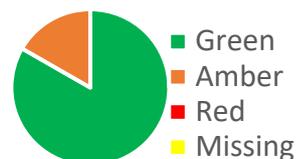
Work to develop the Council's Council Tax Support (CTS) scheme is progressing to target and consultation on the proposals has been completed. The proposals for CTS will come to Members in Q3.

The start-up of the Workforce Strategy is a key 'forward looking' project that is aimed at ensuring HDC has a workforce fit not only for now, but also for the coming years. This project will have strong oversight from Employment Committee with recommendations forecast to be submitted in Q4.

Overall, of the 11 projects within this outcome, 10 of are forecast to be 'green' at year-end – generating demonstratable benefits for Huntingdonshire.

Performance Summary:

Status of actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%

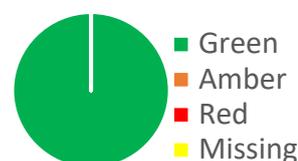


Note: 8 actions are being reported on through projects/programmes.

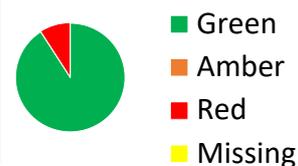
Operational PI latest status	Number	%
Green (achieved)	6	55%
Amber (within acceptable variance)	4	36%
Red (below acceptable variance)	1	9%



Operational PI year-end forecast status	Number	%
Green (achieved)	11	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	10	91%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	1	9%



Action	Direction of Travel	Latest Status
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	↓	A
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.	↔	G
63. Do these things well to enable local people to thrive and take new opportunities.	↔	G
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	↔	G
65. Our well-run Council will act as a model for our peers.	↔	G

Note: actions 53 and 55-62 are being reported on through projects/programmes (see 'Workforce Strategy', 'Customer Services Improvement Programme', 'Council Tax Support Scheme Review', 'Additional Funding for Energy Bill Rebate', 'Planning Improvement programme', 'Green Bins Project', 'Civil Parking Enforcement', 'Hinchingsbrooke Country Park' and 'Riverside Park St. Neots' below).

Operational Performance Indicator status	Latest Status	Forecast Status
17a. Percentage of household waste reused/recycled/composted	A	G
17b. Collected household waste per person (kilograms)	G	G
18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G	G
19. Number of missed bins	G	G
20. The number of programmed food safety inspections undertaken	G	G
21. Percentage of calls to Call Centre answered	A	G
22. Average wait time for customers calling the Call Centre	G	G
23. Council Tax collection rate	R	G
24. Business Rates collection rate	A	G
25. Staff sickness days lost per full time equivalent (FTE)	A	G
26. Staff turnover	G	G

Project/Programme	Direction of Travel	Latest Status
Riverside Park St. Neots	↔	G
Civil Parking Enforcement	↑	G
Hinchingsbrooke Country Park	↓	R
Additional Funding for Energy Bill Rebate	↔	G
Planning Improvement programme	↔	G
Green Bins Project	↔	G
Council Tax Support Scheme Review	↔	G
Council Tax Support Fund (2023/24)	↔	G
Customer Services Improvement Programme	↔	G
HR System	↔	G
Workforce Strategy*	↔	G

* Direction of Travel reflects Green status when reported as an action rather than a project at Quarter 1

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Appendix A: Progress on Corporate Plan Actions



Outcome: Improving the happiness and wellbeing of residents

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	Cllr Pitt	Scoping underway with lead member and local voluntary and community sector (VCS) infrastructure organisation.	↔	G	Closer alignment of the developing community strategy to the delivery of the residents outcomes of the corporate plan and the delivery capacity of the local VCS.
2. Deliver the skills and employment workstream of the UK shared prosperity programme.	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund Programme' under the Forward-Thinking Economic Growth outcome. This work also provides a contribution to Action 12.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	Cllr Pitt	We cannot identify new movers into the area, just new Council Tax accounts. The project is being developed as an online tool that will be promoted to new movers but also other target groups (e.g. Council Tax arrears) or in geographical areas. Agreed with web content team to allow tracking of different cohorts. Reviewing possibility of intervention for those on housing waiting lists.	↓	A	Exploratory work has enabled us to identify the areas of the District to target as well as ensure that the tool is available to all as opposed to just new movers. Work has coordinated previously disparate offers into one package based on the wider determinants of health model.
4. Listen to local residents and respond to their input on service delivery.	Cllr Conboy	Engagement Principles were discussed at Overview and Scrutiny in September. They will now be shared with officers to inform engagement activity moving forward.	↔	G	In line with the Engagement Principles, a section on the Let's Talk Huntingdonshire website has been set up to engage Town and Parish Councils on the garden waste subscription service. Further engagement activity during this period has also included the Council Tax Support Scheme and Dog Control Public Space Protection Order.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	Cllr Hassall	To be progressed in Q3.	↔	A	Shaping Policy and Strategy to ensure delivery against Corporate Priority Outcomes.
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	Cllr Mickelburgh	Our Procurement Lead is developing slides for procurement and Social Value (SV) training to local businesses which will be via Teams. Procurement do work with neighbouring councils and discuss where they are in relation to SV and have agreed to share information on sustainable procurement training with them. Anglia Ruskin University (ARU) will also look at our current outdated policy.	↓	A	For neighbouring councils to be aligned with SV and how this is valued with our suppliers. The Procurement Lead to gain more knowledge from training and also for SV to have a larger impact on ongoing contract management.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
7. Work via the Integrated Care System to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.	Cllr Pitt	A new programme of activity to prevent frailty and cardiovascular disease has been devised and is being delivered by the Active Lifestyles team. Work has commenced on identifying delivery partner organisations, including the voluntary and community sector and town and parish councils.	↔	G	Intended outcome of project for recipients is long term reduction in fracture, frailty, dementia and cardiovascular disease. Developing a delivery model (by Active Lifestyle at either One Leisure sites or in communities and delivery by communities themselves) that supports the 'do, enable, influence' model set out in the Corporate Plan.
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire,	Cllr Wakeford	Discussions with the Cambridgeshire and Peterborough Combined Authority (CPCA) and County Council are ongoing. The Greater Cambridge Partnership is no longer pursuing 'Making Connections' Project. The bus network review is ongoing and a further update on bus reform was presented to CPCA board in	↓	A	Continued active discussions to ensure outcomes align with HDC's Corporate Plan and inform the progression of the update to the Huntingdonshire Local Plan.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
including active travel.		September. Active 4 Travel schemes are still in development. This action is marked Amber given changes to regional projects outside of HDC's control.			
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	Six-monthly update shared with Senior Leadership Team and due to be shared with Overview and Scrutiny in October. No concerns raised but some interest from Members about future engagement.	↔	G	Considerations around next steps include further engagement for Members with the various journeys as they scale.
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.	Cllr Taylor	Work has taken place to plan further use of the bang the table platform, and planning for a programme of work around the place strategy on Huntingdonshire day is actively underway. These will enable a publicity campaign to be run.	↓	A	More participation by Huntingdonshire residents in activity that will benefit them and the area, linked to the five place strategy journeys.



Outcome: Keeping people out of crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
11. Resource and lead a key change programme which reviews the way we support residents in need across a range of local providers. This will see us work with partners to review and define ways of working, particularly around financial distress. Seeking to develop more holistic support which address root causes and prevent issues escalating.	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Financial Vulnerability For Residents Programme' under the 'Keeping People Out of Crisis' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.	Cllr Ferguson	<p>Some dependency on recruitment of employment and skills advisors through UK Shared Prosperity Fund, though interviews are now scheduled with a good response.</p> <p>The project has enhanced links with providers of skills, health and financial support services, as well as the County Council.</p> <p>Amber rating due to slight slippage on intended launch date. Mitigating actions include final approval for project design.</p>	↓	A	The project has been central in developing a group of interventions that are based on a wider determinants of health model. As reported to Overview and Scrutiny, these interventions may be deployed in different ways based on different cohorts. This work therefore has potentially significant impact on our approach to supporting those in crisis and preventing crisis.



Outcome: Keeping people out of crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
13. Recognise that community sector partners are often	Cllr Pitt	We have issued a call out for community partners to work as delivery partners to provide physical	↔	G	To enable local delivery of frailty and cardiovascular prevention activities in

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
the first point of call for those in a community, and as such we will work with community groups to explore appetite and define shared ways of working.		activities that will prevent frailty or cardiovascular disease.			coproduction with community groups.
14. Deliver our health inequalities project in partnership with our community and continue to work with health to seek funding opportunities and identify ways to maximise the contribution of our leisure service to health improvements.	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Community Health Prevention' under the 'Improving the Happiness and Wellbeing of Residents' outcome.			



Outcome: Keeping people out of crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
15. Work with partners to explore options as to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating.	Cllr Pitt	In practice there is less and less to distinguish this action from 7 and 11 and especially action 3. However, we continue to explore how those in need can be practically linked to the support services available to them. Approach reviewed by scrutiny.	↔	G	Consider partner work on referral tools (including the Integrated Care System's 'Joy' social prescribing tool, a developing voluntary sector alliance tool and a planned County tool among others) on the use and development of We Are Huntingdonshire.
16. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Cllr Wakeford	Project Plan completed and baselined, tender to be undertaken in Q3.	↔	G	Progress is in line with UK Shared Prosperity Fund work profile and budget profile.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	Cllr Pitt	HDC reformed the Community Safety Partnership in April 2023. The Council administers the district wide forum and oversees its effectiveness. A communication plan and a delivery plan are in place, focusing on local issues and statutory requirements linked to community safety.	↑	G	Local task and finish groups are already running to tackle antisocial behaviour (ASB) and community impact. We are linked in to the delivery of the Serious Violence Duty and working alongside the Police & Crime Commissioner's Office. Community Safety action days have been held in Huntingdon, with others planned in October.



Outcome: Helping people in crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which	Cllr Pitt	Continued support of community spaces, including three training sessions on Social Solutions tool. Four more are planned for Winter 2023. We successfully launched a partnership with police for the Social	↔	G	164 people helped in total via the Social Solutions tool since 19/12/2022. Partnership between community spaces and HDC links residents with the

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
seeks to deal with not just the presenting issue, but wherever possible the cause of it.		Solutions tool, with the first two referrals within two days of the launch. There has been good use by social prescribers. Comments on action 15 also apply to this action.			right help they need in a shorter space of time.
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Cllr Pitt	HDC is supporting Ukrainian families, Afghan entrants to the UK and asylum seekers placed in Huntingdonshire by the Home Office. We work closely with our community and local partners.	↔	G	There are 300+ Ukrainian guests, 8 Afghan families and over 100 asylum seekers within Huntingdonshire. They have been supported well by the District Council and our communities.



Outcome: Helping people in crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
20. Formally propose to	Cllr Pitt	We have strongly lobbied and sought to influence the Integrated	↔	G	Draft Integrated Care System outcomes

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
partners that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.		Care System's outcomes framework, successfully increasing the number of outcomes relating to the wider determinants of health and pushing for a more preventative focus for a range of disease outcomes.			framework amended. We have (and will continue) to seek to use our influence to promote a wider determinants/causes of crisis model with our partners.



Outcome: Helping people in crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
21. Continue to champion WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them.	Cllr Pitt	Limited delivery difference to actions 15 and 18. Work being conducted to improve residents advice and information team management activity and outcome recording.	↑	G	Consider partner work on referral tools (including the Integrated Care System's 'Joy' social prescribing tool, a developing voluntary sector alliance tool and a planned County tool among others) on the

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
					use and development of We Are Huntingdonshire.
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	Six-monthly update shared with Senior Leadership Team and due to be shared with Overview and Scrutiny in October. No concerns raised but some interest from Members about future engagement.	↔	G	Considerations around next steps include further engagement for Members with the various journeys as they scale.



Outcome: Improving Housing

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
23. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to	Cllr Wakeford	The Mid Term Review of the Housing Strategy was agreed by Cabinet on the 20th June 2023.	↔	G	The review has enabled us to align our housing activities with the Corporate Plan and understand the most up to date data to support delivery. This strategy has been shared with our

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
take into account recent studies of need and Census data.					Registered Provider partners.
24. Adopt First Homes Position Statement. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.	Cllr Wakeford	The First Homes Position Statement was agreed by Cabinet on the 20th June 2023.	↔	G	This enables the Council to influence the delivery of First Homes in the district. Our first site in Spaldwick has had the benefit of this approach and has protected the rented element on site. Planning officers are aware of the position statement. So far there seems to have been little interest in this tenure from developers in the district.
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	Cllr Wakeford	The Tenancy Strategy was adopted at Cabinet in July 2023.	↔	G	The Strategy provides guidance on how the Council expect tenancies to be managed in the district and aims to influence Registered Providers (RPs) approach in their tenancy policies. This Strategy will be referenced in the RP Forum in November 2023.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
26. Maximise use of Council owned sites to deliver housing, for example working with the Longhurst Group.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Affordable Housing Project' under the 'Improving Housing' outcome.			



Outcome: Improving Housing

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	Cllr Wakeford	The Council has a strong supply chain of sites delivering affordable housing. We are working with our Registered Providers to maximise the number of new homes being delivered this year.	↔	G	This work is delivering a number of 100% Land Led affordable housing sites which are attracting grants, enabling a higher level of social rented homes to be delivered than previously. It is also enabling us to house more applicants from the Council's Housing Register.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Cllr Wakeford	Officers have shared the recently adopted policies that have been agreed at Cabinet with RPs, and have also been planning a RP Conference in November 2023 which will discuss housing conditions.	↔	G	As part of the Council's enabling role, we look to influence RPs' management of their homes. As well as this, as part of funding received under the Market Towns Programme, we are looking at whether sensors can be used to tackle issues such as damp and mould in dwellings.



Outcome: Improving Housing

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
29. Work with Registered Providers to improve conditions in existing accommodation through	Cllr Wakeford	Work is ongoing to work with Places for People on a Regeneration Project in Huntingdon.	↔	G	This will result in the demolition of existing unfit accommodation, with the provision of new affordable housing which is not only built to current Building Regulations but will better meet the needs of the district. There is also the

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
regeneration schemes.					potential to provide a net increase in dwellings.
30. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.	Cllr Wakeford	Work continues with Cambridgeshire County Council on the demand for specialist housing including older persons accommodation, Learning Disability, Physical Disability and Mental Health, including attendance at Housing Board. The review of the Housing Strategy also identifies this as a high priority.	↔	G	Completion of the review of the Housing Strategy has enabled the Council to focus on this area. This work will inform and influence the type of housing brought forward by RPs on an ongoing basis.



Outcome: Forward-thinking Economic Growth

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
31. Promote Huntingdonshire as a destination for high value inward investment,	Cllr Wakeford	Both the Invest and Made in Huntingdonshire workstreams continue. The focus this quarter was the creation and delivery of our inaugural Manufacturing Summit for SMEs (small and medium-sized	↔	G	New case studies showcasing innovation and local sector strengths published will attract investment. New investment enquiries

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
<p>prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.</p>		<p>enterprises) to learn about routes of support including innovation, academic centres of excellence and the launch of our Huntingdonshire Digital Growth Manufacturing Programme funding and support programme. The pipeline of investment enquiries and bespoke support to potential investors is ongoing.</p>			<p>include international businesses seeking carbon neutral buildings.</p>
<p>32. Deliver Year 1 of a programme of UKSPF funded business support activities, including Green Business Grants and support for start-ups and small and medium-sized enterprises (SMEs) to grow.</p>	<p>Cllr Wakeford</p>	<p>This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.</p>			
<p>33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly</p>	<p>Cllr Wakeford</p>	<p>Intelligence and data scoping is complete. Mapping of progress and indicators has commenced. Resource is being scoped to deliver this work.</p>	<p>↔</p>	<p>A</p>	<p>No immediate impact as this work is being planned and scoped.</p>

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
economic insights report.					
34. Continue the delivery of the Market Town Programme, including completion of the Accelerated Programme, ongoing delivery of Future High Street projects in St. Neots, development of new Retail Hub activity in Ramsey, and delivery of UKSPF funded Vibrant Communities project.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Market Town Programme' under the 'Forward-Thinking Economic Growth' outcome.			
35. Commence the update to the adopted Local Plan including refreshing the evidence base,	Cllr Sanderson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
starting community engagement and a call for sites.					



Outcome: Forward-thinking Economic Growth

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
36. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.	Cllr Wakeford	The first intermediary meeting has been set up and the remaining quarterly meetings have been scheduled.	↔	G	No immediate impact as the first meeting will take place in October.



Outcome: Forward-thinking Economic Growth

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
37. Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.	Cllr Wakeford	This project has progressed and now has a draft procurement tender for publication in October. It is still rated Amber due to external factors outside HDC's control (capacity and resource constraints at the Cambridgeshire and Peterborough Combined Authority) however these are now addressed and will follow procurement timelines which will be monitored by HDC.	↔	A	No immediate impact as this work is being planned and scoped.
38. Influence the implementation of the CPCA Economic Growth Strategy and	Cllr Wakeford	Economic Development are engaged with CPCA on workstreams including Devolution 2, Visioning and State of the Region work. It is also a partner in a new Economic Advisory Group	↔	G	No immediate impact as this work is being planned and scoped.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
commissioning of future business support provision.		to shape the future priorities and funding opportunities linked to Devolution. Work is ongoing regarding commissioning of future business support provision.			
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Cllr Wakeford	A428 - limited activity while National Highways focus on preparing information for discharge of Requirements. East-West Rail - discussions expected to commence on pre-application (Nationally Significant Infrastructure Project) in coming months. A141 - Transport modelling underway; developers of allocated sites engaged on approach to routing for site-specific planning applications.	↑	G	No immediate impact. These projects span multiple years.



Outcome: Lowering our Carbon Emissions

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings.	Cllr Davenport-Ray	Linked to the Council's Energy Strategy, this will inform our strategy. Buildings Energy Strategy being developed.	↔	G	Evidence-based strategy will deliver a plan to continue to reduce the Council's emissions.
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	Cllr Davenport-Ray	Report has been commissioned with the Energy Savings Trust and Local Partnerships to map out the pathway to transitioning the fleet to alternative fuels to meet HDC's 2040 commitment to net zero.	↔	G	There are no impacts to report at this stage.
42. Deliver Energy Strategy.	Cllr Davenport-Ray	Quotations are being obtained to assist with delivering the Buildings Energy Strategy.	↔	G	Demonstrating a clear accountable energy strategy will deliver our carbon targets and demonstrate good practice.
43. Establish Climate Conversation to openly account	Cllr Davenport-Ray	Final work is being undertaken with organising external speakers, workshop holders and communication and engagement	↔	G	Positive connections have already been made with local environmental and community groups and

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy).		opportunities for both the stakeholder and community events before the invites are emailed out. We currently have 102 parties who have registered interest in attending the Stakeholder event.			within HDC services regarding projects and work they have undertaken. Impact will mostly result from the actual events - from creating a shared space to encourage, inspire, listen and learn about positive climate work in our district and beyond.
44. Review Local Plan (ensuring plan for Biodiversity Net Gain referencing the National Planning Policy Framework).	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Lowering our Carbon Emissions

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
45. Deliver Electric Vehicle Charging Strategy.	Cllr Davenport-Ray	The working group have extended the site suitability review. The shortlisting of those suitable has taken place with site reviews being undertaken in Q3.	↔	G	Continuing towards the delivery of an Electric Vehicle (EV) strategy that identifies HDC's role in EV.
46. Pilot Community Carbon Reduction Plans.	Cllr Davenport-Ray	We are working alongside the HDC Community service to pilot working with the Food for Nought charity to redistribute food waste to food banks and community fridges to reduce the large amount of waste going to landfill. We will be funding their creation of a sustainable business plan which will allow the continuation and growth of the project.	↔	G	Relationships created between the HDC Community team and Food for Nought has led to the sharing of their work with us at the Climate Conversation to encourage others. Further impact will include enabling the charity to continue redistributing food waste, reducing landfill waste and helping to feed vulnerable people with longer term impacts of upscaling the process and making it more sustainable.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
47. Deliver Biodiversity for All (2023-2025) to enable community action and support green skills development.	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Biodiversity for All' under the 'Lowering our Carbon Emissions' outcome.			
48. Commission Active Travel Studies (UKSPF) to influence/inform future investment priorities.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Lowering our Carbon Emissions

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
49. Develop the Council's procurement rules to further embed social and	Cllr Mickelburgh	Our Procurement Lead is currently working with Anglia Ruskin University to develop a short training package on sustainable procurement which will be used	↑	G	The Procurement Lead will gain more knowledge on sustainable procurement and be able to embed this

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
environmental value.		more widely in procurement tenders. The service is also working with our Climate Co-ordinator to develop more specific questions so Social Value is not treated as 'one size fits all'.			within our day to day contract management.
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.	Cllr Davenport-Ray	Researching through attending other councils' different offerings to local businesses (i.e. City Leaders Group) to discover the best way forward in sharing knowledge and creating space with businesses on climate action. Collaborating with waste minimisation and home energy teams on the best ways to restart the scheme and how it will need adapting.	↔	G	No direct impact as yet, however positive collaboration between services to achieve the best outcomes for moving forward will ultimately create a larger and more successful scheme to assist and encourage positive climate work within local businesses.
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.	Cllr Davenport-Ray	The Wildlife Trust have been commissioned to deliver the Huntingdonshire Nature Network report and work began in September as planned.	↔	G	The research and information is being collated by the Wildlife Trust currently and the report is due for completion in March 2024. It is expected that the report will assist HDC with contributing to the Local Nature Recovery Strategy and Biodiversity Net Gain

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
					aspects of the Environment Act, along with informing our own work.



Outcome: Delivering good quality, high value-for-money services

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
52. Refresh our Commercial Investment Strategy to develop proposals for future strategic investments.	Cllr Mickelburgh	This project has always projected the bulk of activity commencing in Q3 but work has yet to commence on drafting the tender for professional advice. This will now commence in Q3. Changes in the investment markets mean the focus of the Commercial Investment Strategy review may need to diversify.	↓	A	There are no impacts to report at this stage.
53. Deliver a renewed Workforce Strategy to prepare the	Cllr Hassall	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Workforce Strategy' under the 'Delivering good quality, high value-for-money services' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
Council for the changing skills needed in our future workforce and to ensure that we can continue to attract, retain and nurture talent.					
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.	Cllr Ferguson	The new Corporate Performance Report format was used for Quarter 1, with useful feedback received from Members. An update to the Performance Management Framework has been completed and this is scheduled for Cabinet to consider formally in November.	↔	G	The new report format provides further information on how our work is contributing to Corporate Plan outcomes and more detailed information on progress with actions and performance indicators. This provides greater transparency and opportunity for scrutiny and identification of any corrective actions needed.
55. Undertake Customer Services improvement programme to ensure that our customers are	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Customer Services Improvement Programme' under the 'Delivering good quality, high value-for-money services' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
always at the heart of what we do.					
56. Deliver the Council Tax Support project to ensure we offer the best support to those that need it.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Council Tax Support Scheme Review' under the 'Delivering good quality, high value-for-money services' outcome.			
57. Ensure that the Additional Funding for Energy Bill Rebate is delivered to those who are eligible.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Additional Funding for Energy Bill Rebate' under the 'Delivering good quality, high value-for-money services' outcome.			
58. Undertake the Development Management Improvement programme to improve the performance of the planning service.	Cllr Sanderson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Planning Improvement programme' under the 'Delivering good quality, high value-for-money services' outcome.			
59. Implement the review of the collection of Green waste and develop	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Green Bins Project' under the 'Delivering good quality, high value-for-money services' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
proposals for the collection of food waste.					
60. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Civil Parking Enforcement' under the 'Delivering good quality, high value-for-money services' outcome.			
61. Deliver the enhancement of visitor facilities at Hinchingsbrooke Country Park.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Hinchingsbrooke Country Park' under the 'Delivering good quality, high value-for-money services' outcome.			
62. Upgrade path and cycleways at Riverside Park St. Neots.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 2 can be found in Appendix C (Projects and Programmes update). See 'Riverside Park St. Neots' under the 'Delivering good quality, high value-for-money services' outcome.			



Outcome: Delivering good quality, high value-for-money services

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
63. Do these things well to enable local people to thrive and take new opportunities.	Cllr Ferguson	This action refers to a range of identified projects. Overall progress on these is good and is reported to Members in the quarterly report.	↔	G	All of the projects are focused on our outcomes, with delivery driving achievement and each project specifying the benefits they will create.
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Cllr Taylor	New countryside volunteers recruited for specific tasks e.g. surveys and events. 1,950 volunteer shifts worked to date.	↔	G	Practical tasks on site completed that would otherwise remain outstanding e.g. repairs to vandalised shelters, production and installation of waymarking posts at Hinchbrooke Country Park and grass cutting, hedge cutting and installing new fencing at Paxton Pits. Some events over the summer including pond-dipping and den-building for children were solely staffed by volunteers. This

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
					meets customer expectations.



Outcome: Delivering good quality, high value-for-money services

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
65. Our well-run Council will act as a model for our peers.	Cllr Conboy	Services continue to benchmark against others (for example Operations and OneLeisure). In the wider landscape, the Government have introduced Oflog (a national body to oversee local authority performance). Oflog is reporting on a number of PIs and Officers are considering the value of these for local consumption.	↔	G	By benchmarking we can establish performance against others (e.g. our Council Tax collection rate is top quartile nationally) and where we have opportunities to improve we can learn from others. The value of Oflog is determined by the measures DLUHC selects, over which we have no control.

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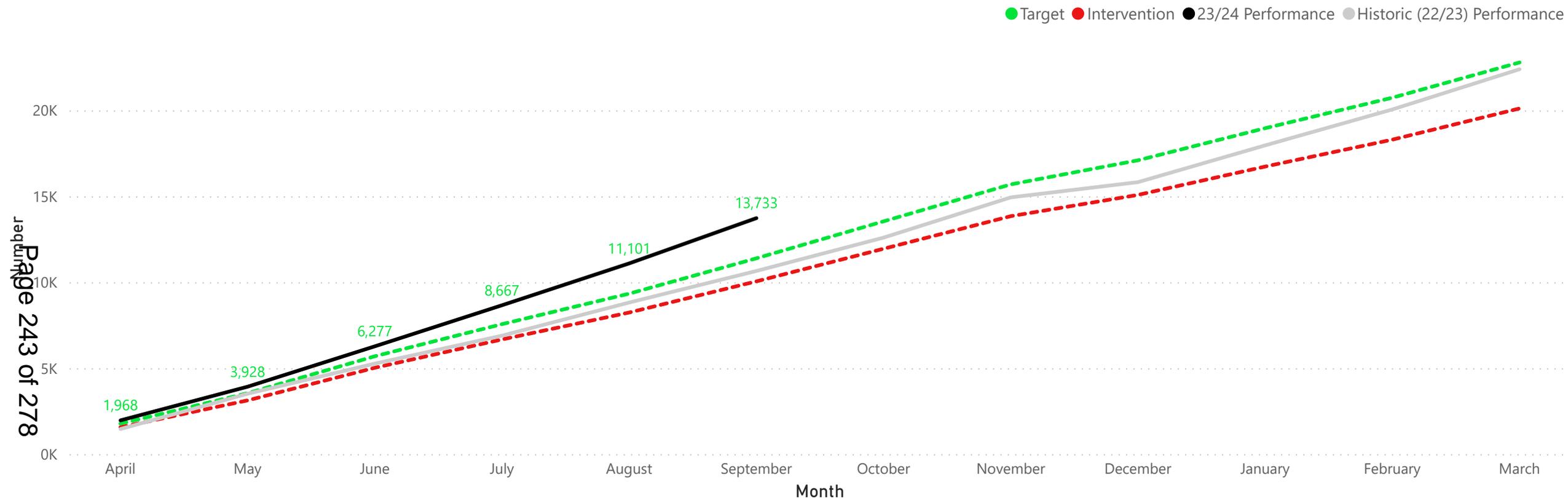
Appendix B: Operational Performance Measure Graphs, Quarter 2, 2023/24



Improving the happiness and wellbeing of residents	Latest Status	Outturn Status
PI1a Number of attendances at One Leisure Active Lifestyles programmes	G	G
PI1b Number of attendances at Sports Development activities and programmes	G	G
PI2 Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A	A
Keeping people out of crisis	Latest Status	Outturn Status
PI3 The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG)	R	A
PI4 Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A	A
PI5 Average number of days to process new claims for Housing Benefit and Council Tax Support	G	G
PI6 Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	A	A
PI7 Number of homelessness preventions achieved	G	G
PI8 Number of households housed through the housing register and Home-Link scheme	G	G
Helping people in crisis	Latest Status	Outturn Status
PI9 Number of households in Temporary Accommodation (snapshot at end of each period)	G	G
Improving Housing	Latest Status	Outturn Status
PI10 Net change in number of homes with a Council Tax banding	G	G
PI11 Number of new affordable homes delivered (reported quarterly only)	R	G
PI12 Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	G	G
PI13 Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G	G
PI14 Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G	G
PI15 Number of planning applications over 26 weeks old where there is no current extension of time in place (total at end of each period)	G	G
Lowering our carbon emissions	Latest Status	Outturn Status
PI16 Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G	G
Delivering good quality, high value-for-money services	Latest Status	Outturn Status
PI17a Percentage of household waste reused/recycled/composted	A	G
PI17b Collected household waste per person (kilograms)	G	G
PI18 Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G	G
PI19 Number of missed bins	G	G
PI20 The number of programmed food safety inspections undertaken	G	G
PI21 Percentage of calls to Call Centre answered	A	G
PI22 Average wait time for customers calling the Call Centre	G	G
PI23 Council Tax collection rate	R	G
PI24 Business Rates collection rate	A	G
PI25 Staff sickness days lost per full time equivalent (FTE) (Rolling 12 month total)	A	G
PI26 Staff turnover (Rolling 12 month total)	G	G

Outcome: Improving the happiness and wellbeing of residents

PI 1a. Number of attendances at One Leisure Active Lifestyles programmes



Latest commentary from service:

There were over 2,500 visits to organised activities in September, which represents a 28% increase on April's figure of just under 2,000. At the end of Q2, attendances are up by 29% compared to the same period last year. Right Start Aqua is performing very well, as are the health improvement courses. Of the five courses started and finished so far in 2023/24, 73 people have attended at least once with 80% achieving the required attendance to be 'completers' after the 12 weeks. New programmes targeting prevention of cardio-vascular disease and frailty are coming online, funded by the Integrated Care Board and supported by the Integrated Neighbourhood Teams and the Primary Care Networks (collaborations of groups of GP practices).

Latest year-end forecast:

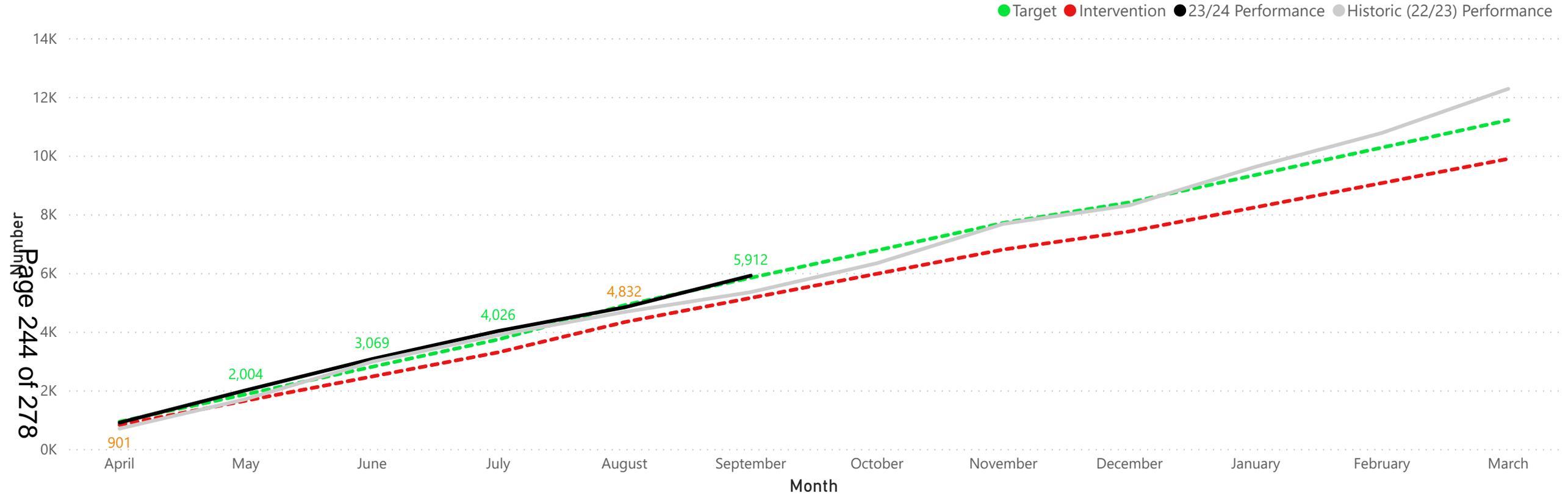
25,500

Latest projected outturn status:

G

Outcome: Improving the happiness and wellbeing of residents

PI 1b. Number of attendances at Sports Development activities and programmes



Latest commentary from service:

Following a very busy summer period, September has seen the academic delivery programme returning to schools to deliver curricular physical education and extra-curricular afterschool sessions. The team have worked hard to bring performance back to green status following significant staff turnover and further plans are being put in place to stabilize and provide clarity moving forward. At the end of Q2, attendances are over 10% higher than at the same point last year.

Latest year-end forecast:

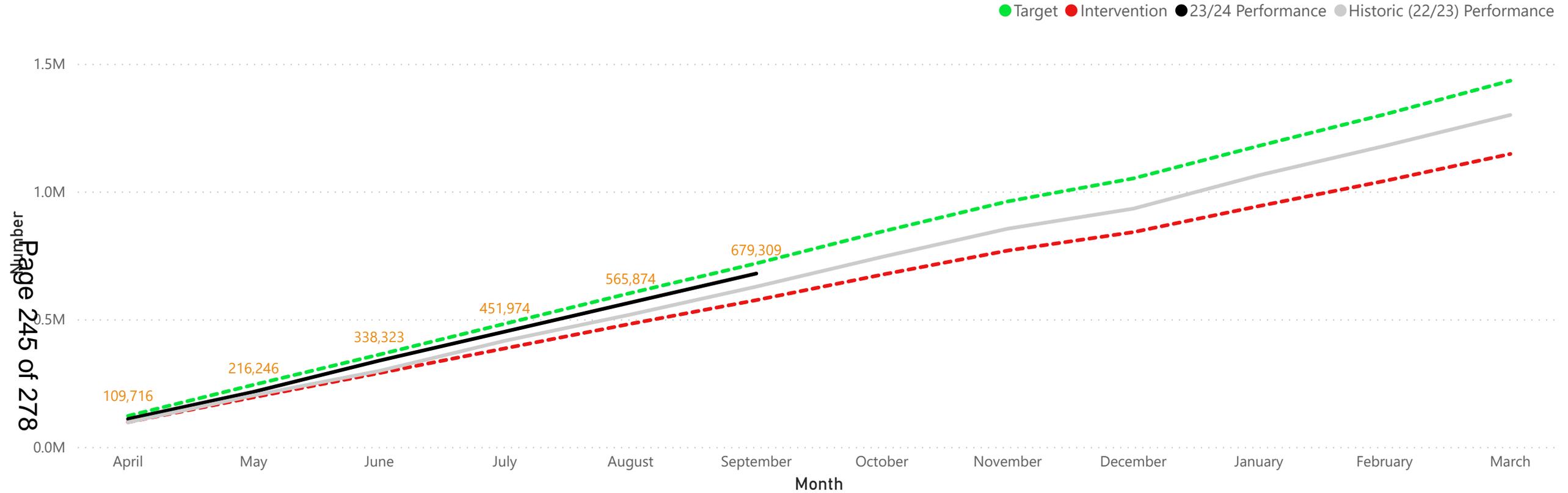
12,000

Latest projected outturn status:

G

Outcome: Improving the happiness and wellbeing of residents

PI 2. Number of One Leisure Facilities admissions - swimming, Impressions, fitness classes, sports hall and pitches (exc Burgess Hall & school admissions)



Latest commentary from service:

One Leisure performance is currently over 39k below the target set for the end of Q2, however admissions are over 51k above the number achieved by the same point last year. The year end forecast is based on the current gap between performance and target remaining at around 39k for the rest of the year, which would be 2.8% below target at the year end but over 7% higher than the number of admissions last year. The most recent slight increase in this gap is due to the Hockey and 3G pitches at St Ives being unavailable in September due to resurfacing but bookings for when these return to use are already at capacity. October should see an increase again in usage across the gyms as Huntingdon saw a net gain against sales targets of +60 new members following the closure of the Sports Direct low cost gym. The new Activities Manager is now in post so will start to impact the programming and usage, with initial focus on swimming and gym as these are where our biggest performance gaps are.

Latest year-end forecast:

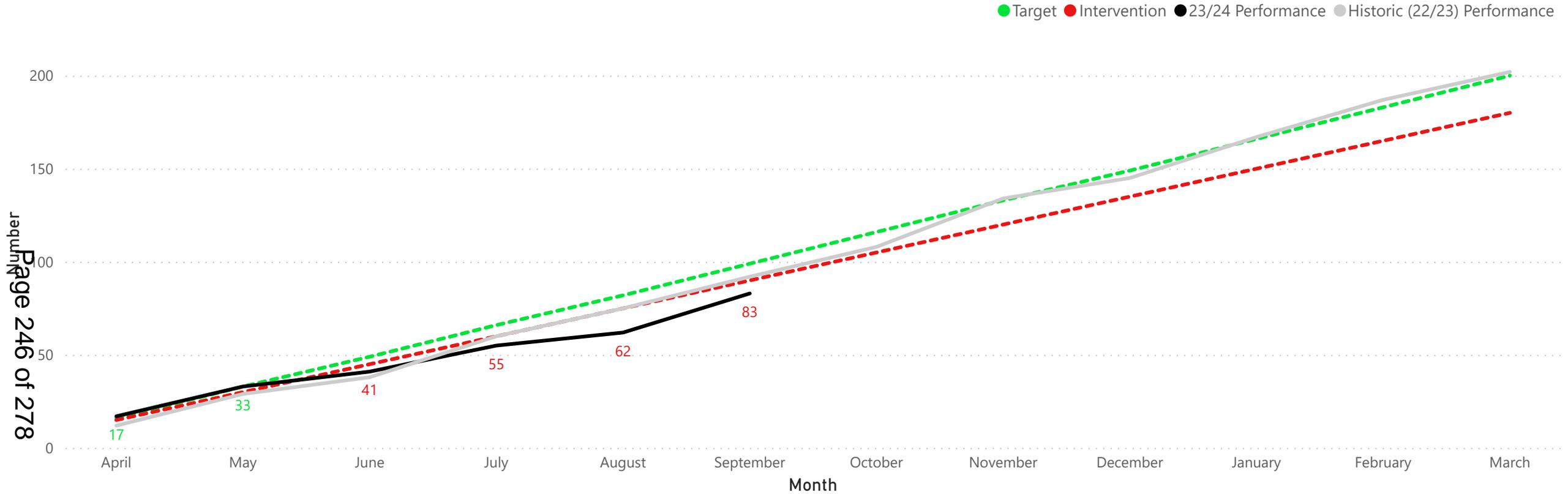
1,394,350

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

PI 3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay in hospital due to a Disabled Facilities Grant (DFG)



Latest commentary from service:

The performance reported relates to completed adaptations. The number of adaptations completed in September was 21, which is up from 7 in August. However, the total of 83 completions at the end of Q2 is lower than the 92 achieved at the same point last year. While the issue with time taken for Places for People consent to be given for adaptations to their housing stock has now been resolved, the previous delays will impact on cases still progressing for some time to come. The forecast has therefore been reduced to 180, which would mean an Amber status reported at year-end.

Latest year-end forecast:

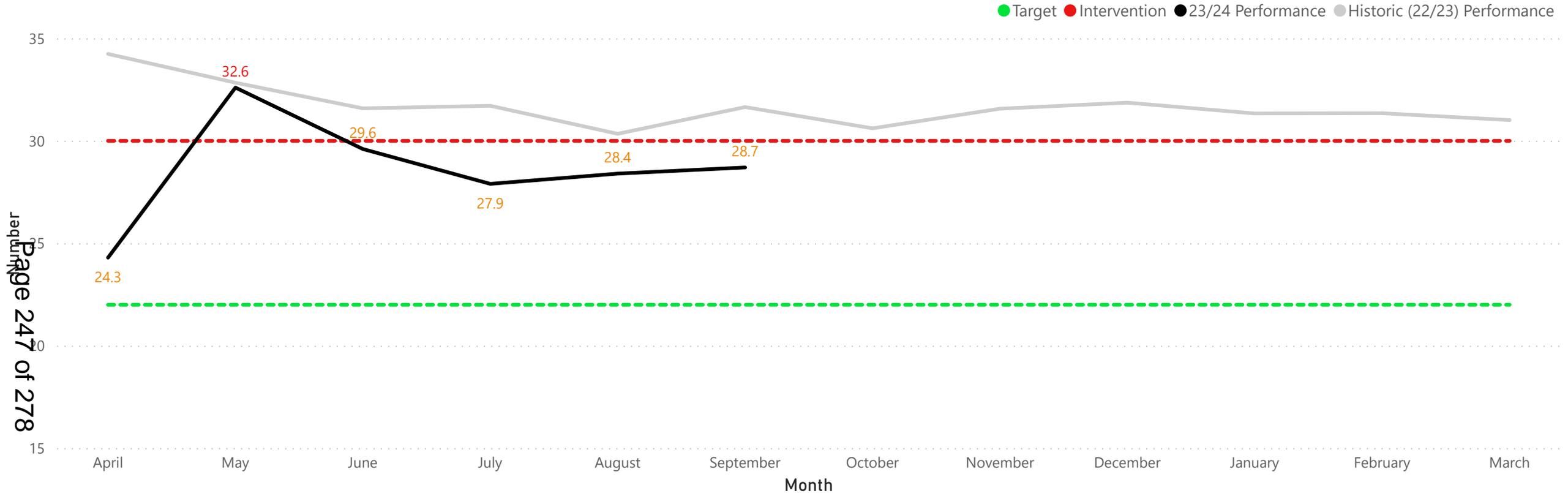
180

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

PI 4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants



Latest commentary from service:

The number of weeks taken to complete Disabled Facilities Grant work is impacted by past delays with the time taken to gain consent from Places for People for adaptations to their housing stock. As cases affected by these delays continue to reach completion this year, the average time taken will reflect this and is therefore expected to remain at a higher level than our target. However, performance is better than last year and expected to remain so.

Latest year-end forecast:

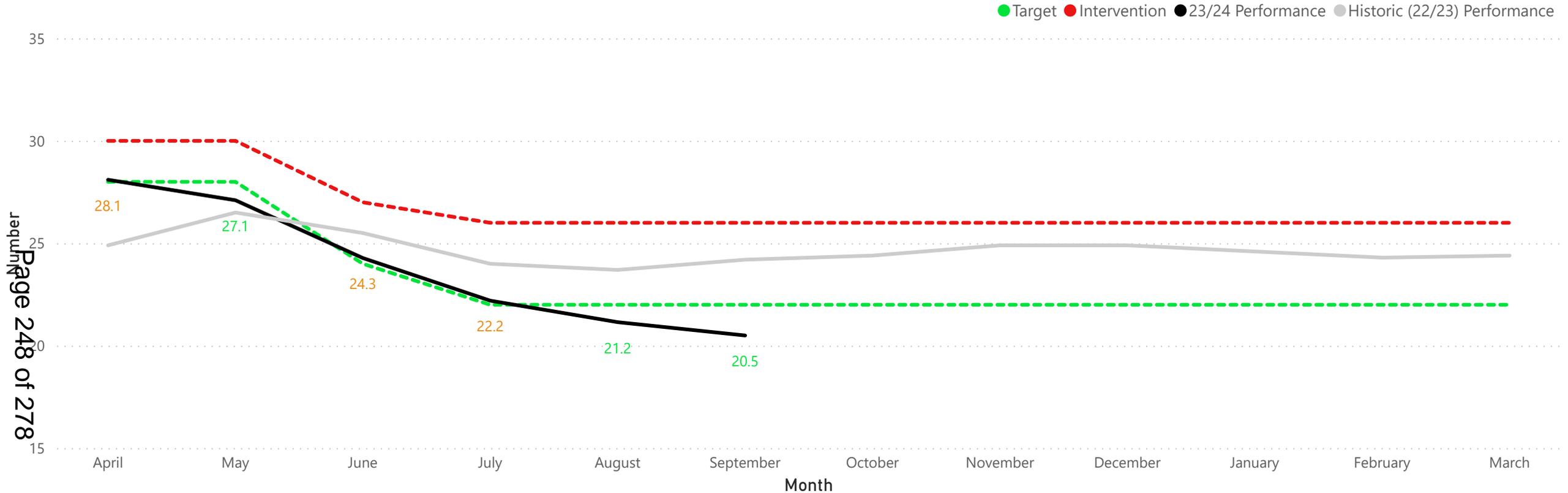
30

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

PI 5. Average number of days to process new claims for Housing Benefit and Council Tax Support



Latest commentary from service:

A combination of seasonal increase in work volumes, more data being received via Universal Credit and the complexity of claims assessment increasing as more straightforward cases are now managed by the DWP are all contributing factors which make assessment targets more challenging. However, changes implemented by the team following a review of processes continue to reduce the time taken to process new claims and performance of 16.4 days for claims processed in September brought the year to date average down further. The average days taken to the end of Q2 was 15% lower than at the same point last year and the service is forecasting that their performance will remain at or below the 22 days target for the remainder of this year.

Latest year-end forecast:

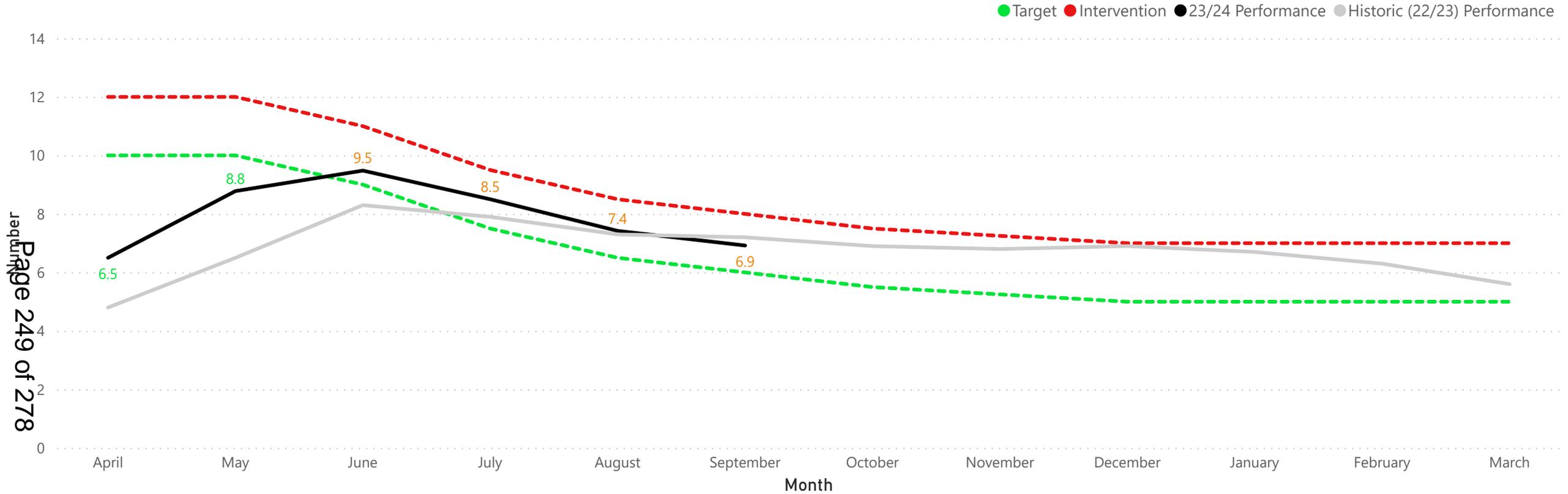
22

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support



Latest commentary from service:

While the cumulative year to date performance figure remains outside of target, it is now better than achieved at the same point last year. Actual performance for changes of circumstance processed in September was just 3.36 days, with the month on month improvement being seen reflecting changes implemented by the team following a review of processes. However, despite improved performance over the last few months it now seems unlikely that the target of 5 days will be met by the year-end. The outturn figure is now predicted to be just shy of this, at around 5.5 days, and the forecast has been updated accordingly.

Latest year-end forecast:

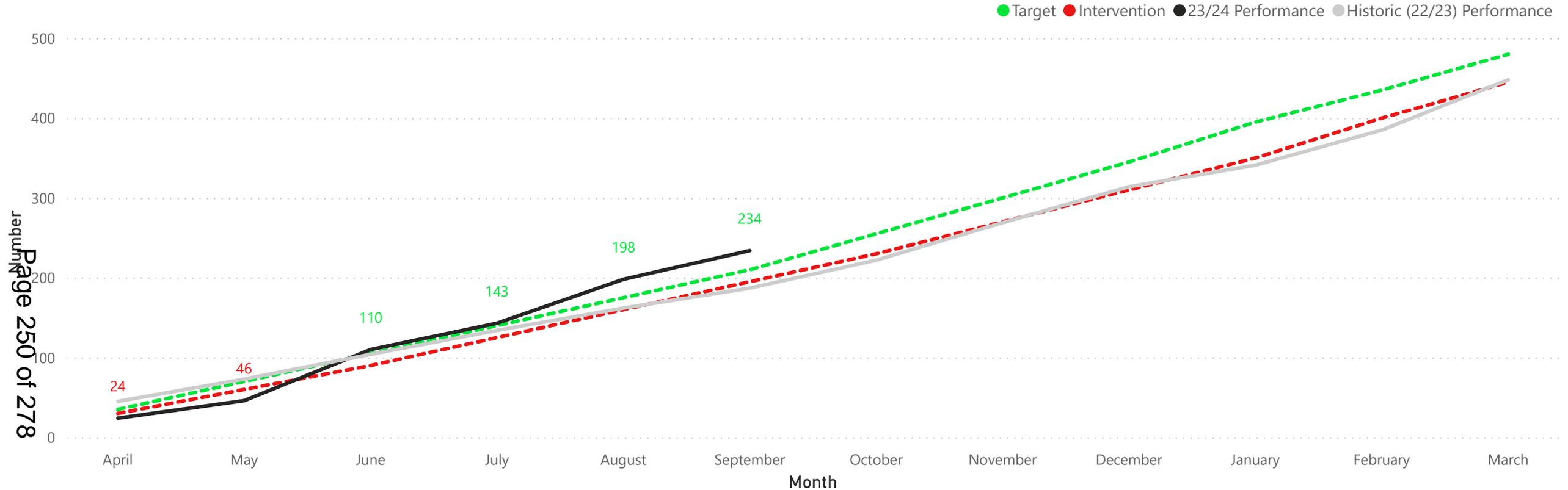
5.5

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

PI 7. Number of homelessness preventions achieved



Latest commentary from service:

The number of successful homelessness preventions fluctuates throughout the year depending on the rate of homelessness presentations and the opportunity to intervene in a timely way to reach a successful outcome. We achieved a total of 36 successful preventions in September, giving a cumulative total of 234 preventions so far this year. This represents 25% more homelessness preventions than had been achieved at the same point last year. This figure is considered in combination with PI 9 showing the number of households in temporary accommodation (TA) which indicates that we are not losing opportunities to intervene, which might result in the numbers in TA increasing.

Latest year-end forecast:

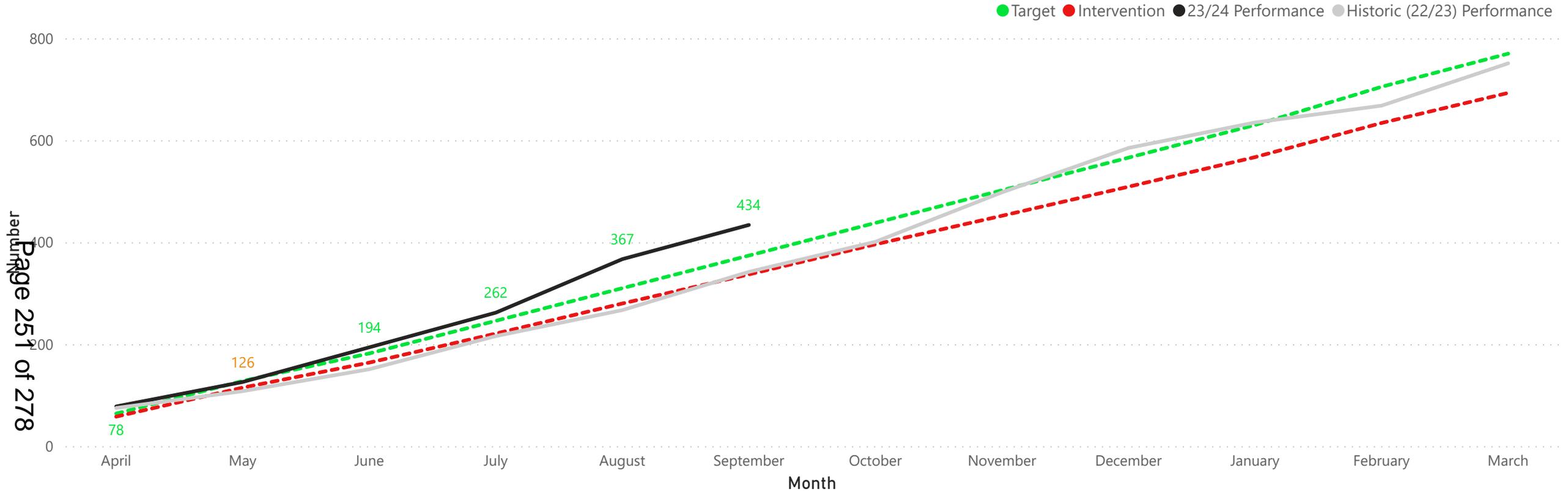
480

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 8. Number of households housed through the housing register and Home-Link scheme



Latest commentary from service:

The number of households housed will vary from month to month depending on the number of vacancies arising within existing social rented stock plus the additional units that are delivered through the new build programme. The 67 households housed in September gives us a cumulative total of 434 households housed so far this year. This represents 27% more than had been achieved at the same point last year. Our current forecast is that we are on target to exceed the target figure of 770 housed in the year, mainly due to the rate of new build properties completing.

Latest year-end forecast:

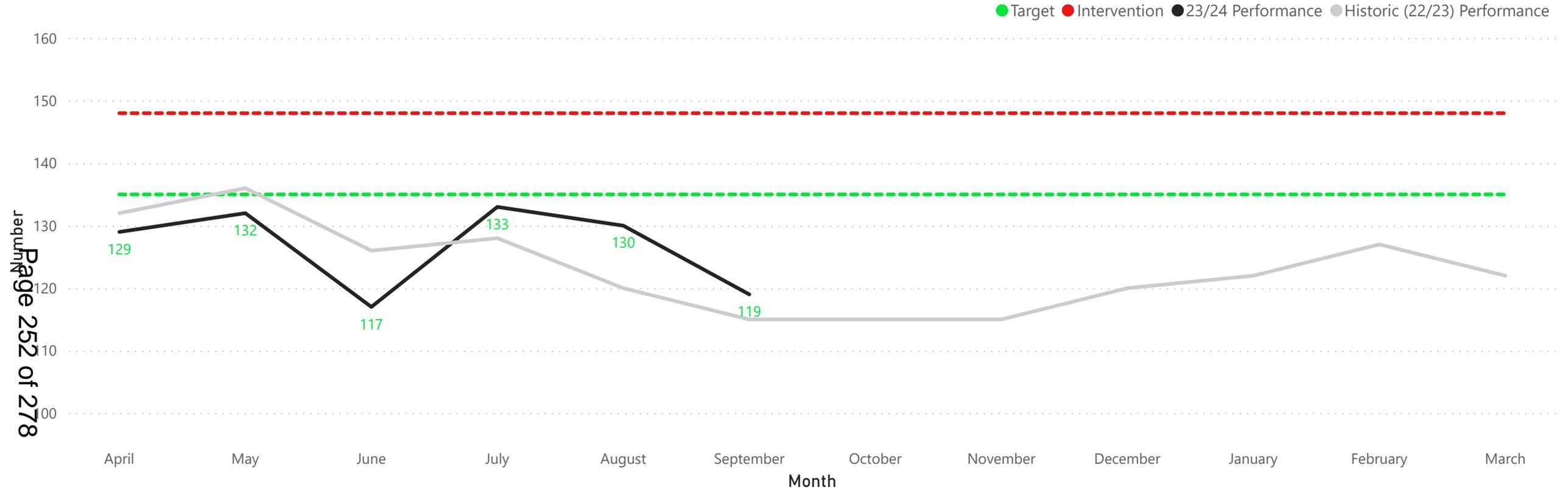
790

Latest projected outturn status:

G

Outcome: Helping people in crisis

PI 9. Number of households in Temporary Accommodation



Latest commentary from service:

The number of households in temporary accommodation (TA) at any one time will depend upon the number of homelessness presentations to the council, how successful we are at preventing homelessness wherever possible and our ability to move households through TA into settled housing solutions as quickly as possible. Given the current combination of these factors, we are aiming to hold the maximum number of households in TA below our 135 target figure at any one time. Numbers in recent months have been higher than recorded last year but remained below that target.

Latest year-end forecast:

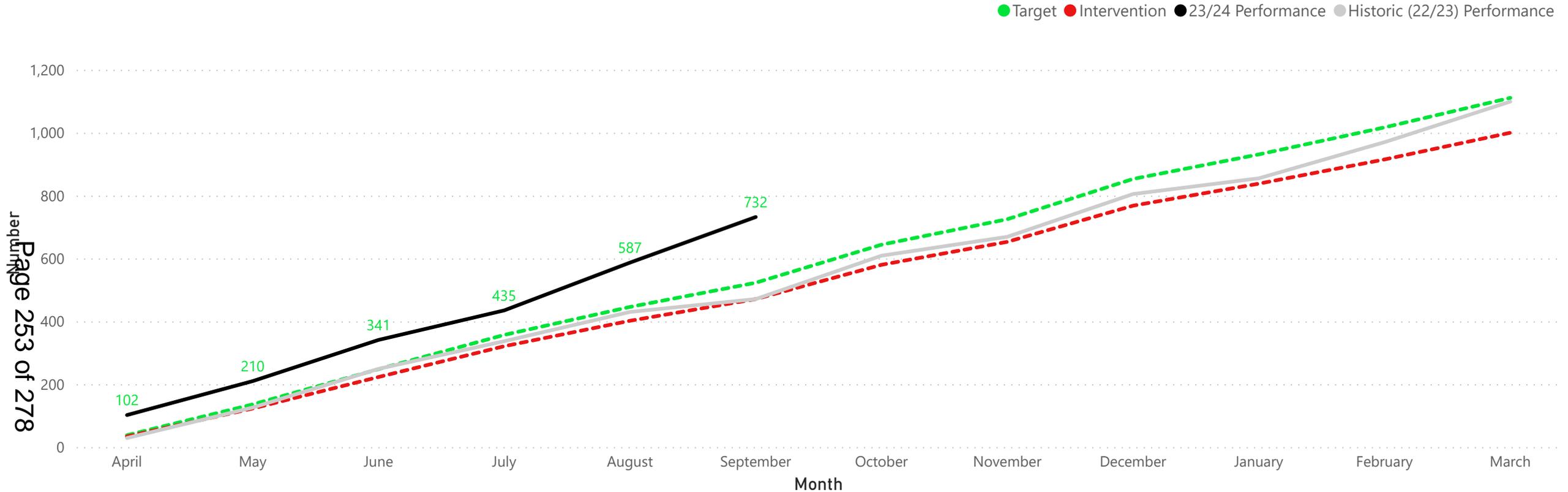
135

Latest projected outturn status:

G

Outcome: Improving housing

PI 10. Net change in number of homes with a Council Tax banding



Latest commentary from service:

There were an additional 732 homes with a Council Tax banding on 27 September 2023 than recorded at 29 March 2023. This is above our target line (modelled on patterns seen in recent years) and is 55% higher than the in-year increase seen by the same stage last year, indicating that this indicator is currently on track to exceed the year end target.

Latest year-end forecast:

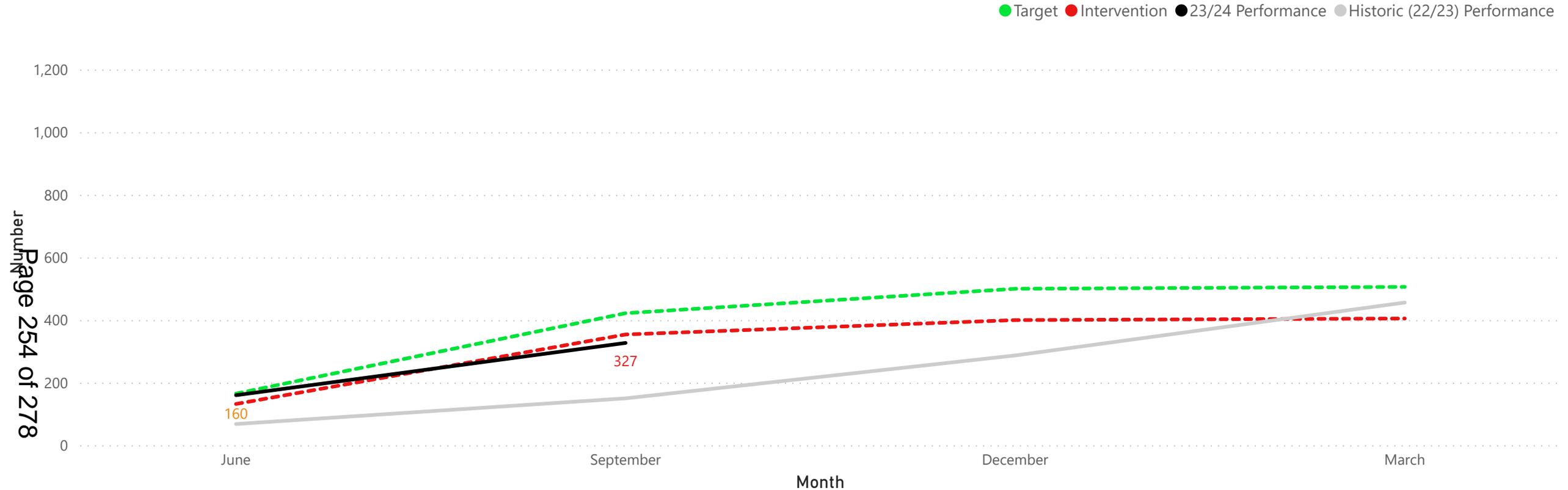
1,111

Latest projected outturn status:

G

Outcome: Improving housing

PI 11. Number of new affordable homes delivered (updated quarterly only)



Latest commentary from service:

There has been steady progress since last quarter, with a total of 327 affordable homes completed between the beginning of April and the end of September. This is more than double the 150 affordable homes that were completed in the same period last year but is lower than the initial forecast that the quarterly target was based on due to significant slippage into Q3. This slippage between quarters does not mean that any fewer affordable homes will be built overall, or that they will not be built this year. With 65% of the annual target of 506 already met halfway through the year, we remain optimistic of exceeding the target. However, as always, the delivery of the programme by our Registered Provider partners becomes more certain as we reach Q4.

Latest year-end forecast:

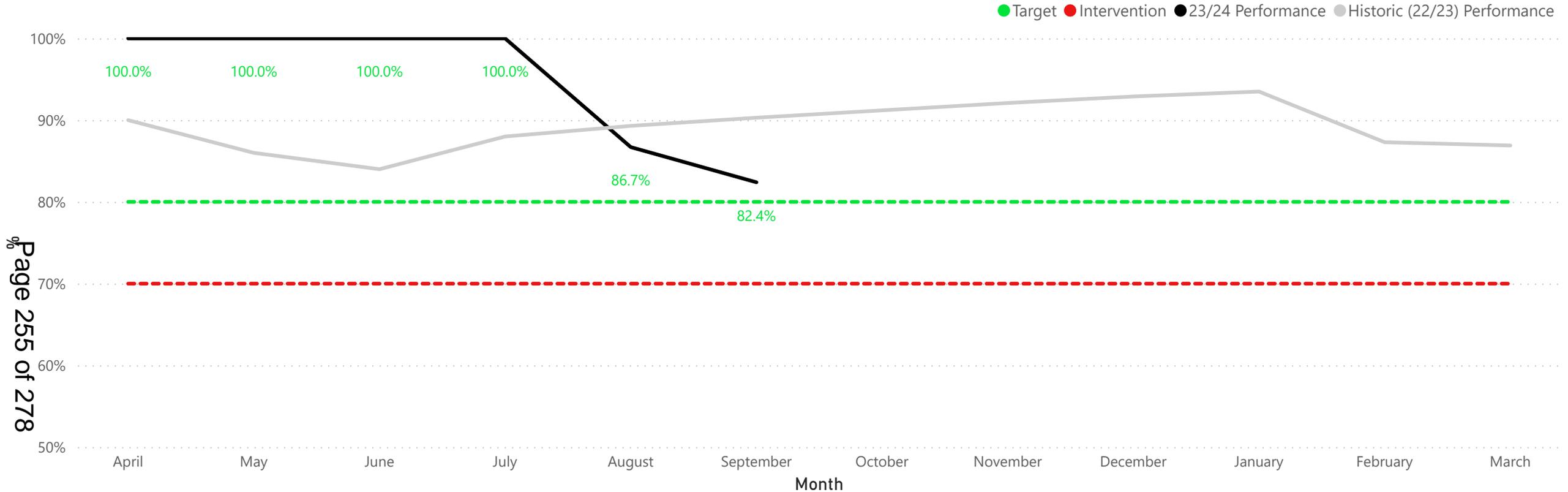
506

Latest projected outturn status:

G

Outcome: Improving housing

PI 12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)



Latest commentary from service:

At the end of Q2, three major applications out of 17 have been determined out of time - two late in August and one in September. The 82.4% achieved to date is lower than the 90.3% reported at the same point last but is still above target and it is still expected that we will exceed the year-end target, with a forecast of 85%.

Latest year-end forecast:

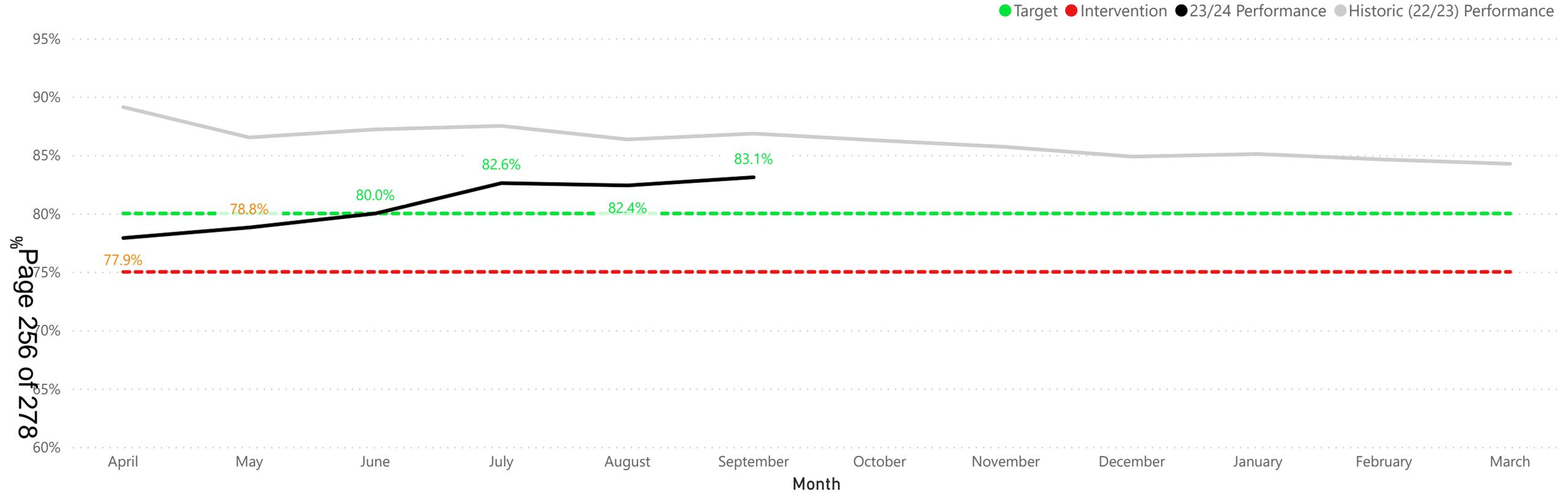
85.0%

Latest projected outturn status:

G

Outcome: Improving housing

PI 13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)



Latest commentary from service:

Minor applications performance has improved since the end of last quarter as a result of continued focus on these applications. We are currently forecasting that performance will remain at a similar level and will exceed the 82% target at the year end.

Latest year-end forecast:

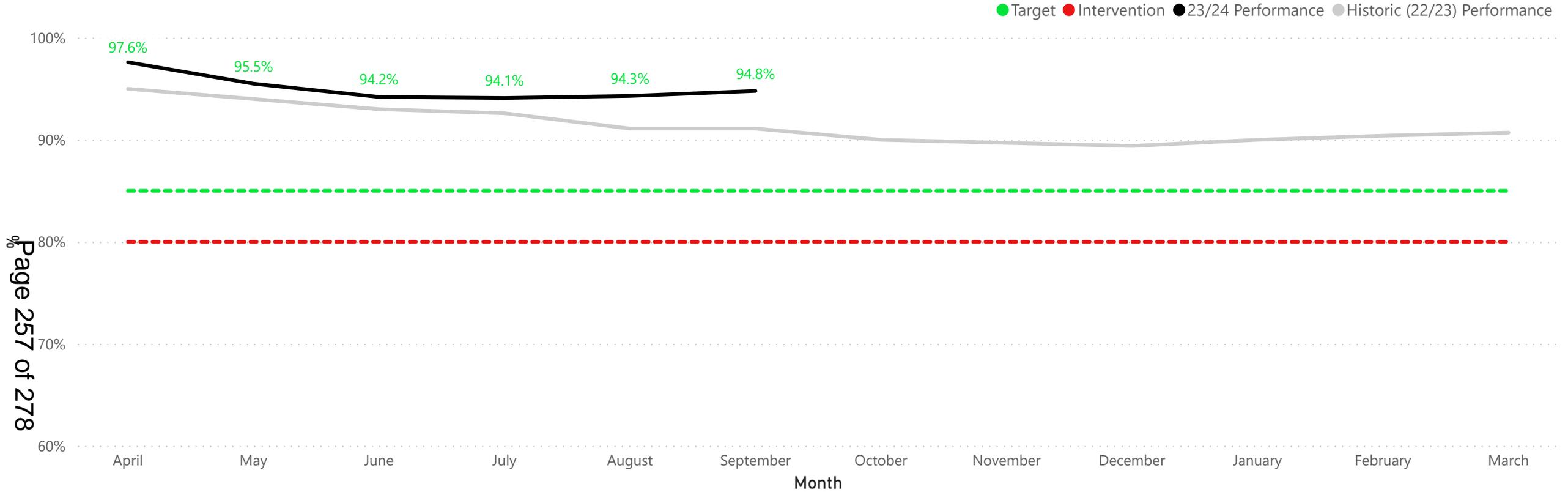
82.0%

Latest projected outturn status:

G

Outcome: Improving housing

PI 14. Percentage of planning applications processed on target – household extensions



Latest commentary from service:

Householder performance remains above target and higher than achieved last year. The service is currently forecasting year-end performance of 90% against the 85% target but will continue to monitor performance closely.

Latest year-end forecast:

90.0%

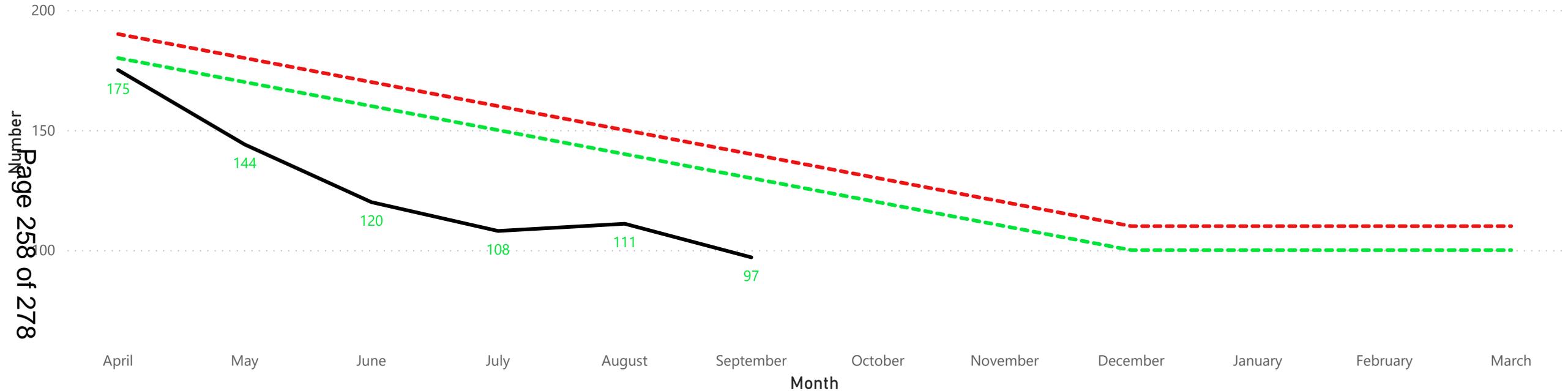
Latest projected outturn status:

G

Outcome: Improving housing

PI 15. Number of planning applications over 26 weeks old where there is no current extension of time in place

● Target ● Intervention ● 23/24 Performance



Latest commentary from service:

The backlog number has now dropped below the year end target of 100. It will be more challenging to reduce further but the service will continue to seek to reduce numbers and to proactively manage applications. At 13th October, the number of applications over 26 weeks old without an extension of time in place was 94 and there were a further 11 applications over 26 weeks old with a current extension of time. From next year, the Planning service is intending to report the number of applications over 16 weeks old without an extension of time in place and the latest figure for this is 133, with a further 15 applications over 16 weeks old with a current extension of time.

Latest year-end forecast:

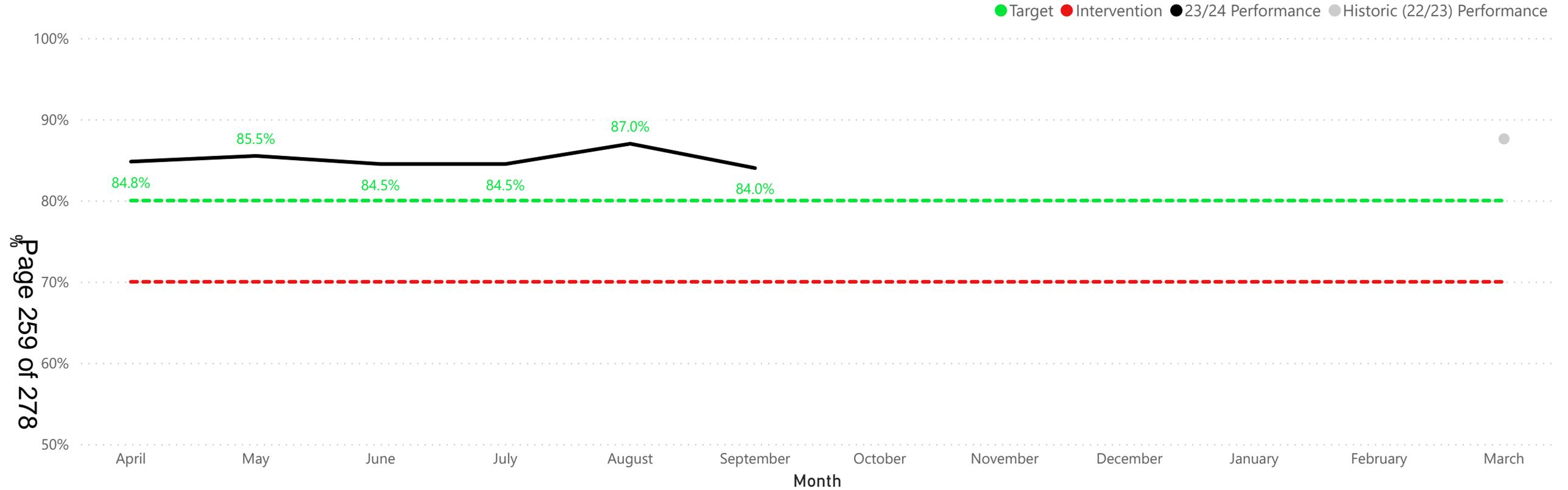
100

Latest projected outturn status:

G

Outcome: Lowering our carbon emissions

PI 16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service



Latest commentary from service:

Drivers are continually monitored on their driving performance. Any issues are brought up with the individual drivers. Performance is above target and forecast to remain 'Green' this year. Historic data for this measure is not available.

Latest year-end forecast:

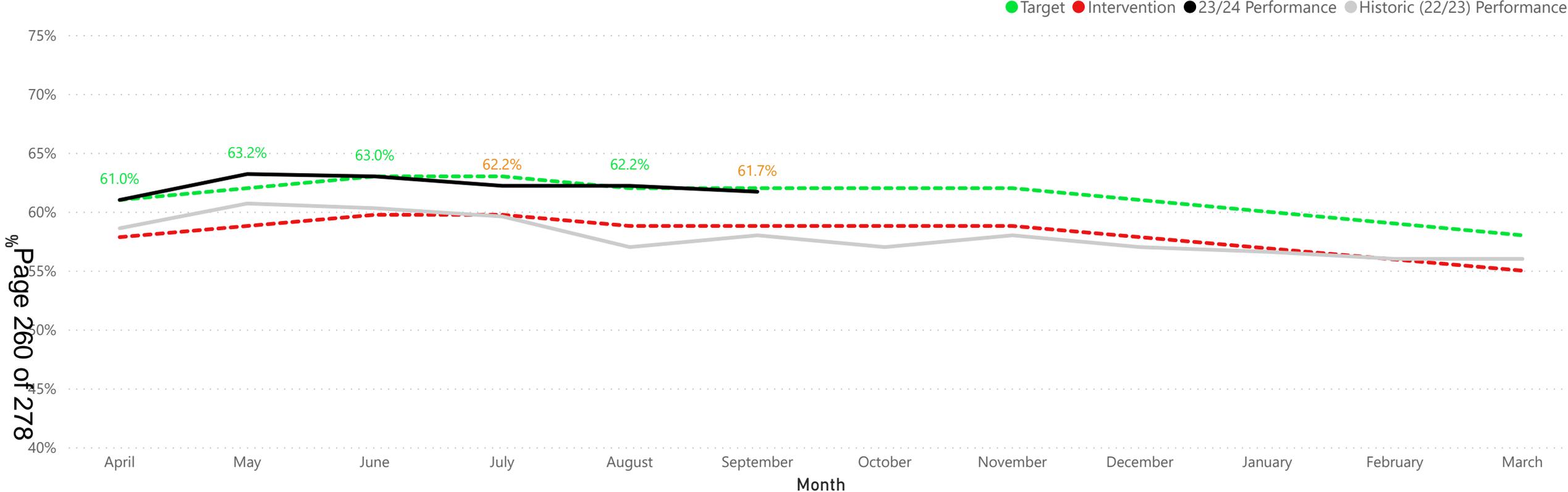
80.0%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 17a. Percentage of household waste reused/recycled/composted



Latest commentary from service:

The percentage of household waste reused/recycled/composted is 3.7 percentage points higher than at the same time last year, when less organic waste was collected as a result of the hot and dry conditions affecting vegetation growth over the summer. Performance is slightly below target at the end of Q2, however the service is continuing to forecast that the year-end target of 58% can be achieved.

Latest year-end forecast:

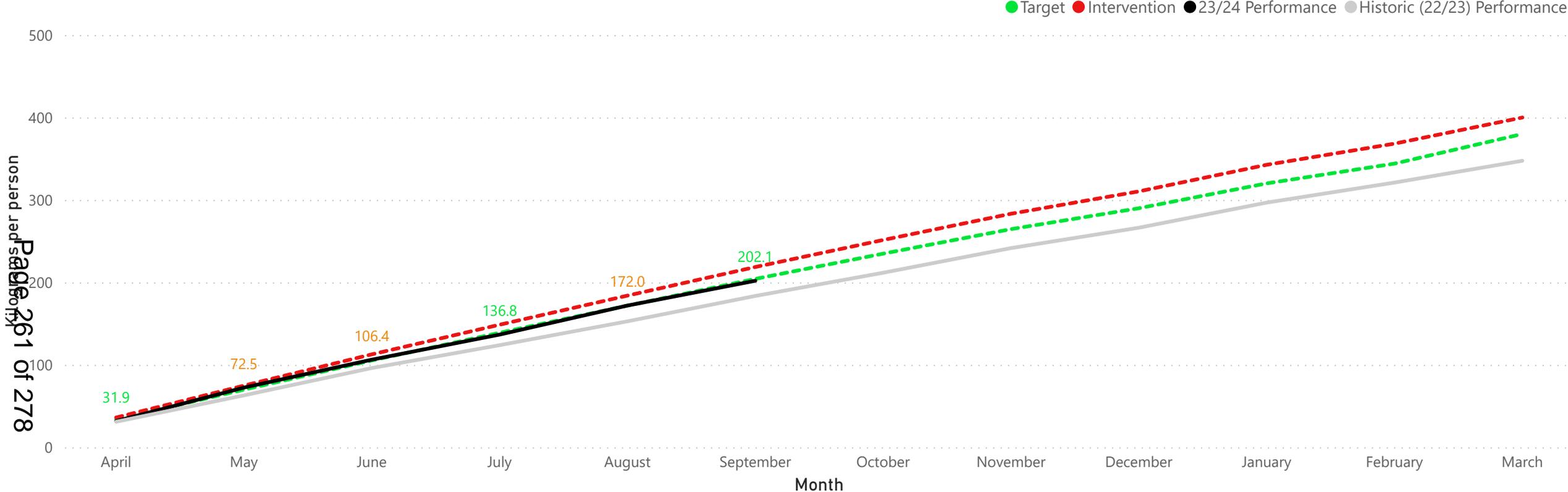
58.0%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 17b. Collected household waste per person (kilograms)



Latest commentary from service:

Performance reported for this measure remains close to the target line, with the total waste collected per person at the end of Q2 coming in at 1% below (better than) target. The amount of waste collected is higher than last year due to more organic waste being collected than during/following the dry and hot conditions last summer.

Latest year-end forecast:

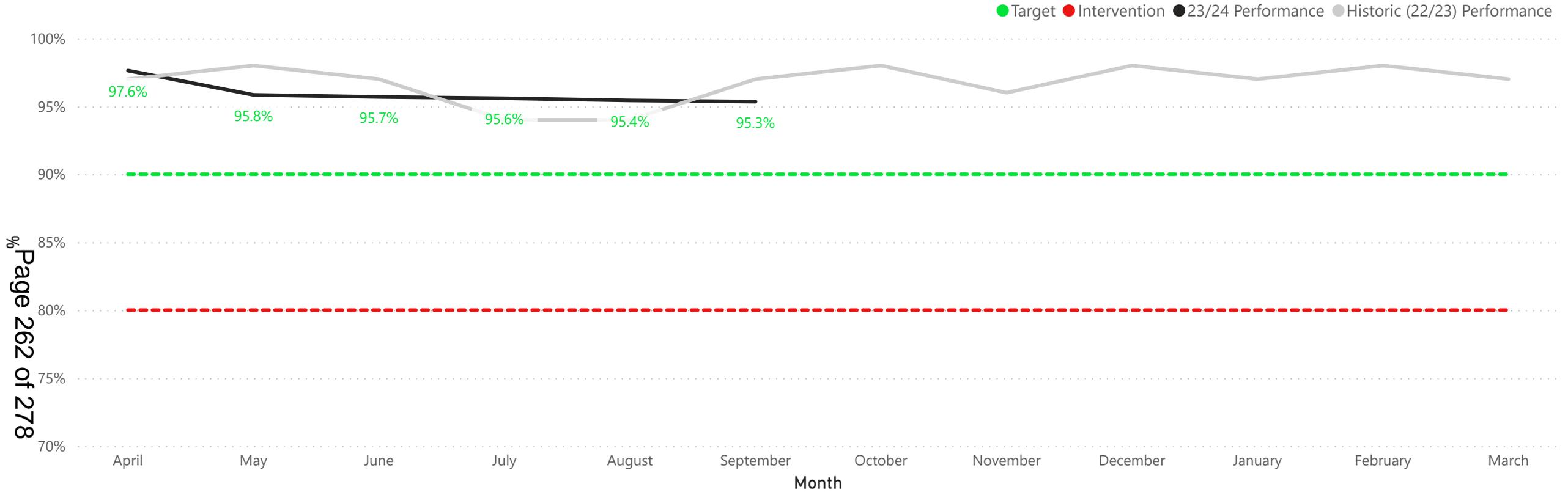
380

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations



Latest commentary from service:

Pass rate remains high. Regular monitoring being carried out each month. Failures are still mainly due to weed growth in the kerbline which is Cambridgeshire County Council responsibility. Still on track to remain above annual target.

Latest year-end forecast:

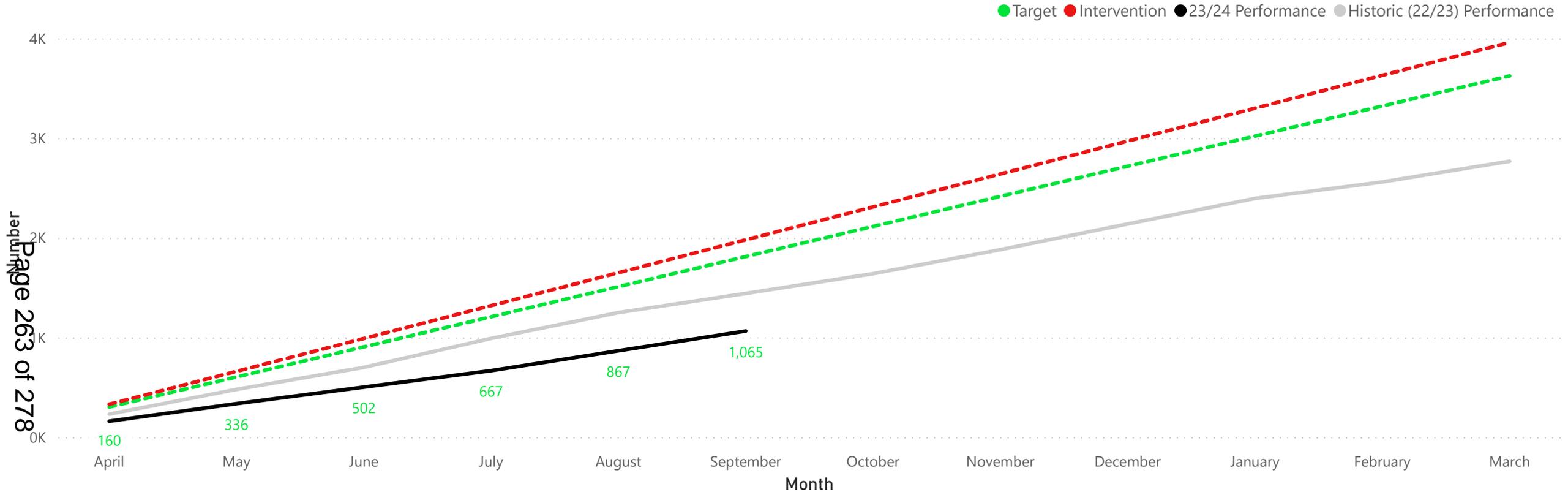
90.0%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 19. Number of missed bins



Latest commentary from service:

Crews are monitored on the number of bins that they miss. They are provided with weekly reports of previous missed and maps are provided where needed to solve future missed collections. 26% less bins have been missed at the end of Q2 compared to the same point last year and performance is 41% better than the Q2 target. The service is forecasting that the total number missed over the whole year will be no higher than the total missed last year.

Latest year-end forecast:

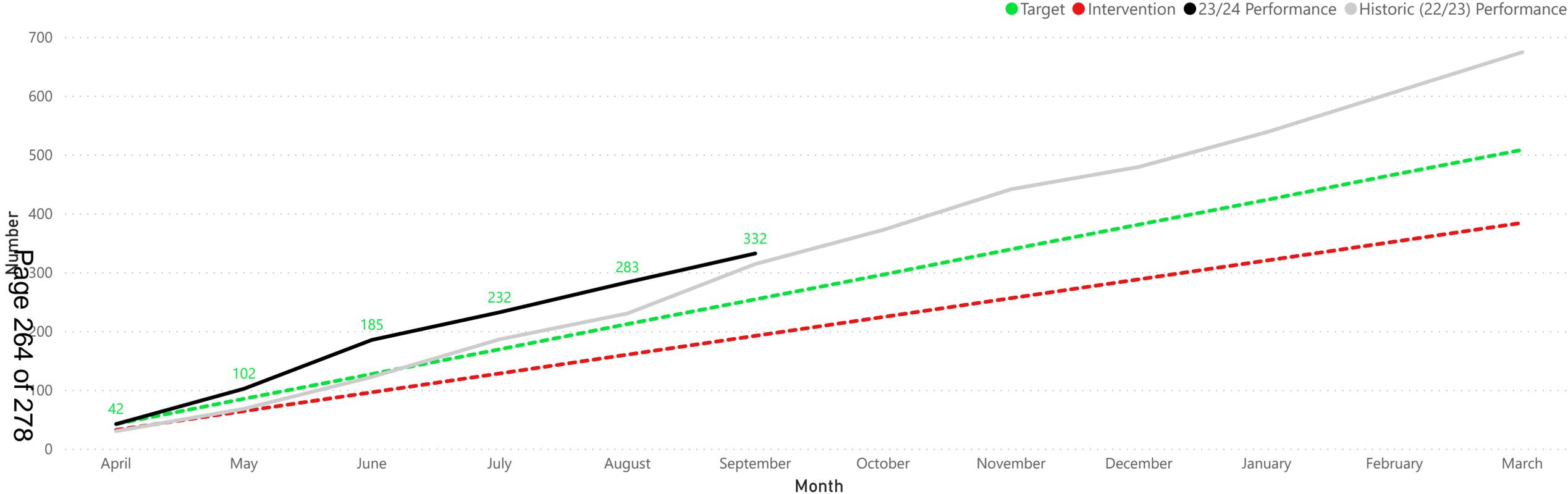
2,768

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 20. The number of programmed food safety inspections undertaken



Latest commentary from service:

Progress with food hygiene inspections is continuing to exceed the target set. However, it is noted that leave (annual and sick) has impacted on officer time available for inspections in September. At the end of Q2, the total number of inspections was 5.7% higher than at the same point last year and we are currently projecting to exceed the year-end target by over 30%.

Latest year-end forecast:

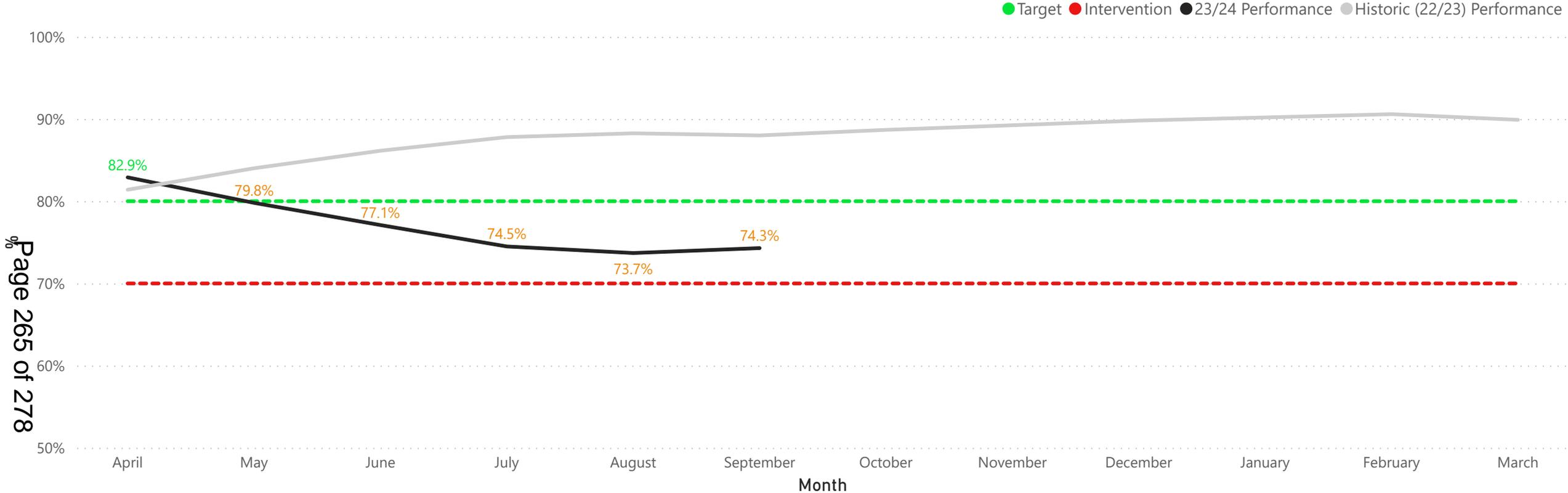
664

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 21. Percentage of calls to Call Centre answered



Latest commentary from service:

We are currently around six percentage points below our target for calls answered and about 14 percentage points lower than performance at the same point last year. We have filled our three vacancies with training starting in September. Those absent due to long term sickness are now back at work and being supported through a phased return. This is starting to have a positive impact on the calls answered and we expect to recover to 'Green' by the end of the financial year.

Latest year-end forecast:

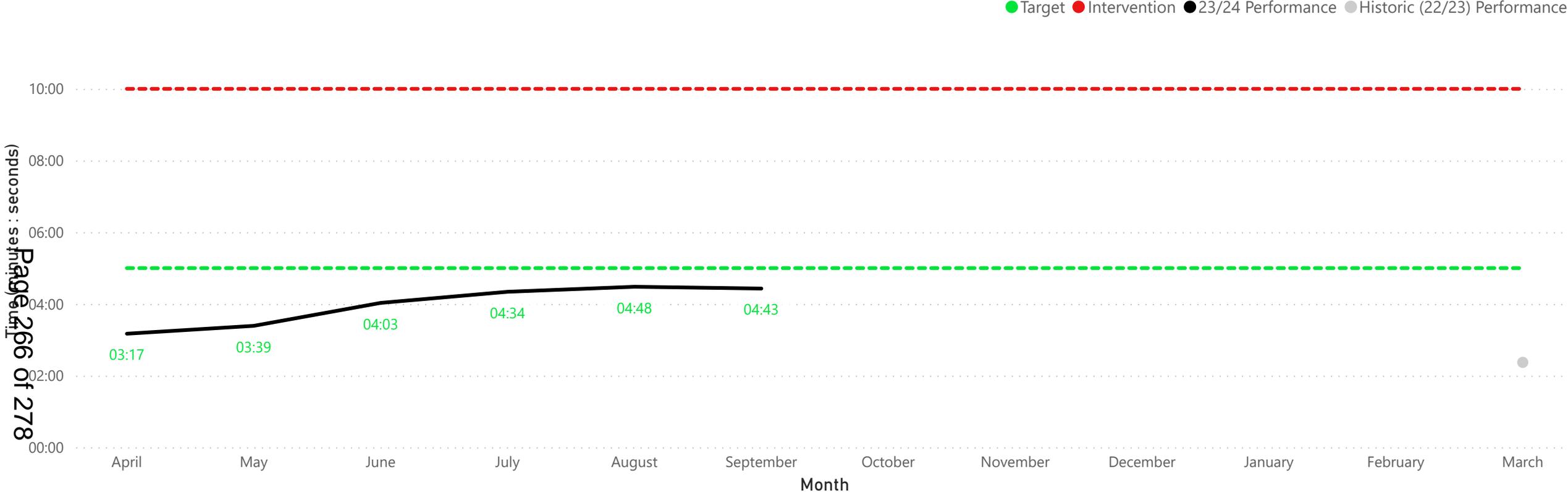
80.0%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 22. Average wait time for customers calling the Call Centre



Latest commentary from service:

The average wait time has increased during the year but we have continued to meet our five minute target. We have filled our three vacancies and long term sickness cases are back at work. We expect average wait time to reduce slightly by the year end. Historic data prior to March 2023 is not available for this measure.

Latest year-end forecast:

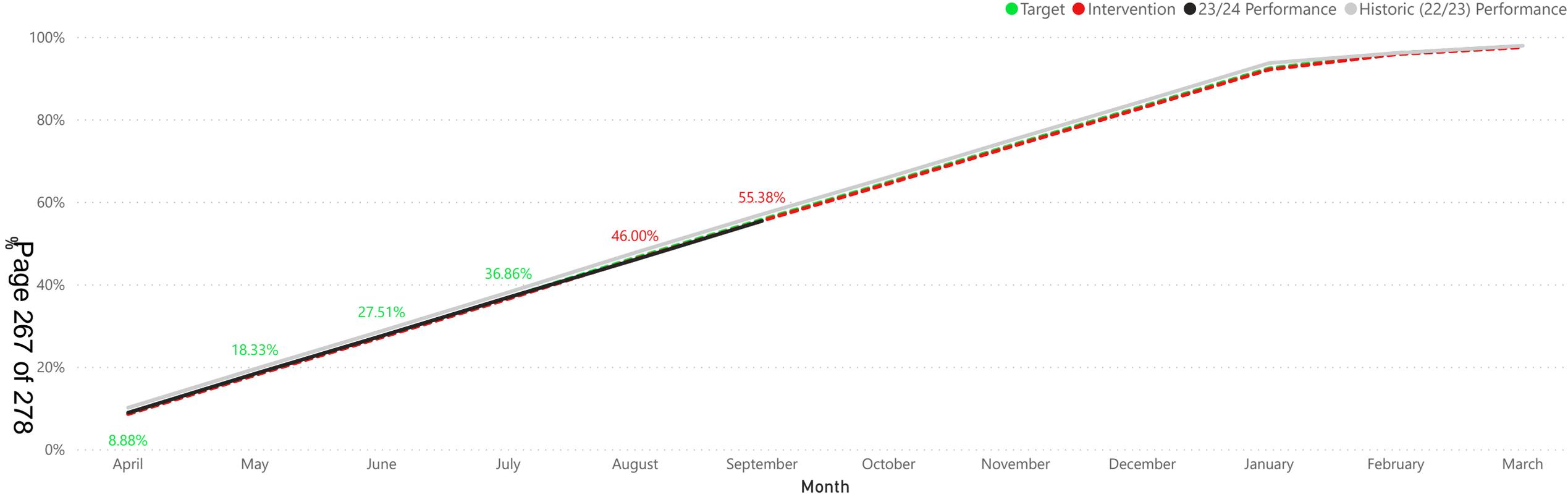
04:40

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 23. Council Tax collection rate



Latest commentary from service:

There has been a reprofiling of Council Tax instalments in 2023/24, with a higher proportion of customers due to pay instalments in February/March 2024. Therefore the monthly targets and the percentage of Council Tax collected so far are lower than last year. September collection rate is just below the reprofiled target (0.36 percentage points under). There has been an increase in collectable debit through new properties added, instalment changes as a result of Council Tax Support changes and an increase in non-payment, with higher numbers of recovery documents being issued compared to the same period last year. As a result, consideration is being given to increasing the frequency of recovery runs to encourage swifter payment.

Latest year-end forecast:

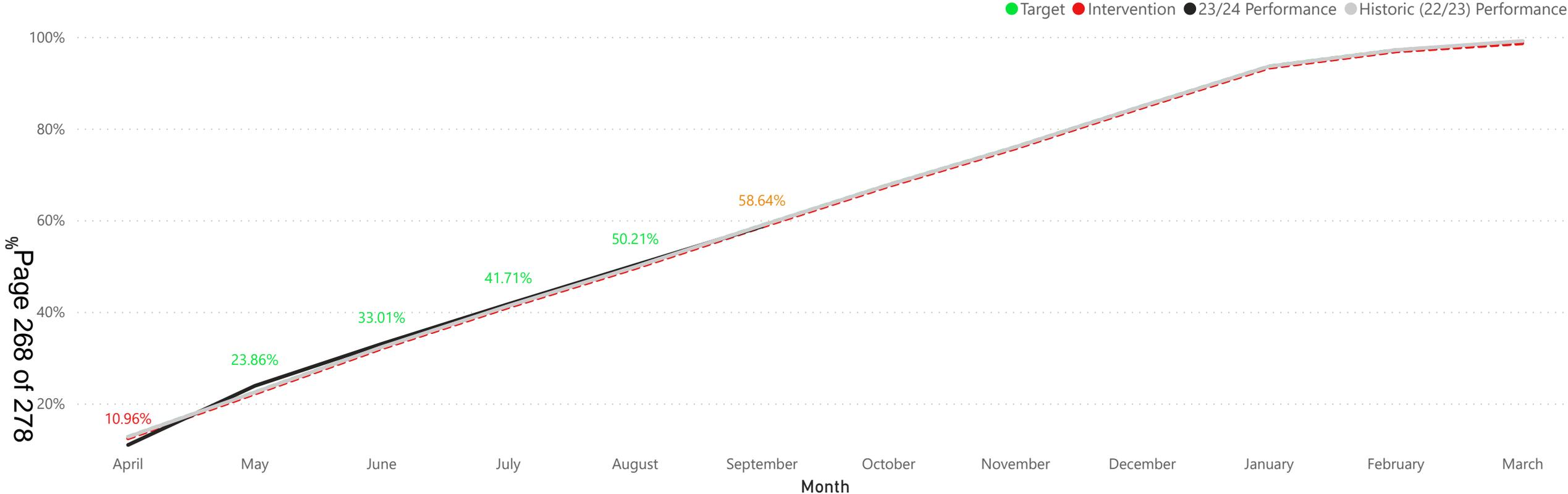
97.86%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 24. Business Rates collection rate



Latest commentary from service:

The collection rate is just 0.24 percentage points below target at this point, largely due to an increase in net collectable debit. The final outturn is still projected to be at the same level as achieved in 2022/23.

Latest year-end forecast:

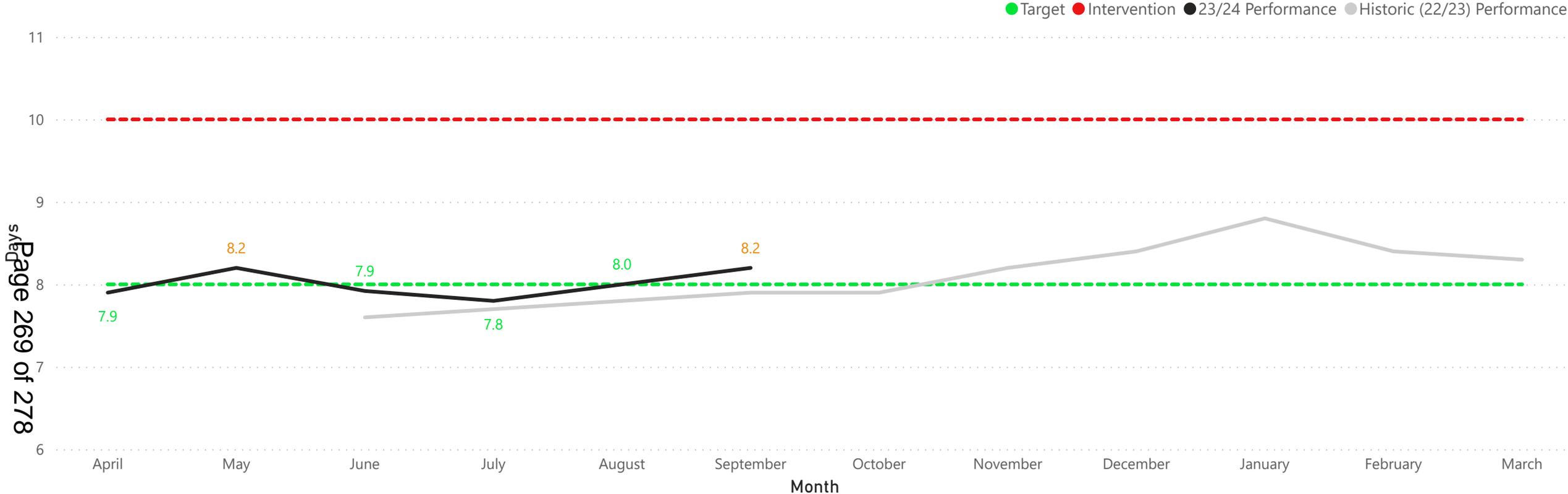
99.12%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 25. Staff sickness days lost per full time equivalent (rolling 12 month total)



Latest commentary from service:

Sickness has increased again in the last month, this is being driven by higher than expected numbers of long term sickness. Short term sickness has decreased again as would be expected in the summer months, with this averaging at 3.8 days per person. Long term sickness is being monitored closely with employees and managers being supported to return individuals back to work in as timely manner as possible. Further details on sickness absence can be found in the Workforce Report due to go to November's Employment Committee meeting.

Latest year-end forecast:

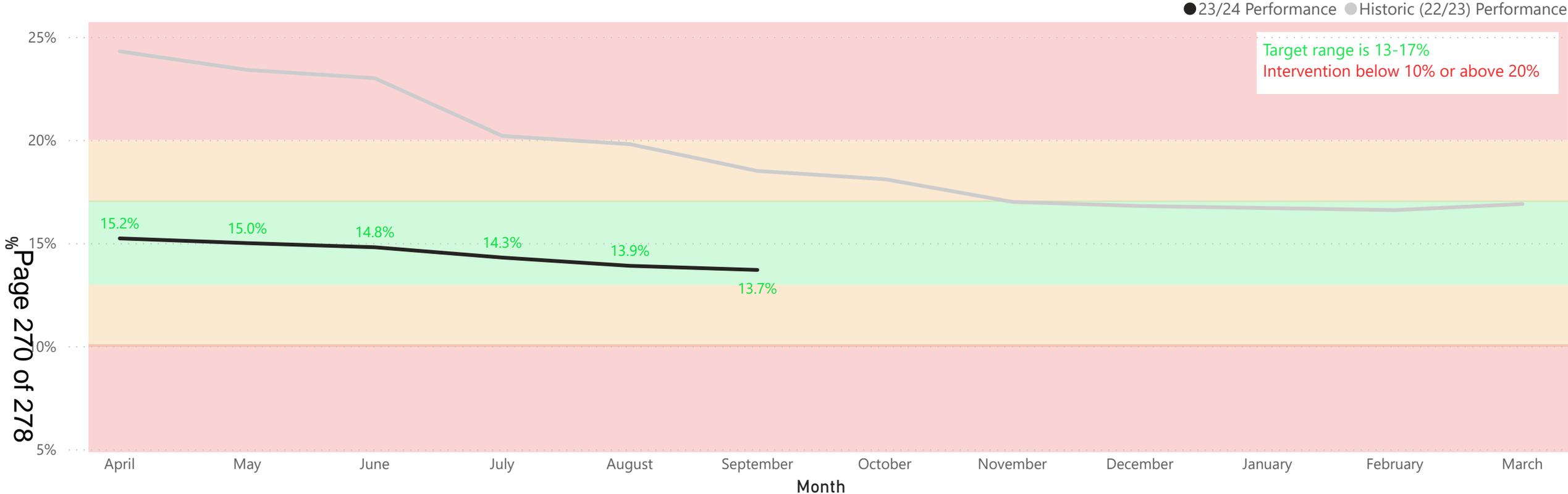
8.0

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 26. Staff turnover (rolling 12-month total)



Latest commentary from service:

We continue to see a reduction in turnover as expected. The work of the workforce strategy will look to continue to support our retention efforts. The current forecast from the HR team is that turnover will fall slightly further to the lower limit of the target range of 13-17%.

Latest year-end forecast:

13.0%

Latest projected outturn status:

G

Appendix C: Projects and programmes update



Outcome: Improving the happiness and wellbeing of residents

Title	Commentary on progress	Status	Impact of project/programme so far
Community Health Preventative Interventions			<p>For both community health prevention projects detailed below, it is important to note that in addition to direct health benefits there will have a positive impact on other determinants of health and well-being (including financial well-being). For supporting evidence see paper to the October 2023 meeting of Overview and Scrutiny Panel (Environment, Communities and Partnerships)</p>
i) Health Inequalities programme (2022/23)	<p>Continuation of delivery of 2022/23 programme with funds now fully allocated. There are projects within the programme which are still in delivery All activities are aiming for full completion by June 2024.</p>	G	<p>This programme is a broad range of community-based activities to improve health and wellbeing. Projects have a sustainability plan which seeks to ensure continuation of activity after the life of the funding. Delivery partners in this programme are being encouraged to support delivery of the 2023/24 programme.</p>
ii) Community Health Prevention Project (2023/24)	<p>Integrated Care System funded programmes for those at risk of frailty and those at risk of developing cardiovascular disease (CVD). Sessions now available for referrals from health practitioners or open access. Development of sessions identified and delivered through the community commenced.</p>	G	<p>The consequences of CVD and frailty lead significant costs to the NHS and social care systems and significant impacts on the quality of life and life expectancy of our residents. Frailty is particularly important given the growth in our older population, while CVD is the largest cause of premature death.</p> <p>The work will reduce number of residents getting into poor health in the long term, reducing pressures on the NHS due to reduction in fracture, frailty, dementia, and cardiovascular disease. It should be noted that the impact of such primary prevention activity may, in many cases, not be seen for years. However, the broader more immediate impacts of physical activity (mobility, mood, socialisation) will be more immediately apparent.</p>



Outcome: Keeping people out of crisis

Title	Commentary on progress	Status	Impact of project/programme so far
Financial vulnerability for residents programme	<p>As presented to the October meeting of Overview and Scrutiny Panel (Environment, Communities and Partnerships) our work on financial vulnerability has led to the development of a range of approaches based on the wider determinants of health.</p> <p>This is reflected in the fact that we have progressed the individual actions set out in the corporate plan and a number have begun to develop considerable overlap. Newer initiatives have also begun to be developed that are contributing to the priority outcomes set out above. The rating for the ‘financial vulnerability’ therefore represents an overview of this work as a whole.</p> <p>Mapping work on resident ‘support journeys’ between our provided services (HDC Residents Advice and Information Team), our commissioned services (Citizen’s Advice Rural Cambridgeshire) and our partners financial vulnerability services (Cambridgeshire County Council) has been undertaken. While this does not represent the totality of support services available this work will support simplifying the system and improving resident access to the right support at the right time.</p>	<p>G</p>	<p>Approach set out in commentary will inform forthcoming refresh of the Communities and Health Strategy.</p> <p>Development of ‘basket of interventions’ based on the wider determinants of health model. From Q3 on these interventions will be piloted in different way with different cohorts (e.g. those in Council tax debt, those moving home, residents in a geographical area)</p> <p>Commissioning of skills and employment advisors and partnerships with VCS organisations to address barriers to employment, training, skills and volunteering.</p> <p>Expanded use of ‘We Are Huntingdonshire’ as a single source of referral for partner organisations, including a new trial of use by the police service.</p> <p>Earlier engagement of residents with available support.</p>



Outcome: Improving Housing

Title	Commentary on progress	Status	Impact of project/programme so far
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	<p>Planning permission for Station Road, Warboys has delayed the project delivery. Local Planning Authority raised concerns around the submitted scheme, that needs resolution.</p> <p>Collaboration is happening with different planning departments to achieve a successful permission. Regular meetings with Longhurst also taking place.</p>	A	To increase the number of quality affordable homes for residents across the district.



Outcome: Forward-thinking economic growth

Title	Commentary on progress	Status	Impact of project/programme so far
Market Towns Programme	<ul style="list-style-type: none"> i) Made up of 9 projects, 2 of which are on track (Smarter Towns and Digital Wayfinding) ii) Ramsey Great Whyte Civic and Business Hub is now completed, following successful delivery. iii) The other 6 projects have a planned return to green, with Ramsey Great Whyte Pedestrian and Produce Hub being the main project at risk, due to the river Culvert having weight restriction issues. 	A	<p>Improvement to the local economic development of the 4 market towns in the district and creating increased high-quality jobs and skills prospects for local residents.</p> <p>Additional benefits to HDC of increased NNDR potential.</p>

Title	Commentary on progress	Status	Impact of project/programme so far
	iv) Remaining projects (Old Falcon, Priory Centre, St Neots Transport Programme, Huntingdon & St Neots, St Neots Legacy Programme) are Amber due to delays with building materials/supplies, concerns around content management, existing budget allocation versus what is available, construction schedule and ongoing legal work to secure market lease.		
UK Shared Prosperity Fund programme	v) Made up of 8 projects, 7 of which are on track (Community based employment and skills provision, Vibrant Communities, Business and IP centres, Green Business Grant programme, Manufacturing Digitisation, Ramsey Great Whyte Improvements, Start up and Entrepreneurship programme) vi) Active travel feasibility is 1 month behind schedule due to staff leave with an aim to commence work in October.	A	Improvement to the local economic development of the 4 market towns in the district and creating increased high-quality jobs and skills prospects for local residents.
Local Plan	vii) Continuing assessment and sustainability appraisal of potential development sites to inform draft options for engagement in spring 2024.	G	Enablement of providing a framework for the district to shape how land use and places will change and develop in the future. This will ensure all future development in the district is coordinated, prioritised and appropriate (e.g.: socially, environmentally, economically) to ensure Huntingdon is a good place to live and work.



Outcome: Lowering our carbon emissions

Title	Commentary on progress	Status	Impact of project/programme so far
Biodiversity for all	The signed funding agreement from Cambridge & Peterborough Combined Authority (CPCA) has been resolved and completed. There are new risks of exceeding budget and delays to green skills work due to work permits. Project team have mitigations in place to continue to deliver this 3-year programme of biodiversity improvements to district owned, and town/parish owned land.	A	Demonstrating our progress, engaging with our communities across Huntingdonshire will inform/influence decisions that increase our percentage of biodiversity across the district.

Outcome: Delivering good quality, high value-for-money services



Title	Commentary on progress	Status	Impact of project/programme so far
Riverside Park St Neots	Activity being managed through the Open Spaces Service Plan.	G	Improvement to aesthetics and access to Riverside Park.
Civil Parking Enforcement	Risks regarding outsourcing remedial works have been mitigated and the project team are awaiting a quote from a supplier for sign and lines work.	G	The district will take on the ownership and responsibility of parking enforcement.
Hinchingbrooke Country Park	The RAG rating has been kept to RED due to the objections submitted on the planning portal and the feedback provided from the planning team. There are archaeology, biodiversity and flood risk objections which will be escalated to Major Change Board in October, for a project request adjustment.	R	Increased facilities for residents at the Country Park, to encourage increased visitor numbers and enabling improved health and well-being for residents. Additional benefits to HDC of increased revenue from car parking and hospitality facilities.

Title	Commentary on progress	Status	Impact of project/programme so far
Additional Funding for Energy Bill Rebate (COMPLETED)	<p>Project to:</p> <ul style="list-style-type: none"> Ensure that people who do not have a contract with an energy supplier, but who have electricity costs, benefit from a £400 payment (416 Applicants - £166,400 distributed) Make £200 grant payment to UK households that use alternative fuels for heating instead of mains gas completed (469 Applicants - £93,800 distributed) <p>Project now successfully completed</p>	G	Will support residents on lower incomes and ensure they do not get into crisis.
Planning Improvement programme	<p>Some initial projects commenced and progressed within the service to deliver improvements.</p> <p>Significant resource and time spent on discovery workshops to accurately assess the priority areas of challenge for the service. These will be assessed and approved, then fed into the overall delivery plan in November.</p>	G	Will allow all planning applications to be managed and reported on consistently. Will enable development of improved customer experience and increased income opportunities, creating additional capacity in back-office service activities.
Green Bins project	<p>Overview and Scrutiny panel meeting took place with comments and feedback being captured with regards to next steps, whilst the Cabinet meeting was also completed and approval for the proposal was received.</p> <p>Procurement completed so that the sticker tender pack could be uploaded on the portal in September with engagement sessions with Town and Parish Councils also being initiated.</p>	G	To provide the Council with financial sustainability to continue to deliver essential services to all residents.
Council Tax Support Scheme review	Consultant services procured to support modelling of new scheme, which went to public consultation at the end of July and ends 10 th September 2023.	G	Will support residents on lower incomes and ensure they do not get into crisis.
Council Tax Support Fund (2023/24)	Discussed the various options for awarding further payments under the discretionary criteria and it was agreed that, based on detailed data modelling, consultants are content with the options under consideration.	G	Will support residents on lower incomes and ensure they do not get into crisis.

Title	Commentary on progress	Status	Impact of project/programme so far
	Project team are now awaiting the installation of the latest software release that will enable them to model each of the options (from modelling spreadsheet). Once the software is installed, the options can then be modelled with regards to costs and the remaining funds available, and then proceed to pay the awards to customers.		
Customer Services Improvement programme	Project currently being scoped, and recruitment of Customer Change Director was completed in June 2023. Discovery work continually undertaken across Q2, with a delivery start date set for mid-October.	G	Will allow all customer contacts to be managed and reported on consistently. Will enable development of improved customer experience via additional digital channels, creating additional capacity in back-office service activities.
HR system	The project required a final upgrade which was implemented in Q2. Board members are working with Partners to sign off this project and produce a closure report.	G	Will allow all staff management responsibilities to be managed securely and consistently within a bespoke system.
Workforce Strategy	In Q2 the Project Manager started their role and underwent several initiation activities as well as overseeing the production of a comprehensive business plan. Champions have been appointed to the project and presentations have been provided to members of staff, outlining the work set to take place over the coming months.	G	The workforce strategy will give a framework that links people management and development practices to our long term goals as an employer which will ultimately move us to being an employer of choice, which will drive both recruitment and retention.

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