

Dear Councillor,

**OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS)
- MONDAY, 6TH JUNE 2016**

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

**Agenda Item
No.**

4. QUARTER 4 INTEGRATED PERFORMANCE REPORT AND PROVISIONAL OUTTURN 2015/16 (Pages 23 - 78)

The Panel is to receive the Quarter 4 Integrated Performance Report and Provisional Outturn 2015/16.

5. TREASURY MANAGEMENT STRATEGY 2015/16 OUTTURN REPORT (Pages 79 - 96)

The Treasury Management Strategy 2015/16 Outturn Report is to be received by the Panel.

7. RISK MANAGEMENT (Pages 97 - 116)

The Risk Management Report is to be presented to the Panel.

11. WORK PLAN STUDIES (Pages 117 - 118)

To consider the work programmes of the Communities and Environment and Economy and Growth Overview and Scrutiny Panels.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Integrated Performance Report, 2015/16 Quarter 4 (including the Provisional Outturn for 2015/16)
Meeting/Date:	Overview and Scrutiny (Performance and Customers) Panel, 6 June 2016 Cabinet, 23 June 2016
Executive Portfolio:	Councillor Jonathan Gray, Executive Councillor for Strategic Resources Councillor Stephen Cawley, Executive Councillor for Organisation and Customer Services
Report by:	Corporate Team Manager and Head of Resources
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2015/16 for the period 1 January 2016 to 31 March 2016. The report also incorporates progress reporting for current projects being undertaken at the Council and details of the 2015/16 provisional outturn for revenue and capital spend.

An update on the Commercial Investment Strategy includes details of the investments to date and the level of returns these are expected to generate.

Recommendations:

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

The Panel is invited to consider and comment on the Council's 2015/16 provisional outturn, including the:

- i. deletion of 21 Earmarked Reserves (paragraph 4.11.1),
- ii. formation of 9 Earmarked Reserves (paragraph 4.11.2),
- iii. transfer of £0.244m from the Budget Surplus Reserve to the Collection Fund Reserve, and
- iv. transfer of £0.561m from the Budget Surplus Reserve to finance the Democratic & Organisational Governance and Efficiency initiatives.

1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2015/16 and updates on current projects.

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2014-16 was adopted as a two-year plan in 2014, with an update approved in April 2015 setting out what the Council aimed to achieve in addition to its core statutory services during 2015/16. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2015/16. Following approval of a refreshed Corporate Plan for 2016-18 in March 2016, a new set of Key Actions and Corporate Indicators will be included in quarterly reports on performance during 2016/17.
- 2.2 As recommended by the Project Management Select Committee, project updates are included in this performance report at Appendix C. There are currently 24 open, pending approval or pending closure projects and 7 closed projects logged on the SharePoint site across all programmes. This report covers all of these projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of March. Performance is summarised in section 4 below and details are listed in the Financial Performance Monitoring Suite at Appendix D.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service, after discussion with the appropriate Portfolio Holder.
- 3.4 It should be noted that all references to Portfolio Holders in the report are based on Executive Councillor responsibilities for 2015/16.
- 3.5 The table below summarises the achievement of Key Actions for 2015/16:

Status of Key Actions for 2015/16	Number	%
Green (on track)	33	85
Amber (within acceptable variance)	2	5
Red (behind schedule)	4	10

At the end of the year, 90% of actions were on track or had progress within an acceptable variance and only four actions were behind schedule.

All of the actions behind schedule were affected by prioritisation of other work during the year. In particular, the actions relating to a St Neots market town improvement strategy and action plan, an update to the Buildings at Risk Register and an update to the Design Guide were not completed due to decisions to focus on other Planning Policy work, including the St Neots Neighbourhood Plan. Three of the four 'Red' actions are no longer listed as key actions in the Corporate Plan and the deferral of the action to adopt the Design Guide as a Supplementary Planning Document means that is now expected to be completed during 2016/17.

3.6 Outturn results for 2015/16 Corporate Indicators are shown in the table below:

Corporate Indicator results 2015/16	Number	%
Green (achieved)	19	53
Amber (within acceptable variance)	11	31
Red (target missed)	5	14
Not applicable (no target set)	1	3

This shows that the Council achieved the majority of its targets, with around a third within an acceptable variance and targets missed for only five indicators.

Our target to reduce staff sickness absence (under the 'Ensuring we are a customer-focused and service led council' strategic theme) was missed as a high level of long-term absence in particular contributed to an increase in the days lost per full-time equivalent employee compared to 2014/15. Further information on this will be included in the Workforce Report due to be considered by the Employment Committee in June.

The three targets missed under the 'Enabling sustainable growth' strategic theme were all linked to national housing issues, with low levels of new affordable housing meaning we missed our target on delivering affordable housing. This has had an impact on the Council's ability to deal with homelessness, with the number of homeless acceptances increasing despite the preventative measures taken by the Council as people have been unable to find alternative affordable housing.

Within the 'Working with our communities' theme, the average time (in weeks) between date of referral and practical completion of minor jobs funded through Disabled Facilities Grants was not within the target set. The shared Home Improvement Agency (HIA) service provided by Cambridge City Council on our behalf has seen the time taken increase due to additional regulatory requirements, surveyor capacity and more variations to schemes being agreed as part of applications. The HIA Management Board is monitoring performance and additional temporary staff resources will be brought in.

3.7 The status of corporate projects at the end of March is shown below:

Corporate project status at 31 March	Number	%
Closed (completed)	7	23%
Green (progress on track)	7	23%
Amber (within acceptable variance)	3	10%
Red (progress behind schedule)	2	6%
Pending closure or approval	12	39%

Seven projects have recently been closed down following sign-off of close-down reports by the Project Management Governance Board, with another seven projects currently in the close-down stage. At the end of March, business cases for five projects had not yet been approved by the Board.

Of the projects currently in the delivery stage, only two are behind schedule. These are a project to deliver invest to save schemes providing leisure facilities, which has been delayed by ongoing leasehold negotiations, and a project to replace roofs on industrial units, which is delayed due to difficulties in recruiting a project manager and issues with an overhead power line.

Overall, 83% of corporate projects currently being delivered are on track and the sites set up for all projects are being kept up to date by project managers.

4. FINANCIAL PERFORMANCE – PROVISIONAL OUTTURN 2015/16

4.1 Attached at **Appendix D** is the Year End Financial Performance Monitoring Suite (FMPS). With regard to the Provisional Outturn for 2015/16, key highlights are shown in paragraphs 4.2 to 4.12 below. Other aspects of the FMPS are shown at paragraphs 4.13 to 4.14.

Approved Revenue Budget

4.2 Following the approval of the Councils budget in February 2015 and Cabinet approved carry-forward requests totalling £0.3m in June 2015, the Councils updated budget for 2015/16 was:

- Net revenue expenditure budget of £19.1m
- Contribution to reserves of £0.5m, and
- Budget Requirement of £19.7m

Revenue Forecast Outturn and Variations in Revenue Spend

4.3 As shown in Section 2 of **Appendix D**, the year end outturn revenue position for 2015/16 is a net revenue spend of £17.1m; resulting in a saving against budget of:

- £2.0m when compared to the Updated Budget, and
- when the planned budget surplus is taken into account the overall saving is £2.6m.

4.4 Section 3 of **Appendix D** sets out the main reasons for the £2.0m variance across all departments and is summarised below:

Departmental Variations to Budget: Provisional Outturn 2015/16				
Department	Budget (Net)	Provisional Outturn	Variation	Big-Ticket Reasons
	£m	£m	£m	
Community	2.126	1.674	(0.452)	Staff vacancies and Income from Licensing.
Customer	4.719	4.114	(0.605)	Staff vacancies, e-Forms efficiency, Reduction in homelessness incentive payments.
Development	1.701	1.192	(0.509)	Staff vacancies, lower removal grants.

Departmental Variations to Budget: Provisional Outturn 2015/16				
Department	Budget (Net)	Provisional Outturn	Variation	Big-Ticket Reasons
	£m	£m	£m	
Leisure & Health	0.070	(0.141)	(0.211)	NDR refunds, additional income.
Operations	4.593	4.175	(0.418)	Staff vacancies, lower building & equipment costs, fuel costs.
Resources	3.930	4.155	0.225	Legal interim support, MMI clawback, higher commercial estate insurance costs.
Directors & Corporate Team	2.391	2.107	(0.284)	Staff vacancies and Land Charges saving.
Technical Adjustments	(0.386)	(0.177)	0.209	Impact of Printing & Pool Car Recharging.
Total	19.144	17.099	(2.045)	

4.5 Over half of the above variance is due to staff vacancies (£1.059m) which have been kept vacant due to ZBB related restaructures taking place in the final quarter of 2015/16 to ensure that ZBB identified savings are achieved in 2016/17.

4.6 The final year end variance has improved by £1.014m from the reported position as at the end of December. The reason for this improvement is shown in the table below, with £345,000 due to year end changes, £303,000 due to improved income and £365,000 due to other increased underspends.

Reason	£'000	£'000
Reduced Bad Debt Provision	39	
Reduction in Land Charges Provision	157	
Technical Adjustments	149	
		345
Improved Income from P9 forecast		303
Additional unforecast staff vacancies	233	
Community Grants	39	
Underspends on Planned Maintenance	75	
Other	13	
		365
TOTAL MOVEMENT PERIOD 9 – FINAL OUTTURN		1,013

Capital Outturn and Variations in Capital Spend

4.7 Following the approval of the Councils “net” capital programme in February 2015 of £9.6m and Cabinet approval of slippage of (£0.3m) in June 2015, the Councils final 2015/16 “net” capital programme was £9.3m.

4.8 The year end outturn position for 2015/16 is net capital spend of £4.2m. A summary of the reasons for the variance is rephasing of £4.8m of capital to 2016/17, net expenditure variations of (£0.4m) and new schemes of £0.1m;

the latter being approved by Cabinet in October and November 2015. Detailed analysis of the variations in the Capital programme are shown in Section 4 of **Appendix D**.

Reserves

4.9 Members will recall that in December 2015 Cabinet approved the Reserves Strategy, which included a change in approach to managing the General Fund. In addition, there has been a substantial review of the Earmarked Reserves maintained by the Council. A summary of the changes to both the General Fund and Earmarked Reserves is shown below, with Section 2 of **Appendix D** showing the detailed movements.

- General Fund

4.10 Members will recall that in December 2015 Cabinet approved that the minimum level of the General Fund was to be maintained at 15% of net expenditure.

4.11 The 2015/16 opening General Fund balance was £9.3m. As a consequence of:

- The service saving noted above.
- Transfers to & from Earmarked Reserves:
 - in respect of the Collection Fund and external grant,
 - maintaining the general fund at 15% of net expenditure, and
 - a transfer to the Commercial Investment Reserve,

the revised forecast General Fund balance is £2.7m.

- Earmarked Reserve

4.12 During the year there has been a significant review of the Earmarked Reserves held by the Council. At the start of the financial year there were 38 separate Earmarked Reserves, totalling £15.7m.

4.13 As a consequence of this review, the number of Earmarked Reserves has reduced by a net 12 to 26. Along with transfers from the General Fund and service savings etc, the value of the Earmarked Reserves has increased to £22.0m. A summary of this review is shown in the Table below and a more detailed analysis is shown in Section 6 of **Appendix D**. It should be noted that the Commercial Investment Strategy, S106 and the Special Earmarked Reserves account for £17.7m (80%) of all Earmarked Reserves.

Conclusion of Review of Earmarked Reserves							
Action on Reserve	Value of Reserves (Net)			Numbers of Reserves			
	Opening	Adjustment	Provisional	Opening	Adjustment		Provisional
	2015/16		Outturn		2015/16	Remove	
£000	£000	2015/16	2015/16			2015/16	
Reserve to Remain	11,377	8,373	19,752	14	0	0	14
New Reserve	0	1,037	1,037	0	0	6	6
Consolidation	477	(1)	476	10	(10)	3	3
Reduce £	2,849	(2,150)	699	3	0	0	3
Remove Reserve	994	(994)	0	11	(11)	0	0
Total	15,697	6,265	21,964	38	(21)	9	26

4.14 As per the requirements of the Reserves Strategy, approval is sought for:

4.14.1 the deletion of the 21 Earmarked Reserves noted below. Heads of Service have confirmed that these reserves are not required to support current or future service priorities; consequently any balances have either been consolidated into the General Fund or redistributed to fund new reserves or increase existing reserves:

- i. Repairs & Maintenance – Parks Renewals Fund
- ii. Repairs & Maintenance – Countryside Management R&R Fund
- iii. Repairs & Maintenance – St Ivo Renewals Fund
- iv. Repairs & Maintenance – St Neots LC Renewals Fund
- v. Repairs & Maintenance – Huntingdon C Renewals Fund
- vi. Repairs & Maintenance – Ramsey LC Renewals Fund
- vii. Repairs & Maintenance – Sawtry SC Renewals Fund
- viii. Repairs & Maintenance – Ind Estates Renewals Fund
- ix. Repairs & Maintenance – Misc Properties Renewals Fund
- x. Repairs & Maintenance – Commercial Properties Renewals Fund
- xi. Repairs & Maintenance – Car Parks Renewals Fund
- xii. Repairs & Maintenance – Offices R&R Fund
- xiii. Repairs & Maintenance – Pavilions R&R Fund
- xiv. Repairs & Maintenance – Bus Station Shelter Renewals
- xv. Delayed Projects
- xvi. Home Improvement Agency
- xvii. PWLB Discount Reserve
- xviii. Clean Food Centre Reserve
- xix. Listed Building Grants Reserve
- xx. A14 Inquiry Reserve
- xxi. Alconbury & Molesworth

4.14.2 the formation of the following reserves to meet current or future service priorities:

- i. Local Plan
- ii. TCA
- iii. NDR Relief
- iv. Fraud Hub
- v. Cambridge Anti-Fraud Network
- vi. Call Centre Move
- vii. Operations Efficiency
- viii. One Leisure Huntingdon Changing Room Project
- ix. Commercial Property Maintenance

4.15 With regard to the £0.805m held in the Budget Surplus Reserve at the end of the financial year, Section 7 of **Appendix D** details the proposed use of this reserve; including the transfer of:

- i. £0.244m to “Collection Fund Reserve”, to finance CLG’s contribution as a consequence of HDC being above the NDR baseline funding in 2015/16.
- ii. £0.561m to finance the Democratic & Organisational Governance and Efficiency initiatives noted in Section 7 of Appendix D (other than that noted in (i) above).

Other Financial Performance Commentary

4.16 Revenues related activity

The Council Tax Support Scheme is well below budget and this has been consistent throughout the year. However, both Business Rates and Council Tax are marginally below budget. The main reason for Business Rates being lower than budget is as a consequence of the impact of appeals and a large number of insolvency cases. With regard to Council Tax, although collection is only marginally below target it is expected to be in line with expectations when residents pay amounts outstanding during the first months of 2016/17.

4.17 New Homes Bonus

Members will recall that the New Homes Bonus (NHB) follows an October to September cycle. At this time, cumulative building growth is ahead of target which would, if this was the end of the cycle, reflect in higher NHB being awarded to the Council. It should be noted that the NHB scheme is currently being reviewed; the Council submitted its consultation response earlier this year and it is not expected that the government will announce its conclusions until late 2016.

5. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

5.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the £3.6m 2020/21 forecast gap in the revenue budget.

5.2 Investments

Up to 31 March 2016, the Council has invested £3.9m in CIS related assets, made up of the following investments:

Revenue Investment

1. December 2015

CCLA Local Authority Mutual Investments Trust Property Fund

- Amount invested £2.5m
- Gross dividend yield: 4.86%
- Earmarked Reserves have been used to finance this investment

Capital (Property) Investment

2. January 2016

No 2, Stonehill, Stukely Meadows, Huntingdon

- Amount invested at time of purchase: £1.4m (including purchase costs of £57,746)
- Modelled Return on Investment: 8%
- Earmarked Reserves have been used to finance this investment which means that there will be no requirement for the Council to provide for future costs relating to Minimum Revenue Provision

Return on Investment = income/(purchase cost + estimate of enhancements)

In addition, the Council is currently completing on a further property outside of the Council area; however due to contractual considerations an update on this acquisition will be included in the next quarterly update.

5.3 Governance

The £2.5m CCLA investment was approved by Cabinet when the CIS Business Plan was approved in December. The £1.4m capital investment was approved via the Treasury & Capital Management Group, as per the requirements of the Disposals & Acquisitions Policy.

The property which is outside the Council boundary exceeded the Cabinet threshold. An urgent Cabinet report was presented to Cabinet on the 21st April 2016 approving the purchase of this investment. To ensure timely decisions are made (as required in an active property market), if investments continue to be above the Cabinet threshold it is anticipated that further use of the “urgent” provisions of the Constitution will be required.

5.4 CIS Investment Investigations

Between January and March 2015, the market was particularly quiet with the Council only investigating one other property. Since April, a further five properties have been investigated. The reasons for not investing range from the property being under offer through to a property being old and requiring considerable investment.

In addition, the Council is also investigating wider cash investments including other Property Funds and Real Estate Investment Trusts (REIT's). Conclusions of these investigations will be made to the Treasury & Capital Management Group.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 6.1 Due to the timing of the meetings, comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 7 June 2016 will follow as an appendix to the Cabinet report.

7. RECOMMENDATION

- 7.1 The Panel is invited to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan 2015/16 and current projects, as summarised in Appendix A and detailed in Appendices B and C.
- 7.2 The Panel is invited to consider and comment on the 2015/16 Provision Outturn.

CONTACT OFFICER

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny)

☎ (01480) 388065

Projects (Appendix C)

Laura Lock, Programme and Project Manager

☎ (01480) 388086

Financial Performance (Appendix D)

Graham Oliver, Interim Finance Manager

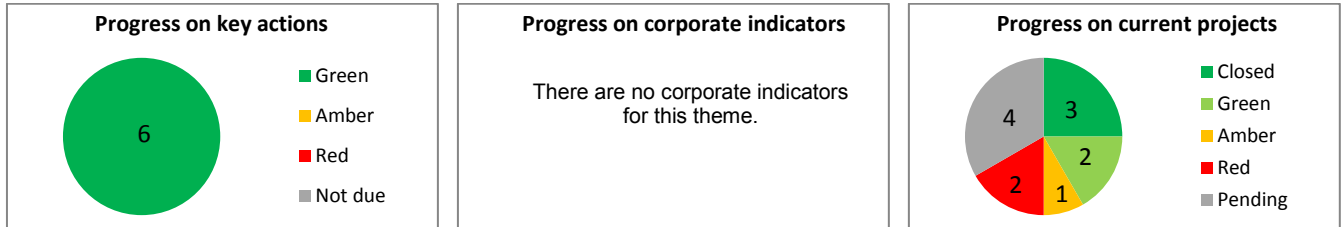
☎ (01480) 388604

Appendix A

Performance Summary Quarter 4, 2015/16

A strong local economy

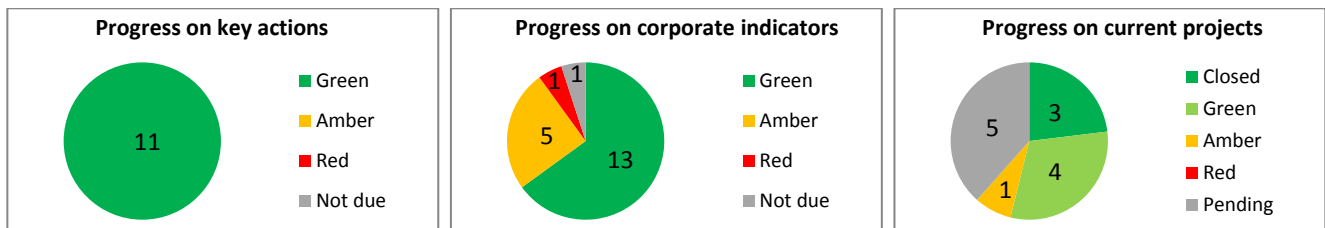
Making Huntingdonshire a better place to live, work and invest



Highlights include the release of £10.5m of funding to deliver the iMET training centre at Alconbury Weald.

Ensuring we are a customer focused and service led council

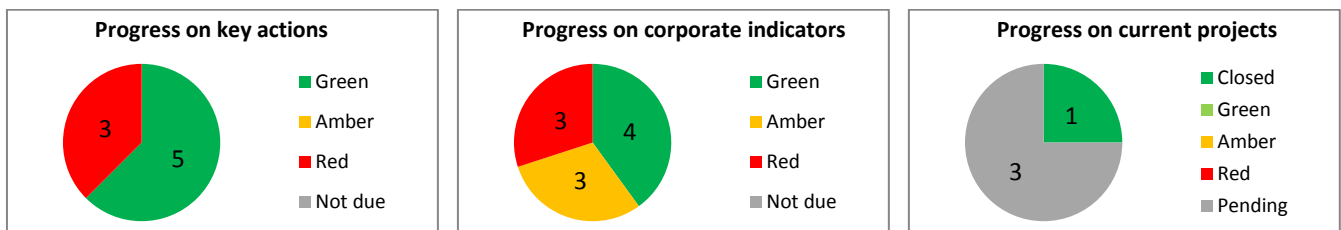
Delivering value for money services



Highlights include One Leisure posting a surplus for the first time ever, ending the year at over £420k surplus.

Enabling sustainable growth

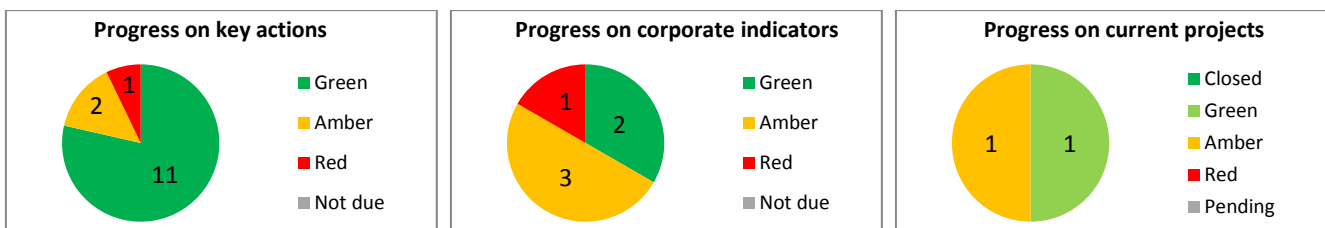
Delivering new and appropriate housing with minimum impact on our environment



Highlights include construction starting on the first phase of housing at Alconbury, comprising of 128 houses.

Working with our communities

Making sure they thrive and get involved with local decision making



Highlights include the best ever total One Leisure Active Lifestyle attendances at 48,292, up 5% on last year.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period January to March 2016

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	6		0		0		0		0

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

Summary of progress for Corporate Indicators

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

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Deliver a programme of themed business information clinics and events, and measure their impact	Ongoing	Cllr Harrison	Andy Moffat	<u>Economic Development</u> Q4- February Clinic attended by 14 companies. TWI (The Welding Institute) and Bedfordshire and Clayland LEADER programme presented grant and business support options. 3 more participants to TWI scheme c. £10k per company benefit. Q3-The Welding Institute workshop well received with 3 of the 4 companies signing up immediately for the support programme: value of specialist support offered c.£10k per company.
G	Report on the effectiveness of the fast track pre-application advice available to potential growing businesses	Quarterly	Cllr Dew	Andy Moffat	<u>Development Management</u> Q4- No more received. Q3-No enquiries received in Q3. One enquiry was received in Q2 which took longer to deal with than the target. Procedures are being reviewed and the subsequent application is being fast-tracked.

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Develop Community Infrastructure Levy (CIL) governance structure	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q4-As Q3. <i>Q3-New governance structure approved by Cabinet at its December 2015 meeting.</i>
G	Influence the Local Enterprise Partnership (LEP) to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth	Ongoing	Cllr Dew and Cllr Harrison	Andy Moffat	<u>Economic Development</u> Q4- Terms of Reference, structure and governance of this group drafted and ready to be taken to CPSB for ratification in June. Current uncertainty around devolution deals and how these will impact this mechanism. <i>Q3-Meeting scheduled for 2016 for on-going dialogue with LEP. Lack of transparency over decisions to proceed/not to proceed with some projects.</i>

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Commit resources to 'EDGE smarter skills for enterprise', a public/private sector partnership to improve the business/ education-training skills match, ensuring that the agreed business plan targets are met	Ongoing, official launch November	Cllr Harrison	Andy Moffat	<u>Economic Development</u> Q4- Construction apprenticeship event held at EDGE shop – 49 customers accessed EDGE services that day alone seeking employment in construction industries. Breheny, Hopkins Homes and RG Carter are participating employers. <i>Q3-Two major events held: formal launch of EDGE at Westminster hosted by MP Jonathan Djanogly and Careers fair and business information event at Wood Green. Careers fair - 120 attendees at breakfast event fully booked, 88 stands/ exhibits by providers and employers, 700 year 10+ students in attendance from all 7 secondary schools in the District. Evaluation data from surveys not yet available.</i>
G	Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies	May 2015	Cllr Harrison	Andy Moffat	<u>Economic Development</u> Q4- Full business case approved £10.5m of funding released for the delivery of the iMET training centre at Alconbury Weald. <i>Q3-Further work on the full business case for iMET which has been approved by the LEP board and is now with the Skills Funding Agency for decision on final approval due in February 2016.</i>

STRATEGIC THEME - ENSURING WE ARE A CUSTOMER FOCUSED AND SERVICE LED COUNCIL

Period January to March 2016

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
11		0		0		0		0	

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

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
13		5		1		0		1	

35

WE WANT TO: Become more business-like and efficient in the way we deliver services

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Continue zero base budgeting (ZBB) for 2016/17 including a 'service challenge' process	December 2015	Cllr Gray	Clive Mason	<u>Accountancy</u> Q4-Tranche 2 and 3 were fully embedded into the 2016/17 Budget and MTFs, which were approved by Council in February 2016. <i>Q3-Tranche 3 of the ZBB process was completed in November 2015 with the Cabinet Star Chambers held on the 23rd and 24th November. The results of both Tranche 2 and 3 were reported to Cabinet in December 2015 and are now feeding into the 2016/17 budget and MTFs process.</i>
G	Deliver 'Facing the Future' (FtF)	Ongoing	Cllr Gray for programme / Various for themes and activities	Adrian Dobbyne	<u>Corporate Team</u> Q4- As Q3, no further action required. <i>Q3-As Q2. Facing the Future activities have now been all fully assessed and broken down into new categorisations as either business as usual, projects or pending. This means that the main reporting on activities is through normal service reporting and the newly established project reporting through Overview and Scrutiny Panels and Cabinet.</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Develop full business cases for previously identified energy reduction projects across the Council's estates	31 March 2016	Cllr Gray	Head of Operations	<u>Environment Team</u> Q4-All investment grade audits have been completed. The tender process has begun and full Investment Grade Proposals (IGP's) will be complete by the end of Q1 16/17, to be presented to the Finance Governance Board early in Q2. <i>Q3-Full business case presented to CMT and approved in November 2015. Investment grade audits currently underway, due for completion by the end of Q4.</i>
G	Carry out a staff satisfaction survey	August 2015	Cllr Ablewhite	Jo Lancaster	<u>Corporate Team</u> Q4- Implementation of the action plan endorsed by Employment Panel is underway. Progress has been reviewed by the Culture and Constitution Governance Board and reported to staff. <i>Q3-Following further consultation via services and a Council-wide focus group to explore results at the appropriate level (possible due to greater detail provided by respondents), an action plan will be considered by Employment Panel in February.</i>
G	Build and launch a new council website that focuses on customer need	October 2015	Cllr Tysoe	John Taylor	<u>IMD</u> Q4- Customer feedback on new website continues to be positive. Our "report a missed bin" pages and form were ranked at the highest standard by 3 rd party assessors in Feb 2016. We have developed Supertasks on the front page to highlight bin collection dates and Fitness/swimming timetables to customers. We are working on bringing a Councillor search to the front page as a Supertask. 82% of transactions completed online Nov-Jan. <i>Q3- Site was launched in October, with a good reaction from Customers. "Love the new website, so fast and slick and full of useful information" – Example customer comment. 320k page views to date. 75% speed increase, Cloud hosted, 1357 fewer pages to maintain, reading age reduced by 6 years. Mobile Friendly layout, saves approx. £7k/year over old system.</i>
G	Maximise the income generating potential of One Leisure sites to fully cover the cost of the operation	March 2016	Cllr Howe	Jayne Wisely	<u>One Leisure</u> Q4- Income exceeded the previous year by nearly £300k and hit a record £6.9m. With expenditure levels also reduced (↓£200k), One Leisure posted a SURPLUS for the first time ever outturning at over £420K surplus – an improvement of nearly £0.5M. <i>Q3-Income is £128K up on the previous year to date, which represents a slightly quieter Q3 than anticipated. However expenditure remains well in control and the end of year target of a net surplus of around £340K is still anticipated.</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Develop a full business case for a Building Control Shared Service	July 2015	Cllr Dew	Andy Moffat	<u>Building Control</u> Q4- A Business Case was approved at the July 2015 Cabinet meetings and the Shared Service went live on the 1 st October 2015. A forward-looking Business Plan is being prepared. <i>Q3-As Q2. The Shared Building Control Service went live on the 1st October 2015</i>
G	Publish Online Schedule of Proposed Procurements to promote future contract opportunities	September 2015	Cllr Gray	Clive Mason	<u>Procurement</u> Q4-Schedule maintenance ongoing. <i>Q3-Schedule published and will be populated as opportunities arise.</i>
G	Provide two training events to local businesses in Public Procurement	January 2016	Cllr Gray	Clive Mason	<u>Procurement</u> Q4-Due to the postponement of the event at Alconbury Weald a separate session was advertised to local business organisations and held at PFH on the 16 th March. <i>Q3-Second event co-ordinated with economic development as part of an event at Alconbury Weald on 12th February 2016.</i>

WE WANT TO: Ensure customer engagement drives service priorities and improvement

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
G	Implement a consultation exercise with residents to inform 2016/2017 budget planning	September 2015	Cllr Gray	Adrian Dobbyne	<u>Corporate Team</u> Q4- As Q3, no further action required this quarter. <i>Q3-As Q2. Amber status is due to survey completion in October rather than September; however results were available in time to inform budgetary preparation.</i>
G	Revisit and relaunch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services	Mar 2016	Cllr Tysoe	John Taylor	<u>Customer Services</u> Q4- Heads of Service have completed their service plans and work is underway to collate the actions into a single statement of actions across the Council. <i>Q3-The Strategy went through O&S and Cabinet and was approved in Dec2015. The strategy is now being communicated throughout the Council and all HoS are considering what actions to record in their Service Plans for 2016/17. All HoS must have a Customer Service component in their plans.</i>

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
Number of days to process new benefits claims Aim to minimise	25 days	26 days	23.5 days	G
Number of days to process changes of circumstance Aim to minimise	5 days	7 days	3.5 days	G
Number of days to process new council tax support claims Aim to minimise	25 days	26 days	22.5 days	G
Number of days to process council tax support change events Aim to minimise	6 days	7 days	4.8 days	G
Comments: (Customer Services) The team continues to encourage customers to claim benefit on-line and over 96% of claims in 2015/16 were made this way. In December 2015, we introduced an on-line form for customers to report changes of circumstance. By March 2016, over 70% of changes were reported this way.				
% of Council Tax collected Aim to maximise	98.4%	98.5%	98.5%	G
Comments: (Customer Services) Target met, due to the continued commitment of the Local Taxation Team.				
% of Business Rates collected Aim to maximise	98.8%	99.0%	99.0%	G
Comments: (Customer Services) Target met, despite some significant losses caused by company insolvency during the year, over which we had no control.				

Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
The percentage of Benefit claims with overpayments where recovery action is taking place Aim to maximise	New indicator for 2015/16	To be set (see comments)	93%	n/a
Comments: (Customer Services) This is a new indicator for 2015/16 and shows the work taking place to recover benefit overpayments from customers no longer in receipt of Housing Benefit. Data has been collected during the year to establish targets for 2016/17. Performance will never reach 100% as there is a statutory right of appeal against an overpayment decision which the statistics must take into account. All of this recovery work has now been consolidated under the Benefits Team and processes are in place to maximise recovery. This will be a service level performance indicator for 2016/17 onwards.				
Telephone satisfaction rates Aim to maximise	98%	95%	94.3%	A
Customer service centre satisfaction rates Aim to maximise	98%	95%	92.2%	A
Comments: (Customer Services) Our Call Centre result 94.3% of responses satisfied or very satisfied was slightly under target but almost there. At the CSC the result of 92.2% was affected by 85% of customers surveyed feeling they were seen quickly enough. We had staff shortages whilst going through a team restructure; however our new recruitment process will address this. We have set stretching targets on customer satisfaction, and we believe they can be met as the customer service team comes together and recruitment is completed.				
Staff sickness - working days lost per Full-Time Employee (FTE) Aim to minimise	11.5 days	10 days	11.7 days	R
Comments: (LGSS HR service/Corporate Team) The results are really disappointing and show that, despite a significant amount of effort into providing analysis, information and management guidance, results have worsened since last year. There is clear evidence that there has been an improvement in how sickness is being managed and all long term cases are now reviewed individually each month by the Managing Director, however any change is not significant enough yet to impact on the overall figures. Reducing sickness absence has already been identified as a key priority for all in 2016/17. The target for 2016/17 has been set at 9 days per person.				
Subsidy per visit to council owned leisure facilities Aim to minimise	-£0.03	£0.15	£0.19*	G
Comments: (Leisure and Health) With One Leisure Centres at St Ives, St Neots, Huntingdon and Ramsey all achieving a positive net cost per head, and Sawtry improving its position on the previous financial year, a healthy 19p per visit surplus sees the year end target easily surpassed. Income levels hit expected targets and expenditure continues to be well managed – although NNDR rebates contributed to the significant increase in saving at the end of the year. Attendances are stable and will continue to be monitored with development into key activities being introduced in the coming months. * Final outturn figure to be confirmed.				

Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
% of rent achievable on estates portfolio Aim to maximise	97%	100%	99%	A
Comments: (Resources) Total rental income potential is increasing with recent acquisitions and some continued progress on rent reviews / lease renewals (higher rents achieved) – this continues to be reflective of improved economic conditions and strategies implemented. Rent arrears have been reduced and this assists rent achievable (as these are deducted from rent total along with void unit rental).				
% of space let on estates portfolio Aim to maximise	97%	95%	98%	G
Comments: (Resources) The lettings market for industrial continues to be in high demand (Levellers Lane and Alms Close estates). The nightclub in Huntingdon continues to be challenging to let and the remaining space is an industrial unit at Caxton Road, St Ives. The marketing of the Caxton Road industrial estate is to be outsourced to help achieve a letting.				
% of rent arrears on estates portfolio Aim to minimise	1.3%	<1%	<1%	G
Comments: (Resources) Rent arrears in March 2016 were £19,191 (after arrears instructed to legal for recovery and arrears on repayment plans being honoured for at least 3 months have been deducted). This is against a total billable income of £1,926,830 equating to 0.99% rent in arrears at end of 4 th Quarter.				
Total amount of energy used in Council buildings Aim to minimise	12,138,166 (kWh)	11,895,403 (kWh) (2%↓)	12,009,111 (kWh)* (1%↓)	A
Comments: (Operations) The full year 2014/15 performance has been updated to reflect amended electricity data where estimated bills have been rectified. * The figure for 2015/16 is missing electricity data for One Leisure Huntingdon Wet Side (March 2016). Figures will be amended once utility companies have provided the information. We have achieved a 1% reduction in energy use this financial year although the full 2% has not been achieved. This is due to the fact that all efficiency works have been placed on hold while the new REFIT programme is established.				
Total fuel used from the Council's fleet of vehicles Aim to minimise	552,686 (Litres)	547,159 (Litres) (1% ↓)	533,772 (Litres)	G
Comments: (Operations) Fuel usage in line with reduction target.				

Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
% of residents satisfied with the overall waste collection service Aim to maximise	n/a – new measure	TBC	94%	G
Comments: (Operations) Online survey conducted over a 6 week period in Dec/Jan 15/16. Results include all good, satisfied, no opinion and blank responses received.				
Cost per household of waste collection Aim to minimise	£44.49	TBC	£48.52	A
Comments: (Operations) The increase in the cost of providing this service is due to increased capital costs (£170k), increased internal charges (£104k) and recycling gate fee and recycling credits (£80k).				
% of green bin debt outstanding after three months Aim to minimise	15.46%	<5%	0%	G
Comments: (Operations) At the year end, debt relating to invoices issued but not paid where an additional green bin was not provided to the customer was credited back on the system. On that basis, there was “£0” debt greater than 3 months as at 31st March 2016, meaning that 0% of the debt fell into this category.				
% of invoices from suppliers paid within thirty days Aim to maximise	98.5%	98%	98.8%	G
Comments: (Resources) The outturn percentage has exceeded the previous year’s performance this steady marginal improvement still expected.				

STRATEGIC THEME - ENABLE SUSTAINABLE GROWTH

Period January to March 2016

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
5		0		3		0		0	

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

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
4		3		3		0		0	

WE WANT TO: Improve the supply of new and affordable housing to meet future needs

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Invest in initiatives that will deliver affordable housing	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Q4- 4 loan payments have been made to Luminus for St Ives extra care. <i>Q3-The first loan payment has been made from HDC to Luminus.</i>
G	Implement action plan to adopt the Local Plan 2036	Revised Local Development Scheme, setting out timescales for the Plan, to be prepared over Summer 2015	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q4- Quarterly report received and new Local Development Scheme (the programme to deliver the Local Plan) approved at March 2016 Cabinet meeting. <i>Q3-At its November 2015 meeting, Cabinet endorsed the proposed way forward to ensure that the Council is able to meet the Government requirement to have written a Local Plan by early 2017 and, as a priority, scopes the infrastructure requirements for Wyton Airfield.</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Facilitate delivery of new housing on the large strategic sites at: Alconbury, St Neots, Wyton and Bearscroft (Godmanchester)	Ongoing	Cllr Dew	Andy Moffat	<p><u>Development Management, Planning Policy, Economic Development and Housing Strategy</u></p> <p>Q4-Alconbury – First phase of housing comprising 128 houses under construction. Discussions underway with two housebuilders for a further c.500 dwellings.</p> <p>St Neots – Minded to refuse application for 2800 houses at Wintringham Park (part of St Neots East) on the basis that insufficient affordable housing is being proposed as part of the development. Awaiting submission of viability information for Loves Farm East (the other part of St Neots East).</p> <p>Wyton – As Q3 update. Awaiting re-validation of County Council's Sub-Regional Transport model to allow modelling of transport impacts and required mitigation of Local Plan allocations including Wyton Airfield.</p> <p>Bearscroft – Construction of first houses expected to commence in April 2016.</p> <p><i>Q3-Alconbury – Reserved matters consent granted for Phase 1.</i></p> <p><i>St Neots – Further information received from applicants in late December on viability being considered.</i></p> <p><i>Wyton – Discussions continuing on highway matters. Discussions begun on public rights of way, education, and formal open space provision.</i></p> <p><i>Bearscroft – Reserved matters consent for first tranche approved. Development on highways and grounds works begun.</i></p>
G	Monitor 5 year housing land supply position on an annual basis and carry out light touch reviews on a quarterly basis	Quarterly	Cllr Dew	Andy Moffat	<p><u>Development Management and Planning Policy</u></p> <p>Q4- Annual position is as Q3. In February 2016, the planning inspector for an appeal at Pidley endorsed HDC's methodology for calculating the 5 year supply in the AMR and concluded that 'the Council's approach to assessing its housing land supply, in principle, is robust'. Quarterly reports provided to Corporate Management Team.</p> <p><i>Q3-Annual Monitoring Report (AMR) published in December 2015 demonstrating that the District Council continues to have a 5 year supply of deliverable housing land.</i></p>
G	Review Council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners	Ongoing	Cllr Dew	Andy Moffat	<p><u>Housing Strategy</u></p> <p>Q4- Development commenced for 11 affordable dwellings on Hermitage Road, Earith site.</p> <p><i>Q3-Planning application approved for development at Hermitage Road, Earith at DMP in December.</i></p>

WE WANT TO: Develop sustainable growth opportunities in and around our market towns

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
R	Develop a market town centre improvement strategy and action plan for St Neots	March 2016	Cllr Dew	Andy Moffat	<p><u>Planning Policy</u> Q4- As Q3. Officers will welcome discussions with the Town Council but this has not been carried forward as a specific action for the District Council in the Corporate Plan 2016-2018. Q3-Prioritisation of other Planning Policy work has meant that work has not begun. The purpose of a strategy and plan will be reviewed in light of the referendum result on the St Neots Neighbourhood Plan taking place in February 2016.</p>

WE WANT TO: Enhance our built and green environment

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
R	Update the 'Buildings at Risk' register	March 2016	Cllr Dew	Andy Moffat	<p><u>Planning Policy</u> Q4- As Q3. Given resources and other work pressures, this has not been carried forward as an action in the Corporate Plan 2016-2018. Q3-All listed buildings in 3 Parishes surveyed. Other urgent matters, particularly enforcement matters, have meant further survey work has not been done.</p>
R	Complete the updated Design Guide, setting out the Council's requirements of new development	March 2016	Cllr Dew	Andy Moffat	<p><u>Planning Policy</u> Q4- Prioritisation of other Planning Policy work meant that the work to complete all the pictures and diagrams, and up-to-date links, in the document has not yet been completed. This will be completed in 2016-2017. Q3-Prioritisation of other Planning Policy work has meant that consultation on the document is now anticipated to begin in Q4 to be followed by consideration of consultation responses after the closing date.</p>

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
Number of affordable homes delivered gross Aim to maximise	161	61	49	R
Comment: (Development) Development viability and changes in Government policy have continued to make the delivery of affordable homes challenging.				
Net additional homes delivered Aim to maximise	515	840	See Comment below	A
Comment: (Development) The annual 2015/16 target of 840 was the total number of dwellings to be provided over the entire Local Plan period divided by the number of years. The trajectory data in the Annual Monitoring Report December 2015 projects that 541 dwellings will be completed in 2015/16 rising to 940 and 1214 in 2016/17 and 2017/18 respectively. The final figure of 515 for 2014/15 and the projected figure of 541 for 2015/16 are in line with the 507 and 547 respectively projected in the Annual Monitoring Report 2014.				
The Annual Monitoring Report December 2015 and a recent planning appeal decision continue to indicate that the District Council has the requisite 5 year housing land supply.				
Number of unintentional priority homeless acceptances (Cumulative fig for the year) Aim to minimise	210	220	248	R
Number of unintentional priority homeless acceptances per 1,000 households (Cumulative fig for the year) Aim to minimise	2.9	3.0	3.4	R
Comment: (Customer Services) In common with the national trend, there has been an increase in the number of homeless acceptances. Whilst no two cases are the same, the most common reason for this increase is the termination of tenancies in the private rented sector with people who are unable to find affordable alternative housing. The team take all prevention measures appropriate – however the delivery of new affordable housing is a crucial ingredient to helping resolve homelessness.				

Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
Number of households living in temporary accommodation (including B&B) – snapshot Aim to minimise	102	110	108	G
Comment: (Customer Services) As homelessness increases, the risk is that more households will enter temporary accommodation.				
Number of families in B&B - snapshot Aim to minimise	9	10	23	A
Comment: (Customer Services) For the first three quarters of the year, performance was within target. However, the increases in homelessness in Q4 together with limited throughput in temporary accommodation has resulted in increased use of B&B in Q4 – giving an annual outturn of Amber status. Officers continue to take all measures to avoid using B&B.				
Processing of planning applications on target - major (within 13 weeks) Aim to maximise	49%	60%	37% (81%)	G
Processing of planning applications on target - minor (within 8 weeks) Aim to maximise	43%	65% for Q2-Q4	37% (68%)	G
Processing of planning applications on target – other (within 8 weeks) Aim to maximise	65%	80% for Q2-Q4	67% (81%)	G
Comment: (Development) Local Planning Authorities now have to report to DCLG based on the percentage of each type of application determined within 13 weeks for major applications and 8 weeks for other types of applications or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement, rather than the previous indicator of percentage determined within 13 weeks (major) or 8 weeks (minor and other) only. The performance figures in brackets are the ones now reported to DCLG and used to determine the outturn status, with the preceding figures showing the percentage determined within 13 weeks (majors) or 8 weeks (minor and other).				
Tonnage of residual waste collected Aim to minimise	29,803.09 (tonnes)	29,303 (tonnes) (1%↓)	29,961 (tonnes)	A
Comment: (Operations) 0.5% increase from previous year through household growth in the district.				

STRATEGIC THEME - WORKING WITH OUR COMMUNITIES

Period January to March 2016

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
11		2		1		0		0	

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

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
2		3		1		0		0	

47 WE WANT TO: Create safer, stronger and more resilient communities

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Continue to manage and enhance the joint CCTV service with Cambridge City Council	March 2016	Cllr Howe	Chris Stopford	<p><u>CCTV</u> Q4-The shared service continues to explore the opportunities for commercialisation and income generation, with aspirations initially to make the service 'cost neutral' but then to progress to a full commercial service. The provision of monitoring to the market continues to be marketed, with two customers engaged with the service and two more customers in active discussion with the service. The 2014/15 budget out-turn position showed that the Shared Service had saved £98k from the original base budgets of the two Councils (£49k for each Council)</p> <p>Q3-A new temporary customer has been secured for a short term contract which it is hoped will expand into a longer relationship. Work on commercialisation of the CCTV Service continues with a number of meetings scheduled in the next quarter to enable key decisions to be made to establish the way ahead.</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Increase the use of fixed penalty notices (FPN) for littering	March 2016	Cllr Carter	Chris Stopford	<u>Street Scene</u> Q4- 9 FPNs issued in Q4, therefore annual target has been met (28 issued in total for 2015/16). <i>Q3-26 FPNs issued to the end of Q3 2015/16 (19 issued in total in 2014/15).</i>
G	Manage the Community Chest to encourage and promote projects to build and support community development	September 2015	Cllr Harrison	Chris Stopford	<u>Community</u> Q4- 100% of awards paid. <i>Q3- 98.4% (£59,060) of 2015-16 awards made paid to date.</i>
A	Deliver diversionary activities for young people	March 2016	Cllr Howe	Jayne Wisely	<u>Sports and Active Lifestyles Team</u> Q4- Street Sports had a good last quarter despite the weather and dark nights. Overall performance is down 12% on previous year but significantly better than earlier in the year due to actions put in place. Environment remains challenging with staffing resources stretched due to resignation of postholder in period. Despite this, performance improved and continued into 2016/17. <i>Q3-Street Sports upturned through the last quarter especially at Godmanchester. October half term affected by inclement weather but steady attendances. New street sport programme launched in January 2016. Whilst overall target remains challenging the gap has reduced.</i>
R	Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities	September 2015	Cllr Ablewhite	Adrian Dobbyne	<u>Corporate Team</u> Q4- A limited further analysis took place but work to produce a final report is not complete and will continue into Q1 2016/17. <i>Q3-Further analysis took place during Q3 and an initial report has been drafted. Next steps are still to be agreed so this action will continue into Q4.</i>

WE WANT TO: Improve health and well-being

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Increase physical activity levels through the provision of activities in One Leisure sites and in community settings	March 2016	Cllr Howe	Jayne Wisely	<u>One Leisure and Sports & Active Lifestyles teams</u> Q4- Admissions remained constant throughout Q4 and achieved similar levels to the previous financial year. It was clear that competition in both St Neots and Huntingdon continued to affect fitness studio related attendances, however other key activities such as swimming and outdoor activities saw an increase on the previous years.

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
					<p>Q3-Previous trends in Q2 continue with admissions still ahead of the previous year in general. Fitness Studio competition in Huntingdon and St Neots is however a concern as membership sales start to drop below targets.</p> <p><u>Sport & Active Lifestyles</u> Q4- Service achieved best ever overall attendances at 48,292, up 5% on the previous years. Group exercise classes, exercise referral, adult sports activities, disabled sports and PEDALS all achieved best ever results independently. Q3-Attendances up 4% on the previous year overall and heading for another record high. Physical activity programmes including Strength and Balance classes and Cardiac Rehabilitation, PEDALS adapted bikes and Adult Sports Tasters and Courses strongest individual performers.</p>
G	Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces	Ongoing	Cllr Dew	Andy Moffat	<p><u>Development Management</u> Q4- Open space was negotiated where relevant in line with the Local Plan policy. Q3-As Q2. Open space was negotiated where relevant in line with the Local Plan policy.</p>
G	Prevent homelessness where possible by helping households either remain in their current home or find alternative housing, with the assistance of the Council's Rent Deposit Scheme where appropriate	Ongoing	Cllr Tysoe	John Taylor	<p><u>Housing Needs</u> Q4- 49 successful homelessness preventions in Q4. Q3-Prevented 96 households from becoming homeless in Q3.</p>
G	Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service	Ongoing	Cllr Tysoe	John Taylor	<p><u>Housing Needs</u> Q4- 17 single homeless referrals resulting in 8 people securing accommodation through this service. Q3-18 single homeless people referred to this service in Q3 resulting in 5 placements in accommodation.</p>
G	Provide a responsive Disabled Facility Grants programme	Ongoing	Cllr Dew	Andy Moffat	<p><u>Housing Strategy</u> Q4- 60 DFGs completed in Q4 bringing the year end total to 179. Q3-51 DFGs completed in Q3, the cumulative total is 119.</p>
A	Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey	Ongoing	Cllr Dew	Andy Moffat	<p><u>Housing Strategy</u> Q4- St Ives construction of the extra care scheme is on target. Ramsey is on hold pending outcome of Government decision on rent policy for supported housing which is currently rendering the scheme undeliverable.</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
					<i>Q3-Langley Court, St Ives – construction underway. Ramsey – scheme being appraised by another partner and it is only viable with considerable grant funding (£2.5-3m). Further bid rounds from HCA / DoH will be investigated.</i>
G	Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme	30 September 2015	Cllr Carter	Head of Operations	<u>Environment Team</u> Q4- Target exceeded by Q2, Action on Energy scheme no longer available and Green Deal scheme closed by Central Government. Currently no grant schemes available. <i>Q3-Target of 200 home energy assessments already exceeded. Scheme no longer available to new householders (226 assessments undertaken as of end of Q2).</i>

WE WANT TO: Empower local communities

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
G	Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish plans	December 2015 (for report on 'community planning' offer)	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q4- Approval of process and Guide as stated in Q3 update. Neighbourhood Planning Activity in Q4: St Neots Neighbourhood Plan was made at the February 2016 Council meeting; and, in light of the Examiner concluding that the Houghton and Wyton Neighbourhood Plan did not meet the basic conditions, discussions continue to seek to agree how the Plan could be amended to meet these conditions. <i>Q3-The Process Following Receipt of an Examiner's Report into a Neighbourhood Plan was agreed at the November 2015 Cabinet meeting. The Neighbourhood and Community Planning Guide was approved at the December 2015 Cabinet meeting.</i> <u>Neighbourhood Planning Activity in Q3:</u> <ul style="list-style-type: none"> • Cabinet resolved that the St Neots Neighbourhood Plan should progress to referendum. • Houghton and Wyton Neighbourhood Plan Examiner's Report received.
G	Review control and management of Council assets	TBC	Cllr Gray	Clive Mason	<u>Estates</u> Q4- 1) Quality checking in progress with Uniform data 2) Capital Bids approved for roof replacement projects – for completion in 2016/2017 3) Asset Register being maintained and updated as needed

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2015/16
					Q3- 1) The Uniform database is Operational. Priority data uploaded and focus moved to secondary data quality checking. 2) 5 year Repair and Maintenance programme implemented. Capital bids submitted. Focus on service charge implementation.

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
Number of missed bins per 100,000 households Aim to minimise	36	35	40	A
Comments: (Operations) Q1 = 37, Q2 = 33.4, Q3 = 33.58 and Q4 = 56.27. The status shown is amber as the acceptable variance for this indicator is 45.				
Percentage of household waste recycled or composted Aim to maximise	56.66%	57.66%	56%	A
Comments: (Operations) Our aim is to keep recycling above 55% so although a slight reduction we are above our required minimum.				
% of food establishments in the district that are 'broadly compliant with food hygiene law' Aim to maximise	96.11%	95%	96.7%	G
Comments: (Community) As at the 31 st March 2016, the Council had 1,333 registered food businesses. Of these, 1,289 were considered to be broadly compliant with food hygiene legislation following a range of inspections and interventions over the year. This is an improvement from the 2014/15 performance indicator out-turn of 96.1% and represents an overall improvement in the food businesses across Huntingdonshire. This has, in some part, been supported by the business advice, training and support being provided by the Community teams.				
The Food Standards Agency Annual Report on UK Local Authority Food Law Enforcement 2014/15, states that on the 31 st March 2015 the national average for broadly compliant was 93%.				

Performance Indicator	Full Year 2014/15 Performance	Annual 2015/16 Target	Outturn 2015/16 Performance	Outturn 2015/16 Status
Number of Disabled Facilities Grants (DFGs) completed Aim to maximise	207	200	179	A
Comments: (Development) This is a volume indicator rather than an indicator of performance.				
Disabled Facilities Grants – Average time (in weeks) between date of referral to practical completion for minor jobs up to £10k Aim to minimise	25.75 weeks	26 weeks	33.4 weeks	R
Comments: (Development) This reflects the performance of the shared Home Improvement Agency (HIA) service which is provided by Cambridge City Council on our behalf. The increased time taken is a result of additional regulatory requirements (Construction (Design and Management) Regulations 2015), surveyor capacity and because more variations to schemes are being agreed as part of applications rather than closing them and then starting new applications. The HIA Management Board is monitoring performance and additional temporary staff resources will be brought in.				
Percentage of all reported dangerous structures inspected within 24 hours Aim to maximise	100%	100%	100%	G
Comments: (Development) 19 dangerous structures were reported in 2015/16.				

Appendix C – Project Performance

Red = Progress is behind schedule or lack of governance information	Amber = Progress is within acceptable variance	Green = Progress is on track	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
53 Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.	Facing the Future	Clarke, Jon (Leisure)	30/09/15	04/04/16	There have been delays in the project commencement due to last minute negotiations with St Neots Learning Partnership on the terms of the Lease agreement. As part of the Sport England (SE) funding agreement, there is a requirement for a 21 year period security of tenure. These negotiations are ongoing and without this 21 year period (without break clauses) we are unable to draw down the SE funding. Project has a RED status by the PM for the reasons outlined above.	Red	Within last month
Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.	Capital 2015/16	Tilah, Bill (Facilities)	31/05/16	31/03/16	Project delayed due to difficulties with PM recruitment and powerline issues – to roll over into Capital 2016/17 budget. Project site has been updated recently. Project has a RED status as classified by the PM due to outstanding difficulties and project being overdue compared to the planned completion date.	Red	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Octagon To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.	Capital 2015/16	Tilah, Bill (Estates)	31/03/16	23/05/16	Project site has been recently updated and has key documentation. There have been delays due to external factors (contractors and weather) but the contractor has now agreed a programme of works which schedules completion for w/c 23 May. This is pessimistic programme with allowance for some bad weather. They have been chased to provide extra resources to reduce this timescale. Project has an AMBER status as classified by the PM due to outstanding difficulties and project being overdue compared to the planned completion date.	Amber	Within last month
Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes.	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	31/05/16	Project site has been recently updated and has key documentation. Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date.	Amber	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building.	Leisure & Health	Gray, Brian (Leisure)	31/12/15	05/09/16	Project site has been recently updated and has key documentation. On track from HDC perspective however, project is delayed by Client.	Amber	Within last month
Call Centre & CSC Provision Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams.	Facing the Future	Greet, Michelle (Customer Service)	31/03/16	31/05/16	Project site has been recently updated and has key documentation. The move will now be completed by end of May. Project remains GREEN despite slippage as delay was known well in advance and managed appropriately.	Green	Within last month
Council Tax Automated Forms Introduce automated forms into business systems.	Facing the Future	Davies, Ian (Recovery)	31/03/16	30/06/16	Project site has been recently updated and has key documentation. Project Board meeting held 14 th April. 5 th May editing forms in progress. Project remains GREEN despite slippage as Project Chair agrees target deadline was unrealistic.	Green	Within last month
Resource Booking To explore options and procure a new room booking system for internal and third party use	3C Shared Services	Day, Steph (IMD)	30/09/16	30/09/16	Project site has been recently updated and has key documentation. Change of PM in March to PM within 3C therefore this project will no longer appear on the Quarterly Report.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings.	Capital 2015/16	Blackwell, Julia (Environment)	31/03/16	31/03/16	Project site has been recently updated and has key documentation. Management now under Capital 2016/17.	Green	Within last month
Re:Fit Energy efficiency project regarding major works across One Leisure sites.	Capital 2015/16	Blackwell, Julia (Environment)	03/04/17	03/04/17	Project site has been recently updated and has key documentation. Management now under Capital 2016/17.	Green	Within last month
CAB Move to PFH Move Citizens Advice (Rural Cambs) Huntingdon into front and back office space at Pathfinder House.	Accommodation Group	Lauren Wilby (Corporate Team)	30/06/16	30/06/16	Project site has been recently updated and has key documentation. Agreed move date of 1 st July, fully operational on 4 th July. License terms initially discussed. Discussions with Risk and Insurance Officer.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ	Development	Bedlow, Susan (Development)	01/07/17	01/07/17	Project site has been recently updated and has key documentation. The full business case has now been approved by the SFA and the LEP board has approved the release of the funding. Minister visited the site on 1 st April to formally sign the funding agreement. State Aid issues still to be clarified, appointment of sufficiently capable business development manager critical to delivery of the curriculum and operation of the building once complete	Green	Within last month
CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	01/04/16	Solution is in place. CDR submitted to Project Chair for approval.	Pending Closure	Within last month
Commercial Investment Strategy Review and Implementation Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/15	31/03/16	Strategy in place. CDR submitted to Project Chair for approval.	Pending Closure	Within last month
Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Lots of documentation, Project Libraries have been updated recently. Project Board met 25 th Jan. Project has delivered all objectives but there are ongoing processes that will continue as BAU. CDR expected shortly.	Pending Closure	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Pedals Scheme Add new bikes to PEDALS pool of adapted bikes	Capital 2015/16	Grey, Martin (Lifestyles)	31/03/16	31/03/16	Bikes received and invoices have been processed. Documentation updated regularly by PM. Project objective delivered. CDR to be approved.	Pending Closure	Within last month
One Leisure Replacement Equipment Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use.	Capital	Gray, Brian (Leisure)	01/03/16	01/03/16	Objectives have been achieved. CDR expected shortly.	Pending Closure	Within last month
Benefits Online Changes To provide an intelligent online form with back office integration for customers to report changes in their Housing Benefit & Council Tax Support	Customer Service	Huggins, Barnes (Rev. Serv.)	30/09/15	30/11/15	The online form has now been live for four complete months and over 800 exchange forms have now been submitted. No major issues have been identified but full back office integration still remains to be introduced. The full back office integration will now be completed under business as usual. Therefore, this project will be closed down shortly with project closure documents currently being drawn up.	Pending Closure	Within last month
Loves Farm Community Building Delivery of new Loves Farm Community building in conjunction with CCC for a pre-school building.	Community	Allen, Chris (Projects)	31/07/15	18/09/15	CDR submitted to Project Chair for approval.	Pending Closure	Within last month
One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.	Capital 2016/17	France, Paul (One Leisure)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
CCTV Pathfinder House Resilience	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	
CCTV Wi-Fi	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	
Lone Worker Software	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	
Building Foundations for growth grant underspend project To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund	Development	Bedlow, Susan (Development)	-	-	TWI bid for EU Funding submitted	Pending Approval	
IT Shared Service To bring together HDC, SCDC and Cambs City IT departments and implement a new structure.	Shared Service	Alterton, Emma (IMD)	01/10/15	01/04/16	Shared Services lessons learned document shared with PMGB and PMGB agreed to close project. Project is therefore closed.	Closed	Within last month
Building Control Shared Service To bring together HDC, SCDC and Cambs City Building Control departments.	Shared Service	Cambridge City Council	01/10/15	01/10/15	Shared Services lessons learned document shared with PMGB and PMGB agreed to close project. Project is therefore closed.	Closed	Within last month
Legal Shared Service To bring together HDC, SCDC and Cambs City Legal departments	Shared Service	Cambridge City Council	01/10/15	01/10/15	Shared Services lessons learned document shared with PMGB and PMGB agreed to close project. Project is therefore closed.	Closed	Within last month
OL Membership Software Procurement To procure a contract to deliver and support a membership management system which covers EPOS, Bookings, Subscriptions, Access Control (this list is not exhaustive	Leisure & Health	Corley, Pete (Leisure Ser.)	30/09/15	31/03/16	CDR approved by Project Board and PMGB. Project is therefore closed.	Closed	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
“End of Lane” waste collection policy Analyse the implications of introducing an “End of Lane” waste collection policy	Facing the Future	Gordon, Beth (Operations)	30/08/15	31/03/16	CDR approved by Project Board and PMGB. Project is therefore closed.	Closed	Within last month
Huntingdon West Regeneration of Huntingdon Town Centre	Community	Allen, Chris (Projects)	31/08/15	01/07/16	CDR approved by Project Board and PMGB. Project is therefore closed.	Closed	Within last month
Chequers Court Project to enable development of Chequers Court.	Community	Allen, Chris (Projects)	18/12/2015	-	CDR approved by Project Board and PMGB. Project is therefore closed.	Closed	Within last month

Financial Performance Monitoring Suite March 2016 – Provisional Outturn 2015/16

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Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

Revenue Provisional Net service outturn is £17.1m, giving an estimated saving against the updated budget of £2.0m. After adjusting for the planned budget surplus, this has increased the service contribution to reserves to £2.6m. Following adjustments to maintain the general fund at 15% of net expenditure and other planned transfers to & from earmarked reserves (shown in Section 2) the net saving against budget is £805,000 (allocated to the Budget Surplus Reserve).

There is a shortfall of funding of £1.5m, caused by accounting for the NDR Collection Fund deficit (£2.8m) off-set by additional NDR Section 31 grant (£1.3m). This is being funded from the Collection Fund Reserve.

Capital Actual capital expenditure in 2015/16 was £6.1m (net £4.2m), against an updated budget of £9.8m (net £5.5m), a reduction of £3.7m (net £1.3m).

Reserves **Total forecast contribution to reserves £2.0m is as follows:**

- Capital Investment Earmarked Reserve: £1.0m – this (as well as the £6.8m) brings the reserve up to the agreed level of £12.5m
- S.31 Reserve: £0.3m.
- Budget Surplus Reserve £0.8m – this transfer requires Cabinet approval and is the excess of the 15% minimum threshold set for the General Fund reserve.

2. Revenue and Reserve – Provisional Outturn

Revenue Forecast Outturn	2014/15 Outturn £'000	2015/16 Budget		Provisional Outturn £'000	Forecast Variation Compared to :-			
		Original £'000	Updated £'000		Original £'000	Budget %	Updated Budget	
							£'000	%
Revenue by Service:								
Community	2,093	2,130	2,126	1,674	(456)	-21.4	(452)	-21.3
Customer Services	4,222	4,488	4,719	4,114	(374)	-8.3	(605)	-12.8
Development	1,338	1,691	1,700	1,192	(499)	-29.5	(508)	-29.9
Leisure & Health	364	58	70	(141)	(199)	-343.1	(211)	-301.4
Operations	4,802	4,593	4,593	4,175	(418)	-9.1	(418)	-9.1
Resources	3,072	3,930	3,929	4,155	225	5.7	226	5.8
Directors and Corporate	2,253	2,377	2,392	2,107	(270)	-11.4	(285)	-11.9
Technical Adjustments	(402)	(386)	(386)	(177)	209	-54.1	209	-54.1
Net Revenue Expenditure	17,742	18,881	19,143	17,099	(1,782)	-9.4	(2,044)	-10.7
Service Contribution to Reserves	2,124	797	535	2,579	1,782	223.6	2,044	382.1
Budget Requirement (Services)	19,866	19,678	19,678	19,678				
Financing:-								
NDR & Council Tax surplus	(6,222)	(4,242)	(4,242)	(2,750)	1,492	-35.2	1,492	-35.2
Government Grant (Non-specific)	(8,022)	(7,668)	(7,668)	(7,668)	0	0	0	0
Contribution from Collection Fund Reserve	2,018	0	0	(1,492)				
Council Tax for Huntingdonshire DC	(7,640)	(7,768)	(7,768)	(7,768)				

General Fund Reserve	2014/15 Outturn £'000	2015/16 Budget		Provisional Outturn £'000	Forecast Variation Compared to :-			
		Original £'000	Updated £'000		Original £'000	Budget %	Updated Budget	
							£'000	%
Balance as at 1st April	8,684	8,537	8,537	9,287	750	8.8	750	8.8
Service Contribution to Reserves	603	797	535	2,579	1,782	223.6	2,044	382.1
Funding Contribution to Reserves	0	0	0	(1,492)	(1,492)		(1,492)	
Transfer from Collection Fund Reserve	0	0	0	1,492	1,492		1,492	
Transfer to TCA Reserve	0	0	0	(433)	(433)		(433)	
Transfer to NDR Reliefs Reserve	0	0	0	(300)	(300)		(300)	
Transfer to Budget Surplus Reserve	0	0	0	(805)	(805)		(805)	
Transfer to Commercial Investment Reserve	0	0	0	(7,763)	(7,763)		(7,763)	
Outturn forecast as at 31 March	9,287	9,334	9,072	2,565	(6,769)	-72.5	(6,507)	-71.7

Earmarked Reserves	2014/15 Outturn £'000	2015/16		Provisional Outturn £'000	Commentary
		Addition £'000	Deduction £'000		
S106 agreements	1,141			1,141	
Commutated S106 payments	1,762			1,762	
Repairs and Renewals Funds	1,300			1,300	
Delayed Projects	262			262	
Collection Fund	2,768		1,332	1,436	
TCA Reserve	0	433	370	63	
Commercial Investment Reserve	4,737	7,763		12,500	Contribution from General Fund to meet Year 1 CIS funding.
Budget Surplus	0	805		805	General Fund in excess of 15% minimum threshold.
NDR Reliefs	0	300		300	S31 New Burdens grant - Forecast repayment to DCLG.
Special Reserve	2,500		175	2,325	ICT Shared Service Costs & ZBB Support
Other Reserves	1,227	534		1,761	Local Plan and Fraud External Funding
Total Earmarked Reserves	15,697	9,835	1,877	23,655	

Definitions

Original Budget
Updated Budget
Provisional Outturn

As approved by Council, February 2015
The Original Budget including approved carry forwards from 2014/15
Provisional Outturn reported to Cabinet in June 2015.

3. Service Commentary

Provisional Outturn 2015/16				
Service	2015/16 Updated Budget	2015/16 Provisional Outturn	2015/16 Actual Variation	Comments on variances over +/-£20,000
	£	£	£	
Head of Community				
Head of Service	78,452	78,863	411	
Community Team	693,536	597,561	(95,975)	Combination of a number of small savings e.g training. Plus £39,000 saving Community Grants, £9,000 Neighbourhood Plans & £5,000 Community Safety Legal Fees.
Commercial Team	349,557	261,599	(87,958)	Grade H vacant post, savings on training and better than expected income in the Commercial Team.
Environmental Protection Team	476,354	368,536	(107,818)	Grade H vacant post for whole year, along with part vacant post from Feb 2016. Income to Environmental Protection Team better than expected including consultancy work for neighbouring Council. Dec-Mar Legal fees & enforcement saving £6,000 & Contaminated land saving £8,000
Environmental Health Admin Team	166,156	134,455	(31,701)	Part year vacant post and lower software costs.
Projects & Assets Team	317,063	251,519	(65,544)	Grade E vacant post - programmed for deletion in 2016/17. Dec-Mar - lower maintenance expenditure £27,000
CCTV	(77,973)	(82,676)	(4,703)	
CCTV Shared Service	245,158	242,962	(2,196)	
Licencing	(148,665)	(187,893)	(39,228)	Income for Licencing has been better than expected and savings on 0.5 FTE post.
Corporate Health & Safety	26,000	9,046	(16,954)	
	2,125,638	1,673,972	(451,666)	
Head of Customer Services				
Head of Service	88,639	95,366	6,727	
Local Tax Collection	225,601	187,419	(38,182)	Savings on 2 FTE posts to be deleted as a consequence of e-forms project in 2016/17.
Housing Benefits	819,659	548,613	(271,046)	£55,000 savings on posts to be deleted from 16/17 when new e-forms are live. Other staff savings £45,000. Benefit caseload changes complex to forecast, HDC subsidy and recovered overpayments exceeds benefit payments.
Council Tax Support/Benefits	(122,950)	(149,571)	(26,621)	Council Tax Benefit overpayment clawback.
Housing Needs	823,288	751,467	(71,821)	Reduction in homelessness incentive payments. 1.7 FTE posts vacant, in 2016/17 0.7 FTE will be deleted from the establishment. Bad Debt provision lower than expected £14,000.
Customer Services	1,105,638	908,223	(197,415)	The majority (£245,000) of this underspend is posts held vacant in advance of the 16/17 ZBB reorganisation. £40,000 of this underspend will be used to finance the cost of the call centre moving to PFH.
Information Management	796,432	857,494	61,062	There were some costs relating to maintaining the normal activities of this service at the same time as moving to 3C IT. This resulted in the use of some contractors to deliver essential system and network activities – prior to being able to realise efficiencies from the new shared service.
ICT Shared Service	515,697	494,326	(21,371)	The 3C ICT Shared Service started mid-year. The Business Plan approved in July 2015 noted there was no forecast saving in 2015/16 - but a saving has been achieved with some vacancies within the team after a full restructure has been completed.
Document Centre	466,883	421,057	(45,826)	Additional income generated and staff savings.
	4,718,888	4,114,394	(604,494)	

Service	2015/16 Updated Budget	2015/16 Provisional Outturn	2015/16 Actual Variation	Comments on variances over +/-£20,000
	£	£	£	
Head of Development				
Head of Service	77,928	76,504	(1,424)	
Building Control	12,892	(30,537)	(43,429)	Vacant posts April to September. Building control is now operating as a shared service.
Economic Development	217,417	210,247	(7,170)	
Planning Policy	1,144,739	967,594	(177,146)	Vacant posts pending service restructure £186,000. £90,000 additional Local Plan expenditure being covered by Development Management budgets. £80,000 additional CIL admin income.
Transportation Strategy	65,020	56,240	(8,780)	
Public Transport	19,200	22,330	3,130	
Development Management	(135,644)	(308,524)	(172,880)	Vacant posts pending service restructure £95,000. £90,000 project budgets being combined with Local Plan (Planning Policy) work.
Housing Strategy	298,921	198,030	(100,891)	Loan arrangement fee of £41,000 received. £25,000 overbudgeted on salaries. One-off salary savings £15,000 and lower number of removal grants £15,000.
	1,700,474	1,191,884	(508,590)	
Head of Leisure & Health				
Head of Service	78,028	74,428	(3,600)	
Sport & Active Lifestyles	335,397	216,041	(119,356)	Budget £90,000 higher than it should be, in addition small saving expected.
One Leisure	(343,392)	(431,961)	(88,569)	One-off NDR refunds, non essential items deferred to 2016/17 and Burgess Hall income exceeded expectations in final quarter of the
	70,032	(141,492)	(211,524)	
Head of Operations				
Head of Service	92,007	171,464	79,457	Senior Management restructure, including termination costs
Street Cleaning	882,213	728,632	(153,581)	Staff vacancies, fuel savings, litter bins saving and savings on chemicals
Green Spaces	1,209,648	997,630	(212,018)	In year staff vacancy and lower building and equipment/vehicle operating costs.
Facilities Management	969,642	926,270	(43,372)	Staff vacancy and reduced maintenance expenditure.
Environmental & Energy Management	168,962	145,927	(23,035)	Provision of sustainability advice
Operations Management	430,407	409,212	(21,195)	Staff vacancy.
Fleet Management	245,862	217,130	(28,732)	0.5 FTE staff vacancy
Markets	(89,395)	(67,726)	21,669	Lower income
Car Parks	(1,298,295)	(1,301,899)	(3,604)	
Public Conveniences	13,400	7,865	(5,535)	
Waste Management	1,968,161	1,940,793	(27,368)	Recycling processing contract price increases add £107,000 to expenditure. Staff vacancies and fuel and other vehicle cost savings and higher trade refuse income off-set the contract increase.
	4,592,612	4,175,298	(417,314)	

Service	2015/16 Updated Budget	2015/16 Provisional Outturn	2015/16 Actual Variation	Comments on variances over +/-£20,000
	£	£	£	
Head of Resources				
Head of Service	86,782	88,471	1,689	
Corporate Finance	3,980,317	3,988,601	8,284	Redundancy costs higher than expected but lower net interest costs and a lower bad debt contribution off-set this increase.
Legal	142,153	257,950	115,797	£54,000 overspend due to use of external resources required to compensate for lack of permanent staff. Charge for Shared service higher than expected.
Audit & Risk Management	617,687	643,951	26,264	IT audit not commissioned due to decision on shared service -£21k. MMI insurance clawback additional £60k above provision.
Procurement	81,898	77,763	(4,135)	
Finance	639,512	641,447	1,935	
Commercial Estates	(1,618,488)	(1,543,366)	75,122	Vacant Industrial properties and higher insurance costs for industrial properties.
	3,929,860	4,154,817	224,957	
Corporate Team Manager				
Democratic & Elections	774,341	587,164	(187,177)	Lower provision required for Land Charges litigation -£157k. Other minor savings on electoral registration.
Corporate Team	1,154,452	1,057,222	(97,230)	In year vacant posts
Directors	463,225	462,546	(679)	
	2,392,019	2,106,932	(285,087)	
Technical Adjustments	(386,000)	(177,190)	208,810	Doubling effect of Printing & Pool Car recharges
HDC Totals	19,143,523	17,098,615	(2,044,908)	

4. Capital Programme

The summary below shows the changes to the updated budget and the actual expenditure for the year.

Capital Programme 2015/16								
Approved By Council			Rephase From 2014/15			Updated Capital Budget		
Gross £m	Income £m	Net £m	Gross £m	Income £m	Net £m	Gross £m	Income £m	Net £m
10.7	(1.1)	9.6	2.5	(2.8)	(0.3)	13.2	(3.9)	9.3
Provisional Outturn						6.1	(1.9)	4.2
Variance						7.1	(2.0)	5.1
Rephasing to 2016/17 (Reported as part of the Budget)						(3.2)	0.0	(3.2)
Further Rephasing to 2016/17						(3.9)	2.3	(1.6)
Expenditure Variations						(0.1)	(0.3)	(0.4)
New Schemes						0.1	0.0	0.1
Total Variation						7.1	(2.0)	5.1

Variation Analysis (>£20,000) - Expenditure

Rephasing to 2016/17

- **Building Efficiency – Salix Funding (£47,000)**
Saving from the implementation of energy saving equipment produce saving which are used to fund future schemes. As schemes have been delayed the funding will be realised later and so the scheme funding has been rephased.
- **Huntingdon One Leisure Expansion (£0.795m)**
The start was delayed in order to make sure the scheme fit properly within the One Leisure business plan.
- **Loan to Luminus (£2.250m)**
Due to delays in the commencement of the scheme to construct Langley Court, St Ives
- **Vehicle Replacements (£0.161m)**
Vehicle replacements have been rephased as the life has been extended to ensure that vehicles are not replaced until absolutely necessary.

Further Rephasing to 2016/17

- **Alconbury Weald Remediation (£1.985m)**
The outcome of an EU funding bid is required before this scheme can go ahead.
- **Housing Association Loan (£0.500m)**
The phase of the loan advances changed slightly, with the result that one of the staged payments will be paid in April instead of March.
- **One Leisure St Neots Synthetic Pitch (£0.389m)**
A change to when the external project managers are available has delayed the start date.

- **Vehicles and Plant (£0.346m)**
Delays in the manufacture of mowers has resulted in their delivery being delayed until April. The company concerned has supplied loan equipment until the date of delivery.
- **Phoenix Roof Replacement (£0.197m)**
Delays have resulted from the covering option not being viable, and overhead power line restrict the replacement roof option. A solution has been requested from the project manager.
- **Replacement Fitness Equipment (£0.184m)**
The new bicycles were due to arrive on the 28th March, unfortunately due to problems with customs the delivery was delayed until April.
- **VAT Exempt Capital (£0.107m)**
One Leisure and Let Property schemes can attract extra cost because of the implications of exempt income. This extra budget will be required to fund the extra cost on the One Leisure and Phoenix Court schemes.
- **One Leisure Improvements (£53,000)**
Works have been delayed due to the prolonging of asset lives and the need to sort out legal issues before work can commence at One Leisure St Neots.
- **Huntingdon West Development (£40,000)**
Works relating to finalising the legal agreement surrounding the development are still in progress.
- **Octagon Improvements (£30,000)**
Progress has been delayed due to issues which have arisen during the works phase these have been resolved and the project is due for completion in May 2016.
- **Housing Private Sector Grants (£24,000)**
The issue of these grants has now ended, the rephrasing is to cover the three grants that have been committed but the works have not yet been done.
- **Capita Upgrade (£17,000)**
The Exchequer software (Capita) upgrade has been ordered but the supplier has not been able to allocate an upgrade slot until the Autumn of 2016.

Expenditure Variations

- **Community Infrastructure Levy £0.348m**
The CIL reserve has been used to fund extra expenditure on CIL which has been allocated to the Huntingdon West Link Road scheme.
- **One Leisure Future Improvements (£0.121m)**
Improvements at the Leisure Centres are subject to a review process. Where improvements are deemed not needed they will not proceed.
- **Desktop Virtualisation – Microsoft Licence (£75,000)**
The project to continue desktop virtualisation was cancelled in anticipation of the ICT Shared Service deciding on the approach to licencing microsoft products.
- **Disabled Facilities Grants (£64,000)**
As a result of insufficient applicants that meet the level of need requirement there has been an underspend.
- **CCTV Camera Replacements (£87,000)**
No cameras needed replacing.
- **One Leisure St Ives Redevelopment (£60,000)**
The retention to be paid on the One Leisure redevelopment is not now due.

New Schemes

- **Octagon Improvements £50,000**
The Octagon building at St Ives was in need of a major refurbishment in order to make it secure and waterproof.
- **Cash Receipting Software £17,000**
An update to the cash receipting software in order to keep it up to date and to provide the latest functionality.

Variation Analysis (>£10,000) – Grants and Contributions

Further Rephasing to 2016-17

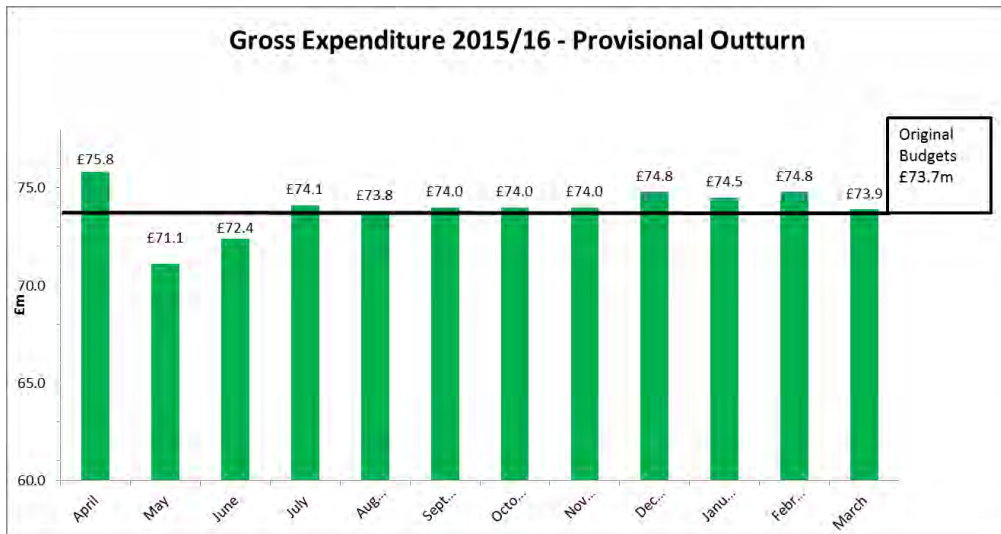
- **Alconbury Weald Remediation (£1.985m)**
The outcome of an EU funding bid is required before this scheme can go ahead and this funding is used.
- **One Leisure St Neots Synthetic Pitch (£0.274m)**
A change to when the external project managers are available has delayed the start date and the date at which this funding is applied.
- **Land Sales (Small) (£84,000)**
The sales of two pieces of land have been instructed and are going ahead but due to some late negotiation it was not possible to complete before the end of March.

Grants and Contributions Received

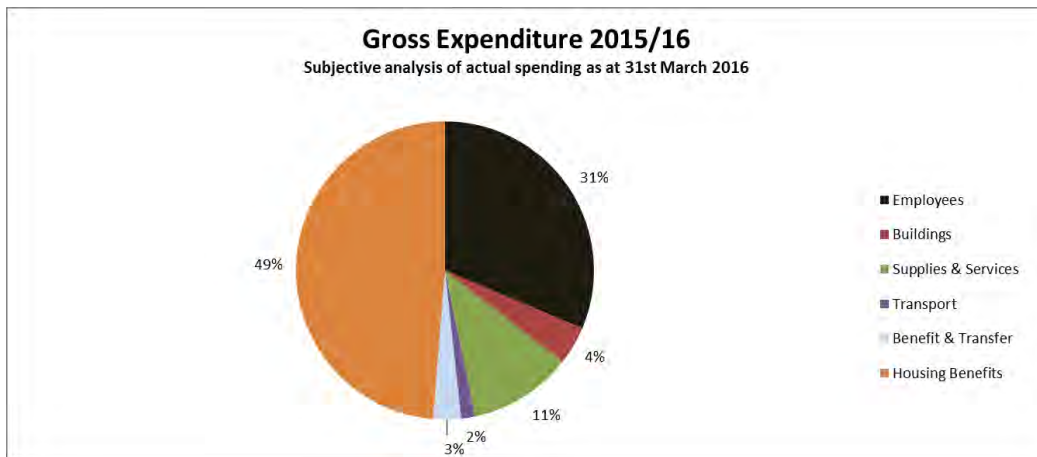
- **One Leisure St Ives Football Development £53,000**
A S106 contribution was expected from from a developer towards the upgrade of the football facilities, as the development did not take place the contribution will no longer be received.
- **Sale of GreenHouse St Ives (£60,000)**
The sale of the house at St Ives achieved a higher market price than was estimated.
- **Disabled Facilities Grants (£0.206m)**
An increased amount of grant was received from government.
- **Pathfinder House Site, Land at St Marys Street Huntingdon (£0.132m)**
The sale of land achieved a higher market price than estimated.

5. Financial Dashboard

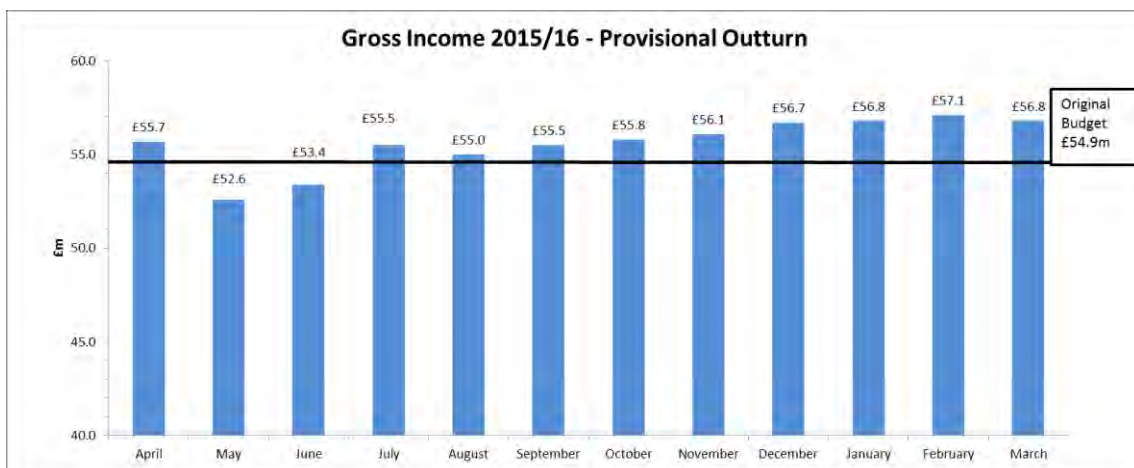
Revenue Expenditure



The 2015/16 original gross revenue expenditure budget of £73.7m is combined with the approved carry forwards from 2014/15 to give an updated budget of £73.9m. As shown below the main area of expenditure is Housing Benefits and employees.

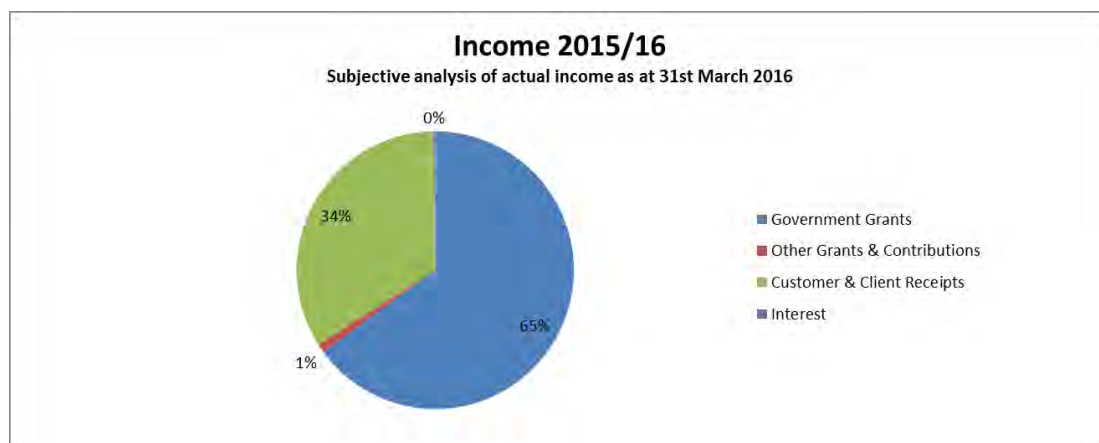


Revenue Income

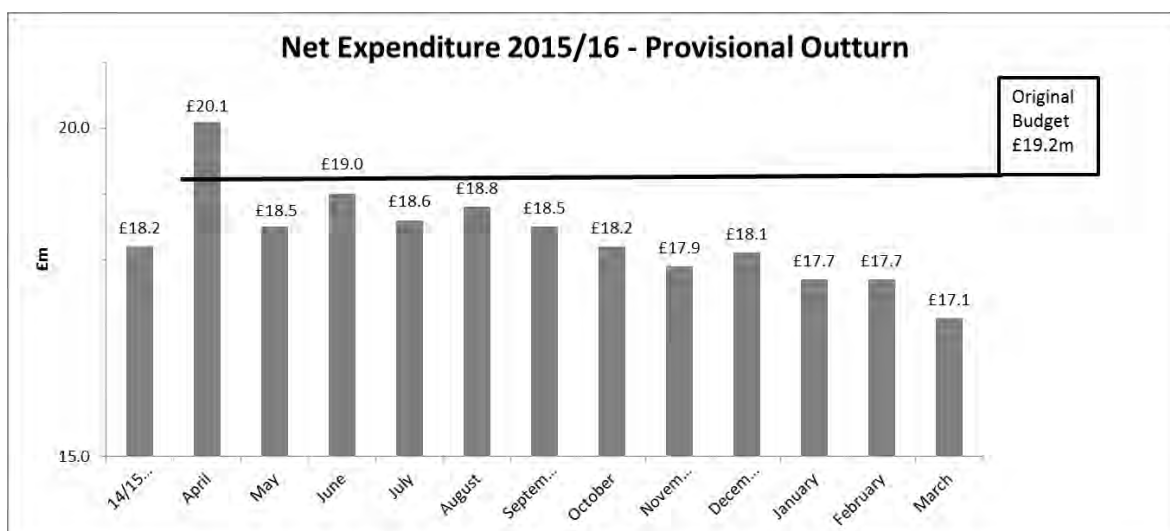


The gross revenue income budget as approved in February 2015 has not been affected by the approved carry forward budgets from 2014/15.

In the course of the year, services have, where necessary updated their fees and charges, after consultation and approval by their Executive Councillor. This has impacted on the income received against budget and changed the fees and charges approved by Council in February 2015.

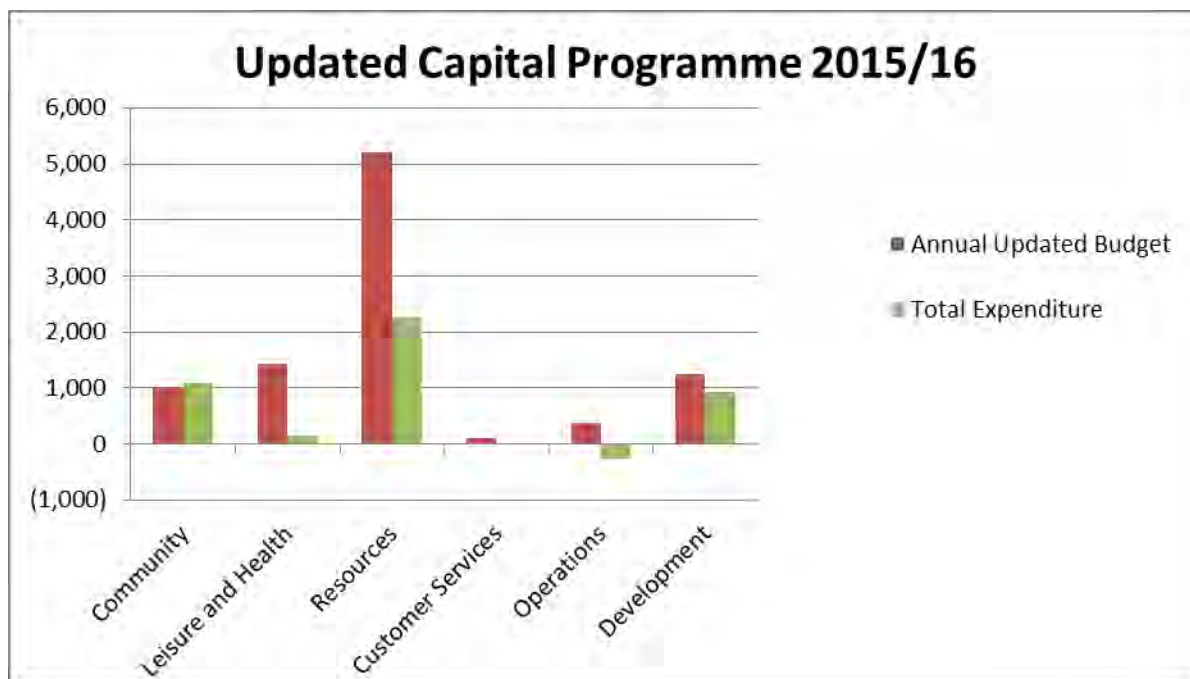


Revenue Net Position



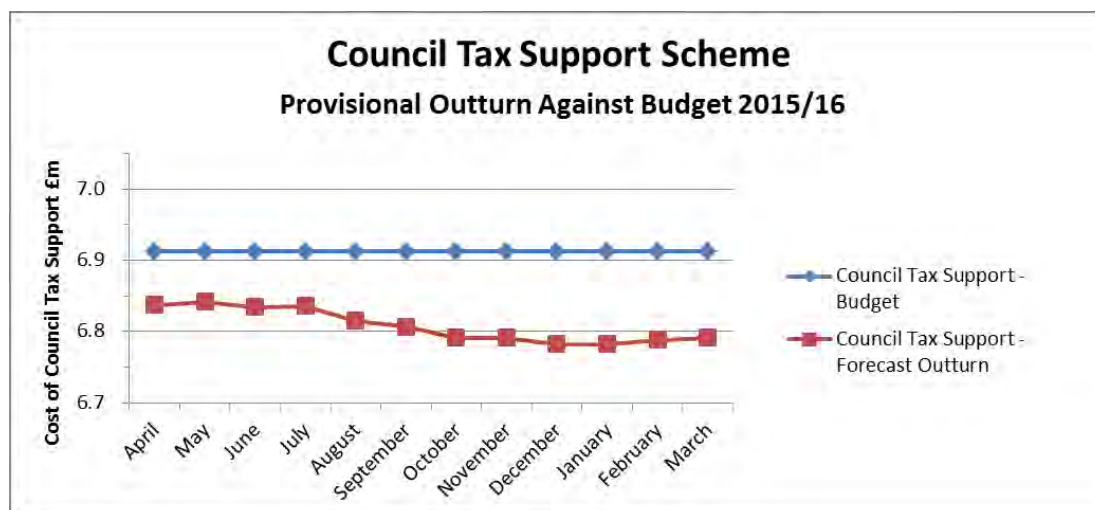
At the end of March 2016 the net revenue expenditure is forecast to be £17.1m, £2.0m below the updated net budget of £19.1m. Taking into account the budgeted contribution to reserves as well as the 2014/15 brought forward adjustment, the overall service related surplus is expected to be £2.6m by the year end. There is a shortfall of funding of £1.5m, caused by accounting for the NDR Collection Fund deficit (£2.8m) off-set by additional NDR Section 31 grant (£1.3m). After other planned transfers to/from reserves there is a savings against budget of £805,000.

Capital Programme



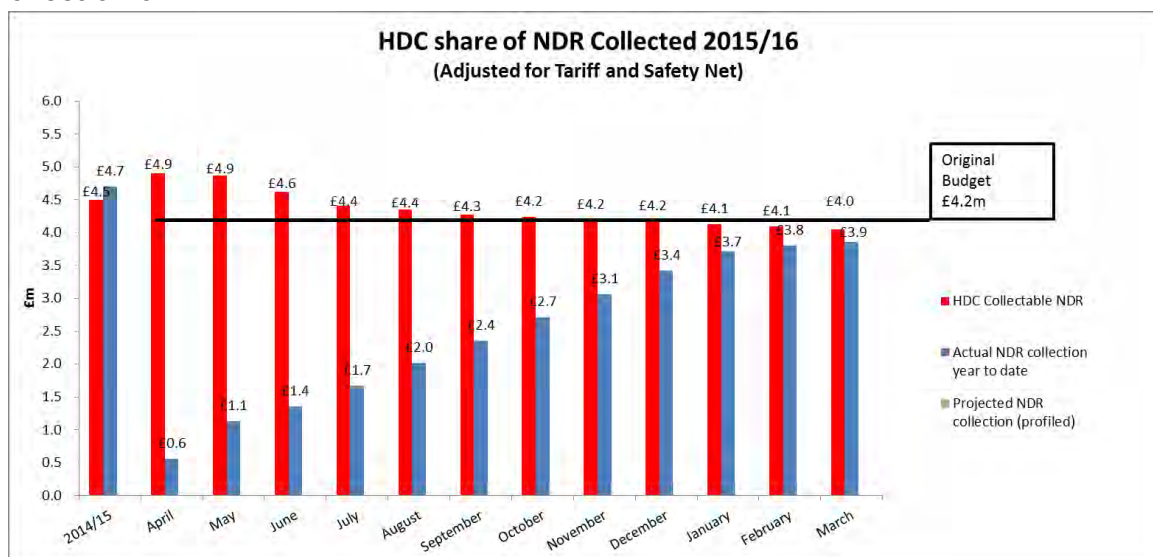
Council Tax Support Scheme

Reflecting improvements in local employment, take-up of the Support Scheme is lower than originally planned. Any 2015/16 saving due to the Support Scheme will impact in 2016/17.



The benefit to HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR

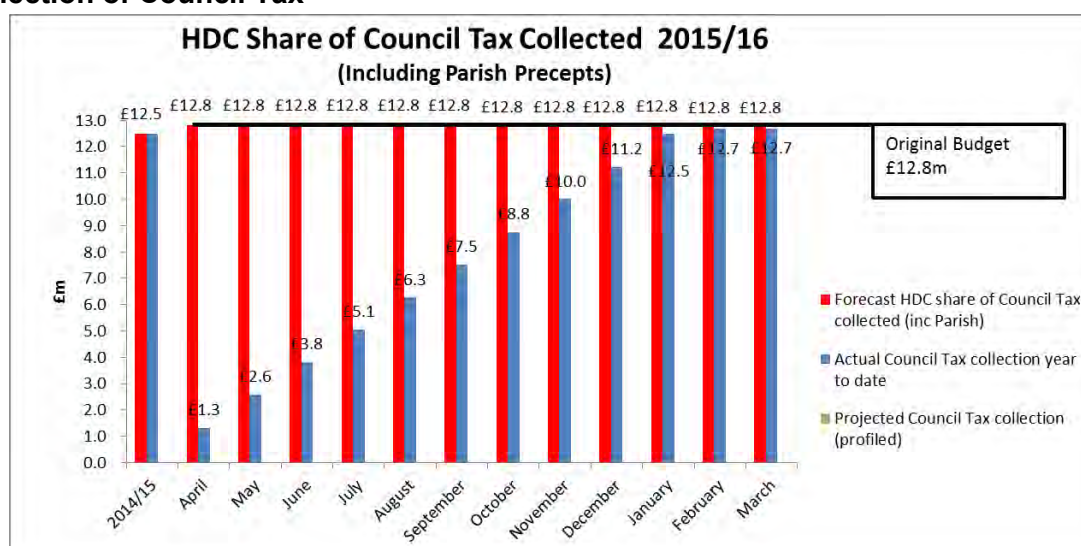


The current forecast shows that NDR is expected to be lower than the original budget of £4.2m. The graph shows how the impact of appeals has reduced the NDR total collectable figure and it is expected that only 99% of the total collectable will be received by the 31st March 2016. NDR collected is also being affected by large insolvency cases that have become “irrecoverable”.

It should be noted that:

- the localisation of NDR has made the modelling of collectable NDR problematic; this is due to the fact that the position in respect of appeals is extremely volatile and further appeals could result in a reduced forecast. In May 2015 an appeal of £1.3m was upheld and the Councils share will be £0.520m (40%) and a number of appeals were upheld during July in respect of Doctors Surgeries. A provision for outstanding NDR appeals is included in the NDR calculations. However, if the cost of the appeals is more than this provision which reduces HDC’s NDR income, DCLG will compensate HDC through a safety net payment in 2016/17.
- the uncertainty as to when new premises will come into valuation further increases this volatility.

Collection of Council Tax

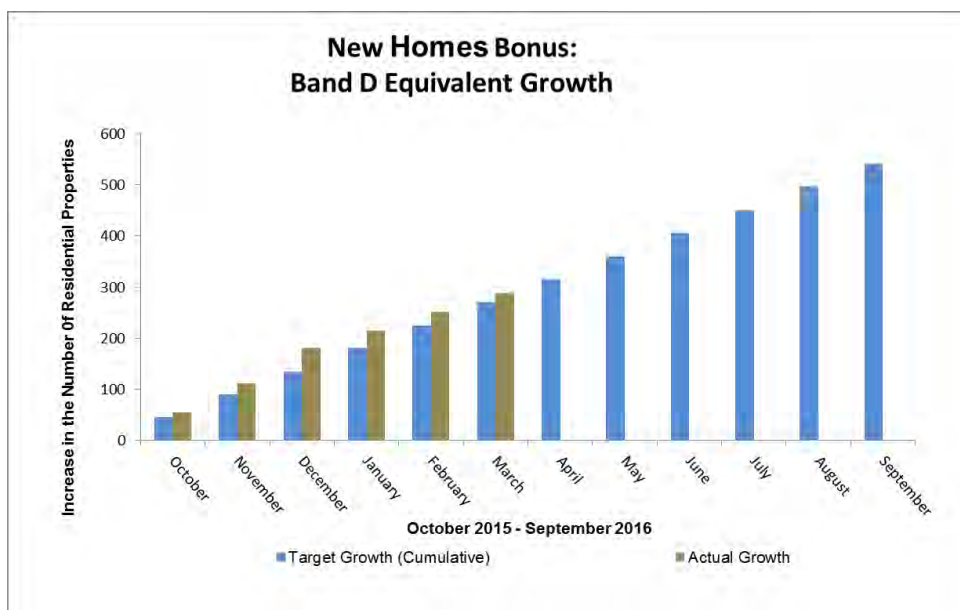
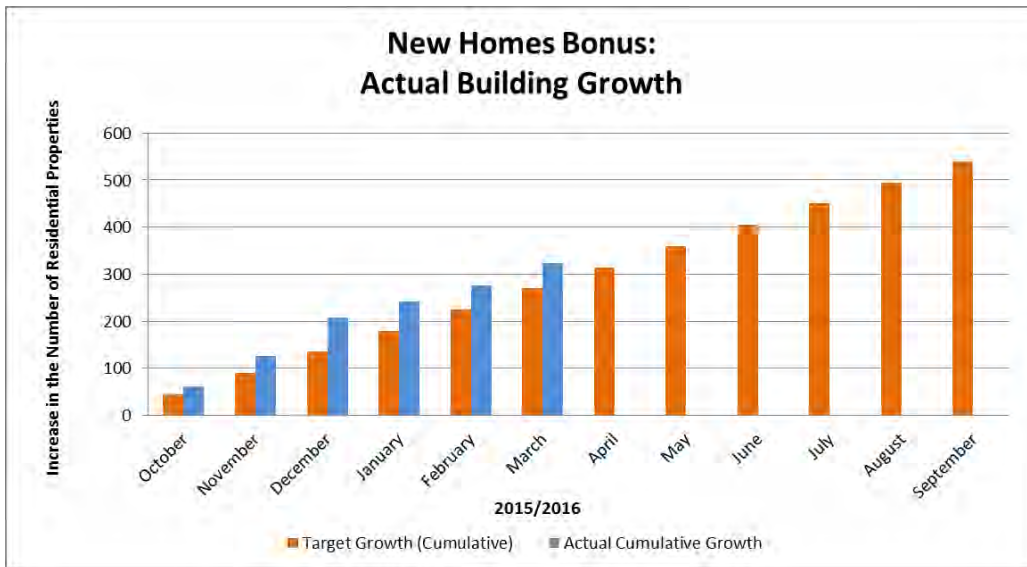


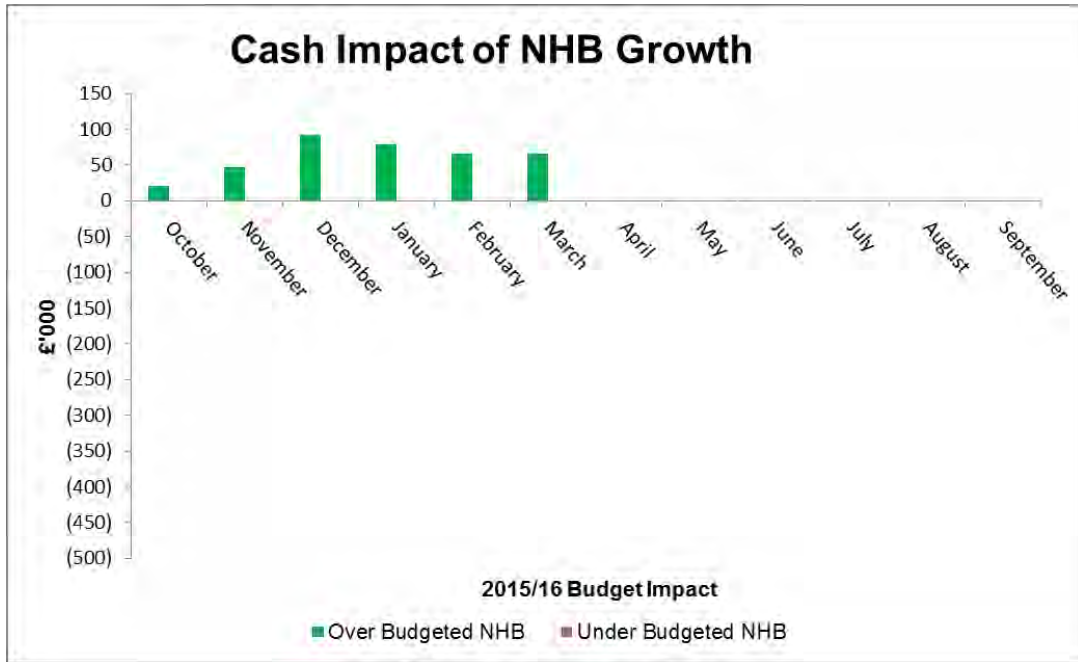
The forecast reflects the actual liability for tax at the time of annual billing compared to the assumptions made at the time the tax base was set. The projection assumes 1% of tax due for 2015/16 will be collected during 2016/17.

New Homes Bonus

The New Homes Bonus reporting cycle is October to September; consequently any variation in income will be attributable to 2017/18. The following forecasts exclude adjustments for long-term empty properties and affordable homes.

In the 12 months to September 2015, 583 new homes were completed. In the first four months of this new reporting cycle, 243 new homes have been completed. The Planning Annual Monitoring Report (2014) estimated that completions of new homes would be approximately 547 for the New Homes Bonus calculation period (October 2015 to September 2016). The latest Planning Annual Monitoring Report (December 2015) has revised this estimate to 541 and this figure has been used to assess the impact actual completions will have on NHB receipts.





6. Review of Earmarked Reserves

REVIEW OF EARMARKED RESERVES						
	Name of ER	Service	31 March 2015	Movement during 2015/16	31 March 2016	Comment
			£000	£000	£000	
RESERVE TO REMAIN	S106 Agreements	Development	(1,141)	(92)	(1,233)	Subject to S.106 contractual restrictions
	Commuted S106 Payments	Development	(1,763)	38	(1,726)	Subject to S.106 contractual restrictions
	Chequers Court	Resources	(500)	0	(500)	Reserve to meet potential shortfall in S.106 funding at Chequers Court.
	One Leisure St Ives 3G Pitch	Leisure & Health	(100)	(25)	(125)	Funding Agreement with Football Foundation requires £100,000 security (sinking fund).
	Env Health Eqpt Renewals Fund	Community	(54)	(7)	(61)	Phased reduction from 2016/17 to 2019/20.
	Oak Tree Centre Renewals Fnd	Resources	(277)	0	(277)	Fund to meet substantial repairs from "contracted" tenant service charges. Full property assessment to be undertaken during 2016/17 to determine extent of repairs required.
	Commercial Investment Strategy	Resources	(4,737)	(7,653)	(12,390)	Fund to meet future Commercial Investment Strategy acquisitions.
	Budget Surplus	Resources	0	(805)	(805)	This will have a balance at the year-end and will represent the amount of the General Fund that exceeds the 15% minimum threshold.
	Special Reserve	Resources	(2,500)	175	(2,325)	Fund to meet future costs of service transformation.
	Silc Clubs Funding (2009 On)	Leisure & Health	(1)	0	(1)	Reserves of a community group, now closed. HDC voluntarily agreed to use funds to assist other groups in hard-ship. However, a review will be undertaken during 2016/17 to determine how this should be distributed.
	Housing Homeless Reserve	Customer	(92)	0	(92)	To meet "peaks-and-trough" in homelessness provision. However, with potential future changes in service provider, reserve to remain at this time.
	Building Control Reserve	Development	(122)	(4)	(127)	Rolling Fund for Building Control surpluses, to be transferred to Cambridge City Council as part of the 3C's shared service arrangement.
	Housing Association Footpaths	Development	(39)	0	(39)	In the spirit of the original external contribution, the entire reserve is expected to be used during 2016/17 to support a residential development in Godmanchester.
LPSA	Development	(51)	0	(51)	Former LPSA monies, to be used in the EDGE partnership activity in respect of Apprenticeships.	
			(11,377)	(8,373)	(19,752)	
NEW RESERVE	Local Plan	Development	0	(500)	(500)	New reserve to fund the development of the Local Plan. - £141,450 is a contribution from the reduction in - £358,550 is a contribution from the 2015/16 Planning budget
	TCA	Resources	0	(63)	(63)	Balance of TCA Funding to be used by three partner councils. HDC accountable body.
	NDR Relief	Resources	0	(300)	(300)	Additional S31 Grant relating to NDR Reliefs
	Fraud Hub	Customer	0	(35)	(35)	External funding relating to HDC Anti-Fraud Activity. To be used with a range of partners. HDC is the accountable body.
	Cambridge Anti-Fraud Network	Customer	0	(99)	(99)	External funding relating to HDC Anti-Fraud Activity. To be used with a range of Cambridgeshire partners. HDC is the accountable
	Call Centre Move	Customer	0	(40)	(40)	Identified in-service savings to fund Call Centre Relocation from St Ives to Pathfinder House
			0	(1,037)	(1,037)	

CONSOLIDATION OF RESERVES	Repairs & Renewals Funds	Parks Renewals Fund	Operations	(152)	152	0	Removal of Parks and Countryside Management Reserves and reallocated to an Operations Efficiency Reserve. This new Reserve will provide funding for a new Operations "back-office" system which will improve service efficiency and generate savings over the medium term. Removal of individual One Leisure Reserves and consolidate into a single reserve to provide a contribution to the capital cost of the One Leisure Huntingdon Changing Room Project. This will also support the Councils current Sport England funding package as it is anticipated that the Councils contribution will need to be larger than previous applications.
	Repairs & Renewals Funds	Countryside Mgt R&R Fund	Operations	(78)	78	0	
	Operations Efficiency Reserve		Operations	0	(229)	(229)	
	Repairs & Renewals Funds	St Ivo Renewals Fund	Operations	0	0	0	
	Repairs & Renewals Funds	St Neots L C Renewals Fund	Operations	(8)	8	0	
	Repairs & Renewals Funds	Huntingdon R C Renewals Fund	Operations	0	0	0	
	Repairs & Renewals Funds	Ramsey L C Renewals Fund	Operations	0	0	0	
	Repairs & Renewals Funds	Sawtry S C Renewals Fund	Operations	(3)	3	0	
	One Leisure Huntingdon Changing Room Project		Operations	0	(11)	(11)	
	Repairs & Renewals Funds	Ind Estates Renewals Fund	Resources	(164)	164	0	
	Repairs & Renewals Funds	Misc Properties Renewals Fund	Resources	(28)	28	0	
	Repairs & Renewals Funds	Commercial Props Renewals Fund	Resources	(44)	44	0	
Commercial Property Maintenance Reserve		Resources	0	(236)	(236)		
			(477)	1	(476)		
REDUCE £	Repairs & Renewals Funds	Mobile Home Park Renewals Fund	Resources	(20)	8	(12)	Rolling-Fund to meet "larger" maintenance costs that enhance the overall asset. The action proposed to reduce the balance will bring it to a minimum amount.
	Repairs & Renewals Funds	Env Imps Renewals Fund	Operations	(61)	31	(31)	50% of original Reserve to be held to fund some Parish off-road parking schemes, balance to be surrendered.
	Collection Fund		Resources	(2,768)	2,111	(656)	Technical reserve to meet costs relating to the Collection Fund; especially costs relating to previous years Collection Fund surplus/deficits.
			(2,849)	2,150	(699)		
REMOVE RESERVE	Repairs & Renewals Funds	Car Parks Renewals Fund	Operation	(58)	58	0	Resource not required. Cost of repairs will be met from future capital programming.
	Repairs & Renewals Funds	Offices R&R Fund Balance	Operation	(80)	80	0	Resource not required. Cost of repairs will be met from future capital programming.
	Repairs & Renewals Funds	Pavilions R&R Fund Balance	Operation	(64)	64	0	Resource not required. Cost of repairs will be met from future capital programming.
	Repairs & Renewals Funds	Bus Station Shelter Renewals	Operation	(111)	111	0	Resource not required. Cost of repairs will be met from future capital programming.
	Delayed Projects		Operation	(261)	261	0	Will be zero at 31 March 2016.
	Home Imp Agency Reserve		Operation	(101)	101	0	This is accumulated savings. It is proposed that future years savings or losses are accounted for in-year.
	Pwib Discount Reserve		Resources	0	0	0	Will be zero at 31 March 2016.
	Clean Food Centre Reserve		Community	(10)	10	0	This is accumulated savings. It is proposed that future years savings or losses are accounted for in-year.
	Listed Building Grants Reserve		Development	(9)	9	0	Purpose not known.
	A14 Inquiry Reserve		Development	(200)	200	0	Reserve to meet potential costs associated with A14 Inquiry, no longer required.
	Alconbury & Molesworth		Development	(100)	100	0	Reserve no longer required as USAF relocation not taking place until mid-2020's.
				(994)	994	0	
	TOTAL Earmarked Reserves				(15,697)	(6,265)	(21,964)

7. Use of Budget Surplus Reserve

"Budget Surplus Reserve" - balance at 31st March 2016

£000

Transfer to the Collection Fund Reserve

1 CLG Levy Payment 244

NDR levy payment to CLG for 2016/17 as a consequence of HDC being above the NDR funding baseline.

HDC is required to recognise the amount to CLG immediately but its own share will occur in future years as a consequence of the calculation of the Collection Fund net surplus/deficit in the next budget round (2017/18).

244

Financing of Democratic, Organisational Governance and Efficiency Initiatives

Democratic & Organisational Governance Initiative

2 Cabinet 20

Additional posts for 2016/17. Subsequent years will require a growth bid.

3 Scrutiny/Member Support 15

Additional support for Scrutiny and Member Training

4 Devolution 75

Specialist support for detailed Business Case development.

Efficiency Initiatives

5 Flexible Working 101

Additional Laptops and Lightweight PC Technology to enable all staff to work flexibly.

6 FMS Contingency 100

Cabinet approved FMS in the Autumn of 2015. It was highlighted then that there was a need to backfill. Consequently, an amount required to meet this need.

7 Shared Service 165

Specialist support for Phase 2 Shared Services

8 Customer Matrix 55

Specialist support for analysis of HDC Customers

9 Business Intelligence (Phase 2) 30

Funding to support further roll-out of BI.

561

Total Allocation

805

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**Public
Key Decision – No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Treasury Management Annual Report 2015/16
Meeting/Date:	Overview & Scrutiny Panel (Performance and Customers) – 6th June 2016 Cabinet – 16th June 2016
Executive Portfolio:	Strategic Resources: Councillor J A Gray (Deputy Executive Leader)
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:

The Council's 2015/16 Treasury Management Strategy, was approved by Council on the 25th February 2015.

CIPFA's Treasury Management code requires Councils to report on performance of the treasury management function twice a year; the first report being the mid-year review (reported to cabinet on the 19th November 2015) and the annual report after the financial year end.

The main purpose of the Treasury Management Strategy is to;

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

The key market Treasury Management issues though 2015/16 influencing the Council's decision-making were;

- A moderate improvement in the credit rating of financial institutions.
- The introduction of legislation (bail-in replaces bail-out) placing the burden of rescuing failing EU banks disproportionately onto unsecured institutional investors including local authorities.
- A continuation of the Bank of England's policy of very low interest rates, with the result that market rates also remain very low. The Council average investing rate was 0.41%.

The Council's response to the key issues was;

- Where the Council has surplus funds to primarily make short term investments (the majority on call on a daily basis) in liquidity accounts and money market funds.
- Where possible to take a higher return without sacrificing liquidity.
- When borrowing the Council has used the Public Works Loan Board (PWLB), which offers low fixed rate borrowing over a long period. The average interest rate paid was 3.70%

The Council's Commercial Investment Strategy (CIS)

Towards the end of 2015/16 the Commercial Investment Strategy commenced. Performance of the CIS up to the 31st March 2016 is reported in the "Integrated Performance Report, 2015/16 Quarter 4" that is elsewhere on the agenda. However a summary of the transactions so far is shown in Appendix E.

Recommendation(s):

The Overview and Scrutiny Panel is invited to

- Comment on the contents of this report

The Cabinet is recommended to

- Comment on the 2015/16 Treasury Management performance

1. PURPOSE OF THE REPORT

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

2. BACKGROUND

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

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

- 2.2 The key points in the 2015/16 Strategy were:

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

3. ANALYSIS

Economic Review

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

- Interest rates are likely to remain low in the short-term, allowing the Council to borrow at low interest rates both for short-term cash flow purposes and for longer term borrowing, such as the borrowing used to fund the loans to Luminus
- However low rates mean few opportunities to make significant returns from investments. This requires the Council to use other investing opportunities which the Commercial Investment Strategy provides.
- Low inflationary increases are likely in the short-term, reducing pressure on Council budgets of price increases.
- Whilst wages growth has been low or negative in recent years, there is now evidence of increasing wage inflation, as a result of low unemployment rates and high employment rates.

Performance of Council Funds

- 3.2 The following table summarises the treasury management transactions undertaken during the 2015/16 financial year and the details of the investments and loans held as at 31st March 2016 are shown in detail in **Appendix B**.

	Principal Amount £m	Interest Rate %
Investments		
at 31 st March 2015	3.9	1.20
less matured in year	-212.2	
plus arranged in year	+213.6	
at 31 st March 2016	5.3	0.78
Average Investments (Annual)	15.4	0.65
Borrowing		
at 31 st March 2015	11.3	3.73
less repaid in year	-0.1	
plus arranged in year	+2.2	
at 31 st March 2016	13.4	3.63
Average Borrowing (Annual)	11.7	3.70
Note; Interest rates above are as at dated apart from averages, where these are the average for the whole year.		

Investments

3.3 The Council's strategy for 2015/16 was based on all investments being managed in-house. The investments were of three types:

- Time deposits, these are deposits with financial institutions that are of fixed term and mature on an agreed date. In the Council's case usually in 1 to 2 weeks.
- Liquidity (call) accounts, these are accounts held with banks where there is no fixed term and the money can be deposited or withdrawn on the day.
- Money Market Funds, these are funds where investor's deposits are aggregated together and invested across a large range of financial products, giving a high degree of diversification.

3.4 The average rate of interest on all investments was 0.67%, 0.31% above the 7 day LIBID (London Interbank Bid Rate) benchmark rate of 0.36%, this represents a return of over three times the bench-mark rate. This good performance was due to £1.375m of the investments being locked into higher rates before the year started together with the use of liquidity accounts with major banks and Money Market Funds which gave the added safety of instant access together with interest rates in excess of the benchmark.

3.5 When only short-term cash flow investment activity is considered, the rate of interest on investments was 0.41%, which is around 14% higher than the 7-day benchmark rate of 0.36%.

Borrowing

3.6 The Council's exposure to interest rate risk at the end of the year was:

- £13.4m long term borrowing from the PWLB, at a weighted average rate of 3.62%.
 - Short term borrowing at 31 March 2016 was nil.
- 3.7 The actual net investment interest payable (after deduction of interest receivable on loans) was £304,000 against a budget of £346,000. This is a saving of £42,000 against the original budget. This is due to delays in capital and revenue expenditure resulting in higher than estimated average cash balances which have been invested.
- 3.8 In September 2015 Cabinet agreed to make a loan of £5m to Luminus in order to finance part of the cost of constructing care facility at Langley Court St Ives. During the year the Council has advanced £2.25m of funding to Luminus and the Council has in turn borrowed the same amount from the PWLB over a period of 31 years. The remainder of the loan will be advanced in 2016/17 and as a consequence the Council will be borrowing from the PWLB to finance this.
- 3.9 There was no short-term borrowing during 2015-16 as the Council held sufficient cash balances to meet its obligations.

Risk Environment

- 3.10 The changes to the environment in which investing takes place are detailed in **Appendix C** the main points to note are;
- Bail in legislation requiring investors to contribute to bank losses has replaced government bail outs.
 - Slight improvements in the credit ratings of financial institutions.
 - Improvements in the financial strength of financial institutions as evidenced by the Bank of England stress tests.

Risk Management

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

investments, which resulted in investments during 2015/16 generally being of short duration (the majority on call). The result of low interest rates across the market is that the margin gained from the benefit of investing for longer period does not out-weigh the potential costs of failure of the investment.

Compliance with Regulations and Codes

- 3.16 All the treasury management activity undertaken during the financial year complied with the approved strategy, the CIPFA Code of Practice, and relevant legislation.
- 3.17 The Code requires the Council to approve both Treasury Management and Prudential Indicators. Those for 2015/16 were approved at the Council meeting on 25th February 2015. **Appendix D** shows the relevant prudential indicators and the actual results, the table below is a summary of key indicators.

Prudential Management Indicators			
	2015/16 Estimate	2015/16 Actual	Impact on the Council
Net capital expenditure	£9.6m	£4.2m	Expenditure less than estimated as a result of rephasing schemes (£1.5m) and underspends (£1.3m).
Expenditure on interest and MRP (Minimum Revenue Provision)	10.4%	9.6%	As a result of underspends in 2014/15 the MRP is lower for 2015/16.
Capital Financing Requirement (CFR)	£44.9m	£35.4m	The CFR is lower due to reduced expenditure detailed above and increased capital receipts.
	31/03/15	31/03/16	
Long-term borrowing total	£11.3m	£13.4m	Borrowing has increased to fund the series of loans to Luminus
Treasury Management Indicators			
	2015/16 Limit	2015/16 Actual	
Authorised Limit for debt	£84.0m	£17.3m	The Council's debt has increased as a result of loans to finance the Luminus loan, but is still within the approved limits
Operational boundary for debt	£79.0m	£17.3m	
Borrowing fixed and variable interest	75%-100%	100%	All borrowing has been undertaken at a fixed rate to avoid the risk of interest rate increases in the future.
Borrowing repayment profile (10 years)	9%-100%	88%	The loan repayment profile has shortened from last year as the Luminus loans are repaid annually.
Investments longer than 364 days	£33.8m	£0m	Only short-term or instant access investments.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 This report is to be considered at the meeting held on the 9th of June 2016.

5. RISKS

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

6. WHAT ACTIONS WILL BE TAKEN

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

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

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

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

8. LEGAL IMPLICATIONS

8.1 No direct, legal implications arise out of this report.

9. RESOURCE IMPLICATIONS

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

10. REASONS FOR THE RECOMMENDED DECISIONS

10.1 The treasury management activity continues to be monitored, to ensure that risk arising are mitigated.

11. LIST OF APPENDICES INCLUDED

Appendix A – Economic review (Source: Arlingclose)
Appendix B – Borrowing and Investments as at 31st March 2016
Appendix C – Risk Environment 2015-16
Appendix D – CIPFA Prudential Indicators

BACKGROUND PAPERS

Working papers in Resources
CIPFA Treasury Management Code of Practice

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APPENDIX A

Economic Review of 2015/16	
Economic Growth	Local Context
The UK economy slowed in 2015 with GDP growth falling to 2.3% from a robust 3.0% the year before.	The slowdown is likely to delay an increase in interest rates, meaning that returns on investments that the council makes will remain low into the near future.
Inflation	Local Context
The prolonged spell of low inflation was attributed to the continued collapse in the price of oil, the increase in the strength of the Pound since 2013 pushing down import prices and weaker than anticipated wage growth resulting in subdued labour costs. CPI picked up to 0.3% year on year in February, but this was still well below the Bank of England's 2% inflation target.	The low rate of inflation will reduce the pressure for inflationary increases. Again this is likely to remain the case for the short-term, as there is still no clear indication that oil prices will pick up.
Labour Market	Local Context
The Labour market continued to improve through 2015 and in quarter 1 of 2016, the latest figures (Jan 2016) show the employment rate at 74.1% (the highest rate since comparable records began in 1971) and the unemployment rate at a 12 year low of 5.1%. Wage growth has however remained modest at around 2.2% excluding bonuses, but after a long period of negative real wage growth (after inflation) real earnings were positive and growing at their fastest rate in eight years.	With employment at a record high then recruiting is likely to become more difficult for the Council, as the number of candidates are likely to reduce. In addition wage growth is starting to pick up, and so whilst general inflation remains low, there is potentially increased pressure to increase the Council's pay by greater percentage than in recent years.
Global Influences	Local Context
The slowdown in the Chinese economy became the largest threat to prospects for global growth as a whole. The effect of the Chinese authorities' intervention in their currency and equity markets was temporary and led to high market volatility as a consequence. As the global economy entered 2016 there was high uncertainty about growth, the outcome of the US presidential election and the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 the Pound had depreciated by around 3%, a significant proportion of the decline reflecting the uncertainty surrounding the referendum result.	Whilst the Council is insulated to some extent from global fluctuations, the depreciating pound will make imported goods more expensive, so could have an impact on items such as IT equipment.

UK Monetary Policy	Local Context
<p>The Bank of England's Monetary Policy Committee made no change to policy, maintaining the Bank Rate at 0.5% (in March it entered its eighth year at 0.5%) and asset purchases (Quantitative Easing) at £375bn. In its Inflation Reports and monthly monetary policy meeting minutes, the Bank was at pains to stress that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles.</p> <p>This is despite in the US, the Federal Reserve to raising rates in December 2015 for the first time in nine years to take the new Federal funds range to 0.25%-0.50%. Though there was some suggestion of further increases this has not happened.</p> <p>The stronger influence on UK interest rates has been the Eurozone, where Switzerland, Sweden central bankers were forced to take interest rates into negative territory.</p>	<p>The economy's low growth rates and low inflation have resulted in the Bank of England's reluctance to increase interest rates. The main ramification of this for the Council is that the investments that it makes in financial instruments, for example money market funds and call accounts will continue to offer very low rates of return.</p> <p>The Commercial Investment Strategy offers an opportunity to achieve higher returns (yields) but still with a high degree of security. The security is as a result of the ownership of an asset (property) or investment in assets (Property Funds). An attempt to achieve higher returns using financial investments would result in the taking on of more risky investments.</p>
Market Reaction	Local Context
<p>From June 2015 gilt yields were driven lower by the a weakening in Chinese growth, the knock-on effects of the fall in its stock market, the continuing fall in the price of oil and commodities. Added to this was the heightened uncertainty surrounding the outcome of the UK referendum on its continued membership of the EU as well as the US presidential elections which culminated in a significant volatility and in equities and corporate bond yields.</p>	<p>PWLB borrowing rates are based on gilt yields. As a result when the Council needs to borrow the rates are offered is low compared to historic rates. The amount of uncertainty surrounding markets outside the UK increases the downward pressure on yields into the short-term.</p>
<i>Source of Data: Arlingclose Ltd</i>	

APPENDIX B

BORROWING AND INVESTMENTS AT 31 MARCH 2016

	Short-term Rating		Date Invested/ Borrowed	Amount		Interest Rate	Year of Maturity
	Fitch	Moody's		£m	£m		
Borrowing							
Short-term							
NIL							
Long-term							
PWLB			19/12/08	5.000		3.91%	2057/58
PWLB			19/12/08	5.000		3.90%	2058/59
PWLB			07/08/13	1.156		2.24%	2023/24
PWLB			25/11/15	0.750		3.28%	2046/47
PWLB			19/01/16	1.000		3.10%	2046/47
PWLB			21/03/16	0.500		2.91%	2046/47
					13.406		
Total Borrowing					13.406		
Investments In-House Investments							
NatWest Current	F1	P2		0.010m		0.00%	On-call
NatWest Liquidity	F1	P2		0.279m		0.25%	On-call
Cambridge Building Society	Not rated			0.100m		0.50%	On-call
Bank of Scotland	F1	P1		0.500m		0.40%	Fixed
Santander	F1	P1		0.450m		0.30%	On-call
Handelsbanken	F1+	P1		0.400m		0.30%	On-call
Barclays	F1	P1		0.400m		0.45%	On-call
Blackrock	AAAmf			0.350m		0.48%	On-call
Federated	AAAmf			0.300m		0.48%	On-call
Insight	AAAmf			0.400m		0.51%	On-call
Legal and General	AAAmf			0.400m		0.48%	On-call
Standard Life	AAAmf			0.400m		0.45%	On-call
Total Investments					3.989		
Loans							
Alconbury Parish Council	Not rated			0.002m		0.50%	2016/17
Huntingdon Regional College	Not rated			1.174m		3.34%	2023/24
Huntingdon Gym	Not rated			0.057m		5.13%	2023/24
Luminus	Not rated			0.750m		4.78%	2047/48
Luminus	Not rated			1.000m		4.60%	2047/48
Luminus	Not rated			0.500m		4.41%	2047/48
Total Loans					3.483		
Total Investments					7.472		
Net Borrowing					5.934		

Definition of Credit Ratings

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

APPENDIX C

Risk Environment 2015/16	
Bail In	Local Context
During the banking crisis the government, invested large sums of public money into banks in order that they remained solvent, and these are still being paid back by the banks. Legislation over the last year has moved the risk to investors in banks, and due to various exemptions for, for instance retail deposits, risks for public bodies have increased.	Whilst some public bodies will carry higher levels of long-term cash and as a result have a need to invest long term, the Council generally has cash that will be needed in the short-term and as a result places funds where they are accessible in the short-term.
Credit Ratings	Local Context
Following the banking crisis the credit ratings of many financial institutions were downgraded. Over the last year there has been a gradual improvement in these ratings as banks have built up capital.	The Council receives monthly updates from its advisors on changes to credit ratings. Whilst the Council maintains deposits on a short-term or available instant basis the risk is reduced from failures, as the Council will be able to withdraw funds as soon as there is an indication of a credit problem. Whereas other investors with longer term fixed investments will not be able to.
Stress Tests	Local Context
In December the Bank of England released the result of its latest set of stress tests on the seven largest banks. Whilst RBS and Standard Chartered Bank were the weakest performers the regulator did not require them to take any action as both banks had improved their ratios over the year.	The RBS group includes Natwest the Council's transactional banker. Advice from Arlingclose on the way in which the Council uses Natwest for holding funds is being followed. The Council only maintains balances with of less than £1m, which is instantly accessible.

APPENDIX D

CIPFA Prudential Indicators for Capital Finance in Local Authorities Prudential Indications and Treasury Management Indications for 2015/16 Comparison of actual results with limits

PRUDENTIAL MANAGEMENT INDICATORS

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

	2015/16 Estimate £m	2015/16 Actual £m
Gross	10.7	6.1
Net	9.6	4.2

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

2015/16 Estimate	2015/16 Actual
10.4%	9.6%

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

This item is only provided to demonstrate affordability at budget setting and has already been superseded by the equivalent figure in the 2016/17 Treasury Management Strategy indicators.

4. **The capital financing requirement.**

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

2015/16 Estimate £m	2015/16 Actual £m
44.9	35.2

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

Net external borrowing as at the 31st March 2016, was £13.4m, this is £21.8m less than the capital financing requirement. Thereby confirming that the council has not borrowed for revenue purposes other than in the short-term for cash flow purposes.

6. **The actual external long-term borrowing at 31 March 2016**

£13.4m

7. **Adoption of the CIPFA Code**

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

TREASURY MANAGEMENT INDICATORS

8. The authorised limit for external debt.

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

	2015/16 Limit £m	2015/16 Actual £m
Short-Term	18.0	0.0
Long Term	47.0	13.4
Other long-term liabilities (leases)	5.0	0.5
Total	69.0	13.9
Long-term for loans to organisations	15.0	3.4
Total	84.0	17.3

9. The operational boundary for external debt.

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

	2015/16 Limit £m	2015/16 Actual £m
Short-Term	13.0	0.0
Long Term	47.0	13.4
Other long-term liabilities (leases)	5.0	0.5
Total	64.0	13.9
Long-term for loans to organisations	15.0	3.4
Total	79.0	17.3

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

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

These limits are given as a percentage of total investments. Investments of less than 12 months count as variable rate.

		Limits		Actual
		Max.	Min.	As at 31.3.16
Borrowing: longer than 1 year	Fixed	100%	75%	100%
	Variable	25%	0%	0%
Investments: longer than 1 year	Fixed	100%	100%	0%
	Variable	0%	0%	0%

11. Borrowing Repayment Profile

The proportion of 2015/16 borrowing that matured in successive periods.

Borrowing	Upper limit	Lower limit	Actual As at 31.3.16
Under 12 months	90%	0%	1%
12 months and within 24 months	90%	0%	1%
24 months and within 5 years	90%	0%	5%
5 years and within 10 years	91%	1%	5%
10 years and above	100%	9%	88%

12. Investment Repayment Profile

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

	Limit £m	Actual £m
Limit on principal invested beyond year end (31 March 2016)	33.8	0

APPENDIX E

Commercial Investment Strategy Indicators

The Treasury Management Strategy for 2016/17 includes three indicators specific to the Commercial Investment Strategy (CIS);

- Investment cover ratio
- Loan to value ratio
- Target income returns

It is at this stage too early to in the lifecycle of the CIS to report on these indicators; however the basis metrics are;

	Purchase Cost £000	Income (Part-Year) £000
CCLA Property Shares	2,500	19,700
Unit 3 Stonehill, Huntingdon	1,358	13,700

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Risk Management
Meeting/Date:	Overview and Scrutiny Panel (Performance and Customers) – 6 June 2016 Cabinet – 21 July 2016
Executive Portfolio:	Strategic Resources: Councillor J A Gray (Deputy Executive Leader)
Report by:	Internal Audit & Risk Manager
Ward(s) affected:	All Wards

Executive Summary

This is the first report the Cabinet have received on risk management and the contents of the Council's risk register. Reports were previously submitted to the Corporate Governance Committee.

The risk register is reviewed frequently by Heads of Service to ensure that it remains fit for purpose and captures the significant risks to the achievement of the Council's objectives.

Due to the need to meet the reporting timetable for Overview and Scrutiny Panel (Performance and Customers) the report details the contents of the risk register as at 24 May 2016. It focuses in the main on corporate risks and the corporate risk register is attached for review.

The Risk Management Strategy requires the Cabinet to consider each of the very high or 'red' residual risks that exceed their risk appetite levels, and to decide whether they should be further mitigated by cost-effective and affordable actions. This report provides information in respect of the one 'red' risk that currently falls into this category.

There are currently no financial implications arising from this report, however some costs may be incurred if it is decided that further risk mitigation should be introduced.

Recommendation(s):

The Overview and Scrutiny Panel is invited to comment on the corporate risk register.

The Cabinet is

RECOMMENDED

1. To review and scrutinise the corporate risk register and then consider what, if any, further risks should be included in it; and
2. Decide whether it requires further action to be taken to mitigate risk 58.

1. PURPOSE OF THE REPORT

- 1.1 This report provides Cabinet with information about the current risks in the risk register. It concentrates mainly on corporate risks – that is those risks that may be potentially damaging to the achievement of the Council's objectives.

2. BACKGROUND

- 2.1 In line with the Council's Risk Management Strategy, a risk register has been developed that holds details of the significant risks faced by the Council. Details of the progress made in identifying and managing risks was reported regularly to the Corporate Governance Committee (CGC). Council have decided that responsibility for oversight of the risk management process should rest with the Cabinet rather than the CGC.
- 2.2 The risk management strategy requires Cabinet to receive reports on the management of risk and 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.

3. ANALYSIS

- 3.1 Risks contained within the register are in the main identified by Heads of Service and Team Managers and reflect the risks associated with the delivery of the themes and aims contained in the Corporate Plan and individual Service Plans.
- 3.2 The total number of corporate and operational risks and their 'risk scores' (the sum of likelihood and impact) at both the inherent (without controls) and residual (with controls) levels are summarised in Appendix 1 and 2. The full corporate risk register is attached at Appendix 3.
- 3.3 The risk management strategy approved by Cabinet in July 2015 introduced differing risk appetite levels for key areas of the business. The appetite levels have been applied to all of the risks in the register. Appendix 4 plots the corporate risks against each risk appetite level.

Corporate risks: *likely to affect the medium to longer term priorities of the Council.*

- 3.4 In respect of corporate risks, there is one risk – risk 40 (that refers to planning policy being insufficient to meet government requirements) that exceeds its risk appetite level. As per the risk management strategy this risk has been reviewed by the Corporate Management Team (CMT) and accepted.

In addition there is one very high ('red') corporate residual risk, risk 239 that relates to the Huntingdon town centre redevelopment. This risk has been classified as a transformational risk which the risk management strategy states can be accepted so long as the benefits and risks were properly assessed and accepted before the redevelopment progressed.

Operational risks: *risks that are encountered in the day-to-day provision of services.*

- 3.5 There is one operational very high ('red') risk, risk 58, that refers to information security and information use. The risk owner is of the view that the loss of IT services is the key risk that needs to be addressed. A number of systems

have been successfully tested and recovered back to their 'live' state since December 2014. With the introduction of the IT shared service, this programme needs to be extended to cover all systems. Once that has been done it is considered that the inherent risk score will reduce to high (amber). It is not proposed that any further risk mitigation be introduced at this time. (see Appendix 5).

- 3.6 There are 14 operational risks that exceed their risk appetite category levels. All of these have been considered by CMT and been accepted.

Risk	Description	Risk category
15	ICT Security is breached	Compliance & Regulation
192	Loss of vehicle operating licence	
209	Inaccurate management information	
14	Staff involved in accidents	Health & Safety
17	A member of the public is injured	
20	Closure of OL site due to incident or accident	
22	Ineffective Safeguarding procedures	
31	Bailiffs are subject to violence and injured	
32	Poor site security at EFH	
57	Plant and equipment used by staff is not properly maintained	
186	Assets used by the public are not maintained	
254	DFG funding is lost to the County Council	Operational / Service
29	Deficiencies in the election process	Reputation
228	Loss of land charges personal search income	

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 4.1 To be inserted following the 6 June meeting of the Overview and Scrutiny Panel (Performance and Customers).

5. KEY IMPACTS

- 5.1 The significant corporate and operational risks that have the potential to affect the delivery of the Corporate Plan need to be identified, controlled and monitored. If effective risk management (as set out in the risk management strategy) does not take place, there is the possibility that inappropriately informed decision-making may take place and the Corporate Plan outcomes may not be achieved. Maintaining an adequate and effective risk register and risk management process is a key management control.

6. WHAT ACTIONS WILL BE TAKEN

- 6.1 The risk register is a dynamic document and is subject to regular review. Depending on the decisions taken by Cabinet, Managers may be required to identify further mitigation. If this is the case, Cabinet will be informed of the outcome of that review process.
- 6.2 Future reports to the Panel will provide information in respect of Corporate and Operational inherent and residual risk scores. Due to the size of the Operational risk register it is planned that risks will be reported at risk appetite

category. This will mean appetite areas will be reported individually so allowing Cabinet to review the whole register within a year.

7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND CORPORATE OBJECTIVES

7.1 Risk management is one of the six core principles within the Council's Code of Governance – taking informed and transparent decisions, which are subject to effective scrutiny and managing risk.

7.2 Good risk management practice contributes to the overall delivery of the Corporate Plan. It improves the performance of the Council by identifying and assessing current and emerging risks and opportunities and how they are to be treated.

8. RESOURCE IMPLICATIONS

8.1 Risk management is a business as usual activity and as such the cost of risk mitigation is controlled within individual service budgets. Additional resources may be required to further mitigate any risk that exceeds its risk appetite, but these will not be known until the mitigation has been identified.

8.2 The cost of any risk materialising also needs to be considered. Whilst an individual residual risk score may be below its risk appetite level the failure of any control may result in unknown levels of financial costs being incurred.

9 REASONS FOR THE RECOMMENDED DECISIONS

9.1 Cabinet need to ensure that the risk management process is robust and that the corporate risk register reflects their understanding of the significant corporate risks faced by the Council. In addition, they also need to be satisfied that risks have been mitigated to an appropriate level.

10. LIST OF APPENDICES INCLUDED

Appendix

- | | |
|---|---|
| 1 | Risk matrix – inherent to residual scoring: Corporate risks |
| 2 | : Operational risks |
| 3 | Corporate risk register |
| 4 | Corporate risks - Risk appetite levels |
| 5 | Risk treatment option form |

BACKGROUND PAPERS

Risk register.
Risk management strategy.

CONTACT OFFICER

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**Inherent Risks
before controls**

May 2016

Likelihood	5	1	1		
4		4	4	2	
3		7	6	1	
2			2		
1					
	1	2	3	4	5
	Impact				

Residual risk scores rely on the identified controls working effectively.

Cabinet and CMT rely on internal audit and managers' 'assurance' statements to judge whether this is the case.

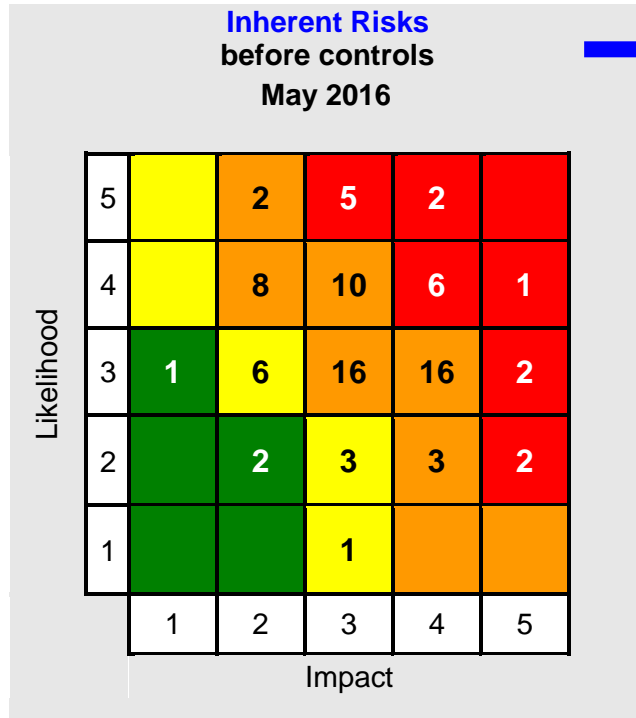
**Residual Risks
after controls**

May 2016

Likelihood	5				
4		1		1 ^a	
3		2	4		
2		3	13	3	
1			1		
	1	2	3	4	5
	Impact				

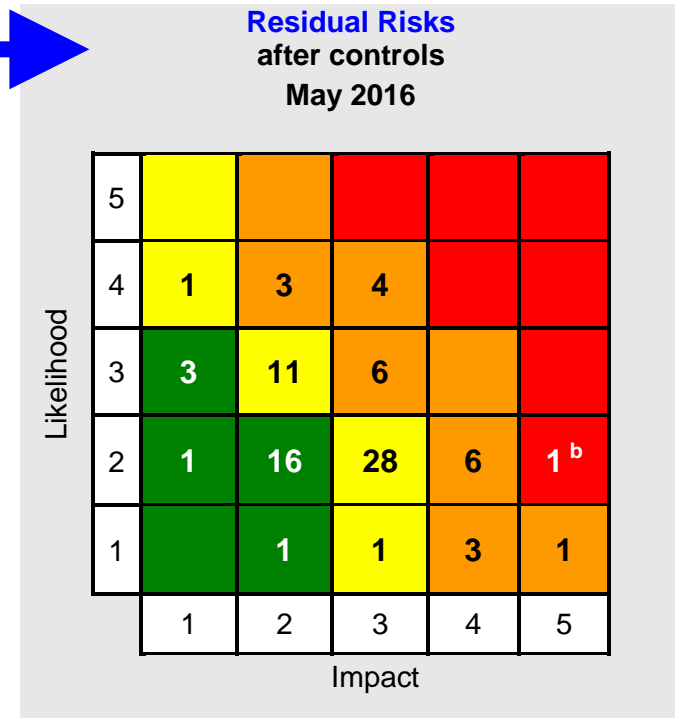
total
28

‘Very High’ Residual Risks		May 2016
		Likelihood X Impact
239 a	Town Centre redevelopment	4 / 5



Residual risk scores rely on the identified controls working effectively.

Cabinet and CMT rely on internal audit and managers' 'assurance' statements to judge whether this is the case.



total
86

'Very High' Residual Risks		May 2016
Likelihood X Impact		
58	b	Information security policy is not followed
		2 / 5

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
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.. Risk Owner : Sue Bedlow Last Updated : 05 Aug 2015	L = 3 I = 4 High (12)	The Council provides funding for business support and monitors take-up of service A local Growth Plan and an annual action 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)	
54	Managers discriminate against certain service users by not considering the needs of all service users when delivering or developing services.	Effect: Allegations relating to discrimination Services don't meet the needs of the local population Non - compliance with legislation / statutory requirements / new initiatives Reputation.. Risk Owner : Adrian Dobbyne - Corporate Team Manager Last Updated : 05 Aug 2015	L = 3 I = 4 High (12)	Consultation and engagement strategy is designed to obtain the views of local residents and involve them where appropriate in the provision of services. Equality Impact Assessments carried out in accordance with the council's programme and service reviews The Council set out its framework for equality and inclusion in a strategy document together with an associated action plan The Council's Equality and Inclusion policy is followed and council business is conducted in an open and transparent manner	L = 2 I = 3 Medium (6)	

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
56	Communications and marketing of services with employees, local residents, visitors and stakeholders is poor, leading to rumours and / or incorrect information being circulated, damaging staff morale and lower use of services and local reputation.	Effect: Failure to consult / communicate with the public and stakeholders Reputation damage Customer resistance to change Staff and external parties don't know what is happening / what to do Low.. Risk Owner : Patricia Harnett - Communications Manager Last Updated : 05 Aug 2015	L = 3 I = 4 High (12)	Sound mechanisms are used to consult with the public and stakeholders regarding council services. Service Plans require all consultations planned to be stated. The Council's Communications and Customer Service Strategies are in place to guide manager Good relationships with the media.	L = 2 I = 3 Medium (6)	
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. Risk Owner : Chris Stopford Head of Community Last Updated : 05 Aug 2015	L = 3 I = 3 High (9)	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 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) Report to LICENSING & PROTECTION PANEL 19 March 2009 BUCKDEN SOUTH LANDFILL SITE & LEACHATE TREATMENT PLANT (Report by Head of Environmental and Community Health Services)	L = 2 I = 3 Medium (6)	

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
268	Inadequate performance of Legal Shared Service resulting in legal challenge.	The Legal Shared Service could be under-resourced or have conflicting priorities (as shared with SCDC and Cambs City); therefore advice and support could be untimely or potentially inaccurate. Risk Owner : Clive Mason - Head of Resources Last Updated : 18 Jan 2016	L = 4 I = 4 Very High (16)	Legal SS Project Board. Currently formulating the Shared Services agreement.	L = 3 I = 3 High (9)	
2	CMT The Council does not invest in or develop its staff leading to motivational problems and service developments not being delivered on time or within budget	Effect: Staff resistance / reluctance to take risks and accept change Staff are not adequately trained to do their jobs Staff may leave Reputation damage Low staff morale New initiatives etc.. Risk Owner : Jo Lancaster - Managing Director Last Updated : 05 Aug 2015	L = 4 I = 4 Very High (16)	A Workforce Strategy and an associated action plan developed and has been adopted by Employment Panel. Developed core management competences A comprehensive in - house training programme is in place that is based on assessed training needs and the Council's objectives Training needs are discussed and determined / agreed with staff at appraisal and recorded	L = 2 I = 2 Low (4)	Training programme being developed to support core competencies. Review of impact on appraisals needed

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	<p>Effect</p> <p>Local Plan found unsound</p> <p>High Court over turns Local Plan</p> <p>Inappropriate decisions made</p> <p>Disgruntled customers</p> <p>Reputation damage</p> <p>Actions taken which may adversely affect the local..</p> <p>Risk Owner : Andy Moffat - Head of Development</p> <p>Last Updated: 11 Jan 2016</p>	L = 3 I = 4 High (12)	<p>Well trained and experienced staff in post</p> <p>Priority is given to developments which may result in severe impacts.</p> <p>Quality control standards</p> <p>Regular research and review of planning issues is carried out</p> <p>A complete review of planning policies is being undertaken in order to produce a new Local Plan following the Governments decision to update all national planning policies (the NPPF)</p> <p>Outside consultants used and legal advice taken where appropriate</p>	L = 2 I = 4 High (8)	
47	Council's funds not invested appropriately leading to losses or poor returns resulting in unexpected service cuts.	<p>Effect:</p> <p>Loss of investments capital.</p> <p>Reduction in interest received (although minimal at this time as interest rates are low; 18/01/2016)</p> <p>Risk Owner : Clive Mason - Head of Resources</p> <p>Last Updated: 18 Jan 2016</p>	L = 4 I = 4 Very High (16)	<p>External consultant appointed</p> <p>Treasury strategy in place which limits size of loans, counterparties and maximum periods.</p> <p>Suitably qualified and experienced staff</p> <p>Prompt reaction to daily notification of changes to credit ratings.</p>	L = 2 I = 3 Medium (6)	

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
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.. Risk Owner : Andy Moffat - Head of Development Last Updated : 05 Aug 2015	L = 3 I = 3 High (9)	Delivery of the Market Town Transport Plan and the Local Transport Plan in conjunction with partner organisations	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 preception that the council is an easy target. Reputational problems can occur. Risk Owner : John Taylor - Head of Customer Services Last Updated : 17 Aug 2015	L = 4 I = 3 High (12)	Fraud team undertake regular training and carry out risk assessment on every referral. Investigations result in sanctions. Prosecutions published in newspaper. 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 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.	L = 3 I = 2 Medium (6)	

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
251	Social media activity operates inconsistently leading to inappropriate and unauthorised use of social media by services	Staff unaware of the correct procedures to follow. Inconsistency of approach and control of social media. Council may not engage with customers in the most appropriate way. Reputational damage.. Risk Owner : Patricia Harnett - Communications Manager Last Updated : 04 Jan 2016	L = 5 I = 3 Very High (15)	Social Media Policy and Guidelines written. User Group meets qtrly to discuss any issues around social media, how to manage reputational issues, to highlight any problems.	L = 3 I = 3 High (9)	
104	Delays to the construction of the new A14 may lead to a failure to achieve the longer term development/regeneration strategy for Huntingdon (see cause & effect for full risk)	Delays to the construction of the new A14 may significantly reduce the amount of new development land that becomes available for housing and other developments, leading to a failure to achieve the.. Risk Owner : Andy Moffat - Head of Development Last Updated : 11 Jan 2016	L = 2 I = 4 High (8)	Promote early implementation of the A14 by committing appropriate resources to the on-going studies and upcoming Public Inquiry etc.	L = 2 I = 4 High (8)	
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.. Risk Owner : Jo Emmerton - Housing Strategy Manager Last Updated : 11 Jan 2016	L = 4 I = 3 High (12)	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. Review and increase provision of temporary accommodation as an alternative to B&B Maximise new affordable housing opportunities on s106, rural exception sites and others.	L = 4 I = 3 High (12)	

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
267	Delivery of the Building Control service via the Shared Service arrangements is not adequately managed leading to poor performance and dissatisfaction of its customers	Causes: Non-conformity to the Shared Service agreement Effect: Customer service deteriorates Reduction in market share and income Increased cost to the Council Risk Owner : Andy Moffat - Head of Development Last Updated : 11 Jan 2016	L = 3 I = 3 High (9)	Project Board meets to discuss objectives and performance indicator information to be provided	L = 2 I = 3 Medium (6)	Shared Service Agreement to be finalised and signed
74	Robust Partnerships agreement are not effectively secured with relevant organisation and as a consequence the delivery of key objectives is not achieved.	Effects: Breakdown in relationship with partners Targets not achieved (for example for the HSP) New initiatives unsuccessful Low staff morale Adverse impact on the service received by.. Risk Owner : Adrian Dobbyne - Corporate Team Manager Last Updated : 05 Aug 2015	L = 3 I = 5 Very High (15)	Current review of all Partnerships to ensure alignment with our corporate priorities, delivering value for money and are fit for purpose.	L = 2 I = 3 Medium (6)	
157	Reduction in income streams would reduce the available revenue base leading to either the requirement for additional revenue support to maintain service levels, or a reduction in operating cost by reducing service provision (and staffing levels)	Reduction in income from Car Parks, Markets, Trade and Bulky waste collection along with countryside site and pitch lettings would require either additional funding from other sources, or an actual.. Risk Owner : Alistair Merrick Last Updated : 24 Aug 2015	L = 4 I = 3 High (12)	Services at risk of income reductions, are where practical, being actively marketed.	L = 3 I = 3 High (9)	CMT to agree to the redefinition of this risk or its' replacement with a risk that focuses on the delivery of the agreed ZZB proposals over the next four years because this will be the determinant of financial stability for the Operations Division.

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
141	The Council does not provide effective community leadership and engagement opportunities leading to the reduced inclusion of key sections of the community.	Increased Community tensions public dissatisfaction potential legal challenges in respect of diversity and equality reputational Financial inequality of service delivery Risk Owner : Adrian Dobbyne - Corporate Team Manager Last Updated : 05 Aug 2015	L = 4 I = 3 High (12)	Bring partners together to discuss and work together on Community issues in Huntingdonshire Trained Managers Equalities steering group Equalities direction of Travel statement outlining where we are and what we need to do to maintain 'achieving level' .	L = 3 I = 3 High (9)	
204	Service developments and new/amended policies introduced without due consideration of their equalities impact resulting in legal challenge in respect of equality and diversity.	Individual services may not fully consider the implications of equality and diversity issues and therefore services may not meet the needs of all our community groups eg. ethnic minority groups,.. Risk Owner : Adrian Dobbyne - Corporate Team Manager Last Updated : 05 Aug 2015	L = 3 I = 3 High (9)	Equality Steering group raises awareness of equality and diversity work through out the organisation. Also the group is made up of representatives from each major service who are champions within their department. The group is supported by Corporate Project Officer with special responsibility for E&D.	L = 2 I = 3 Medium (6)	
253	Income from sale of recycle is not realised	Less income than estimated impacting on the Councils budget Risk Owner : Alistair Merrick Last Updated : 24 Aug 2015	L = 3 I = 3 High (9)	Contract now let - monitoring contamination and income from recycle.	L = 3 I = 2 Medium (6)	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. 2. Implementation and then consistent application of the new..

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
55	Leisure Centres do not keep pace with the changing expectations of their customers resulting in a loss of customers and income.	Effect: Failure to provide the facilities required by the public; competitors are more successful; levels of income drop; adverse publicity. Additional efforts required to re-capture.. Risk Owner : Jayne Wisely - Head of Leisure & Health Last Updated : 05 Aug 2015	L = 3 I = 4 High (12)	Levels of income, admissions & expenditure are monitored Service Plan/Business plan created annually Staff structures reviewed One internal & one external customer surveys are conducted each year plus External Benchmarking (performance) Centres undertake demographic and socio-economic profiling to establish the optimum facilities required to increase attendance - new developments included Competitor performance regularly monitored	L = 2 I = 3 Medium (6)	
239	Town centre development does not progress as agreement anticipates	Sainsbury will not have new store so negotiations are needed to get Chequers Court to proceed. S106 monies from the 2 development is not paid to the council Risk Owner : Chris Allen - Project & Asset Manager Last Updated : 25 May 2016	L = 4 I = 5 Very High (20)	meetings arranged	L = 4 I = 5 Very High (20)	
260	The Council does not meet its obligations under the 2014 Data Transparency Code leading to complaints from the public and a judicial review	Statutory deadlines not met. Relevant information not listed. Reputational and possible Judicial Review. Risk Owner : Adrian Dobbyne - Corporate Team Manager Last Updated : 05 Aug 2015	L = 5 I = 2 High (10)	Code is managed by Corporate Team to ensure publication.	L = 2 I = 2 Low (4)	

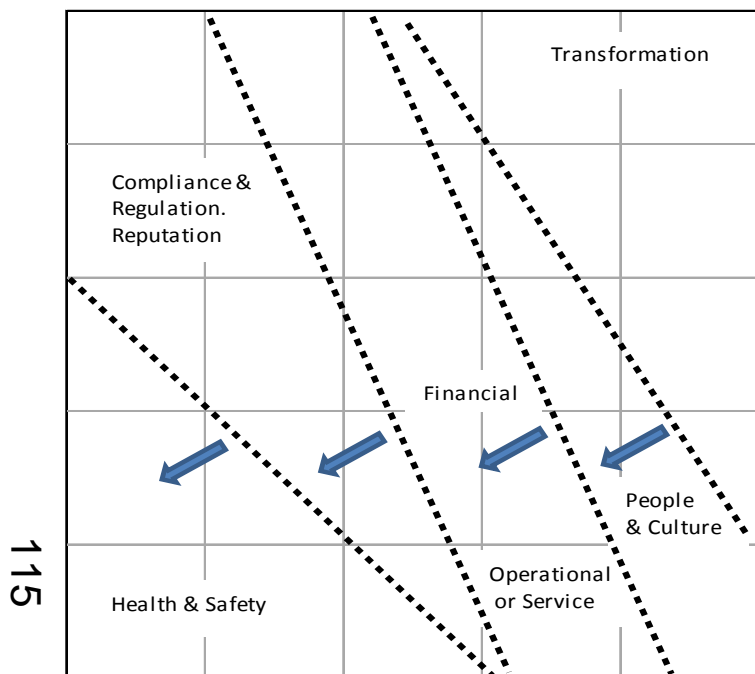
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Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
130	CMT Reductions in government funding leading to the need for additional savings in future years	That service cuts will have to be made in later years. Risk Owner : Clive Mason - Head of Resources Last Updated: 04 Jan 2016	L = 4 I = 5 Very High (20)	The Council considers regularly the minimum level of reserves and ensures through the MTFS process that these can be maintained. Allowance in the MTFS for the possibility that government funding will fall. Plans now in place for 16/17 and negotiations are underway with Gov to secure a four year settlement	L = 2 I = 4 High (8)	
73	CMT Legislation places additional burdens on services and demand for services result leading to increases in staff absences, reductions in current service levels and delays in improving service delivery	Effect: Staffing impacts Overspends Priority need remains unmet Changing targets Inability of the Council to achieve in all areas Priority setting may not be in line with requirements Lobbying.. Risk Owner : Jo Lancaster - Managing Director Last Updated: 04 Jan 2016	L = 4 I = 4 Very High (16)	Managers now consistently applying updated sickness management policies MTFS process in place to bid for additional resources Ongoing monitoring of impact of external economic forces to allow prompt reactions / early intervention programmes 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	L = 2 I = 2 Low (4)	
248	CMT: Non achievement of actions set out in the MTFS leading to a failure to ensure financial sustainability	Failure to achieve savings or income targets identified in the plan on a page and through the Zero based budgeting process. If actions do not lead to anticipated savings / income alternative.. Risk Owner : Julie Slatter - Corporate Director Services Last Updated: 04 Jan 2016	L = 2 I = 4 High (8)	The Council now has in place a clear plan to secure both savings, efficiencies and additional income to address the challenges in the medium term financial strategy. This is underpinned by clear actions and plans for each service area and has been strengthened through the Zero based budgeting process. Improved financial reporting and financial information for budget holders. This means that budget monitoring and forecasting has improved and any issues in terms of delivery will be identified at an early stage to enable recovery action to be taken.	L = 2 I = 3 Medium (6)	

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
6	CMT Corporate Business Continuity plans are inadequate resulting, over both the short and medium term, in the Council's inability to provide an appropriate service.	<p>Cause:</p> <p>Loss of utilities / power for substantial amount of time Loss of core systems Flu pandemic Staffing and resourcing Severe weather Major accident</p> <p>Effect:</p> <p>Inability to deliver core..</p> <p>Risk Owner : Julie Slatter - Corporate Director Services Last Updated: 21 Dec 2015</p>	L = 3 I = 4 High (12)	<p>2 telecoms switches in both PFH & EFH Reviewing single points of failure.</p> <p>server suite at Eastfield House in addition to Pathfinder House</p> <p>Virtualisation of servers is complete. This capability is being incorporated in the IMD BCP which allows greater resilience should either PFH or EFH inoperable.</p> <p>BCP is reviewed and, if necessary, revised annually. This is then considered by COMT & CGP.</p> <p>IT recovery agreement in place; data is backed up for each site and is stored off site on a weekly basis; physical environment - air conditioning UPS - allows 10 mins closing down time</p>	L = 2 I = 3 Medium (6)	CMT to agree process and mechanism for annual review of BCP. BC meetings to be reinstated to consider how this can be incorporated in Governance Boards potentially culture and compliance or risk to be agreed at SMT awayday Jan 2016
261	CMT Shared service provision fails to deliver the required service leading to potential deterioration in service delivery, loss of control, loss of reputation and potentially increased costs	<p>perception that complications of implementing shared service working will be excessive Poor governance arrangements Differing visions, ambitions, priorities Political issues divide the..</p> <p>Risk Owner : Jo Lancaster - Managing Director Last Updated: 04 Jan 2016</p>	L = 3 I = 3 High (9)	<p>No controls identified.</p> <p>Governance structure in place involving both members and senior officers of all councils Robust project and programme management in place Dedicated resources now in place and recruitment of a permanent team now in place</p>	L = 2 I = 3 Medium (6)	Monitor recruitment

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
262	CMT Failure to deliver vision of shared services leading to inability to deliver the required efficiency savings	Lack of buy in from partners and staff - benefits of shared working not communicated Perception that efficiencies to be gained will be insufficient Incompatible cultures Risk Owner : Jo Lancaster - Managing Director Last Updated: 04 Jan 2016	L = 3 I = 3 High (9)	Regular board meetings to oversee roll out of projects across the three work streams and three councils robust risk management now embedded in the programme	L = 1 I = 3 Medium (3)	

Corporate Risk – Risk Appetite levels

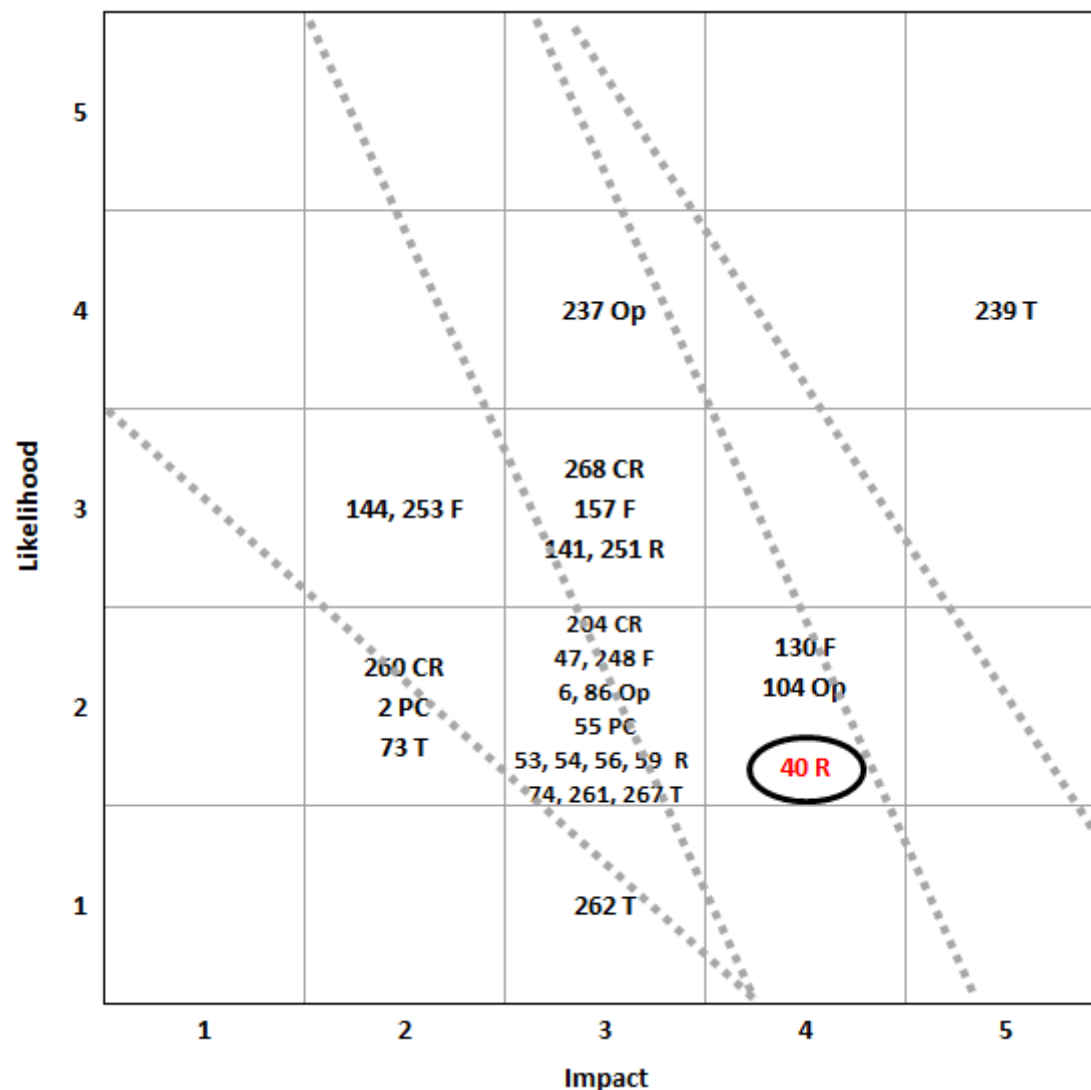


115

The grid above shows agreed risk appetite levels.

The grid to the right maps corporate residual risk scores against the appetite. All risks have been categorised against the seven appetite statements. Risk 40 exceeds the agreed appetite level. (Risk 239 relates to a transformation risk and does not exceed its risk appetite level).

As per the Risk Management Strategy, Corporate Management Team are considering whether risk 40 requires further mitigation, or whether the risk that has been identified should be accepted, even though it exceeds its agreed appetite level.



Key: T = Transformation
F = Financial
R = Reputation
H = Health & Safety

PC = People & Culture
Op = Operational or Service
CR = Compliance & Regulation

Risk Treatment Option Form

Risk Treatment – Action Plan					
Description of risk from register:	Risk ID No:	58	Current residual risk score: Likelihood x Impact	2	5
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.					
Controls already in place as listed on the risk register:					
1. Information Security Policy covers all aspects of IT and information security. Policy agreed by CMT and HoS advised that their staff must follow the training. Guidance and Training provided by IMD.		3. Regular reminders / training given to staff regarding the need for confidentiality			
2. Online training provides staff with training and awareness of Information Security issues.		4. The Business systems and database register keeps a log of all the databases and IT business systems which are used by the Council.			
Are these controls operating effectively? No – Control 4 has only been given limited assurance. Controls 1 – 3 have been given adequate assurance.					
Risk Action Plan (All actions listed in priority order)					
Actions to reduce risk using existing resources	New residual risk score ¹			Extra resources required ²	
	L	I			
Disaster recovery plan and successful testing of such.	2	4		None. To be managed within existing resources.	
Actions requiring additional resources					
1. None at this time of assessment.					
2.					
Decision					
Agreed Option:	Implementation Date		Risk Owner		
Cabinet decision awaited			IT: 3C Shared Services		
Decision taken by: _____ on: _____					

¹ **New Residual Risk Score:** after the action has been introduced

² **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

CURRENT ACTIVITIES OF THE COMMUNITIES AND ENVIRONMENT PANEL AND THE ECONOMY AND GROWTH PANEL

STUDY	OBJECTIVES	PANEL	STATUS
Voluntary Sector Grant Funding	To review the proposed funding allocation for Voluntary Sector Groups and the impact of those proposals.	Communities and Environment	The Panel requested the formation of this Working Group following the receipt of the report on Voluntary Sector Grant Funding 2016/17 to 2019/20. A meeting of the Working Group took place on 25th February 2016 and 14th March 2016. Further meetings will take place on 11th April, 25th April, 17th May and 14th June 2016.
The Health Economy	To establish priorities for future work on the local health economy.	Communities and Environment	Scoping paper considered. Further reports requested on: <ul style="list-style-type: none"> • the current state of Neighbourhood Planning within the area and how it was likely to develop and how it might promote community resilience; • community engagement, including examples of good practice; • the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council's Equalities Impact Assessment arrangements, and • the impact of growth on GP surgeries, school places and hospital capacity.
Registered Social Providers	To review the work of Registered Social Providers and the challenges faced by them.	Communities and Environment	The Working Group was joined by the Executive Councillor for Strategic Planning and Housing on 29th February 2016 to study the impact of national housing changes on local housing associations in the District. A follow up meeting to summarise the findings of the study was held on 21st March 2016.
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in	Communities and Environment	The Working Group's activities are currently on hold until the Operations Review has been completed and implemented. Draft operational policies for garden waste contamination,

STUDY	OBJECTIVES	PANEL	STATUS
	relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges).		dry recyclates contamination and lane end collection was considered at the Panel's November 2015 meeting. The Review of Waste Policies was considered at the Panel's January 2016 meeting.
Litter Policies and Practices (to include graffiti removal)	To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes.	Communities and Environment	The Working Group's activities are currently on hold until the Operations Review has been completed and implemented. The Street Cleansing Service Specification was considered at the Panel's January 2016 meeting.
Corporate Enforcement Policy	To assist the Head of Community Services with the evolution of a Corporate Enforcement Policy.	Economy and Growth	Councillors J W Davies, I D Gardener and T D Sanderson would work alongside the relevant Executive Councillors as well as the Head of Community Services on the formation of the Corporate Enforcement Policy.