

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 10 JULY 2014** at **6:00 PM** and you are requested to attend for the transaction of the following business:-

PLEASE NOTE START TIME

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 12th June 2014.

**C Bulman
388234**

2. MEMBERS INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item. Please see Notes 1 and 2 below.

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 7 - 12)

A copy of the current Notice of Key Executive Decisions, which was published on 23rd June 2014 is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**H Taylor
388008**

4. SHARED SERVICES (Pages 13 - 20)

To consider a report by the Managing Director setting out progress with the development of a shared services programme with South Cambridgeshire District Council.

**J Lancaster
388001**

5. BUDGET MONITORING 2014 (REVENUE AND CAPITAL) (Pages 21 - 28)

To consider a report by the Head of Resources updating Members on any emerging variations to the 2014/15 approved revenue and capital budgets.

**C Mason
388157**

6. **REVIEW OF RISK MANAGEMENT STRATEGY** (Pages 29 - 50)

To consider a report by the Internal Audit & Risk Manager detailing the outcome of a review of the Risk Management Strategy.

**D Harwood
388115**

7. **WORKPLAN STUDIES** (Pages 51 - 54)

To consider with the aid of a report by the Head of Legal and Democratic Services, the programme of studies.

**C Bulman
388234**

8. **OVERVIEW & SCRUTINY (ECONOMIC WELL-BEING) PROGRESS** (Pages 55 - 58)

To consider a report by the Head of Legal and Democratic Services detailing progress on the Panel's activities.

**C Bulman
388234**

9. **SCRUTINY** (Pages 59 - 64)

To scrutinise decisions taken since the last meeting as set out in the Decision Digest and to raise any other matters for scrutiny that fall within the remit of the Panel.

Dated this 2nd day of July 2014



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it -*

(a) relates to you, or

(b) is an interest of -

(i) your spouse or civil partner; or

(ii) a person with whom you are living as husband and wife; or

(iii) a person with whom you are living as if you were civil partners

and you are aware that the other person has the interest.

(3) *Disclosable pecuniary interests includes -*

(a) any employment or profession carried out for profit or gain;

(b) any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);

(c) any current contracts with the Council;

(d) any beneficial interest in land/property within the Council's area;

- (e) any licence for a month or longer to occupy land in the Council's area;
- (f) any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or
- (g) a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.

Non-Statutory Disclosable Interests

- (4) If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.
- (5) A Member has a non-statutory disclosable interest where -
 - (a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
 - (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or
 - (c) it relates to or is likely to affect any body –
 - (i) exercising functions of a public nature; or
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

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Please contact Mrs Claire Bulman, Democratic Services Officer, Tel 01480 388234 / email Claire.Bulman@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (under Councils and Democracy).

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

Emergency Procedure

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

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Thursday, 12 June 2014.

PRESENT: Councillor R Harrison – Chairman.

Councillors P L E Bucknell, G J Bull, E R Butler, Dickinson, D Harty, P G Mitchell and M F Shellens.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors S Cawley, I J Curtis and T Hayward.

IN ATTENDANCE: Councillors B S Chapman, R Fuller, J A Gray, Ms L Kadic and T D Sanderson

5. MINUTES

The Minutes of the meetings of the Panel held on 6th May and 4th June 2014 were approved as a correct record and signed by the Chairman.

6. MEMBERS INTERESTS

No declarations were received.

7. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel considered and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book). Members were informed that a report on the partnership with South Cambridgeshire District Council would be submitted to their meeting on 10th July 2014. This meeting would start at 6pm to enable the Panel's comments to be considered at a Special Meeting of the Cabinet at 7pm.

8. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

9. POTENTIAL SALE OF HDC LAND AT HERMITAGE ROAD, EARITH

(Councillor J A Gray, Executive Councillor for Resources, was in

attendance for this item).

With the assistance of a report by the Lead Housing Strategy Manager (a copy of which is appended in the annex to the Minute Book) the Panel considered a proposal to sell Council owned land at Hermitage Road, Earith for affordable housing development. Following a brief introduction by the Executive Councillor for Resources, the Lead Housing Strategy Manager provided further information on the planning policy provisions relating to the site and on the requirements which had been placed on local housing associations who wished to submit a 'qualifying' bid. Members were informed that bids were assessed on two competitive criteria.

The Panel discussed the housing needs identified in the village housing needs survey and the Local Plan, the design and quality standards for the build and the capacity assessment of the site submitted by the successful bidder. Members stressed that the Council should retain the nomination rights to the affordable homes built on the site.

Having noted the value the land would have for alternative uses and the views of the Executive Councillor who suggested that the proposal struck a good balance between addressing the need for social housing within the District and generating a capital receipt for the Authority, it was

RESOLVED

that the Cabinet be recommended to dispose of the site at Hermitage Road, Earith on the terms set out in the report now submitted.

10. RE-ADMITTANCE OF THE PRESS AND PUBLIC

RESOLVED

that the press and public be re-admitted to the meeting.

11. SERVICE DELIVERY OPTIONS FOR LEGAL AND IMD

(Councillors B S Chapman, Executive Councillor for Customer Services, and T D Sanderson, Executive Councillor for Strategic Economic Development and Legal, were in attendance for this item).

With the assistance of a joint report by the Managing Director, the Head of Legal and Democratic Services and the IMD Service Manager (a copy of which is appended in the Minute Book) the Panel was informed of the outcome of the Council's discussions with Local Government Shared Services regarding the potential partnership and delegation agreement for the sharing Legal, IMD and Revenues and Benefits services.

RESOLVED

that the Cabinet be recommended to endorse –

- (a) the cessation of negotiations with LGSS; and
- (b) the continuation of discussions with South Cambridgeshire District Council.

12. PROVISIONAL 2013/14 OUTTURN (REVENUE AND CAPITAL)

(Councillor J A Gray, Executive Councillor for Resources, was in attendance for this item).

The Panel considered a report by the Head of Resources (a copy of which is appended in the Minute Book) outlining the provisional revenue and capital outturn for 2013/14. Councillor J A Gray explained that the improved position with regard to capital expenditure was primarily due to slippage that would be utilised in future years' capital programmes. In terms of the revenue outturn, the Council had ended the year in a better position than anticipated and Councillor Gray thanked officers for their hard work in this regard. Going forward, Members were advised that it was intended to undertake a Zero Based Budgeting review programme across the Council in preparation for the formulation of the draft Budget in December 2014. In recognition of the expected service transformation programme that the Council was embarking upon and the potential for investing in revenue generating capital projects, it was also proposed to transfer funds to earmarked reserves for these purposes. In concluding his remarks, Councillor Gray reiterated the need for the Facing the Future exercise to continue to generate savings and he outlined the Cabinet's longer term aspiration for the Council to become self-financing.

Having noted that the provisional revenue outturn revealed that expenditure was £2.2m below the level expected and the likely reasons for this, the Panel welcomed the presentation of financial information in the new format. In terms of the variations in revenue spending from the 2013/14 Budget and the provisional revenue outturn by service area, Members sought clarification on a number of matters including the earmarked reserve for CIL receipts and the contributions to additional grants under Financial Services. With reference to a forthcoming item to be discussed by the Development Management Panel, comment was also made with on the need to ensure that the arrangements for entering into Section 106 Agreements were robust. This matter was referred to the Environmental Well-Being Panel. Members then suggested that Councillor R B Howe should be invited to attend a future meeting to discuss the income profile for One Leisure, St Ives.

In terms of the forthcoming base budget review, the Panel discussed the methodology for this programme and noted that updates on progress would be received on a regular basis. Members acknowledged that this would be a resource intensive process.

RESOLVED

that the Cabinet be recommended to endorse the recommendations set out in the report now submitted.

13. 2013/14 TREASURY MANAGEMENT ANNUAL REPORT

(Councillor J A Gray, Executive Councillor for Resources, was in attendance for this item).

In accordance with the CIPFA Code of Practice on Treasury Management and with the assistance of a report by the Head of Resources (a copy of which is appended in the Minute Book) the Panel considered the Council's treasury management performance for the year ending 31st March 2014. Following an introduction by the Executive Councillor for Resources, the Head of Resources provided further detail on each section of the report. Members were advised that the Executive Councillor for Resources intended to transform the existing Treasury Management Advisory Group so that it adopted a more strategic approach towards treasury management activity.

In considering the contents of the Annual Report, Members discussed the Council's borrowing and investment activity during the year, the counterparty lists and the risk to the Council. Having noted that the downgrading of the long term rating of the NatWest Bank had resulted in its removal from the Council's counterparty list for investment purposes, the Panel was informed that NatWest would continue to be used for operational banking purposes. In response to a question whether this would have an impact on the charges incurred by the Council, Members were advised that it was not expected that the budget would be exceeded. Whereupon, it was

RESOLVED

that the Cabinet be recommended to note the contents of the report and associated annexes now submitted.

14. OUR ROLE IN SUPPORTING THE PROSPERITY AND VITALITY OF THE MARKET TOWNS

(Councillor T D Sanderson, Executive Councillor for Strategic Economic Development and Legal, was in attendance for this item).

With the assistance of a report by the Head of Legal and Democratic Services (a copy of which is appended in the Minute Book) Members considered a proposal that the content of the debate on 'the prosperity and vitality of the Market Towns' held at the Council meeting on 30 April 2014 could give direction to a potential scrutiny study on the subject. Having noted a suggestion that Mr B Grimsey should be given the opportunity to address Members prior to any detailed study work being undertaken, Councillor Ms A Dickinson explained that Mr Grimsey offered an alternative perspective to the Mary Portas scheme and that he might provide an interesting and thought provoking presentation. In light of the contents of the presentation, the Panel could then develop the scope any potential study. Clarification was received that Mr Grimsey did not work for Action for Market Towns.

In response to a question by Councillor M F Shellens, Councillor T D Sanderson undertook to establish the current position with regard to the relocation of businesses into the Chequers Court development. Whereupon, it was

RESOLVED

that Mr B Grimsey be invited to give a presentation to a future meeting of the Panel, to which all Members of the Council would be invited.

15. WORKPLAN STUDIES

The Panel received and noted a report by the Head of Legal and Democratic Services (a copy of which is appended in the Minute Book) containing details of studies that were being undertaken by the Overview and Scrutiny Panels for Social and Environmental Well-Being. In response to a request by Councillor E R Butler to be kept up-to-date with developments at the Great Fen Project, the Chairman of the Environmental Well-Being Panel outlined the ongoing activities at the Project and suggested that arrangements could be made for Members to tour the facility if there was sufficient interest.

Councillor P G Mitchell reported that the Clerk to the Middle Level Commissioners would be attending the Overview and Scrutiny Panel (Environmental Well-Being) on Tuesday 17 June 2014 to deliver a presentation on flood risk in Huntingdonshire.

16. OVERVIEW & SCRUTINY (ECONOMIC WELL-BEING) PROGRESS

The Panel received and noted a report by the Head of Legal and Democratic Services (a copy of which is appended in the Minute Book) reviewing progress on matters that had been previously discussed. It was envisaged that the first performance monitoring report associated with the new Corporate Plan would be available in September 2014. With reference to the Panel's continuing review of the Council's gross costs, Councillor P G Mitchell undertook to speak to the Head of Resources and report back to the Panel as necessary.

Having received an update on the current position of tenants of the Creativexchange in St Neots, it was agreed that this item could now be removed from the progress report. In view of the absence of any response from the Local Enterprise Partnership to the Panel's request for a presentation on its Business Plan, the Chairman undertook to pursue this matter with the Executive Leader.

With regard to the Panel's previous request for post-project information on the development of the Huntingdon multi-storey car park and One Leisure, St Ives, Councillor M F Shellens indicated that the report on the former should include the occupancy rates of the multi-storey car park in comparison with the forecast projections within the Business Plan.

17. SCRUTINY

The Panel considered and noted the latest edition of the Decision Digest (a copy of which is appended in the Minute Book).

Chairman

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

Prepared by Councillor J D Ablewhite
Date of Publication: 23 June 2014
For Period: 1 July to 31 January 2015

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Leader of the Council, with responsibility for Strategic Economic Development & Partnerships	3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk
Councillor B S Chapman	- Executive Councillor for Customer Services	6 Kipling Place St. Neots Huntingdon PE19 7RG Tel: 01480 212540 E-mail: Barry.Chapman@huntingdonshire.gov.uk
Councillor D B Dew	- Executive Councillor for Strategic Planning & Housing	4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk
Councillor J A Gray	- Executive Councillor for Resources	Vine Cottage 2 Station Road Catworth PE28 OPE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Howe	- Executive Councillor for Commercial Activities	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk

<p>Councillor T D Sanderson</p> <p>- Executive Councillor for Strategic Economic Development and Legal</p>	<p>29 Burmoor Close Stukeley Meadows Huntingdon PE29 6GE</p> <p>Tel: 01480 412135 E-mail: Tom.Sanderson@huntingdonshire.gov.uk</p>
<p>Councillor D M Tysoe</p> <p>- Executive Councillor for Operations & Environment</p>	<p>Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA</p> <p>Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk</p>

Notice is hereby given of:

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

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting Mrs Helen Taylor, Senior Democratic Services Officer on 01480 388008 or E-mail Helen.Taylor@huntingdonshire.gov.uk.

Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

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

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

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

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

Colin Meadowcroft
Head of Legal and Democratic Services

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
HDC/South Cambs District Council Partnership###	Cabinet	10 Jul 2014		Mrs Joanne Lancaster, Managing Director Tel No. 01480 388301 or email Joanne.Lancaster@huntingdonshire.gov.uk		J Ablewhite	Economic Well-Being
Shared Services Building Control Project - South Cambridgeshire and Huntingdonshire###	Cabinet	17 Jul 2014		Mrs Joanne Lancaster, Managing Director Tel No. 01480 388301 or email Joanne.Lancaster@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
A Tree Strategy for Huntingdonshire	Cabinet	17 Jul 2014		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Huntingdon and Godmanchester Market Town Transport Strategy	Cabinet	17 Jul 2014	Market Town Transport Strategy	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Cambes Home Improvement Agency - 2 Year Review	Cabinet	17 Jul 2014		Trish Reed, Housing Strategy Manager Tel No. 01480 388203 or email Trish.Reed@huntingdonshire.gov.uk		D B Dew	Social Well-Being
Cambridgeshire Long-Term Transport Strategy	Cabinet	17 Jul 2014		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Civil Parking Enforcements	Cabinet	11 Sep 2014		Stuart Bell, Transportation Team Leader Tel No. 01480 388387 or email Stuart.Bell@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Huntingdon West Masterplan	Cabinet	11 Sep 2014	Following consultation. Preferred option.	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Carbon Management Plan	Cabinet	23 Oct 2014		Chris Jablonski, Environment Team Leader Tel No. 01480 388368 or email Chris.Jablonski@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Huntingdonshire Infrastructure Business Plan	Cabinet	23 Oct 2014		Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Local Plan to 2036 - Proposed Submission	Cabinet	20 Nov 2014	Submission - Draft Local Plan	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Draft Budget & MTP	Cabinet	11 Dec 2014		Clive Mason, Head of Resources Tel No. 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
1 Draft Budget & MTP	Cabinet	11 Dec 2014		Clive Mason, Head of Resources Tel No. 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being

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Public *
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: SHARED SERVICES

Meeting/Date: Overview and Scrutiny Panel (Economic Well Being)
10 July 2014
Cabinet, 10 July 2014

Executive Portfolio: Executive Leader

Report by: Managing Director

Ward(s) affected: All Wards

Executive Summary:

This report sets out progress to date on shared services and proposed next steps for consideration and decision by Cabinet.

This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decision relates and it was first published in May 2014 Forward Plan.

Recommendation(s):

1. It is recommended that Cabinet:
 - a) Forms a strategic shared services partnership with South Cambridgeshire District Council, whilst continuing to work with other councils including Cambridge City Council on services where there is a business case and a shared commitment to work together;
 - b) agrees to the setting up of a joint informal steering group with the Leaders and/or relevant Portfolio Holders of Huntingdonshire District Council, South Cambridgeshire District Council, and where appropriate Cambridge City Council, to oversee progress and report back to the respective Cabinets and decision-making bodies;
 - c) endorses phase 1 of a shared services programme incorporating Legal, ICT and Building Control; and
 - d) agrees to initial funding of up to £50,000 for project management costs from the Transformation Budget,

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2. WHAT IS THE REPORT ABOUT / PURPOSE?

- 2.1 To progress with the development of a shared services programme with the Council's strategic partner, South Cambridgeshire District Council (SCDC) and where the opportunity exists with budget challenges to meet, Cambridge City Council (CCC), and other appropriate partners

3. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 3.1 The Council has significant budget challenges to meet. Recent reductions in Government Grant are likely to continue well beyond the next General Election to the point where the Council can no longer rely on it and on other sources of Government income.
- 3.2 In addition, Huntingdonshire has one of the lowest council tax precepts in the country so there is limited opportunity to increase income through this route. It is difficult to deliver further efficiencies whilst protecting the quality of frontline services and it is also proving more and more challenging to recruit and retain staff, to provide career development opportunities and to maintain the in-house specialisms and expertise required within smaller teams to deliver services to the standard to which the council aspires.
- 3.3 The Council already has a number of shared services and joint working arrangements, for example:
- (a) Home Improvement Agency (SCDC and Cambridge City)
 - (b) Joint Strategic Planning (County Wide and Peterborough)
 - (c) CCTV (Cambridge City)
- 3.4 Reflecting the need to develop new service delivery models, the council had begun to explore joint service options with LGSS for two service areas, but this discussion has now ended. Finally, proposals for a joint waste services are being developed across the County area (including Peterborough)..

4. OPTIONS CONSIDERED/ANALYSIS

- 4.1 The Council has begun to make good progress on delivering efficiencies, improving customer service and developing a shared approach to a limited range of services.
- 4.2 Plans are also being developed to ensure that the Council becomes more commercial in the way it operates to maximise income and ensure that core services remain viable, as part of the Facing the Future progress.
- 4.3 However, given the climate within which we operate and future challenges, it is imperative that we take all opportunities to minimise costs whilst protecting and enhancing services. A more strategic approach to shared services would make a significant contribution to this ambition.
- 4.4 Given the compatibility in terms of size, priorities and political ambition, it is proposed that a strategic partnership with SCDC offers considerable opportunity. Both Huntingdonshire and SCDC are rural and parished, with existing or forthcoming market towns. We also have shared priorities and challenges relating to growth, quality of life, economic development, business support and transport corridors, together with a desire to become more

commercial in the way we operate. Service delivery and back office functions are similar in many, although not all, respects.

- 4.5 A strategic shared partnership means that we will look in the first instance to work with SCDC to explore options and to develop a programme of shared services, but this will not be exclusive. In reality, there will also be services where it would make sense to share across Cambridge City, SCDC and Huntingdonshire or purely with Cambridge City; essentially sharing will include a minimum of two organisations. This approach will be recommended where it is supported by a shared ambition to implement and an outline business case.
- 4.6 Informal conversations have taken place in recent weeks with both SCDC and Cambridge City with regard to potential services where sharing would make sense. These have identified a common desire to move forward with a shared approach to Legal (with SCDC and the City), ICT (with SCDC and the City) and Building Control (with SCDC). These services are all facing significant challenges with regard to recruitment, retention and in-house access to technical and specialist expertise and in the case of Building Control, competition. A shared approach will enable more resilience and reduced costs across all three services, as well as strengthening competitiveness. It is therefore recommended that these services should form phase 1 of a shared services programme. Proposals for sharing building control with SCDC will be outlined in the next meeting of Cabinet.
- 4.7 In addition to the reasons outlined above, research from elsewhere on shared services demonstrates that ICT is one of the most significant barriers to progress on other shared services and should therefore be an early priority in any shared services programme. ICT can also, in its own right, be a catalyst for significant savings both in relation to management costs and also procurement of systems and licences.
- 4.8 The total direct and indirect costs of the ICT services within Cambridge City, SCDC and Huntingdonshire is £6.1 million. Even a 10% reduction in the annual cost, for example, would achieve savings of £600,000 per annum across the three councils in addition to creating more potential to unlock other savings and income.
- 4.9 Both SCDC and Cambridge City have expressed a willingness to deliver a shared ICT service. This would create a large, robust service with capacity far more in-house for technical expertise and the potential for income generation. However all three services have challenging in-house programmes to deliver and do not currently have the capacity within existing resources to deliver a shared service.
- 4.10 Both SCDC and Cambridge City have also expressed a desire to work with us to develop a shared legal service. Initial work has been carried out across the three authorities with regard to current functions and responsibilities. This shows that the collective costs of the services are in the region of £1.7m. However further work is required to develop proposals given the complexity of the services.
- 4.11 It is proposed, therefore, that business case for a shared legal service is brought back to Cabinet in Autumn 2014.
- 4.12 In addition to the services identified here as part of Phase 1, it is intended that further work will be carried out to consider other opportunities for consideration and also to take advantage of any vacancies that arise from now on to

develop closer working arrangements; the next report to Cabinet will include a more detailed plan for a phase two of further services.

- 4.13 Early consideration has also been given to providing opportunities for staff with regard to joint training and development, secondments, mentoring and other opportunities to build relationships and share expertise. This is actively being developed.
- 4.14 Programme and project management arrangements have already been set up at officer level to ensure momentum and delivery of outcomes. Subject to decisions by Cabinets, it is proposed to use external project management support to ensure a continued focus on delivering outcomes as none of the partners have capacity within existing resources. Initial assistance has been provided by EELGA and external funding to support project management costs is also being sought via a shared bid to the DCLG's Transformation Challenge Award Funding Pot.

5. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 5.1 To be considered on 10 July 2014, prior to Cabinet

6. KEY IMPLICATIONS / RISKS

- 6.1 In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

- The delivery of shared services will require additional capacity for project management. However, it is anticipated that this is likely to be offset either by external funding sources or efficiencies arising from shared services.
- Evidence from elsewhere demonstrates that shared services generally deliver efficiencies of between 10% and 15%, whilst also strengthening resilience and improving service. However, outline business cases for each service will be brought to Cabinet with specific financial implications as we move forward.

Legal

- Any legal implications will be addressed as part of outline business cases for individual services as they are brought forward.

Staffing

- Extensive consultation and engagement with both staff and staff council will be essential as part of this process and initial workshops have already been held in both Huntingdonshire and SCDC. In addition, it is anticipated that a joint protocol will be developed with both SCDC and Cambridge City to ensure a co-ordinated approach across all partners.

Risk Management

- There are considered to be more risks from continuing with the current approach than adopting the recommendations set out in this report. However, the consideration of specific risks will be addressed in outline business cases as they are brought forward.

7. CONSULTATION RESPONSES

7.1 None.

8. OPTIONS CONSIDERED/ANALYSIS

8.1 It is not considered that carrying on with the current approach is a viable option; the council's current focus is on securing a viable financial future for the council in a way that protects the sovereign identity of Huntingdonshire.

8.2 The Council could continue with an incremental approach to shared services with willing partners as opportunities arise, but would need to significantly step up momentum and this could lead to fragmentation with services delivered with a wide variety of different partners.

8.3 Alternatively, the Council could choose to work with partners other than SCDC and Cambridge City Council. However, it is considered that this would not provide the best fit for either residents or businesses and would not facilitate the maximum possible efficiencies.

9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 The Council has delivered £7.4m of efficiencies over the last four years and by the end of 15/16, and including this year, it will need an additional £1.7m. Incremental improvements and budget reductions are no longer sufficient to ensure that the Council can continue to deliver core services in the context of rising needs and expectations from both residents and businesses.

9.2 In the last year, progress has been stepped up, with the establishment of the Facing the Future programme which is seeking to transform services and change the way the Council does business.

9.3 Meanwhile, the Council's approach to shared services has been incremental. Opportunities to share with willing partners have been taken where it has been possible to demonstrate that this would lead to improved customer service, reduced costs and strengthened resilience. If continued, this approach would continue to deliver limited efficiencies, but could ultimately lead to fragmented services with a range of different partners.

9.4 We now have the opportunity to take a more strategic approach designed to improve services, reduce costs and perhaps more importantly, protect and enhance what both Councils have achieved in terms of delivery and performance.

9.5 It is therefore recommended that the Cabinet develops a strategic shared services partnership with SCDC, for the reasons set out in the report, whilst also continuing as before to work with others, including Cambridge City Council where there is a business case and desire to shared services.

10. LIST OF APPENDICES INCLUDED

None

11. BACKGROUND PAPERS

None

CONTACT OFFICER

Joanne Lancaster, Managing Director – 01480 388001

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Budget Monitoring 2014/15 (Revenue and Capital)

Meeting/Date: Cabinet
17 July 2014

Executive Portfolio: Resources: Councillor J A Gray

Report by: Head of Resources

Ward(s) affected: All Wards

Executive Summary:

Revenue

The net revenue budget approved in February 2014 was £20.870m. The variations forecast so far this year total a saving of £0.355m. This includes £0.125m of staff related savings and £0.120m of transport related savings.

	£m
Approved Budget	20.870
Forecast Variation	(0.355)
Forecast	20.515

Monitoring of savings, including those associated with “Facing the Future” will commence from the second quarter of 2014/15.

Capital

The net capital budget approved in February 2014 was £4.691m, in addition to this £1.945m of slippage from 2013/14 was carried forward to 2014/15. Resulting in a total updated budget of £6.636m.

At this early stage in the year 3 forecast variations have been reported totalling £0.046m of net additional expenditure. This includes £0.050m overspend on the Huntingdon Multi-Storey Car Park, which has resulted from addition requirements being added to the project specification as the build progressed.

	£m
Approved Budget	4.691
Slippage from 2013/14	1.945
Forecast Variation	0.046
Forecast	6.682

New Homes Bonus

Actual and band D equivalent new build are up against the profiled targets suggesting a gain of £168,000 on receipts in 2015/16. However growth for May was unusually high against the average and may not be sustained.

Recommendation(s):

To note the forecast variation to the approved budgets detailed in this report.

1. PURPOSE

- 1.1 To update members on any emerging variations to the 2014/15 approved revenue and capital budgets.

2. BACKGROUND

Approved Budget

- 2.1 In February 2014 the Council approved the following 2014/15 net expenditure budgets of:

- £20.870m for revenue, and
- £4.691m for capital.

- 2.2 In respect of:

- revenue, the Budget Requirement was £19.865m which required a £1.005m contribution from General Reserves that gave an estimated General Fund Balance of £9.027m at the 31st March 2015
- capital, this was to be financed from a mix of capital receipts, capital reserves and working capital.

3. REVENUE MONITORING 2014/15

- 3.1 Only limited revenue budget monitoring takes place in April and May due to the priority to complete the final accounts, the need to wait for adjustments for debtors and creditors to be dealt with in the new financial year and the difficulty of making assumptions on very limited evidence.
- 3.2 This first monitoring therefore concentrates on the impact of items that occurred last year plus a few significant ones that are already emerging in the current year and these are illustrated in the table below.

REVENUE BUDGETARY CONTROL 2014/15	Original Budget	Forecast outturn	Variation
	£000	£000	£000
Approved budget	20,870	20,870	0
Delayed spending from previous years	512	246	(266)
Delayed spending to 2014/15	(512)	(246)	266
Variations			
Environmental Health Staff Redundancy		(65)	(65)
Other Staff Savings, street cleaning, engineers etc		(46)	(46)
Pensions Increase Act on-going savings		(14)	(14)
Operations - Transport Savings (based on historic underspending)		(120)	(120)
Additional Grant Receipts		(21)	(21)
Lower Cash Collection Costs – Car Parks		(20)	(20)
Lower Offices & Depots NDR Charges		(34)	(34)
Land Charges: volume change		(6)	(6)
Licence Fees: volume change		(9)	(9)
Other variations (each less than £9,000)		(20)	(20)
Total variations		(355)	(355)
Forecast net spending	20,870	20,515	(355)

	£000	£000	£000
Financed from			
Government support	(12,205)	(12,205)	0
Collection fund adjustment	(21)	(21)	0
Council tax	(7,639)	(7,639)	0
General Reserves			
Contribution to delayed projects reserve	(512)	246	(266)
Use of delayed projects reserve	512	(246)	266
General reserves	(1,005)	(650)	(355)
Total use of reserves	(1,005)	(650)	(355)
Total	(20,870)	(20,515)	(355)

3.3 The monitoring of both MTP savings and those associated with “Facing the Future” will commence from the second quarter of 2014/15; further the first 2014/15 Financial Dashboard will be distributed during July.

4. CAPITAL MONITORING 2014/15

4.1 Only limited capital budget monitoring takes place in April and May due to the priority to complete the final accounts, the need to wait for adjustments for debtors and creditors to be dealt with in the new financial year and the difficulty of making assumptions on very limited evidence.

4.2 This first monitoring therefore concentrates on the impact of items that occurred last year plus a few significant ones that are already emerging in the current year and these are illustrated in the table below.

CAPITAL BUDGETARY CONTROL 2014/15	Original Budget	Forecast outturn	Variation
	£000	£000	£000
Approved budget	4,691	4,691	0
Delayed spending from previous year	0	1,945	1,945
Variations			
Multi-Storey Car Park		50	50
Changes to specification to increase the usability of the car park including installing LED lighting			
CCTV Camera Replacements		3	3
Amended monitor specification			
Geographical Information System		(7)	(7)
Slippage no longer required			
Total variations		46	46
Forecast net spending	4,691	6,682	1,991

	£000	£000	£000
Financed from			
Capital Receipts	(800)	(800)	0
Borrowing	(3,891)	(5,882)	1,991
Total	(4,691)	(6,682)	(1,991)

5. NEW HOMES BONUS

5.1 The government introduced the new homes bonus scheme (NHB) as a way of rewarding councils for residential development (or redevelopment) within their administrative boundaries. The grant received is based on actual increases in building to the previous September.

5.2 The Council has eight month's new-build information; based on this:

- "actual" build, at this point this is up 9% against the profiled target.
- "band D equivalent", at this point new build is up 40% against the profiled target; this would equate to a gain on 2015/16 NHB receipts of £168,000. However, the growth for for May was unusually high at 129 band D equivalent properties, compared to a mean for October to April of 52 band D properties per month, and may not be sustained.

Detailed analysis is shown in Annex A.

6. LEGAL IMPLICATIONS

6.1 No direct, material legal implications arise out of this report.

7. RESOURCE IMPLICATIONS

7.1 The resource implications are noted within this report.

LIST OF APPENDICES INCLUDED

Annex A

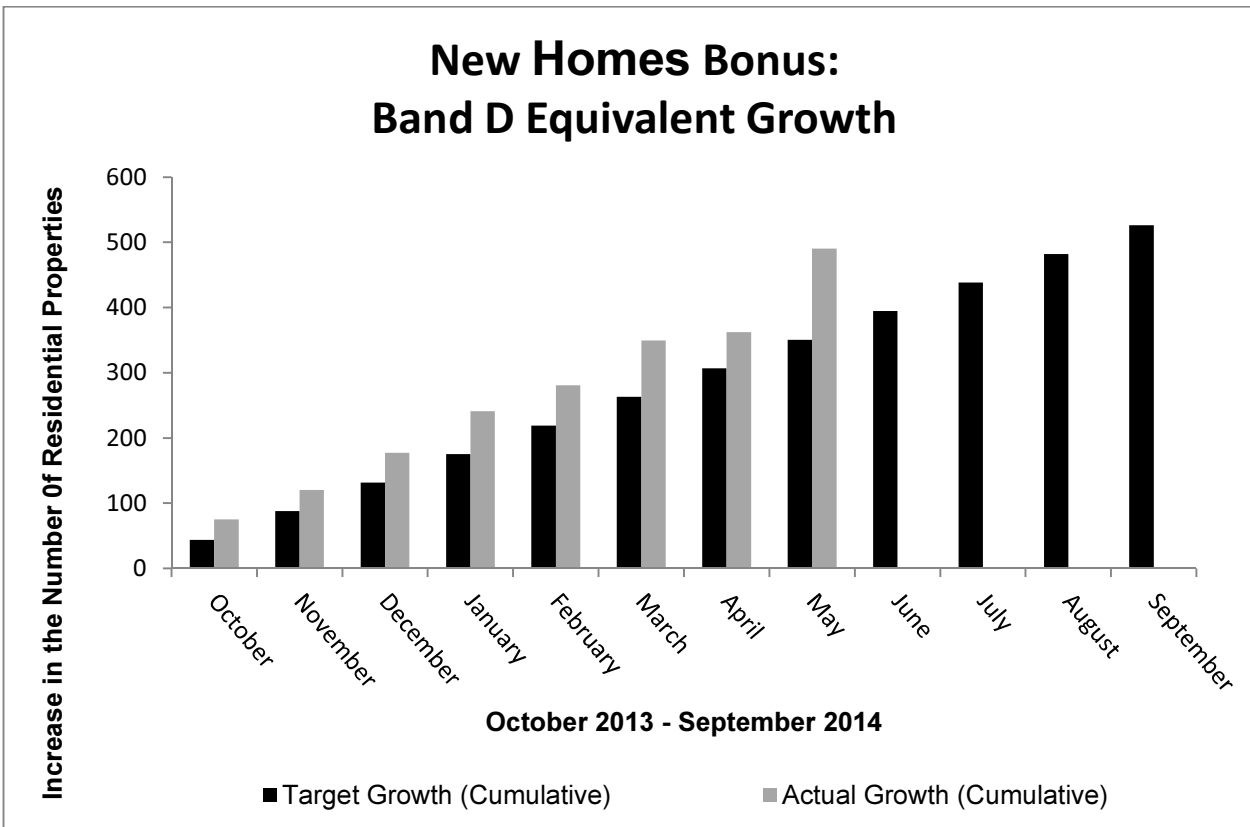
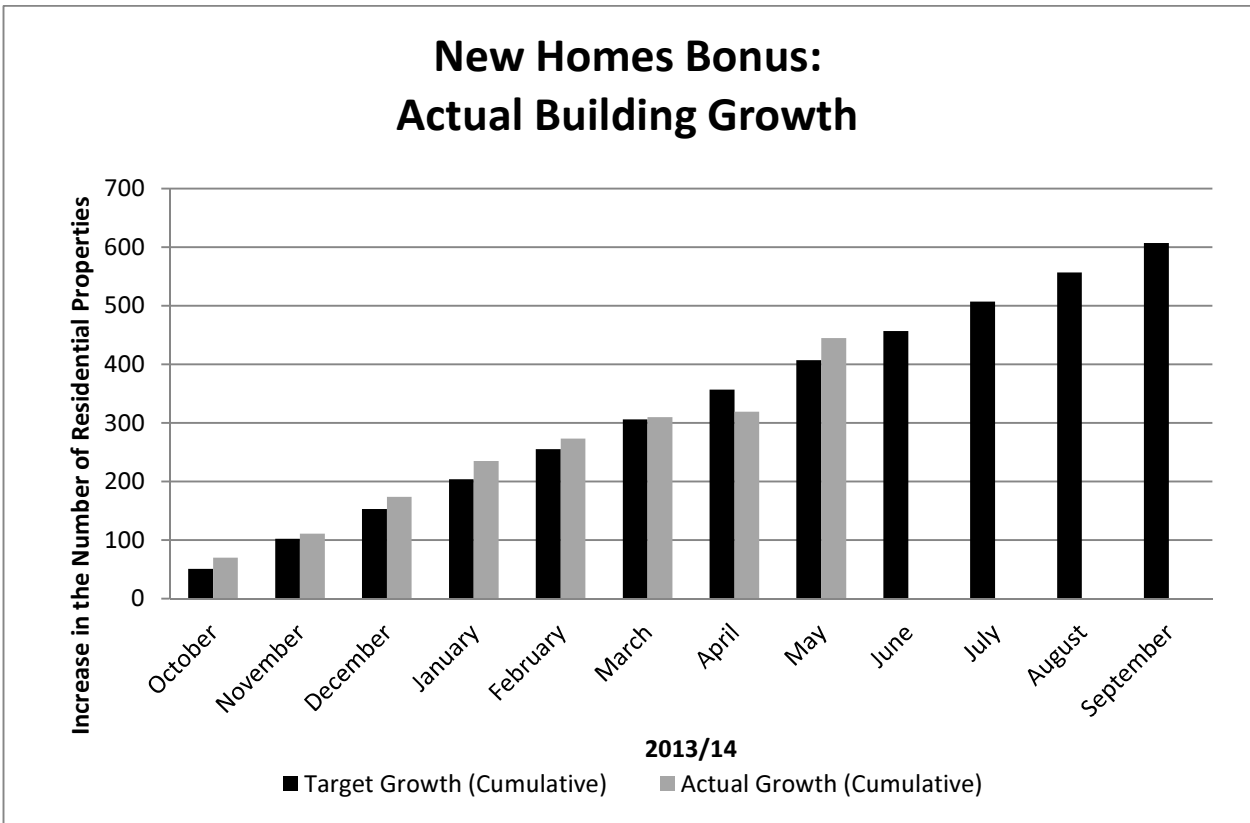
BACKGROUND PAPERS

Working papers in Financial Services

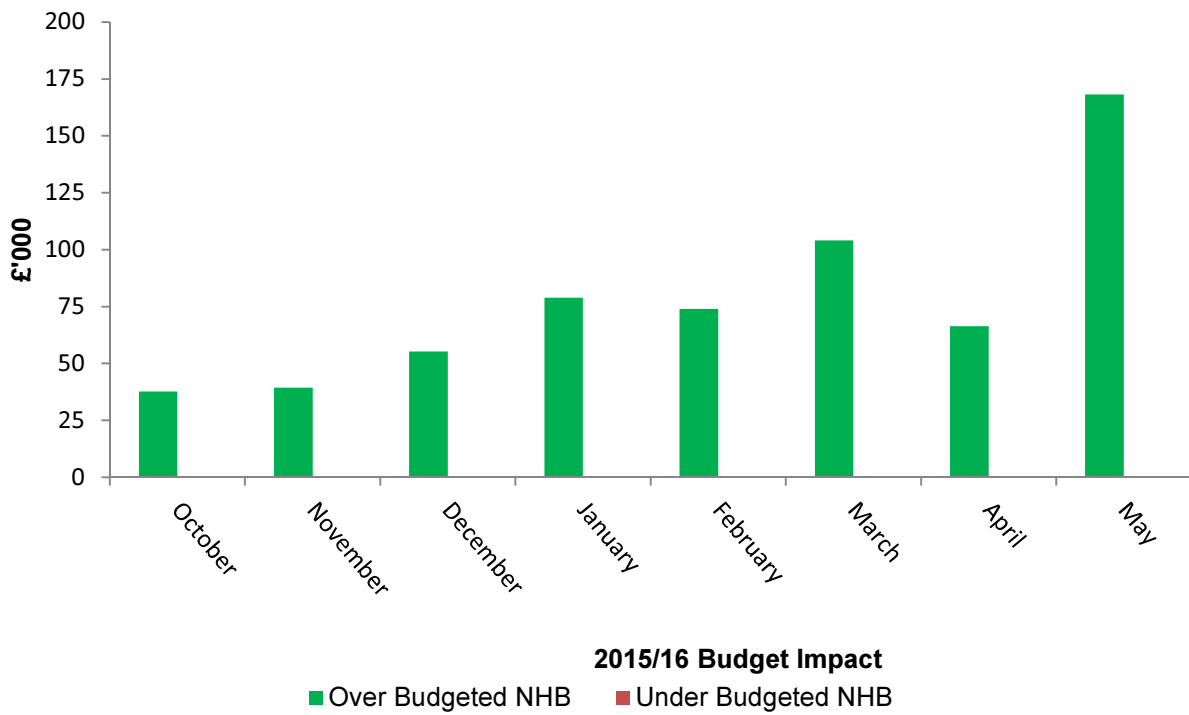
CONTACT OFFICER

Clive Mason, Head of Resources
(01480 388157

ANNEX A: NEW HOMES BONUS DETAILED ANALYSIS



Cash Impact of NHB Growth



Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Review of Risk Management Strategy
Meeting/Date:	Overview & Scrutiny Panel (Economic) – 10 July 2014 Cabinet – 17 July 2014
Executive Portfolio:	Cllr J A Gray
Report by:	Internal Audit & Risk Manager
Ward(s) affected:	All

Executive Summary:

In November 2013 Council approved a change to the Cabinet's terms of reference so that they became responsible (from the Corporate Governance Panel) for the approval of the risk management strategy.

The strategy is reviewed annually and this report details the outcome of that review.

Whilst there have been a number of changes arising from the introduction of the new management structure, the two most significant changes are to the explanation that supports the Council's risk appetite and the disestablishment of the Risk Management Group.

COMT are required to review and consider Council's risk appetite each year. The risk appetite is the amount and type of risk that the Council is prepared to seek, accept or tolerate. COMT have decided that no change is required to either the general (high) or the health & safety (low) risk appetite levels.

The Risk Management Group has been meeting since January 2004. It has successfully overseen the introduction of risk management into all areas of the Council. Whilst there will always remain the need to ensure that risks are identified and managed it is considered that the current responsibilities of the group can be transferred to the Governance Risk Working Group and the Internal Audit Service without any significant reduction in risk management oversight or loss of opportunity to embed and develop risk management initiatives.

Financial and Legal Implications

There are no financial or legal implications arising from this report.

Recommendation(s):

It is recommended that the Cabinet:

1. Note that COMT have reviewed the risk appetite and no changes are required; and
2. Approve the Risk Management Strategy.

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1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 This report details the outcome of the review of the Risk Management Strategy and requests Cabinet to approve a Strategy that incorporates that changes that have been identified from the review.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Risk Management Strategy is reviewed on an annual basis. The Corporate Governance Panel, when reviewing their own effectiveness in September 2013 considered that with the inclusion of risk appetite into the strategy in 2012, that they were no longer the appropriate forum to approve the strategy. Council in accepting this reasoning gave Cabinet the responsibility for adopting the strategy in November 2013.

3. CHANGES TO THE STRATEGY

RISK APPETITE

- 3.1 The previous strategy included the following sentence with regard to risk appetite.

“The Panel has determined the overall risk appetite to be High. In respect of Health & Safety risks, the overall risk appetite is Low.”

It is proposed that the same risk appetite levels remain, but the narrative within the strategy be amended as follows:

“The Cabinet have set the following risk appetite:

In recognising the boundaries that have been established through the risk assessment model, changes that are taking place in local government, the financial pressures that are being faced and the need to be innovative and explore alternative methods of service delivery, we have determined that the Council’s risk appetite to be high.

However we have no appetite for health and safety risks including safeguarding and similar public safety concerns, which we wish to see mitigated to the lowest practical level.”

- 3.2 Whilst no formal illustrative descriptors have been written, in general ‘layman’s’ terms’ the appetite levels are as follows:

Risk appetite = High

A high risk appetite should be ‘read’ as the Council’s desire that it should *be able to take calculated risks to seize opportunities (innovation) in delivering its Priorities and Outcomes.*

Health & Safety risk appetite = Low

A low risk appetite should be ‘read’ as the Council’s desire that it should *have low degree of residual risk and a preference for safe service delivery options that only contain the potential for limited reward.*

RISK MANAGEMENT GROUP

- 3.3 With the introduction of the Officer Governance Board and associated Working Groups in November 2013, the opportunity has been taken to review the role of the Risk Working Group (RWG) and the Risk Management Group (RMG) to identify any overlap of responsibilities.
- 3.4 Whilst the terms of reference of the RMG are far more detailed than the RWG, they have similar aims. It is proposed that the responsibilities of the RMG be transferred to the RWG and the Internal Audit Service along the lines outlined in the table below and that the RMG no longer meet.

Risk Working Group

Assist with the development and review of corporate standards, policy, supporting strategies and guidelines.

Review the Council's risk profile and address common areas of risk.

Arrange meetings with departments to disseminate information and discuss common issues.

Promoting a risk awareness culture within the Council.

Internal Audit Service

Implementing, monitoring and developing risk management within the terms of the risk management strategy.

Provide Corporate Governance Panel with an annual statement on the effectiveness of risk management and, as and when necessary, reports on specific risk management areas.

Organising and providing training to ensure officers and Members can carry out their responsibilities.

Provide guidance to Members on issues relating to risk and its implications for the Council, as and when requested.

Advising on the minimum levels of risk mitigation.

To robustly challenge the content of the risk register.

Consider and develop guidelines on insurance, including levels of policy excesses and self-insurance.

The RMG's three remaining areas of responsibility will not be assigned to either party, but both will be able to act as and when required, in respect of the following:

- Seek and evaluate advice from other public sector bodies and the private sector on issues related to risk management;
- May initiate review projects, research into and the development of new ideas and products related to risk management; and
- Work with other groups who are dealing with risk management issues in the Council, in particular those relating to community safety and health and safety.

- 3.3 The changes outlined above have been reflected in the strategy.

BACKGROUND PAPERS

None

CONTACT OFFICER

David Harwood. Internal Audit & Risk Manager.
Tel No. 01480 388115

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Risk Management Strategy

Version11 – July 2014

Introduction

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

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

This risk management strategy aims to integrate risk management into the Council's culture and processes and raise awareness amongst all employees and members of the benefits and opportunities that the successful management of risk can bring.

Definitions

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

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

Why is Risk Management important?

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

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

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

Risk Policy Statement

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

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

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

The Risk Management Process

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

- The systematic **identification** of risks to which the Council is exposed.
- The **evaluation** of those risks in terms of likelihood and severity.
- The **control** or **mitigation** of the risks, either by reducing the likelihood or severity of adverse events.
- The **arrangements** the Council needs to put into place to deal with the **consequences** of the threats manifesting themselves, e.g. insurance, levels of policy excesses, self-insurance, service recovery planning.
- The on-going **monitoring** and **reporting** of risk, to allow for intended actions to be achieved and losses minimised.

A standard risk management process will be used throughout the Council¹. This will ensure that risks are considered in the same fashion whether at a project, partnership, corporate or operational level.

Risks faced by the Council can be broadly grouped into two risk categories – corporate or operational.

Corporate Risks

- Political
- Economic
- Social
- Technological
- Legislative
- Environment
- Competitive
- Customer

Operational Risks

- Professional
- Legal
- Financial
- Physical
- Contractual
- Information
- Technology
- Environmental

Some risks fall across both categories, in particular those associated with partnerships, projects or cross-cutting service issues, and therefore can't be listed under one area.

Further examples of the risk areas are contained at [Appendix A](#).

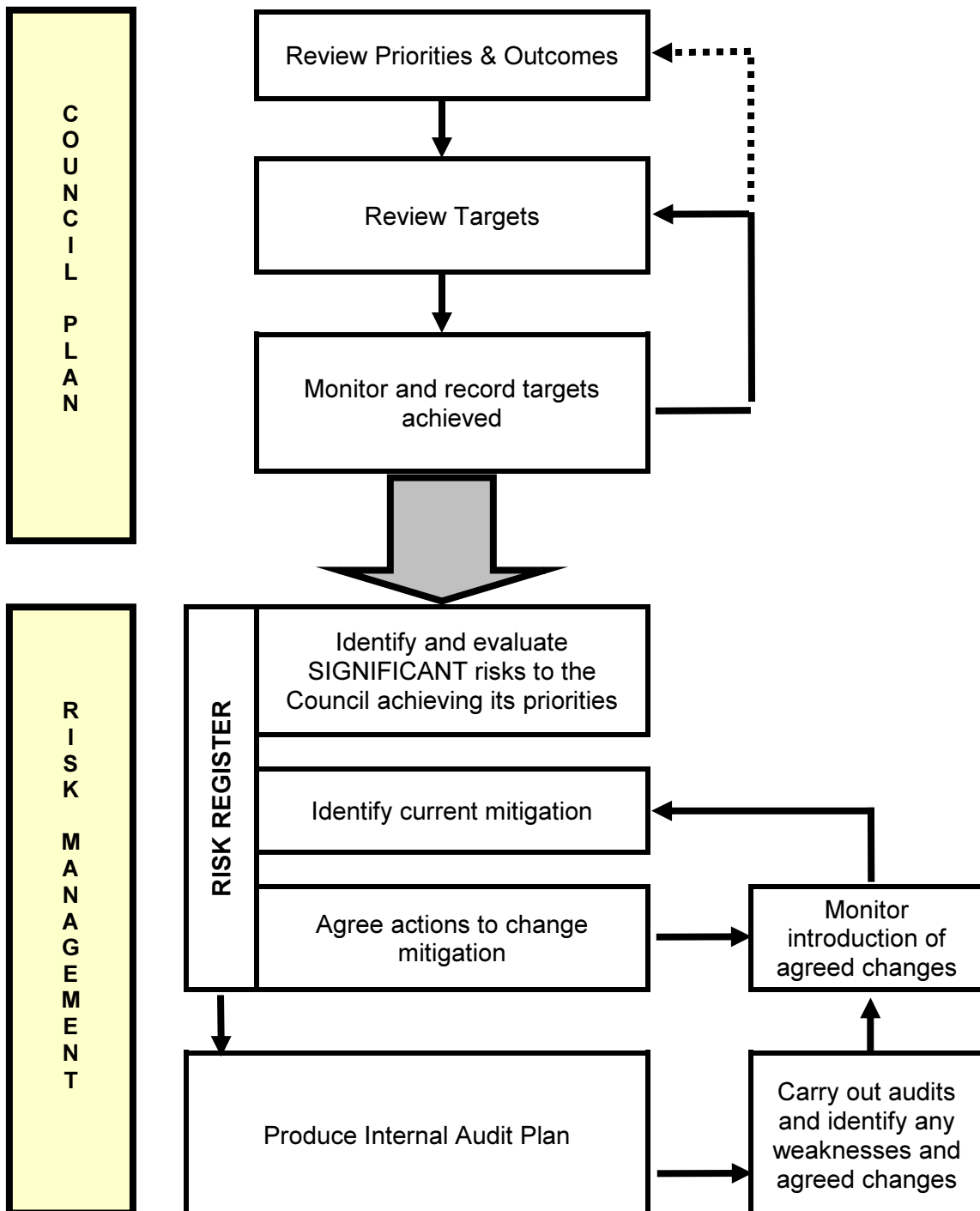
All levels of management should be concerned, to varying degrees, with risks in both categories. Corporate risks are likely to affect the medium to longer term priorities of the Council and require longer term planning to be addressed. Operational risks tend to have a more immediate impact and require to be treated in a shorter time frame.

¹ For operational reasons, health and safety risks shall be evaluated in accordance with the categories of injury prescribed by the Health and Safety Executive, as contained in Appendix B.

Developing and Integrating Risk Management

The identification and management of risks needs to be undertaken at all stages of the corporate and service planning process so as to ensure that the risk register contains the significant risks that will affect the Council achieving its priorities. All reports or proposals at officer or member level that deal with changes to services must, where material, refer to the impact of what is being considered on the Council's priorities and targets and be supported by an explicit consideration of the risks, both inherent and mitigated, to that impact being achieved.

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



Risk Appetite

The Cabinet shall determine the Council's risk appetite; that is the risk level that can be tolerated and justified should it be realised. In making this decision they shall consider the risk assessment model and its individual elements, the Council's current circumstances and their responsibilities towards the Council's employees and the wider community and the recommendation of Chief Officers' Management Team.

The Cabinet have set the following risk appetite:

In recognising the boundaries that have been established through the risk assessment model, changes that are taking place in local government, the financial pressures that are being faced and the need to be innovative and explore alternative methods of service delivery, we have determined that the Council's risk appetite to be high.

However we have no appetite for health and safety risks including safeguarding and similar public safety concerns, which we wish to see mitigated to the lowest practical level.

Risk Assessment

The risk assessment model is detailed in [Appendix B](#).

The model requires potential risks to be evaluated against a set of pre-determined criteria for likelihood/frequency and impact. Individual risk levels can then be determined by plotting the risks onto a risk matrix. Health and Safety risks will be plotted against the smaller inset matrix.

Likelihood / Frequency	Almost Certain	5	Medium	High	Very High	Very High	Very High
	Likely	4	Medium	High	High	Very High	Very High
	Occasional	3	Low	Medium	High	High	Very High
	Unlikely	2	Low	Low	Medium	High	Very High
	Improbable	1	Low	Low	Medium	High	High
			1	2	3	4	5
			Trivial	Minor	Significant	Major	Critical
			Impact				

Following the plotting of a risk, a decision shall be taken as to how the risk is to be managed. This can be summarised as follows.

Level of Risk	Very High	High	Medium	Low
Level of Concern	Very concerned	Concerned	Uneasy	Content
Appetite: General	Unacceptable	Acceptable	Acceptable	Acceptable
H&S	Unacceptable	Unacceptable	Unacceptable	Acceptable
Consequences	Disastrous impact If residual risk exceeds risk appetite then	Severe impact.	Detrimental impact on the day to day delivery of services.	Relatively light impact.
Responsibility for acceptance of residual risk	Cabinet receive formal risk option form and decide if the risk shall be accepted or avoided.	Risks will be tolerated where single events occur but overall impact of multiple events to be reported to Cabinet. Monitored 6 monthly by COMT <i>who may determine, by exception, that individual risks shall be further mitigated.</i>	Risk monitored by HoS; escalated to COMT if increase in impact or probability.	Risk accepted.
Prepare action plan and update Risk Register	Within 6 weeks of the decision to treat the risk.		-----	

Option Appraisals & Risk Treatment

Before a decision is made on the way the risk is to be treated, the Head of Service who owns the risk, shall carry out an option appraisal. The appraisal shall consider how to deal with the risk on the following basis:

- **Reduce** or treat the risk by controlling the likelihood of the risk occurring or controlling the impact of the consequences if the risk does occur.
- **Avoid** or eliminate the risk by not undertaking the activity that may trigger the risk.
- **Transfer** the risk either totally or in part to others e.g. through insurance.

- **Accept** or tolerate the risk. This option will only be accepted when the ability to take effective action against a risk is limited or the cost of taking action is disproportionate to the potential benefits gained.

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

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

- **Action Plans**

The results of the option appraisal shall be recorded by the appropriate Head of Service on a risk treatment option form ([Appendix C](#)) within 4 weeks of the risk having been recorded in the risk register. The form shall identify the risk, the current control environment, control actions to be introduced, the officer responsible and the timescales for implementation.

The option appraisal will be reviewed and challenged by the Internal Audit & Risk Manager prior to its submission and consideration by Cabinet or the Chief Officers Management Team who shall decide what further action, if any, is required to address the risk issue raised. The Head of Service shall update the risk register and put in place procedures to introduce the agreed actions.

Roles and Responsibilities

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

Council, Cabinet, Committees & Panels

- To ensure that risk management implications are considered when making decisions.

Cabinet

- To be responsible for ensuring effective risk management procedures are in place across the Council and approving the risk management strategy
- To appoint a risk management champion.
- To determine the Council's risk appetite annually and review the risk assessment model to ensure it continues to reflect the requirements of the Council.
- To receive reports 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.

Corporate Governance Panel

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

Chief Officers' Management Team

- To ensure effective risk management throughout the Council in accordance with the risk management strategy.
- To make recommendations at least once a year to the Cabinet on the Council's risk appetite.
- To ensure that Members are advised of the risk management implications of decisions.
- To consider every 3 months all new risk entries on the risk register.
- To prioritise risk treatments and all treatments requiring MTP funding.

Heads of Service

- Ensuring that effective procedures are in place to manage the risks affecting their services.
- Maintain a risk register that identifies and scores risks, updating it promptly with any perceived new risks or opportunities or failures of existing control measures.
- Ensure that risks relating to significant partnerships are identified and effectively managed, within the partnership and at service level.
- To report all new risks or significant changes to risk entries to COMT every 3 months.
- To undertake option appraisals for risks within their ownership and prepare action plans for risks that are to be treated further.
- To update at least once every six months assurance on those controls that manage risks recorded on the risk register.
- Balancing an acceptable level of operational risk against the achievement of service plans, project objectives and business opportunities.

Risk Working Group (reporting to the Governance Board)

- To identify and resolve any risks associated with compliance with the Council's agreed rules, procedures and processes.

Internal Audit & Risk Management Section

- To develop the culture of risk management throughout the Council.
- To assist managers in identifying and analysing the risks that they encounter and the formation of action plans to address outstanding issues.
- To report as necessary to the Cabinet, Corporate Governance Panel or COMT on risk management issues.
- To identify best practice and consider its introduction within the Council.
- To provide advice and guidance on systems to mitigate risk.

Health and Safety

- All Elected Members and employees are responsible for taking care of their own and their colleagues/visitors health and safety at all times. They are responsible for the identification and treatment of hazards as described in the Health and Safety Policy – Organisation & Responsibilities.

Employees

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

Categories of Risk

The risk categories² provide a framework for identifying and categorising a broad range of risks facing the Council and its services. Each category cannot be considered in isolation, as risks identified in one category may have consequences on activities within another.

Corporate Risks

Those risks that may be potentially damaging to the achievement of the Council's objectives.

Political

Associated with failure to deliver either local or central government policy, or to meet electoral commitments.

- Wrong strategic priorities
- Not meeting Government agenda
- Decisions based on incomplete or faulty information
- Too slow to innovate/modernise
- Unfulfilled promises to electorate
- Community planning oversights/errors

Economic

Affecting the ability of the Council to meet its financial commitments. These include internal budgetary pressures, inadequate insurance cover, external level economic changes (e.g. interest rates, inflation etc), or the consequences of proposed investment decisions.

- General /Regional economic problems
- High cost of capital
- Treasury risk
- Missed business and service opportunities

Social

Relating to the effects of changes in demographic, residential or socio-economic trends on the Council's ability to deliver its objectives.

- Failing to meet the needs of disadvantaged communities
- Impact of demographic change
- Failures in partnership working
- Problems in delivering life-long learning
- Crime and disorder

Technological

Associated with the capacity of the Council to deal with the pace / scale of technological change, or its ability to use technology to address changing demands. They may also include the consequences of internal technological failures on the Council's ability to deliver its objectives.

- Obsolescence of technology
- Hacking or corruption of data
- Breach of confidentiality
- Failure in communications

Legislative

Associated with current or potential changes in national or European law.

- Inadequate response to new legislation
- Intervention by regulatory bodies and inspectorates
- Judicial review
- Human Rights Act breaches

² Source: Accounts Commission for Scotland

Environment

Relating to the environmental consequences of progressing the Council's strategic objectives (e.g. tackling climate change, using resources efficiently and protecting and improving the environment).

- Reduce Co2 emissions
- Adapt to climate change
- Reduce waste and use resources wisely
- Impact of planning and transportation policies
- Protect biodiversity and green space

Competitive

Affecting the competitiveness of the service (in terms of cost or quality) and / or its ability to deliver Best Value.

- Takeover of services by governmental agencies
- Failure to show best value
- Failure of bids for government funds

Customer

Associated with failure to meet the current and changing needs and expectations of customers and citizens.

- Lack of appropriate consultation
- Bad public and media relations

Operational Risks

Those risks that managers and employees may encounter in the day-to-day provision of services.

Professional

Associated with the particular nature of each profession (e.g. Housing service concerns as to the welfare of homeless people).

- Inefficient/ineffective management processes
- Inability to implement change
- Lack of control over changes to service provision
- Inadequate consultation with service users
- Failure to communicate effectively with employees
- Lack of business continuity plan
- Non-achievement of Best Value
- Bad management of partnership working/shared services
- Failure to manage and retain service contracts
- Poor management of externally funded projects

Legal

Related to possible breaches of legislation.

- Not meeting statutory duties/deadlines
- Failure to comply with European directives on procurement of works, supplies and services
- Breach of confidentiality/Data Protection Act
- Failure to implement legislative change
- Misinterpretation of legislation
- Exposure to liability claims e.g. motor accidents, wrongful advice

Financial

Associated with financial planning and control and the adequacy of insurance arrangements.

- Failure of major project(s)
- Inefficient/ineffective processing of documents
- Missed opportunities for income/funding/grants
- Inadequate insurance cover
- Failure to prioritise, allocate appropriate budgets and monitor
- Inadequate control over expenditure
- Inadequate control over income

Physical

Related to fire, security, accident prevention and health and safety (e.g. hazards / risks associated with buildings, vehicles, plant and equipment, etc).

- Violence and Aggression
- Non compliance with health and safety legislation
- Injury caused by e.g. slips, trips, stress
- Loss of intangible assets
- Loss of physical assets from e.g. theft, fire, terrorism
- Damage to assets from e.g. vandalism, water damage
- Failure to maintain and upkeep land and property

Contractual

Associated with the failure of contractors to deliver services or products to the agreed cost and specification.

- Non-compliance with procurement policies
- Over reliance on key suppliers/contractors
- Failure of outsourced provider to deliver
- Failure to monitor contractor
- Poor selection of contractor
- Poor contract specification, deficiencies, errors
- Inadequate contract terms & conditions
- Quality issues

Information

Associated with making decisions based on information that is flawed in some way.

- Inadequate business processes
- Poor reporting lines/processes
- Accounting system failure
- Unreliable accounting records

Technology

Relating to reliance on operational equipment (e.g. IT systems or equipment and machinery).

- Failure of big technology-related project
- Crash of IT systems affecting service delivery
- Lack of disaster recovery plans
- Breach of security of networks and data
- Failure to comply with IT Security Policy
- Bad management of intranets and web sites

Environmental

Relating to pollution, noise or energy efficiency of ongoing service operation.

- Reduce Co2 emissions through promotion of energy efficiency
- Crime and Disorder Act implications
- Incorrect storage/disposal of waste
- Reduce travel and emissions
- Promote water efficiency
- Promote recycling
- Protect and improve biodiversity and green space projects
- Encourage more sustainable purchasing

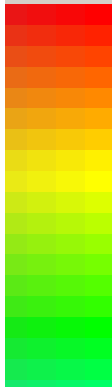
Human Resources

Associated with staffing issues (e.g. recruitment / retention, sickness management, change management, stress related risk analysis).

- Capacity issues
- Over reliance on key officers
- Failure to recruit/retain qualified staff
- Lack of employee motivation/efficiency
- Failure to comply with employment law
- Poor recruitment & selection processes
- Lack of succession planning
- Lack of training

RISK ASSESSMENT MODEL

Likelihood / Frequency

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

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

4 = Likely	Monthly	Further advice on assessing Health & Safety risks* can be obtained from the Health & Safety Advisor.
3 = Occasional	Year	
2 = Unlikely	5 years	

Impact

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

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

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

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

- cause minor, noticeable disruption to service delivery on one or two consecutive days
- increase the Council's net cost over the 5 year MTP period by more than £50,000 but less than £100,000.

- result in minor short-term (up to a fortnight) adverse publicity in the local media
- * be a Health and Safety concern that results in an injury but little lost time (e.g. less than 3 days off work)
- have a short term effect on the environment i.e. noise, fumes, odour, dust emissions etc., but with no lasting detrimental impact

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

- cause disruption for between one and four weeks to the delivery of a specific service which can be managed under normal circumstances
- affect service delivery in the longer term
- increase the Council's net cost over the 5 year MTP period by more than £100,000 but less than £250,000.
- result in significant adverse publicity in the national or local media
- * be a Health and Safety concern that results in more than 3 days off work or is a major injury, dangerous occurrence or disease that is required to be reported to the H&S Executive in accordance with RIDDOR.
- has a short term local effect on the environment, or a social impact, that requires remedial action.

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

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

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

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

Risk Treatment Option Form

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

³ **New Residual Risk Score:** after the action has been introduced

⁴ **Extra Resources:** only complete if extra resources will be required to allow the proposed action to be introduced e.g. financial costs and staff time

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

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

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

CURRENT STUDIES

STUDY	OBJECTIVES	PANEL	STATUS	TYPE
Great Fen	To monitor the latest developments in respect of the Great Fen.	Environmental Well-Being	The Project Collaboration Agreement has been renewed for a further 5 year period. Site visit to be arranged with an invite being extended to the Economic well-Being Panel.	Whole Panel.
Delivery of Advisory Services Across the District	To monitor the performance of the voluntary organisations awarded grant aid by the Council in 2013-2015.	Social Well-Being	Annual performance report considered by Panel in June 2014.	Working Group.
Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire	To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act.	Social Well-Being	Six monthly reports to be presented to the Panel. Members of the Economic Well-Being Panel will be invited to attend. Next report to be considered at the Panel's December 2014 meeting.	Whole Panel
Review of Elderly Patient Care at Hinchingbrooke Hospital	To undertake a review of elderly patient care at Hinchingbrooke Hospital.	Social Well-Being	Working Group appointed to undertake a review which will be undertaken in conjunction with the Hospital. A number of meetings have been held. The general care and support provided to elderly patients at the Hospital will be the focus of discussions at the next meeting.	Working Group

Tree Strategy	To develop a Tree Strategy for Huntingdonshire.	Environmental Well-Being	Final Strategy to be presented to Panel's July 2014 meeting. The Working Group will meet prior to the Strategy's submission to the Panel on 14 th July 2014.	Working Group
Flood Prevention within the District	To investigate flood prevention arrangements in the District and the impact of flooding on associated local policy developments.	Environmental Well-Being	Representatives from the Environment Agency delivered a presentation on flood risk management within Huntingdonshire. A scoping report was considered by the Panel in April 2014 and a Working Group was appointed. The Chief Executive and Clerk to the Middle Level Commissioners delivered a presentation to the Panel's June 2014 meeting to outline their role with flood alleviation in the District.	Whole Panel.
Registered Landlords	Social To establish a common policy/procedure for Registered Social Landlords when dealing with the Council.	Social Well-Being	Information sought from Housing Officers. Working Group meeting being arranged – details to be confirmed.	Working Group.
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and	Environmental Well-Being	First meeting of Working Group held on 24 th June 2014. Further meeting to be held in two months' time to consider the outcome of the survey work being undertaken by the Operations Division on	Working Group

	remote properties (farms and lodges).		affected properties and various other matters.	
Litter Policies and Practices (to include graffiti removal)	To be confirmed.	Environmental Well-Being	Head of Operations to address Panel on the Council's litter policies and practices – to include graffiti removal. Report anticipated at October 2014 meeting.	Whole Panel

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Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Action</u>	<u>Response</u>	<u>Date for future action</u>
04/07/13	<u>Customer Services</u> Performance reports to be submitted to the Panel twice a year (February & October).		The next report is due in October 2014.	09/10/14
04/06/14	<u>Corporate Plan</u> Councillors R Harrison and D Harty were appointed to the Corporate Plan Working Group.		It is envisaged that Performance Monitoring Information will be presented to the Panel in September 2014.	04/09/14
05/07/13	<u>Economic Development</u> The Huntingdonshire Economic Growth Plan 2013 to 23 was considered by the Panel. The Economic Development Manager was asked to give a further update on the marketing and implementation plans in due course.		This is expected to be in the Autumn.	09/10/14
12/06/14	<u>Gross Costs</u> Agreed that Councillor P G Mitchell should discuss the issue of Gross Costs further with the Head of Resources and report back to the Panel if necessary.			
06/03/14	<u>Capital and Revenue Monitoring</u> The Chairman suggested that the Panel should have sight of the Capital & Revenue Monitoring reports which are prepared for the Cabinet.		The monitoring report appears elsewhere on the Agenda.	10/07/14

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Action</u>	<u>Response</u>	<u>Date for future action</u>
12/06/14	<p><u>Project Management</u></p> <p>Reiterated a request for the post project appraisals for the development of the Huntingdon multi-storey car park and One Leisure, St Ives.</p> <p>Councillor M F Shellens requested further details of the occupancy rates of the multi-storey car park versus the forecast projections within the Business Plan.</p>			
02/11/11	<p><u>Scrutiny of Partnerships</u></p> <p>Following a review of the Strategic Partnership, the Overview & Scrutiny Chairmen and Vice Chairman agreed that responsibilities should be divided as follows:-</p> <p>Social Well Being</p> <ul style="list-style-type: none"> ∇ Community Safety ∇ Children & Young People ∇ Health & Well-Being <p>Environmental Well Being</p> <ul style="list-style-type: none"> ∇ Growth & Infrastructure <p>Economic Well Being</p> <ul style="list-style-type: none"> ∇ Local Enterprise Partnership 		<p>The Panel has already received two presentations on the Local Enterprise Partnership. A presentation on the Local Enterprise Zone was given to the Panel's meeting in November 2011.</p> <p>The Panel has invited the Chairman and the Chief Executive of the Local Enterprise Partnership to a future meeting to give a presentation on their business plan. In the absence of any response to their requests, the Chairman has undertaken to raise the matter with the Executive Leader.</p>	

<u>Panel Date</u>	<u>Decision</u>	<u>Action</u>	<u>Response</u>	<u>Date for future action</u>
12/06/14	<p><u>Our Role in Supporting the Prosperity and Vitality of the Market Towns</u></p> <p>Following a debate at the Council meeting in April, agreed that Mr B Grimsey should be invited to address the Panel on his vision for the future of the High Street. The content of the presentation will then be used to develop and scope a study in this subject. All Members of the Council to be invited to attend</p>		<p>Mr Grimsey has confirmed that he is available to attend the September meeting of the Panel.</p>	03/09/14
12/06/14	<p><u>Provisional Outturn 2013/14 Revenue & Capital</u></p> <p>Executive Councillor to be invited provide further information regarding the income profile for One Leisure, St Ives.</p>		<p>Information has been requested.</p>	

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Decision Digest

Edition 146

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 1st June to 30th June 2014.

MENTAL HEALTH SERVICE USER GROUPS

Representatives of Mind in Cambridgeshire and the Mental Health Service User Network have addressed the Overview and Scrutiny Panel (Social Well-Being) on the implications of the mental health service redesign upon Huntingdonshire's service users. A further consultation has been launched seeking views on the future of community personality disorder services across the Cambridgeshire and Peterborough area.

A number of points were raised and noted by Members in relation to the availability of acute beds, the Crisis Resolution Home Treatment Team, Advice and Referral Centre, impact of budgetary reductions upon voluntary services and the increasing levels of demand for services.

2013/14 REVIEW OF VOLUNTARY ORGANISATIONS IN RECEIPT OF THREE YEAR FUNDING AWARDS

The Overview and Scrutiny Panel (Social Well-Being) has considered the performance of voluntary organisations in receipt of three year funding arrangements with the Council. With the exception of Rural Cambs CAB, all organisations have met their agreed performance targets. Failure to achieve targets is attributed to the delay in the opening of the organisation's St Neots office from June to November 2013. Matters discussed include the uncertainty of future funding from

Cambridgeshire County Council, the current review of new monitoring requirements for funding from April 2015 onwards and the opportunity to amalgamate some voluntary organisations as a means of generating efficiencies.

CORPORATE CONSULTATION AND ENGAGEMENT STRATEGY

The content of an updated Corporate Consultation and Engagement Strategy, action plan and supporting appendices was endorsed by the Overview and Scrutiny Panel (Social Well-Being). The documents have been subject to prior review by the Panel's Consultation Processes Working Group. Subject to the Strategy making reference to the Council also consulting with public sector Partners on matters which can have an impact upon their services, the Panel has endorsed the Strategy, action plan and guidance appendices for submission to the Cabinet.

Subsequently, the Cabinet has approved the contents of the Strategy and its supporting papers.

HOUSING BENEFIT AND COUNCIL TAX SUPPORT CHANGES AND THE IMPACT ON HUNTINGDONSHIRE

The Overview and Scrutiny Panel (Social Well-Being) has been updated on the effects of the Government's Welfare Reform programme and how it has impacted upon households in Huntingdonshire in relation to Housing

Benefits, Council Tax Support and homelessness. Updates were received on changes which had taken place during 2014 in respect of local housing allowance, social sector size criteria rules, Council Tax Support, benefit cap and discretionary housing payments. The Panel will continue to receive reports on a six monthly basis.

PROPOSALS TO IMPROVE OLDER PEOPLES HEALTHCARE AND ADULT COMMUNITY SERVICES – CONSULTATION RESPONSE

The Overview & Scrutiny Panel (Social Well-Being) has endorsed the content of a response to the current consultation being undertaken by Cambridgeshire and Peterborough Clinical Commissioning Group on proposals to improve older people's healthcare and adult community services. Members have requested the need to emphasise previous concerns over the lack of elected Member involvement from the procurement exercise.

OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) – PROGRESS

A review of the memberships of each of the Overview and Scrutiny Panel's (Social Well-Being) Working Groups has been undertaken. Changes have been made as necessary.

The Panel has requested that an invitation be extended to the Cambridgeshire Police and Crime Commissioner's Office for a representative to attend a future meeting.

SCRUTINY

The Overview and Scrutiny Panel (Social Well-Being) have requested an update on Members' IT to be provided to all Members as there appears to be problems with accessing and receiving emails. There is also some confusion over the cost of purchasing electronic

devices and the requirements for participating in the Council's loan scheme established for this purpose.

POTENTIAL SALE OF DISTRICT COUNCIL LAND AT HERMITAGE ROAD, EARITH

The Overview and Scrutiny Panel (Economic Well-Being) has considered a proposal for the sale of Council owned land at Hermitage Road, Earith for affordable housing development.

Having regard to the alternative use value of the site and the views of the Executive Councillor who suggested that the proposal struck a good balance between addressing the need for social housing and generating a capital receipt for the Authority, the Panel has recommended that the Cabinet should dispose of the site on the terms set out in the report.

Subsequently, the Cabinet has considered the comments of the Panel and has approved the disposal of the land to BPHA.

SERVICE DELIVERY OPTIONS FOR LEGAL AND IMD

The outcome of discussions with LGSS on opportunities to develop a shared service arrangement for selected services, initially Legal and ICT services, have been reported to the both the Cabinet and Overview & Scrutiny Panel (Economic Well-Being). Following the Council's announcement on 10th April 2014 of the intention to explore a new strategic framework with South Cambridgeshire District Council, Members have noted that the LGSS option is no longer being pursued and have endorsed the continuation of discussions with South Cambridgeshire District Council.

PROVISIONAL 2013/14 OUTTURN (REVENUE AND CAPITAL)

Both the Cabinet and Overview & Scrutiny Panel (Economic Well-Being) have reviewed the provisional revenue and capital Outturn for 2013/14. Members have noted that the provisional revenue outturn reveals expenditure was £2.2m below the level expected and have been advised of the likely reasons for this. The Panel has welcomed the presentation of the financial information in the new format.

Members have also welcomed the intention to commence a programme of Zero Based Budgeting in preparation for the formulation of the draft Budget in December 2014. Members have been advised of the likely methodology for the review and have noted that updates on progress would be received on a regular basis. The Head of Resources has been authorised by the Cabinet to commence the programme, to be funded from the Special Reserves.

In terms of the variations in revenue spending from the 2013/14 Budget and the Provisional Revenue Outturn, the Panel has sought clarification of a number of matters. Members have enquired about the income profile for One Leisure, St Ives and will invite the Executive Councillor for Commercial activities to attend a future meeting to discuss this further. Referring to an application on the Agenda for the Development Management Panel, the Panel was of the opinion that the Council needed to ensure that the arrangements for entering into Section 106 Agreements were robust.

Given the service transformation that the Council is facing over the medium term and the proposal to provide additional investment in “revenue generating” capital projects, the Cabinet has agreed to increase the Special Reserve to £2.2m (a contribution of £0.9m) and to establish

a new “Capital Investment” Earmarked Reserve with a balance of £1.5m. The Head of Resources has been given delegated authority to adjust these revenue contributions, after consultation with the Executive Councillor and the Managing Director, in the event that the actual outturn figure varies by more than 2.5%.

2013/14 TREASURY MANAGEMENT ANNUAL REPORT

In accordance with the requirements of the CIPFA Code of Best Practice and the Council’s Treasury Management Strategy, the Overview & Scrutiny Panel (Economic Well-Being) has reviewed and noted the Council’s treasury management performance for the year ending 31 March 2013.

OUR ROLE IN SUPPORTING THE PROSPERITY AND VITALITY OF THE MARKET TOWNS

Following a suggestion by the Council Programme Meeting that the content of the Council debate on ‘the prosperity and vitality of the Market Towns’, could be used to take forward a potential overview and scrutiny study, the Overview & Scrutiny Panel (Economic Well-Being) has agreed to invite Mr William Grimsey to a future meeting to give his views on the future of the High Street. In the light of the content of the presentation, the Panel will then develop and scope its study.

FLOOD RISK IN HUNTINGDONSHIRE – PRESENTATION FROM MIDDLE LEVEL COMMISSIONERS

A presentation was delivered to the Overview and Scrutiny Panel (Environmental Well-Being) on flood risk in Huntingdonshire. Details were received on the background to the Middle Level Commissioner’s work, its relationship with the nine Internal Drainage Boards within the District,

how funding was proportioned across the Middle Level area, the significance of the St Germans pumping station, planned works at Bevills Leam pumping station and Salters Lode Lock and the extent of work undertaken with partners including the Great Fen. The Flooding Working Group will pursue further investigations on the Panel's behalf. Councillor R J West has been appointed on to the Working Group.

ACTION ON ENERGY SCHEME

An update on progress of the Action on Energy scheme within the District was reported to the Overview and Scrutiny Panel (Environmental Well-Being). £7.8 million of grant funding has been made available to the Cambridgeshire area to assist residents with meeting the costs of the installation of solid wall insulation. Some funding will also be used within the private rented sector. The Council also receives £26,000 of revenue funding to assist with the cost of Officer time spent distributing the funding.

Matters discussed include the disposal of the Council's green house properties, publicity of the Action on Energy scheme, the level of take up from businesses undertaking the relevant training to become an accredited installer and the trial scheme being undertaken to insulate park homes in St Neots.

WASTE POLICIES

Following a number of concerns raised by Members, the Overview and Scrutiny Panel (Environmental Well-Being) has reconvened the Waste Collections Working Group, comprising Councillors M G Baker, G J Bull, D A Giles and G J Harlock to assist the Head of Operations and Executive Member for Operations with reviewing the policies in relation to the collection point for wheeled bins/sacks and remote properties (farms and lodges). A number of concerns were raised relating to the absence of any

prior communication with Members and the impact of the proposals upon those residing within private roads/unadopted estates and new housing developments.

In supporting the reconvening of the Working Group, the Cabinet has approved the policy amendments proposed in respect of additional green bins which will increase the number of chargeable bins allowed to two per property.

WIND ENERGY DEVELOPMENT IN HUNTINGDONSHIRE 2014 SUPPLEMENTARY PLANNING DOCUMENT (SPD)

The Overview and Scrutiny Panel (Environmental Well-Being) has endorsed the revised Supplementary Planning Document (SPD) for Wind Energy Development in Huntingdonshire 2014. It is felt that the SPD is now sufficiently robust to assist the Council to withstand any future appeals. The Panel has received confirmation that the matter of separation distances is now addressed within the SPD.

Having also raised questions in respect of the scale of turbine development, turbine group sizes and separation distances and been satisfied with responses received to representations made by the 'Stop Molesworth Windfarm Action Group', The Development Management Panel endorsed the content of the proposed SPD and recommended to the Cabinet that it be adopted as Council policy.

A14 CAMBRIDGE TO HUNTINGDON – RESPONSE TO HIGHWAYS AGENCY DEVELOPMENT CONSENT ORDER PRE-APPLICATION STATUTORY CONSULTATION

The Overview and Scrutiny Panel (Environmental Well-Being) has

endorsed the Council's response to the statutory consultation being undertaken by the Highways Agency on the Development Consent Order Pre-Application for the A14 Cambridge to Huntingdon development on the proviso that paragraph 4 (g) of Annex C is strengthened to include the words "The District Council reserves its position of matters of detail, such as the mitigation of the impact of the development on affected villages, on which it will negotiate with the Highways Agency".

Subsequently, the Cabinet has considered the Panel's concerns alongside those of Buckden Parish Council relating to the proposed demolition of the viaduct and the residents of Hilton Village regarding the project's impact on surrounding villages. Having noted that the retention of the viaduct would result in the reclassification of the existing road as a local road for which the County Council has confirmed they would not be prepared to fund the maintenance of, the Cabinet has reiterated its support for the removal of the viaduct and the creation of an improved new local road network for the town. These sentiments and those of the Panel will be reflected in the Council's response to the Highways Agency.

Construction work for the scheme is due to commence in 2016 which will take three years to complete. The removal of the Huntingdon Viaduct will take place thereafter and is likely to take around a further 18 months.

CAMBRIDGESHIRE FUTURE TRANSPORT INITIATIVE

The Overview and Scrutiny Panel (Environmental Well-Being) have appointed Councillor Mrs L Kadic as their representative on the Cambridgeshire Future Transport Initiative.

THE SERVICE PLAN FOR FOOD LAW ENFORCEMENT 2014 – 15

The Licensing and Protection Panel has considered an executive summary of the proposed Service Plan for Food Law Enforcement prior to its approval by Council. The Plan complies with the requirements of the Food Standards Agency and incorporates the aims and objectives of the service, the resources available and a review of the work undertaken during the previous year. A copy of the full Service Plan is available in the Members Room.

SERVICE PLAN FOR HEALTH AND SAFETY REGULATION 2014 – 15

The Licensing and Protection Panel has approved the content of the Service Plan for Health and Safety Regulation for 2014/15. The Plan, developed in accordance with guidance issued by the Health and Safety Executive, covers the aims and objectives of the service resources available and includes a review of the work undertaken in the previous year.

A copy of the full Service Plan is available in the Members Room.

LICENSING COMMITTEE – REVIEW OF EFFECTIVENESS

The Licensing & Protection Panel has considered the outcome of a review of the effectiveness of the Licensing Panel / Committee which had been undertaken by a working group comprising the Chairman and Vice-Chairman and Councillor R West. The Panel has agreed that -

- ❖ the existing custom and practice for the involvement of the Chairman and Vice-Chairman in Licensing Sub Groups and Committees should be retained; and

- ❖ that the proportionality requirements for future meetings of the Licensing and Protection Applications Sub-Group be clarified.

FEES AND CHARGES

The Licensing and Protection Panel has been acquainted with the adjustments to fees and charges for licences issued by the District Council effective from 1st April 2014.

DELEGATIONS

In the interests of cost, speed and efficiency, the Licensing and Protection Panel has authorised the Head of Legal and Democratic Services to determine applications for the grant, renewal, variation or transfer of licences for sex shops, sex cinemas and Sexual Entertainment Venues subject to there being no objections.

REPRESENTATIONS ON EXTERNAL ORGANISATIONS

The Licensing and Protection Panel has appointed representatives to serve on the following organisations for the ensuing Municipal Year –

- ❖ Cambridgeshire Consultative Group for the Fletton Brickworks Industry
- ❖ Little Barford Power Station Liaison Committee
- ❖ Needingworth Quarry Local Liaison Committee
- ❖ Warboys Landfill Local Liaison Committee

RECYCLING CONTRACT AWARD

The Cabinet has been updated on the procurement process and evaluation of the tender submissions received for the bulking, transportation, sorting and onward sale for the reprocessing of recyclable materials for authorities from the RECAP partnership. Particular mention was made of the financial benefits of the new contract for the Council and the possibility that the range of items collected may increase.

DEVELOPMENT APPLICATIONS

The Development Management Panel considered nine applications at its June meeting. Of these, six were approved two refused and one deferred. Of most interest to Members will be the consent given for fourteen new flats and associated works, on land north of the Pathfinder House Car Park. It was also agreed to waive an existing S106 Agreement at Ullswater and Handcrofts Land, Huntingdon to allow an undertaking to be put in place with Administrators which would enable remedial works to proceed which had been left unfinished due to the bankruptcy of the original developer. The Head of Development was requested to gather evidence on the adequacy of car parking at Montagu Square, Eynesbury before the Panel could reconsider an application for the conversion of an existing house into four new dwellings.