

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 22 SEPTEMBER 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

### **APOLOGIES**

1. (a) **MINUTES** (Pages 5 - 10)

To approve as a correct record the Minutes of the meeting held on 21 July 2016.

**M Sage  
388169**

(b) **MINUTES** (Pages 11 - 12)

To approve as a correct record the Minutes of the Special meeting held on 8 August 2016.

2. **MEMBERS' INTERESTS**

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

3. **HINCHINGBROOKE COUNTRY PARK JOINT GROUP**

Following a recent change to political membership, to vary the Membership of Hinchingbrooke Country Park Joint Group.

**M Sage  
388169**

Current membership comprises Councillors R C Carter, J P Morris, T D Sanderson and R J West.

Following the change to political membership composition to be 3 Conservatives and 1 Independent.

4. **ONE LEISURE HUNTINGDON SPORTS CENTRE JOINT COMMITTEE**

Following a recent change to political membership, to vary the Membership of One Leisure Huntingdon Sports Centre Joint Committee.

**M Sage  
388169**

Current membership comprises Councillors J P Morris, J M Palmer and T D Sanderson.

Following the change to political membership composition to be 2 Conservatives and 1 Independent.

5. **REVIEW OF RISK STRATEGY MANAGEMENT** (Pages 13 - 30)
- To consider and approve the Risk Management Strategy.
- D Harwood  
388843**
6. **INTEGRATED PERFORMANCE REPORT, 2016/17, QUARTER 1**  
(Pages 31 - 88)
- To present performance management information on the Council's Corporate Plan for 2016/17 and updates on current projects.
- D Buckridge  
388065  
Laura Lock  
388086  
Graham Oliver  
388604**
7. **HUNTINGDONSHIRE LOCAL PLAN TO 2036 QUARTERLY  
UPDATE AND INFRASTRUCTURE PLANNING UPDATE** (Pages  
89 - 98)
- To provide an update on progress on preparation of the proposed submission Huntingdonshire Local Plan to 2036, its supporting evidence base and the highways and transport infrastructure projects necessary for its delivery.
- C Bond  
388435**
8. **NEEDS ANALYSIS OF GREEN SPACE AND PLAY PROVISION -  
DEVELOPMENT PRIORITIES** (Pages 99 - 134)
- To consider and endorse the schedule of development projects for green spaces as the future strategic direction for the development of and as the guide for future planning decisions regarding green spaces provision.
- A Merrick  
388635**
9. **STREET SCENE SERVICE - UPDATE REPORT** (Pages 135 - 144)
- To provide an update on the progress made to implement the Street Scene Service to improve the service delivery arrangements and standards of work across Huntingdonshire including a review of grass maintenance regimes.
- A Merrick  
388635**
10. **WASTE AND RECYCLING ROUND RECONFIGURATION -  
UPDATE ON PROGRESS** (Pages 145 - 154)
- To provide an update on the Waste Service round reconfiguration project against the project plan and the issues impacting on delivery of the plan.
- A Merrick  
388843**
11. **RE:FIT PROGRAMME - ENERGY CONSERVATION MEASURES  
FOR ONE LEISURE** (Pages 155 - 166)
- To approve the commitment of additional funding to the project in order to realise the full potential of conservation measures to deliver savings for the Council.
- A Merrick  
388635**

**12. DISPOSAL AND ACQUISITIONS POLICY: LAND AND PROPERTY - UPDATE ON THRESHOLDS AND THE SHARING OF CAPITAL RECEIPTS WITH TOWN AND PARISH COUNCILS**  
(Pages 167 - 172)

To consider and approve a revision to the Disposals and Acquisition Policy.

**C Mason**  
**388157**

Dated this 14 day of September 2016



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**

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming,photography-and-recording-at-council-meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

**Please contact Mrs Melanie Sage, Democratic Services Team, Tel No. 01480 388169/ e-mail [Melanie.Sage@huntingdonshire.gov.uk](mailto:Melanie.Sage@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](http://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 Elections & 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.*

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 21 July 2016.

PRESENT: Councillor R B Howe – Chairman.

Councillors R C Carter, R Harrison, J A Gray, D M Tysoe, G J Bull, S J Criswell, D Brown and J M Palmer.

APOLOGY: An apology for absence from the meeting were submitted on behalf of Councillor S Cawley.

**23. (a) MINUTES**

The Minutes of the meeting held on 16 June 2016 were approved as a correct record and signed by the Chairman.

**(b) MINUTES**

The Minutes of the meeting held on 29 June 2016 were approved as a correct record and signed by the Chairman.

**24. MEMBERS' INTERESTS**

There were no declarations of disclosable pecuniary or other interests received at the meeting.

**25. VOLUNTARY SECTOR FUNDING 2017/18 TO 2019/20 - A REPORT OF THE MEMBER TASK AND FINISH GROUP**

By way of a report by the Head of Community in partnership with the Chairman of the Member Task and Finish Group, Cllr Hayward, (a copy of which is appended in the Minute Book), the Cabinet received the conclusions and recommendations following a review of the Council's funding arrangement for the voluntary sector, having previously agreed the formation of a Member Task and Finish Group at its meeting in January 2016.

The Council had historically supported the voluntary sector across Huntingdonshire through revenue grant funding. The existing funding arrangements had ended on 31 March 2016 and the Cabinet resolved in January 2016 to extend the funding arrangements, in defined cases, to 31 March 2017; to establish a Task and Finish Group to review the arrangements for allocating Council funding to the voluntary and community sectors; and to propose any changes to funding arrangements to take effect from 1 April 2017.

The Group obtained evidence from representatives within the voluntary sector and Cambridgeshire County Council, and had undertaken further desk-top research with other local authorities. In

making its recommendations to the Cabinet, the Group recognised the Cabinet resolutions from January 2016, guidance from the National Association of Voluntary and Community Action, and the Council's Corporate Plan 2016-18.

The Group considered options, as detailed in paragraph 3 of the report, from the continuation of the existing funding arrangements through to the creation of a single contract for the whole of the sector, as well as the option of terminating funding to the sector. In considering the options for the funding of the voluntary and community sector, the Group recommended Option 4 – the award of two contracts for the provision of advice to Huntingdonshire communities, and the provision of infrastructure and support to the Huntingdonshire voluntary and community sector.

Regarding the duration of contracts, the Group considered options including Council procurement until 31 March 2020, of seeking alignment with the current funding arrangements of Cambridgeshire County Council, and of extending the Council procurement until 31 March 2021.

To provide further stability in the Huntingdonshire advice service, and voluntary and community infrastructure services, the Group recommended that the contracts should be awarded until 31 March 2021, which would avoid the year of District Council elections.

By extending the duration of contracts to 31 March 2021 the Cabinet noted this would provide a five year contract, which it considered was too extensive. Therefore, the Cabinet amended the Officer's recommendation as contained within the report, so that the contract term and funding was until the 31 March 2020.

In January 2016, the Cabinet agreed to taper the reduction in funding to the voluntary sector over the period 2016/17 to 2019/20. The Group had reconsidered this in light of evidence obtained from its review. The Cabinet agreed with the recommendation, that in order to ensure stability and confidence for long-term planning within the sector, Option 3, as detailed in the first Table in paragraph 4.4 of the report, be the preferred funding option with the reduction of funding in 2016/17, and then the award of a static annual contract value until 2019/20.

The Task and Finish Group had considered the present split of funding across the five contracts currently awarded voluntary and community sector funding, and the likely pressures on the sectors over the contract term. The Cabinet agreed with the Group's recommendation of a 65%/35% split in favour of the advice based contract with the flexibility through negotiated contract award of 10%.

The Cabinet requested reassurance that those organisations being awarded voluntary sector funding would be challenged on performance and that there be consequences for underachieving. In discussing this matter, the Cabinet agreed that the existing Task and Finish Group be retained and that it work with the Executive Councillor for Community Resilience to develop contract terms including performance metrics and reporting frameworks.

The Cabinet were keen for the Overview and Scrutiny Panel to continue to be involved in the process of scrutinising the performance to those awarded contracts.

Having expressed appreciation to the Task and Finish Group and commended the community based approach, the Cabinet

**RESOLVED**

- i. to approve the award of two contracts, one for advice based services and the other for infrastructure services, as detailed as Option 4, paragraph 3.5 of the report;
- ii. that the contract term and funding be until the 31 March 2020;
- iii. that the overall budget model be Option 3 (amended) as detailed in the first Table in paragraph 4.4 of the report;
- iv. approves the funding split for the contracts as 65% to 35% in favour of advice based services but with flexibility through negotiated contract award of 10% either way; and
- v. that the existing Task and Finish Group be retained and to work with the Executive Councillor for Community Resilience to develop the contract terms including performance metrics and reporting frameworks.

**26. HUNTINGDONSHIRE DISTRICT COUNCIL RESPONSE TO THE PROPOSED MERGER OF THE TRUSTS RUNNING HINCHINGBROOKE AND PETERBOROUGH AND STAMFORD HOSPITALS**

The Cabinet considered a report (a copy of which is appended in the Minute Book) which outlined a response to the proposed merger of the Trusts running Hinchingsbrooke, Peterborough and Stamford Hospitals prepared following the Special Meeting of the Overview and Scrutiny Panel (Communities and Environment) on 28 June 2016. The Cabinet was requested to consider and endorse the response.

The Cabinet suggested that it was more appropriate for the response to be sent directly from the Chairman of the Overview and Scrutiny Panel and preferred to refrain from any opinion until the full business case was presented. The Cabinet agreed that it was a good piece of scrutiny work. However, noted that the letter needed amendment to remove reference of it being a response of the Council and being endorsed by the Cabinet. Whereupon, the Cabinet

**RESOLVED**

- to commend the letter and that an amended version be sent from the Chairman of the Overview and Scrutiny Panel (Communities and Environment).

## **27. REPRESENTATION ON ORGANISATIONS**

Consideration was given to a report by the Democratic Services Officer (a copy of which is appended in the Minute Book) regarding the Council's representation on a variety of organisations/partnerships.

A review of the organisations and partnerships had been undertaken and the consultation responses were attached as Appendix 2 of the report. Following the review those that the Cabinet were requested to no longer appoint to were indicated as 'Do Not Appoint' on the schedule attached as Appendix 1 to the report.

Appendix 1 of the report had been amended to that published in the Agenda and circulated to the Cabinet prior to the meeting, to include the proposed District Councillor names for 2016/17.

To improve the monitoring of how the organisations and partnerships contributed to the Council and its Corporate Objectives it was proposed that appointed Members be required to report on a quarterly basis, in writing, to the relevant Overview and Scrutiny Panel. This would enable Members to provide an update about the respective organisation/partnership.

In response to a question it was confirmed that the Council still required a District Councillor presence on the Local Water Forum.

Having considered the schedule of organisations/partnerships and commended the thorough review that had been undertaken, the Cabinet

### **RESOLVED**

- i. to nominate to the organisations and partnerships referred to in Appendix 1, as amended and circulated prior to the meeting;
- ii. to agree to not appoint representatives to those organisations/partnerships as indicated in Appendix 1;
- iii. that appointed Members be required to report on a quarterly basis, in writing, to the relevant Overview and Scrutiny Panel; and
- iv. in the event that changes or new appointments are required to the District Council's representation during the course of the year, the Corporate Team Manager be delegated, after consultation with the Deputy Executive Leader, to nominate and authorise alternative representatives as necessary.

## **28. EXCLUSION OF PRESS AND PUBLIC**

### **RESOLVED**

that the press and public be excluded from the meeting because the business to be transacted contains information relating to any action taken or to be taken in connection with



the prevention, investigation or prosecution of crime.

**29. REVIEW OF BENEFITS RISK BASED VERIFICATION POLICY**

Having received a recommendation from the Corporate Governance Committee at their meeting on 20 July 2016, the Cabinet considered a confidential report (a copy of which is appended in the Minute Book) regarding the revised Risk Based Verification (RBV) Policy.

The RBV was a method of risk scoring claims for Housing Benefit and Council Tax Support so that additional checks and resources were targeted at cases most likely to contain fraud and/or error prior to putting the claim into payment.

The RBV was introduced for new benefit claims in March 2013 and was reviewed in July 2015 to allow the RBV to be applied to changes of circumstance in addition to new claims. A further review of the Policy had been conducted to implement a different type of check, which would enhance and streamline the existing process to ensure the gateway to the benefit system remained secure.

Guidance from the Department for Work and Pensions (DWP) required that where a local authority implemented RBV, a Policy must be produced, receive Member approval and be reviewed annually.

Having noted the comments of the Corporate Governance Committee, circulated to the Cabinet prior to the meeting, the Cabinet

**RESOLVED**

to approve the revised Risk Based Verification Policy.

Chairman

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Monday, 8 August 2016.

PRESENT: Councillor R B Howe – Chairman.

Councillors J A Gray, D Brown, G J Bull,  
R C Carter, S Cawley, R Harrison,  
J M Palmer and D M Tysoe.

APOLOGY(IES): Apologies for absence from the meeting were submitted on behalf of Councillors S J Criswell.

### **30. MEMBERS' INTERESTS**

There were no declarations of disclosable pecuniary or other interests received at the meeting.

### **31. EXCLUSION OF 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 any particular person (including the authority holding that information); and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

### **32. COMMERCIAL INVESTMENT STRATEGY ASSET**

Due to the reasons as contained within the exempt report, the dates of future Cabinet meetings and an imminent decision being required, having obtained the agreement of the Chairman of Council, an item of business was considered under the Special Urgency Provisions - Section 16 of the Access to Information Procedure Rules, as contained in the Council's Constitution, in accordance with Section 100B (4)(b) of the Local Government Act 1972.

A Special meeting of the Cabinet was required as had the decision been delayed to the next Cabinet meeting scheduled in September, it would have been too late and detrimental to the item of business.

The Cabinet gave consideration to an exempt report by the Head of Resources (a copy of which is appended in the Minute Book) regarding a Commercial Investment Strategy asset, as detailed within the submitted report.

The Cabinet, having fully debated the matter and been satisfied with responses provided by the Head of Resources and the Interim Commercial Estates Manager, the Executive Leader provided an opportunity for those non-Executive Members in attendance at the meeting to address the Cabinet.

On considering the recommendation an amendment was proposed which was accepted. Whereupon the Cabinet

RESOLVED

To approve the recommendation as contained within the submitted exempt report, as amended.

Chairman

**Public  
Key Decision – Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Review of the Risk Management Strategy
<b>Meeting/Date:</b>	Overview and Scrutiny Panel (Performance and Customers) - 7 September 2016 Cabinet - 22 September 2016
<b>Executive Portfolio:</b>	Strategic Resources: Councillor J A Gray (Deputy Executive Leader)
<b>Report by:</b>	Internal Audit & Risk Manager
<b>Ward(s) affected:</b>	All Wards

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### **Executive Summary:**

The Risk Management Strategy is reviewed annually and this report details the outcome of that review.

It is proposed that the Council's risk appetite and supporting statements remain unchanged. Similarly, it is also proposed that the risk assessment model and the scales against which likelihood and impact are evaluated, should also be unchanged.

The risk register requires all risk to be assigned a risk level – either a Corporate or Operational risk. In general, Corporate risks are likely to affect the medium to longer term priorities/objectives of the Council and require to be addressed over an extended period. Operational risks tend to those encountered by Managers in the day to day running of their services, have a more immediate impact and require to be treated in a shorter time frame.

Risks are also required to be allocated to one of 13 risk areas. The risk areas provide a framework for identifying and categorising the risks faced by the Council. Upon choosing the risk area, due to the current parameters within the risk management software, the risk is automatically assigned to either the Corporate or Operational level.

Experience has shown that most of the 13 risk areas, fall naturally into one of the two levels. Some risks however may sit within either level but the current Strategy means that the Manager is currently unable to allocate the risk to the level they feel is appropriate.

The Strategy now allows Managers to choose, within parameters, whether a risk sits under the Corporate or Operational heading. Changes will be required to the risk management software to accommodate this, but these can be easily and quickly made. All current risks will then be reviewed and reallocated if necessary to the appropriate level.

In addition, the detailed descriptions that support the 13 risk areas have been removed from the Strategy. They will be made available for Managers via the risk

management intranet pages.

The other changes to the Strategy are minor in nature. The tasks allocated to the former Officer Risk Governance Group have been allocated to Management Team as the Risk Governance Group has been disbanded.

**Recommendation:**

That the Cabinet approve the Risk Management Strategy.

## 1. PURPOSE OF THE REPORT

- 1.1 The Risk Management Strategy (RMS) is reviewed on an annual basis.
- 1.2 This report details the outcome of the review of the RMS and requests Cabinet to approve a revised RSM.

## 2. ANALYSIS

- 2.1 No changes are being proposed to either the Council's risk appetite statements or the risk assessment model. Risk appetite was fundamentally reviewed in 2015 and remains appropriate.
- 2.2 The definitions used to judge both the likelihood and impact scores have been reviewed. Particular attention has been paid to the financial impact of risks. The Head of Resources has considered whether or not the financial impacts should be adjusted but has concluded that against a reducing budget, the individual limits within each of the five impact ranks remain applicable.
- 2.3 A number of changes are being proposed to the RMS. The most significant being the removal of the automatic allocation of a risk to either the Corporate or Operational risk level.
- 2.4 The 2003 RMS first introduced the concept of classifying risks at either the Corporate or Operational level. At the same time, using a set of criteria devised by the Accounts Commission for Scotland, a process was introduced by which a risk had also to be allocated to a specific risk area, as shown below.

<b>Risk Level</b>	<u>Corporate</u>	<u>Operational</u>
<b>Risk Area</b>	Competitive	Contractual
	Customer	Environmental
	Economic	Financial
	Environment	Information
	Legislative	Legal
	Political	Physical
	Social	Professional
	Technological	Technology

- 2.5 Over the last 12 months, as the Senior Management Team have reviewed their own risks and undertaken a peer review of their colleagues risk entries, the classification of risks has been challenged. In some areas, Managers would have liked some risks to be classified at the Corporate level, rather than Operational, or vice-versa. The only way that this can currently be done is to assign the risk against an incorrect risk area. It is proposed that the link between the risk level and the risk area be broken.
- 2.6 Removing the link will allow Managers free reign to decide if a risk should be at the Corporate or Operational level. Overall, this change is expected to see a reduction in the number of Corporate risks which will allow both the Corporate Management Team (CMT) and Cabinet to focus on these more strategic risks. As a consequence of this change, the risk areas have been reviewed and reduced from the current number of 16 to 13 by the amalgamation of the environmental and environment, legislative and legal and technological and technology areas. The risk management software will be amended to reflect this change. This will be done in-house without the need to involve the software supplier.

- 2.7 The risk area definitions have also been removed from the RMS. They will be available for Managers to review via the risk management intranet pages.
- 2.8 The other changes to the RMS are minor in nature. With CMT agreeing to make all the Officer Governance Groups responsible for managing risk, the two tasks assigned to the former Officer Risk Governance Group - (1) to develop the culture of risk management throughout the Council and (2) to identify and resolve any risks associated with compliance with the Council's agreed rules, procedures and processes have been allocated to the Management Team. In practice they will be delivered through the Officer Governance Groups.

### **3. COMMENTS OF OVERVIEW & SCRUTINY**

- 3.1 The Panel considered the Risk Strategy and thought that there should be a mechanism to allow Members to highlight risks that they have identified and include them on the risk register.
- 3.2 Members want to highlight that they believe it is imperative that the Council interacts with other Local Authorities to assist in the identification of risks.

### **4. WHAT ACTIONS WILL BE TAKEN?**

- 4.1 The change to the risk management software will be introduced by the 30 September. Managers will be required to review their risk entries and reallocated them as appropriate. The Internal Audit & Risk Manager reviews the risk register regularly and will ensure that all risks have been reviewed.

### **5. LINK TO THE CORPORATE PLAN**

- 5.1 Effective risk management is integral to the delivery of the Corporate Plan. It supports sound decision making through a robust assessment of risks and opportunities.

### **6. REASONS FOR THE RECOMMENDED DECISIONS**

- 6.1 The Cabinet are required by the RMS to determine the Council's risk appetite annually. Allowing Managers to decide if a risk should be classed at the Corporate or Operation risk level will improve risk reporting and oversight by omitting from the Corporate risk register those risks that are considered operational in nature and so allow both CMT and Cabinet to focus on significant, strategic Corporate risks.

### **7. LIST OF APPENDICES INCLUDED**

- 7.1 Appendix 1 – Risk Management Strategy

### **BACKGROUND PAPERS**

None

### **CONTACT OFFICER**

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# **Risk Management Strategy**

**Version13 – August 2016**

## 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 Council<sup>1</sup>. This will ensure that risks are considered in the same fashion whether at a project, partnership, corporate or operational level.

There are many ways of identifying risk, including:

- Staff experience and knowledge
- Necessity for achieving Corporate and Service Plans
- Performance indicators, financial/budgetary and management information
- Service reviews by internal/external audit and other inspection bodies
- Risk assessments
- Directorate / Service meetings / workshops
- Amendments to legislation
- Insurance claims / loss information

The risk register requires risks to be categorised either at a Corporate or Operational risk level and to be allocated to one of 13 risk areas.

- Competitive
- Contractual
- Customer
- Economic
- Environmental
- Financial
- Information
- Legal / Legislative
- Physical
- Political
- Professional
- Social
- Technology

Further details about the assignment of risk to the appropriate risk level and area can be found on the Risk Management intranet pages.

All levels of management should be concerned, to varying degrees, with risks in all 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.

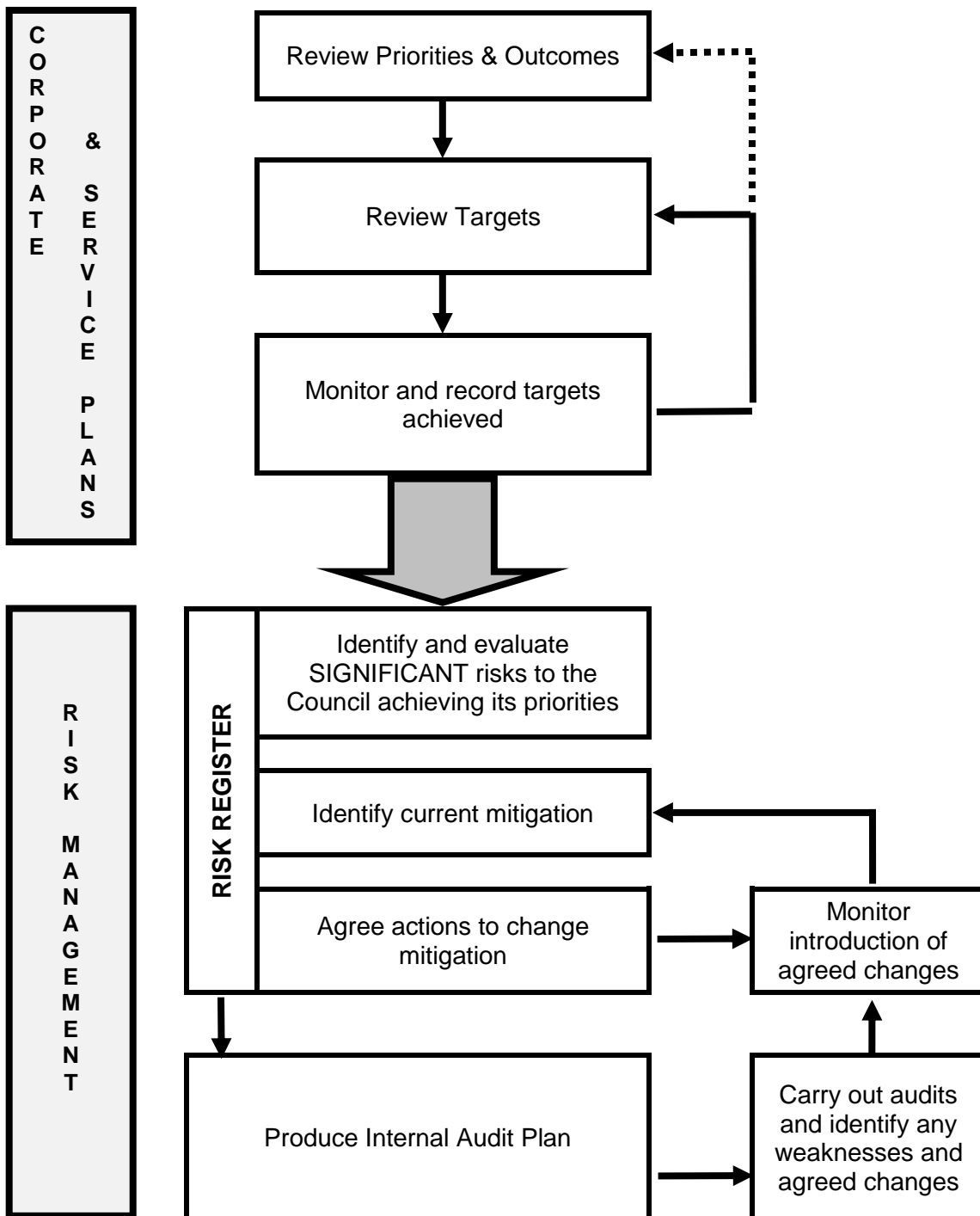
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<sup>1</sup> For operational reasons, health and safety risks shall be evaluated in accordance with the categories of injury prescribed by the Health and Safety Executive, as contained in Appendix A.

## 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.

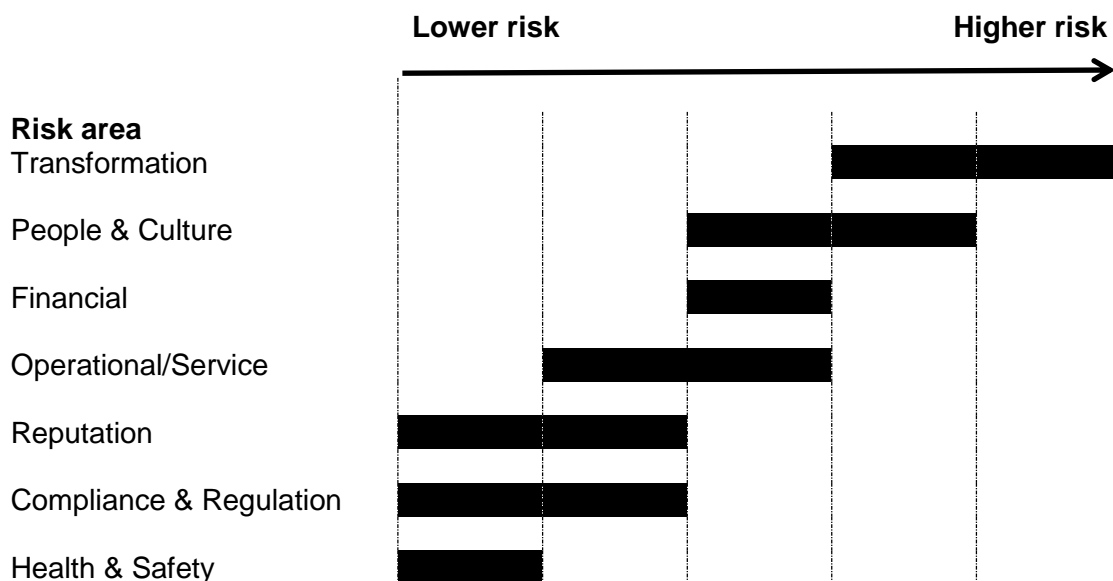
The table below explains how risk management processes link into the Council's planning process.



## Risk Appetite

The Cabinet shall determine the Council's risk appetite; that is the amount of risk that it is prepared to accept, tolerate, or be exposed to at any point in time. In making this decision the Cabinet 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 recommendations of Corporate Management Team.

The appetite for risk varies according to the activity undertaken. The Council wish to minimise exposure to reputation, compliance and health and safety risk, whilst accepting and encouraging increasing risk in other areas in pursuit of the Corporate Plan objectives as shown in the diagram and statements below.



### Transformation

The Council recognises that in order to achieve a balanced budget it needs to make changes to its internal operations and review how services are delivered. This will require innovation. The Council has a high risk appetite in this area and is prepared to accept the risks that may arise so long as the benefits and risks from those decisions are properly assessed and appropriately mitigated or accepted before change is introduced.

### People & Culture

The Council recognises that its employees are critical to it achieving its objectives and that their support and development is key to making the Council an inspiring and safe place to work. It has a medium/high appetite for decisions that involve staffing or culture change that will support transformational change or lead to service improvement.

### Financial

The Council has a medium appetite for financial risk. It recognises that for the foreseeable future it will have to deliver its services for less money. It aims to maintain its long term financial viability and its overall financial strength and Directors, Heads of Service and Service Managers are required to deliver their services within the budget approved by Council and in accordance with the Code of

Financial Management, its reserves policy and treasury management strategy.

### Operational/Service

In accepting that minimum service levels shall be determined by the Cabinet and are constrained by budget pressures, the Council requires operational risk to be reduced to a level at which the controls and procedures that are in place allow for services to be delivered 'right first time' and with minimum error or the requirement to re-perform. This will result in the provision of appropriate levels of service that provide value for money whilst also maintaining customer focus.

### Reputation

It is regarded as essential that the Council acquires and maintains a high public reputation. It has a low appetite for risk in the conduct of any of its activities that puts its reputation in jeopardy through any adverse publicity or could lead to the loss of confidence in how it delivers its services by Central Government.

### Compliance & Regulation

The Council places great importance on compliance, regulation and public protection and has no appetite for any breaches in statute, regulation, professional standards, ethics or any act that facilitates bribery or fraud. It has a low risk appetite in these areas.

### Health & Safety

The Council considers that health and safety risks including safeguarding and similar public safety concerns should be mitigated to the lowest practical level. If health and safety risks conflict with the delivery of services or the introduction of new initiatives, then the health and safety of employees and members of the public shall take precedence.

### Risk Assessment

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

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
			<b>Impact</b>				

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.

<b>Level of Risk</b>	<b><i>Low</i></b>	<b><i>Medium</i></b>	<b><i>High</i></b>	<b><i>Very High</i></b>
<b>Level of Concern</b>	Content	Uneasy	Concerned	Very concerned
<b>Consequences</b>	Relatively light impact.	Detrimental impact on the day to day delivery of services.	Severe impact.  If residual risk exceeds risk appetite then	Disastrous impact.
<b>Responsibility for acceptance of residual risk</b>	Risk accepted	Risk monitored by Head of Service; escalated to CMT if increase in impact or probability.	Risks will be tolerated where single events occur but overall impact of multiple events to be reported to Cabinet.  Monitored 6 monthly by CMT <i>who may determine, by exception, that individual risks shall be further mitigated.</i>	Cabinet receive formal risk option form and decide if the risk shall be accepted or avoided.
<b>Prepare action plan and update Risk Register</b>	-----		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 B](#)) 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 Corporate 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 they consider risk management implications when making decisions.

### **Cabinet**

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

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

### **Corporate 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 three months all new risk entries on the risk register.
- To prioritise risk treatments and requests for additional funding.



### **Management Team**

- 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 the Corporate Management Team every three 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 risk against the achievement of service plans, project objectives and business opportunities as detailed in the risk appetite.
- To identify and resolve any risks associated with compliance with the Council's agreed rules, procedures and processes.
- To develop a culture of risk management throughout the Council.

### **Internal Audit & Risk Management Section**

- 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 Committee or Corporate Management Team on risk management issues.
- To identify best practice and consider its introduction within the Council.
- To provide advice and guidance on systems to mitigate risk.

### **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.

## RISK ASSESSMENT MODEL

### Likelihood / Frequency

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

<b>5 = Almost Certain</b>	Will definitely occur, possibly frequently.	Month
<b>4 = Likely</b>	Is likely to occur, but not persistently.	Year
<b>3 = Occasional</b>	May occur only occasionally.	3 years
<b>2 = Unlikely</b>	Do not expect it to happen but it is possible.	10 years
<b>1 = Improbable</b>	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:

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

### Impact

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

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

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

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

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

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

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

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

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

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

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

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

## Risk Treatment Option Form

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

<sup>2</sup> **New Residual Risk Score:** after the action has been introduced

<sup>3</sup> **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>

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Integrated Performance Report, 2016/17 Quarter 1

**Meeting/Date:** Overview and Scrutiny (Performance and Customers)  
Panel, 7 September 2016  
Cabinet, 14 September 2016

**Executive Portfolio:** Councillor Jonathan Gray, Executive Councillor for Strategic Resources  
Councillor Stephen Cawley, Executive Councillor for Organisation and Customer Services

**Report by:** Corporate Team Manager and Head of Resources

**Ward(s) affected:** All

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### **Executive Summary:**

The purpose of this report is to brief Members on progress against the Key Actions and Corporate Indicators listed in the Council's Corporate Plan for 2016/16 for the period 1 April 2016 to 30 June 2016. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of June.

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

### **Recommendations:**

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

Cabinet is also invited to consider and comment on the Council's financial performance at the end of June.

## 1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2016/17 and updates on current projects.

## 2. BACKGROUND

- 2.1 The Council's Corporate Plan 2016-18 was adopted as a two-year plan in 2016, setting out what the Council aims to achieve in addition to its core statutory services. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2016/17.
- 2.2 As recommended by the Project Management Select Committee, project updates are included in this performance report at Appendix C. There are currently 40 open, pending approval or pending closure projects and 3 closed projects logged on the SharePoint site across all programmes. This report covers all of these projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of June. Performance is summarised in sections 4-6 below and details are listed in the Financial Performance Monitoring Suite at Appendix D. A review of the position of Zero Based Budgeting (ZBB) savings to date has been carried out and a RAG (Red, Amber, Green) rating for each item is listed in the table at Appendix E.

## 3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 (Q1) can be found in section 7 below.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service after discussion with the appropriate Portfolio Holder.
- 3.4 The table below summarises Q1 progress in delivering Key Actions for 2016/17:

Status of Key Actions	Number	%
Green (on track)	33	85%
Amber (within acceptable variance)	6	15%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%

All key actions were on track or had progress within an acceptable variance, with none behind schedule.



3.5 Q1 results for 2016/17 Corporate Indicators are shown in the table below:

<b>Corporate Indicator results</b>	<b>Number</b>	<b>%</b>
<b>Green (achieved)</b>	20	61%
<b>Amber (within acceptable variance)</b>	7	21%
<b>Red (below acceptable variance)</b>	6	18%
<b>Awaiting progress update</b>	0	0%
<b>Not applicable (annual/data unavailable)</b>	13	N/A

Excluding the indicators with no Q1 results available, this shows that the Council achieved more than half of its Q1 targets, with over a fifth within an acceptable variance and targets missed by more than acceptable levels of variance for only six indicators.

Our target to reduce staff sickness absence (under the 'Becoming a More Efficient and Effective Council' strategic theme) was missed as a high level of long-term absence in particular continued to contribute to a high number of working days lost in Quarter 1. Further information on this has been included in the Workforce Report due to be considered by the Employment Committee in September. The Council remains committed to achieving its target for 2016/17 but the first quarter's result means this will be a major challenge for managers.

The targets for resolving Stage 1 and 2 complaints were both narrowly missed, with just one Stage 2 complaint received in Q1 but the response issued just one day later than the 20 day target and five out of six late Stage 1 complaints also late by just a single day.

Two measures relating to Disabled Facilities Grants were not within the target set, although the Q1 result for time taken to completion for minor jobs up to £10,000 was slightly better than the 2015/16 full year performance reported previously. The shared Home Improvement Agency (HIA) service is provided by Cambridge City Council on our behalf and, following concerns with performance being raised by the Head of Development at the July HIA Board meeting, the HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting in November.

A new measure relating to the inspection of newly registered food businesses is affected by businesses registering months before they start trading. The target for this measure will be benchmarked to ensure performance is being assessed against an appropriate standard.

3.6 The status of corporate projects at the end of June is shown below:

<b>Corporate project status</b>	<b>Number</b>	<b>%</b>
<b>Green (progress on track)</b>	15	39%
<b>Amber (progress behind schedule, project is recoverable)</b>	5	13%
<b>Red (significantly behind schedule, serious risks/issues)</b>	7	18%
<b>Pending closure or approval</b>	11	29%
<b>Closed (completed)</b>	3	N/A

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

Of the projects currently in the delivery stage, seven are either significantly behind schedule, have had serious risks or issues identified or have a lack of governance documentation. Project sites are being kept up to date by project managers in nearly all cases but an issue with IT access for projects run by 3C Shared Services has resulted in four projects being given a 'Red' status since the Programme Office has not been able to review governance documentation. Details of progress made for all projects can be found in Appendix C.

## 4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 1 Financial Performance Monitoring Suite (FMPS). With regard to the quarter 1 forecast outturn for 2016/17, key highlights are shown in paragraphs 4.2 to 4.5 below. Other aspects of the FMPS are shown at paragraphs 4.6 to 4.13.

### Approved Revenue Budget

4.2 Following the approval of the Councils budget in February 2016, the Councils budget for 2016/17 was:

- Net revenue expenditure budget of £17.9m
- Contribution to reserves of £2.3m, and
- Budget Requirement of £20.2m

### Revenue Forecast Outturn and Variations in Revenue Spend

4.3 As shown in Section 2 of **Appendix D**, the year end forecast outturn revenue position for 2016/17 is a net revenue spend of £17.3m; resulting in a saving against budget of £570,000. Appendix D contains explanations for the main variances across all services.

4.4 As part of the budget setting process for 2016/17 £2.3m of new ZBB savings were approved. A review of the position of these savings to date has been carried out and a RAG (Red, Amber, Green) rating given. There are 2 sets of RAG reporting:

- A RAG status on the implementation plan:
  - Green started and on track or not yet started but will be commenced in line with original timescales,
  - Amber timescales slippage,
  - Red Saving not being implemented in 2016/17
- A RAG status on the achievement of the savings:
  - Green savings will be achieved in full,
  - Amber reduced savings achievable in 2016/17,
  - Red saving not achievable in 2016/17 and possibly future years)

4.5 **Appendix E** shows the RAG status for all individual projects and are summarised in the table below:

	Achievement of Savings (£'000)	Achievement of Savings (%)	Achievement of Savings (Numbers)	Implementation	Implementation (%)
<b>Red</b>	(60)	3	1	0	0
<b>Amber</b>	(710)	31	6	6	15
<b>Green</b>	(1,490)	66	33	34	85

### Risks

4.6 There are currently two areas of significant risks, Homelessness and the IMD shared Service.

### IMD Shared Service

4.7 For all the shared services arrangements the financial target set is 15% saving across the original combined budget. For the ICT service this was £887,000 in 2016/17. During the course of the year work has been undertaken to deliver these savings and to date £380,000 (43%) has been achieved through the new staff structure. Work is currently underway to identify other areas for savings but to date there is currently still a requirement to find £500,000 of unidentified savings and there is a risk that this will not be achieved in total. Further clarification on this issue will be provided in the quarter 2 report.

## Homelessness

- 4.8 In the final quarter of 2015/16 homelessness acceptances rose and this trend has continued into 2016/17. For most of 2015/16 there were typically 10 households/individuals in bed and breakfast now that figure is running at 25-30. There are a number of factors that contribute to this change including:
- increasing homelessness, in particular as a result of higher levels of evictions from private rented properties;
  - the impact of welfare reforms on housing affordability leading to limited prevention opportunities to help families avoid homelessness; and
  - low levels of new build affordable social rented homes being delivered meaning there are fewer opportunities to help households into affordable settled homes.

Work to counter this impact is ongoing with Officers in the short term working on a number of options including working with Housing Associations to find properties for impacted customers. A longer term assessment of the options to generate more affordable housing and temporary accommodation in the District is also underway which is intended to come to Members in the autumn of 2016.

## Capital Forecast Outturn and Variations in Capital Spend

- 4.9 Following the approval of the Councils “net” capital programme in February 2016 of £9.5m and Cabinet approval of slippage of £1.5m in June 2016, the Council’s final 2016/17 “net” capital programme is £11.0m.
- 4.10 **Appendix D** shows the detailed capital programme budget, spend to date and projected outturn position. Spend to date is £1.3m and the projected outturn is £10.0m, an underspend of £1m. Of this £916,000 is anticipated delays in the implementation of schemes and £130,000 is genuine underspends.
- 4.11 It should be noted that for the past few years the capital programme has had substantial scheme slippage in the final quarter resulting in underspends occurring. The implication of this was less borrowing was required and is resulting in an underspend in the current year on MRP in the revenue budget. There is a high risk that this will incur in 2016/17 and will again result in a MRP budget for 2017/18 being set at a level higher than is required.

## General Fund Reserve

- 4.12 Members will recall that in December 2015 Cabinet approved that the minimum level of the General Fund was to be maintained at 15% of net expenditure.
- 4.13 The 2016/17 opening General Fund balance was £2.5m and is budgeted to increase to £2.7m. As a result of the projected underspend on net revenue expenditure the minimum level requirement has dropped to £2.6m, with the reduced requirement (£100,000) to be transferred into the Budget Surplus Reserve.

## Non Domestic Rates (NDR) and Council Tax Income

- 4.14 Page 12 of **Appendix D** shows the current level of bills raised for NDR (£62.0m) and Council Tax (£97.3m) and the expected level of collection. These represent the total bills raised but the Council’s share of this, and any subsequent bad debt, is 40% and 13% respectively.

## New Homes Bonus

- 4.15 Page 12 of **Appendix D** shows the current position in relation to New Homes Bonus. The revised target for the number of new homes in the year October 2015 to September 2016 is

541, with a profiled growth of 405 homes to the end of June. The current number of new homes is 417, 12 above the profiled target growth.

## 5. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

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

5.2 At the end of quarter 1 the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	0	(101)	(101)
Property Rental Income	(875)	(108)	767
Management Charge	144	108	36
MRP	885	0	(885)
<b>Total</b>	<b>154</b>	<b>(101)</b>	<b>(255)</b>

### 5.3 Investments

In the first quarter of 2016-17, the Council has invested in the following CIS related asset;

**Property: 80 Wilbury Way, Hitchin.**

- Property Type: Office Block
- Purchased on 8<sup>th</sup> July 2016 (Quarter 2 completion)
- Modelled rate of return 7%
- Rent reserved £0.175m pa
- Earmarked reserves have been used to finance the purchase of this investment, which means there is no requirement for the council to set aside funds to provide for the future debt repayments (MRP)

The approval for this purchase was in line with delegated powers.

5.4 To date all of the Council's investments have been funded from the earmarked reserves and no new borrowing has been required and it is currently anticipated that this will remain the case for any further investments that are made during 2016/17. The result of this will be a saving in the 2017/18 budget of MRP.

### 5.6 CIS Investment Investigations

Between April and June 2016, 6 properties were investigated as potential investment opportunities but were rejected for the following reasons;

- Below acceptable return threshold
- Physical condition
- Long unexpired leases (2)
- Weak future letting ability
- Subject to offer by another client

In addition three properties are being investigated, including shop, retail park and a high yielding package of investments.

The Council is also investigating wider cash investments including other Property Funds and Real Estate Investment Trusts (REITs) and indirect property funds. Conclusions of these investigations will be made to the Treasury & Capital Management Group.

## **6. OTHER MATTERS**

- 6.1 In 2015 the Council agreed to the purchase of a new financial management system for the Authority, through a joint procurement and shared solution with our strategic partners, Cambridge City Council and South Cambridgeshire District Council. In December 2015 the contract was awarded to Technology 1 and the three Councils are in the process of implementing the new system, with a target date of 3 April 2017 for the go-live.
- 6.2 There are several risks associated with the implementation of the new financial management system, which will be monitored by the project team. However one significant risk is that of an implementation date of the start of a new financial year in that the Council will still be required to close the accounts of the old year, on the old system, in line with statutory deadlines, whilst ensuring the new system is properly implemented and running for the new financial year.
- 6.3 Once implemented the three Councils will have one financial system with all operating to the same controls and procedures and this will constitute a major cultural change for the Council in how it carries out its financial administration and functions.

## **7. COMMENTS OF OVERVIEW & SCRUTINY PANELS**

- 7.1 During discussion on this item, the Overview and Scrutiny (Performance and Customers) Panel highlighted how crucial it was that the Council finds a solution to the homeless issue. Members recognise that the problem is not unique to the District however the high rents in the area do exacerbate the problem. Members were heartened to hear the Executive Councillor for Strategic Resources state that the Cabinet are eager to find the right solution to the problem.
- 7.2 Concern was expressed that the funding from Sport England for the One Leisure St Neots 3G Artificial Pitch could be lost if the lease for One Leisure St Neots is not resolved. It was confirmed that the deadline for spending the fund is Christmas 2016.
- 7.3 The Panel thought that the red status on Performance Indicator 10 was disappointing considering that the target between referral of Disabled Facilities Grants (DFGs) and completion of work is 28 weeks. Members believe that the Council should endeavour to reduce the target to below 28 weeks.
- 7.4 Members wanted further clarification as to why Performance Indicators 6 and 16 are annual measures instead of quarterly measures.
- 7.5 Members believe that Performance Indicator 20 should be amended to only include food businesses that are open for business otherwise the indicator would be more difficult to turn green. Although Members appreciate that indicators are set for the year and can't be changed until the following year.

## **8. RECOMMENDATIONS**

- 8.1 Cabinet is invited to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.
- 8.2 Cabinet are recommended to consider and comment on financial performance at the end of June, as detailed in Appendices D and E.

## **CONTACT OFFICERS**

### **Corporate Plan Performance Monitoring (Appendices A and B)**

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

☎ (01480) 388065

### **Projects (Appendix C)**

Laura Lock, Programme and Project Manager

☎ (01480) 388086

### **Financial Performance (Appendices D and E)**

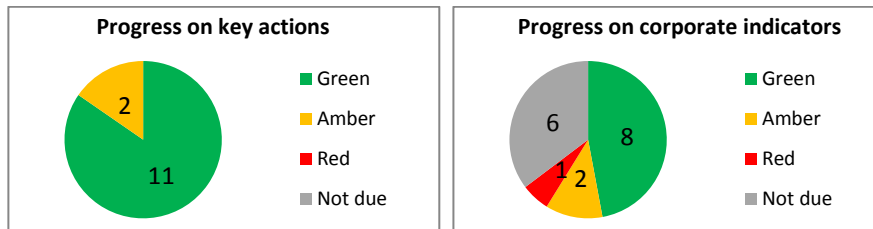
Graham Oliver, Interim Finance Manager

☎ (01480) 388604

## Performance Summary Quarter 1, 2016/17

### Enabling communities

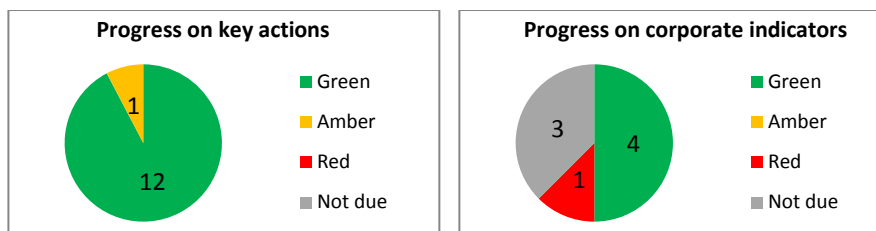
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include the award of Community Chest grants to 26 voluntary and community organisations.

### Delivering sustainable growth

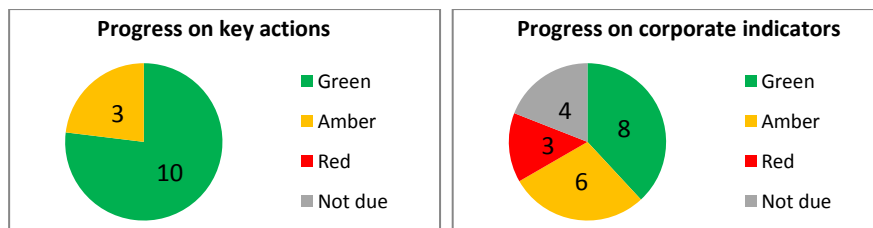
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the first homes nearing completion on the Alconbury Weald site.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include a higher rate of Council Tax collection than achieved in Quarter 1 last year.

CORPORATE PLAN – PERFORMANCE REPORT

**Appendix B**

STRATEGIC THEME – ENABLING COMMUNITIES

Period April to June 2016

Summary of progress for Key Actions

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

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

Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	8		2		1		0		6

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**WE WANT TO: Create, protect and enhance our safe and clean built and green environment**

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA1. Continue to manage and enhance the joint CCTV service with Cambridge City Council	31/03/2017	Cllr Brown	Chris Stopford	The District Council continues to manage the CCTV service on behalf of the District and City Council.
<b>G</b>	KA2. Reduce incidences of littering through targeting of enforcement work	31/03/2017	Cllr Carter	Chris Stopford	An awareness raising campaign regarding reporting incidents of littering has been undertaken within the HDC staff base, a further awareness raising campaign is being planned for Q4 with the wider community.
<b>G</b>	KA3. Reduce the level of household waste sent to landfill	31/03/2017	Cllr Carter	Alistair Merrick	In Q1 16/17 60.6% of household waste was diverted from landfill via our green waste and dry recycling collections.
<b>G</b>	KA4. Support delivery of sustainable community activities / facilities	31/03/2017	Cllr Criswell	Chris Stopford	Work is progressing on the Little Paxton Community Building, and the establishment of a Community Infrastructure Organisation (CIO) to take on the day-to-day management of the community building.



Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA5. Maintain clean open spaces to Environment Protection Act (EPA) standards	Ongoing	Cllr Carter	Alistair Merrick	592 NI195 audits have been completed from April 2016 to June 2016, of which 82.09% of work was to standard.
G	KA6. Adopt a new Design Guide as Supplementary Planning Document	31/03/17	Cllr Bull	Andy Moffat	Draft being updated. Consultation to begin in September/October.
G	KA7. Support the delivery of the Sport and Leisure Facilities Strategy	31/03/2017	Cllr Palmer	Jayne Wisely	Work continues on securing the dual Sport England investments into OL St Neots 3G Artificial Pitch (£275k) & OL Huntingdon Swimming Pool Changing Refurbishment (£208k).

**WE WANT TO: Support people to improve their health and well-being**

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA8. Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings	31/03/2017	Cllr Palmer	Jayne Wisely	One Leisure Active Lifestyles overall throughput is 12,908 at Quarter 1 – 8% up on the previous year at the same point.
A					One Leisure overall admissions 552,800, comparable to same period last year of 590,717. Membership sales and thus gym attendance have slowed. Additional membership promotions and the returning of the crèche to membership packages will increase attendance over the remaining quarters.
A	KA9. Prevent homelessness where possible by helping households either remain in their current home or find alternative housing	31/03/2017	Cllr Tysoe	John Taylor	Work is ongoing in this area with a range of tactics used by Officers to prevent homelessness occurring. However levels are rising and this this noted as a risk in section 4.8 of this report. Quarter 1 – advice, assistance and interventions led to 72 successful homelessness preventions in the quarter.

**WE WANT TO: Develop stronger and more resilient communities to enable people to help themselves**

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA10. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr Bull	Andy Moffat	Discussions continue with Houghton and Wyton Neighbourhood Plan to seek to agree how the Plan could be amended to meet the basic conditions.  Neighbourhood and Community Planning Guide updated in April following Town and Parish Councils Workshop. Stukeleys Neighbourhood Plan Area designated in June.

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Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA11. Review control and management of council owned assets and, where mutually beneficial, transfer ownership of council owned assets to the community	31/03/2017	Cllr Gray	Clive Mason	Where opportunities present themselves, they will be investigated for the mutual benefit of the wider community on a case-by-case basis
<b>G</b>	KA12. Manage the Community Chest and voluntary sector funding to encourage and promote projects to build and support community development	31/03/2017	Cllr Criswell	Chris Stopford	The Council launched the 2016/17 Community Chest in April 2016, with a closing date for applications of the 31 <sup>st</sup> May 2016. At the closing date 55 applications had been received. The Grants Panel met on the 30 <sup>th</sup> June 2016 and confirmed the award to 26 organisations.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI1. Percentage of street cleansing works completed to standard Aim to maximise	N/A	N/A	80%	90.54%	<b>G</b>	80%	80%	<b>G</b>
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data								
PI2. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations Aim to maximise	N/A	N/A	80%	82.09%	<b>G</b>	80%	80%	<b>G</b>
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data.								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI3. Percentage of street cleansing and grounds maintenance service requests resolved in five working days  Aim to maximise	N/A	N/A	80%	Street Cleansing - 80.5%	G	80%	80%	G
				Grounds maintenance- 56.7%	A			
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data. There are some issues around the data collection process in relation to this indicator which may cause inaccuracies in the data. These are currently under investigation and should be resolved and figures amended before the next reporting deadline.								
PI4. Percentage of successful enforcements – dog fouling, litter  Aim to maximise	N/A	N/A	90%	100%	G	90%	90%	G
Comments: (Community) This is a new indicator so no historic data is available.								
PI5. Percentage of HDC countryside sites self-managed by 'Friends of' groups  Aim to maximise	Sites with 'Friends of' groups – 44.66% Self-managed – 0%	N/A	N/A – annual measure			15%	15%	G
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no quarterly historic data.								
PI6. Number of play spaces created or upgraded  Aim to maximise	N/A	N/A	N/A – annual measure			7	7	G
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI7. Average length of stay of all households placed in B&B accommodation  Aim to minimise	TBC	TBC	Less than 6 weeks	4.8 weeks	G	Less than 6 weeks	6 weeks	A
Comments: (Customer Services) Following a tendering exercise we moved to a new software provider for the service in quarter 1. There are still several issues around the transfer of data that need to be resolved before retrospective reports on past performance for this PI can be produced.								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI8. Percentage of Housing Needs Analysis completed  Aim to maximise	N/A (results cannot be reported, see comment below)							
Comments: Although this performance indicator was included in the Corporate Plan, it is not possible to measure progress or activity so we cannot report on this.								
PI9. Admissions or participation at targeted services including older people, long-term health conditions, disability and young people (healthy weight)  Aim to maximise	48,292	11,117	13,920 (30% of annual target)	12,908	A	46,400	46,400	G
Comments: (Leisure and Health) Q2 target will be cumulative 60% of the annual target, Q3 target will be 80% and Q4 target will be 100%.								
PI10. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000  Aim to minimise	33.4 weeks	26 weeks	28 weeks	32.1 weeks	R	28 weeks	30 weeks	A
Comments: (Development) This reflects the performance of the shared Home Improvement Agency (HIA) service provided by Cambridge City Council on our behalf. The Q1 performance in Hunts is slightly better than the full year performance for last year, and better than in South Cambs but worse than in Cambridge City for Q1. Concern with this performance was raised at the 27 <sup>th</sup> July HIA Board meeting by the Head of Development. The HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting on the 2 <sup>nd</sup> November.								
PI11. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme  Aim to maximise	N/A New Indicator	N/A New Indicator	80%	82%	G	80%	80%	G
Comments: (Community) This is the percentage of food premises within the remit of the Food Hygiene Rating Scheme that score 3 or above, as a percentage of the total number of premises within the remit of the scheme.								
PI12. Number of complaints about food premises (per 100 food businesses)  Aim to minimise	N/A New Indicator	N/A New Indicator	TBC	2.1	G	5	5	G

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>Comments: (Community) The number of complaints about food premises received by the Council. The indicator is calculated against a baseline number of 1,442 food premises at 1st April 2016 and relates to 30 complaints received during the quarter.</p> <p>“Complaints about food premises” means complaints about food premises which relate to standards of cleanliness, structural disrepair, hygiene standards and facilities, food handling practices by staff or allegations of food poisoning/foodborne illness. It does not include complaints about the nature, substance or quality of food sold or supplied by food businesses.</p>								
PI13. Percentage of CCTV cameras operational	99%	99%	95%	99%	G	95%	95%	G
<p>Aim to maximise</p> <p>Comments: (Community) The cameras remain operational across the District and, despite the increasing age of the cameras, the reliability is being maintained.</p>								
PI14. Increase the number of One Leisure members and users in targeted segments of the community. These will be: 1. Young people (8 to 14) 2. Older People (55 to 65) 3. Families with young children 4. Young adults 18 to 30	New measure	New measure	TBC	N/A – data to be available from Q2	n/a	TBC	n/a	n/a
<p>Aim to maximise</p> <p>Comments: (Leisure and Health): Utilising the Sport England segmental analysis we have identified areas where there is room to increase or market share. In phases through the year we will concentrate marketing efforts to increase participation from listed segments. Data is being collated on a monthly basis to allow us to identify the size of each segment we currently engage with, and to then determine targets for growth. The immediate target groups have been identified to meet both our growth expectations and to meet the Health in the Community targets, the needs of our community and the commercial success of One Leisure. The overall objective is to raise the number in each segment by an average of 5% per sector. This will help drive the overall market penetration to meet Leisure and Health targets and improve commercial performance. Data for Q1 is not available but reports should provide results from Q2 onwards.</p>								
PI15. Customer satisfaction with the Anti-Social Behaviour service	N/A	N/A	TBC	N/A	n/a	TBC	n/a	n/a
<p>Aim to maximise</p> <p>Comments: (Community) This is a new measure still to be established.</p>								
PI16. Number of people accessing Citizens Advice Bureau services	N/A	N/A	N/A – annual measure			TBC	n/a	n/a
<p>Aim to minimise</p>								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Comments: (Community) This is a new indicator, information will be collated and presented from the annual report of the Rural Cambridgeshire Citizens Advice Bureau.								
PI17. Number of volunteer hours worked in Huntingdonshire	N/A	N/A	N/A – annual measure			TBC	n/a	n/a
Aim to maximise								
Comments: (Community) This is a new indicator, information will be collated and presented from the annual report of Hunts Forum and the Huntingdonshire Volunteer Centre.								

### STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period April to June 2016

#### Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	12		1		0		0		0

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

#### Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	4		0		1		0		3

#### WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA13. Deliver the Council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment	Progress report due July 2016	Cllr Harrison	Andy Moffat	Report to July O&S recorded 17 actions on track - 2 more than target. The InvestHunts website has been launched and usage beginning to grow. Two Councillors attended the launch event.

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Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA14. Advertise opportunities for local businesses by publishing the online Schedule of Proposed Procurements to promote future contract opportunities	30/09/2016	Cllr Gray	Clive Mason	Action completed on time. Now subject to on-going maintenance. Last updated 7 June 2016.

**WE WANT TO: Remove infrastructure barriers to growth**

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA15. Prepare an infrastructure Delivery Plan alongside the Local Plan	Alongside Local Plan	Cllr Bull	Andy Moffat	Tender invites due to be sent out in Q2.
G	KA16. Continue to work with partners and influence the Local Enterprise Partnership's (LEP's) Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth	Ongoing	Cllr Harrison	Andy Moffat	Local Growth Strategy Group endorsed and Terms of Reference agreed by Cambridgeshire's Public Sector Board. Meeting held in May to develop the LEP's Local Growth Deal submissions to Government. HDC currently chairs this Director level meeting of all the LEP's Local Authorities.
G	KA17. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 to deliver the specific requirements of the council.	Ongoing	Cllr Bull	Andy Moffat	<p>A14 Construction compounds are due to start being constructed from September 2016 at Brampton and Swavesey. Local Planning Authority consulted and responding on Condition Discharge on 7 key conditions required before commencement. HDC officers service sub-groups relating to such matters as Design, Delivery, Legacy and Environment are on-going. Physical works will commence as from December 2016.</p> <p>A428 Central Government has granted funding to Highways England/Jacobs to progress scheme to Preferred Route announcement stage. Highways England/Jacobs engaging with MP's/cross-border Members at Counties/Districts level, plus Officers.</p> <p>A1 Identification of options to be taken forward now complete. On-going Stakeholder meetings with a range of public bodies/interested parties. HDC officers service these. Short-list of three packages;</p>

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Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Package A – section of new motorway (mostly offline) in the middle (northern) section i.e. 'Middle bypass' Package B – local improvements (grade separating junctions or creating new grade separated junctions in the middle (northern) section i.e. 'Improve existing junctions' Package C – upgrade the east-west connectivity of the A1 to avoid 'hop on/hop off' behaviour i.e. 'Modest improvements' Next step is for Highways England to submit an Option Package Assessment to the DfT during Autumn 2016.

**WE WANT TO: Develop a flexible and skilled local workforce**

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA18. Work in partnership to ensure local delivery of training to meet business growth	August 2016 for start of iMET construction  EDGE work is ongoing	Cllr Harrison	Andy Moffat	iMET support: Full business case approved by Skills Funding Agency. April Minister 'officially' signed funding agreement with LEP but funding agreements still not technically completed. Target date relates to milestone of commencement of construction.  EDGE - partnered with Anglian Water to hold Women in Engineering event 23rd & 24th June. Six of Huntingdonshire secondary schools attended with 218 female students participating in the interactive activities
<b>G</b>	KA19. Encourage and support apprenticeships across the district	Ongoing	Cllr Harrison	Andy Moffat	EDGE have formed a partnership with SNLP (St Neots Learning Partnership – Longsands Academy & Ernulf School) to assist with the promotion of Apprenticeships to their students. EDGE continues to work with businesses and partners to promote their apprenticeship vacancies.
<b>G</b>	KA20. Develop a HDC apprenticeship programme in response to the Apprenticeship Levy	30/09/2016	Cllr Cawley	Adrian Dobbyne	While we are still waiting for further critical information regarding drawing down from the levy and the proposed cost for an Apprenticeship to come from the Government, we are identifying with Heads of Service the areas where we think we can look to have Apprenticeships within HDC, clarifying the status of the existing or developing training providers on their support in the District and beyond and beginning to develop a policy on how we manage Apprentices and the Scheme. This will cover terms and conditions, pay rates, training support, etc. Engagement



Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					across Services has been good with an interest from all, but more detailed work is now needed to see how many of these can be made into proper Apprenticeships and when we could start and where additional costs might be involved. We are also engaging externally with bodies, particularly EELGA, to seek where practical a joined up approach with neighbouring authorities. The new scheme is due to be applicable from April 2017 and so the delivery date to have a programme in place is likely to be early 2017.

**WE WANT TO: Improve the supply of new and affordable housing, jobs and community facilities to meet future need**

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>A</b>	KA21. Prepare the Local Plan	In accordance with approved Local Development Scheme	Cllr Bull	Andy Moffat	Quarterly report was considered by O&S (Economy & Growth) and Cabinet in June. The re-validation of the Cambridge Sub-Regional Transport Model by the County Council needs to be completed before the next key stage of the Local Plan – the modelling of the traffic impacts of developments in the Plan – but its completion has been delayed. Representatives from County Council to attend the July O&S (Economy & Growth) meeting to explain the process of revalidating the Cambridge Sub-Regional Transport Model and explain why it has been delayed. This delay means no longer on target to meet timescale set out in the Local Development Scheme but still on target to meet the expected Government requirement to have submitted the Plan by the end of March 2018.
<b>G</b>	KA22. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>• St Neots</li> <li>• Wyton</li> <li>• Alconbury Weald</li> </ul>	Ongoing	Cllr Bull	Andy Moffat	<u>St Neots</u> – Inquiry date set for May 2017 for appeal following refusal based on inadequate proposed level of affordable housing of application for 2800 homes at Wintringham Park. <u>Wyton</u> – Awaiting re-validation of County Council’s Sub-Regional Transport model (see KA21) to allow modelling of transport impacts and required mitigation of Local Plan allocations including Wyton Airfield. <u>Alconbury Weald</u> – The first homes are nearing completion and sales events have taken place. Work on the first major industrial development has begun and the new primary school is on schedule to open in September.

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Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA23. Maintain a 5 year housing land supply position	Quarterly	Cllr Bull	Andy Moffat	The Annual Monitoring Report 2015 confirms HDC has a 5 year housing land supply of 5.23 years (as at 31 <sup>st</sup> December 2015). The most recent assessment of permissions granted since that time and progress of developments (in June 2016) indicates that HDC continues to have a 5 year housing land supply.
<b>G</b>	KA24. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan	December 2016 for adoption of Strategy	Cllr Bull	Andy Moffat	Member Workshops held and Draft Strategy considered by O&S Panel (Communities and Customers) in April.
<b>G</b>	KA25. Ensure our approach to Community Infrastructure Levy (CIL) is used creatively to enable housing growth	Ongoing	Cllr Bull	Andy Moffat	Options being considered alongside pros and cons of using 2015/16 and 2016 CIL receipts to meet remaining payments for Huntingdon West relief road.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI18. Percentage of planning applications processed on target - major (within 13 weeks or agreed extended period) Aim to maximise	81%	75%	65%	82%	<b>G</b>	65%	80%	<b>G</b>
Comments: (Development) The 2016/17 target is 5% higher than the 2015/16 target.								
PI19. Number of Marketing Strategy actions on track Aim to maximise	13	n/a	15 (In Q4 and Q1)	17	<b>G</b>	15 (In Q4, Q1, Q2 and Q3)	17	<b>G</b>
Comments: (Development) Biannual – reported in July (for Q4 and Q1) and January (for Q2 and Q3).								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI20. Percentage of newly registered food businesses inspected within 28 days of registration  Aim to maximise	N/A (new indicator)	N/A (new indicator)	TBC	37%	R	50%	n/a	G
Comments: (Community) Between the 1 <sup>st</sup> April 2016 and 30 <sup>th</sup> June 2016, 54 new food businesses were registered with the Environmental Health team but some of them couldn't be inspected because they hadn't started to trade within the period in question. In the same period in 2015-16 there were 64 new registrations. Work is being undertaken to benchmark and understand this indicator in more detail, initial reviews of the Q1 data has shown that some businesses are 'registering' but then not actively trading for a period of time after registration. The first inspection can only be undertaken once trading commences.								
PI21. Proportion of Community Infrastructure Levy receipts allocated  Aim to maximise	N/A	Receipts earmarked for use towards Huntingdon West Link Road	N/A	Receipts earmarked for use towards Huntingdon West Link Road	G	Profiling to be completed to enable Cabinet to make decisions about any remaining receipts	Profiling to be completed to enable Cabinet to make decisions about any remaining receipts	G
Comments: (Development) A December 2015 Cabinet resolution gave authority to the Head of Resources to profile use of CIL receipts to pay outstanding balance payable for the Huntingdon West Link Road.								
PI22. Percentage of working age population (16-64) who have received job related training in the last 13 weeks in Huntingdonshire  Aim to maximise	22.5% (Dec 2015)	23.1% (March 2015)	18.8% (UK average)	21.3% (March 2016)	G	19%	n/a	n/a
Comments: (Development) This information is only available one quarter in arrears (source: Annual Population Survey, Office for National Statistics). The measure relates to people surveyed who live in Huntingdonshire regardless of where they may be employed. Local results are consistently above the national average.								
PI23. Number of Council apprenticeships created  Aim to maximise	N/A	N/A	TBC	n/a	n/a	TBC	n/a	n/a
Comments: (Corporate Team) No target set yet until the Government confirms the Apprenticeship Scheme (expected Autumn 2016).								
PI24. Gross number of affordable homes delivered	49	N/A	N/A – annual measure			109	109	G

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to maximise								
Comments: (Development) The target figure is based on anticipated programmes and subsequent information from Registered Social Providers.								
PI25. Net additional homes delivered	515 (for 2014/15)	N/A	N/A – annual measure			541 (for 2015/16)	541	<b>G</b>
Aim to maximise								
Comments: (Development) The figures for the preceding year are published in the Annual Monitoring Report (AMR) the following December i.e. the figures for 2015/16 will be published in the December 2016 AMR.								

### STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 2016

#### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	10		3		0		0		0

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

#### Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	8		6		3		0		4

#### WE WANT TO: Become more efficient in the way we deliver services providing value for money services

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA26. Develop full business cases for previously identified energy reduction	TBC	Cllr Carter	Alistair Merrick	Finance Governance Board have approved all business cases based upon the Investment Grade Proposals (IGP).The return

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	projects across the Council's estates				on investment is 9.45 years with a minimum total annual benefit in excess of £100k. Approval for additional investment to meet full cost of IGP's will be presented to O&S and Cabinet in September 16.
<b>G</b>	KA27. Improve processes to reduce time taken from receipt to decision on Licencing applications	31/03/2017	Cllr Criswell	Chris Stopford	Work continues on this key action – the use of LEAN process mapping principles has been applied to the hackney carriage and private hire licencing regimes. Work is progressing regarding a review of the DBS processes, an essential part of the licencing regime.
<b>G</b>	KA28. Introduce measures to reduce energy costs in One Leisure	31/03/2017	Cllr Palmer	Jayne Wisely	Following a desk top exercise it was agreed that Bouygues Ltd, should undertake an Investment Grade Audit (IGA) and produce an Investment Grade Proposal (IGP) based on the audit findings. The IGP forms a capital bid and business plan to invest in facility upgrades to improve energy efficiency across all of the OL stock. It is anticipated that contracts will be signed by end August 2016, project plan in place for installation to commence late September 2016, finishing end February 2017.
<b>G</b>	KA29. Introduce more on line self-service delivery on the Council's website ensuring we focus on customer need	31/03/2017	Cllr Cawley	Head of ICT Shared Service	Added "find your councillor" feature to front page. Added "Payments online" feature to front page. Customers can turn on and off these customisable facilities. All forms that can be e-enabled now online. Handful of forms requiring document upload still to get online. Interactive, sortable list of acceptable bin items added to website. New eforms launched in Local Taxation that integrate into Council IT systems.
<b>G</b>	KA30. Maximise the income generating potential of One Leisure and all traded activities	31/03/2017	Cllr Palmer	Jayne Wisely	Undertaking a review of Group Fitness activities to make recommendations for new classes and fitness activities. Introduced new Cyclone concept for indoor cycling. Developing an annual marketing plan to track and maintain market presence. Undertaking a Hospitality review to maintain and improve business performance with a new management structure. Introducing new Children's party activities to raise performance in this area. Undertaken a major membership promotion to stimulate interest in membership options. Reviewed Burgess Hall performance and planned activities through the quarter.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA31. Improve residents satisfaction levels measured through a residents survey	31/03/2017	Cllr Howe	Jo Lancaster	No progress expected this quarter, on track for consultation to be completed by March 2017.
A	KA32. Collect money that is owed to HDC	Ongoing	Cllr Gray	Clive Mason	Total sundry debt outstanding at the end of 2015/16 was £1.797m. Amount of debt cleared during quarter 1 £0.533m (30%).A review of the Council's sundry debt policy and procedures is currently being undertaken to outstanding debt level is kept to the minimum.
G	KA33. Identify actions from the Employee Survey to create a more positive environment for staff	Progress report due June 2016	Cllr Cawley	Adrian Dobbyne	Progress report produced in June and shared with staff in July. The 2016 survey is underway and an action plan will be developed once results are analysed and reviewed this autumn.
A	KA34. Budget "Plan on a Page" to reduce reliance on Government grants and New Homes Bonus over the next few years, retaining tight budgetary control with affordability and value for money are at the core of the Council's decision making processes	31/03/2017	Cllr Gray	Clive Mason	Budget setting timetable and parameters to be agreed in quarter 2.
G	KA35. Undertake Zero Based Budgeting (ZBB) Phase 2 to identify further service savings	TBC	Cllr Gray	Clive Mason	Budget setting timetable and parameters to be agreed in quarter 2.
A	KA36. Achieve budgeted savings, planning ahead to make savings at the earliest opportunity	Ongoing, quarterly reporting	Cllr Gray	Clive Mason	66% of ZBB approved savings are on course to be implemented with 31% on amber status. Overall Q1 project is a £0.5m below budget.

#### WE WANT TO: Become a customer focussed organisation

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA37. Implement a consultation exercise with residents and business to inform 2017/18 budget planning	31/12/2016	Cllr Gray	Clive Mason	Preparations due to start soon with the aim of consulting on draft proposals prior to the new year to inform January budget setting.
G	KA38. Deliver actions to contribute to the Customer Service Strategy	31/03/2017	Cllr Cawley	John Taylor	All HoS have actions on their service plans to deliver against the Customer Service Strategy. Senior Management Team (SMT) have reviewed them and a session's been held with the Management Team (all managers who report to SMT) to ensure we deliver against the actions.

## Corporate Performance and Contextual Indicators

### Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI26. Percentage of grounds maintenance targets consistently met  Aim to maximise	N/A	N/A	80%	86.46%	G	80%	80%	G
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI27. Percentage of household waste sent to landfill  Aim to minimise	44.67%	40.18%	45%	39.39%	G	45%	45%	G
Comments: (Operations) Q1 2016/17 shows a slight reduction from Q1 2015/16 which is a positive indicator towards achieving the target for 2016/17. Future promotions will be taking place to promote waste minimisation throughout the year which will assist in ensuring the performance stays below the target.								
PI28. Percentage of missed bins recovered within 48 hours  Aim to maximise	N/A	N/A	90%	75%	A	90%	90%	G
Comments: (Operations) New indicator for 2016/17. We have worked hard to reduce our missed bin collections from 5 working days to 48 hours and will continue to increase the amount collected in the 48 hour timescale. We also need look at how calls are being closed down on CRM which will give us more accurate data to report for future quarters.								
PI29. Total amount of energy used in Council buildings  Aim to minimise	12,096,814 kWh	2,816,784 kWh	2,760,448.3 kWh	2,969,911 kWh	A	11,854,877.7 (kWh) 2% reduction	11,854,877.7 kWh	G
Comments: (Operations) The Combined Heat and Power unit (CHP) at One Leisure Huntingdon was switched off for a period of time while air handling units were replaced. This caused a large spike in electricity use during this quarter.								
PI30. Average number of days to process new claims for Housing Benefit and Council Tax Support	23 days	22 days	26 days	24 days	G	26 days	26 days	G

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to minimise								
Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Enhanced Risk Based Verification processes are due to be implemented shortly which should help to concentrate resources on high risk cases, i.e. those cases most likely to contain fraud and/or error.								
PI31. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	4 days	5 days	7 days	4.5 days	G	7 days	7 days	G
Aim to minimise								
Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Enhanced Risk Based Verification processes are due to be implemented shortly which should help to concentrate resources on high risk cases, i.e. those cases most likely to contain fraud and error.								
PI32. Number of Disabled Facilities Grants (DFGs) completed	168	35	45	25	R	180	168	A
Aim to maximise								
Comments: (Development) Q1 completions are always low following the peak in Q4 of the preceding year. As PI10, this reflects the performance of the shared Home Improvement Agency (HIA) service which is provided by Cambridge City Council on our behalf. Concern with this performance was raised by the Head of Development and discussed at the 27 <sup>th</sup> July HIA Board meeting. The HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting on the 2 <sup>nd</sup> November.								
PI33. Percentage of business rates collected in year	99%	32.2%	32.5%	32.1%	A	99%	98.8%	A
Aim to maximise								
Comments: (Customer Services) 2016/17 is a "poor" year for some small ratepayers with the loss of Retail Rate Relief before the potential benefits of an enhanced Small Benefit Rate Relief regime kicks in from 2017/18. This is also subject to the impact of the revaluation of the local list changing the levels for some businesses; hence target is slightly optimistic.								
PI34. Percentage of Council Tax collected in year	98.5%	29.7%	29.7%	29.8%	G	98.6%	98.6%	G
Aim to maximise								
Comments: (Customer Services) The final outcome depends on the effort put in later quarters after the initial, largely automated, enforcement notices in the first two quarters. At this stage we are forecasting meeting target.								
PI35. Percentage of space let on estates portfolio	98%	98%	95%	97%	G	95%	96%	G



Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to maximise								
Comments: (Resources) <ul style="list-style-type: none"> <li>- The demand for industrial units continues to be in high, office remains challenging, retail tenants tend to be on longer leases so turnover low.</li> <li>- Currently 4 vacant properties out of 123 premises.</li> <li>- % indicators – the 16/17 target is set at 95% as it is recognised vacancy rates are subject to economic conditions.</li> <li>- Vacant Units- The nightclub in Huntingdon is being considered for other uses. Unit 14 Caxton Road remains vacant despite strong demand in St Neots and Huntingdon take up of the units at Caxton is low – Barker Storey Matthews to be employed to market going forward. Unit 8 Phoenix Court is again vacant after business failure. Estates have increased the rents at Alms Close industrial estate by up to 40%, this has prompted two tenants to leave but demand is high.</li> </ul>								
PI36. Percentage of invoices from suppliers paid within 30 days	98.8%	98.7%	98%	99%	G	98%	98%	G
Aim to maximise								
Comments: (Resources) The performance has exceeded the target and this performance is expected to continue.								
PI37. Staff sickness days lost per full time employee	11.7 days/FTE	2.3 days/FTE	2.0 days/FTE	2.9 days/FTE	R	9.0 days/FTE	9.0 days/FTE	G
Aim to minimise								
Comments: (Corporate Team) Over 60% of the days lost in Q1 related to just 26 long-term sickness absence cases. Long-term cases are a priority, with management, HR and Occupational Health actions all being monitored closely in order to ensure that appropriate steps are being taken to facilitate prompt return to work wherever this is possible. We expect significant improvement over the rest of the year however the Q1 result means achieving the 9 days/FTE target is extremely challenging.								
PI38. Commercial Estate Rental & Property Fund Income only	N/A	N/A	£0.4m	£1.13m	G	£1.7m	£2.2m	G
Aim to maximise								
Comments: (Resources) This is a new measure so no historic data is available. <ul style="list-style-type: none"> <li>- The historic estate continues to make marginal gains from rent reviews and lease renewals, new leases, the current forecast annual rent role is £1,896,161. The rent patterns vary (annual, quarterly, monthly, other) but income received in Q1 (including accrued rents due in 2016/2017) is £1,083,111.</li> <li>- The income generated from the CIS acquisitions in Q1 is £31,250 from 2 Stonehill</li> <li>- The income from the CCLA fund was £19,727</li> </ul> <p>This gives £1.13m Q1 performance (£1,083,111+£31,250+£19,727=£1,134,088). This puts Q1 income in Green and further income is expected for the year as follows:</p> <ul style="list-style-type: none"> <li>- £813,050 more historic estate income</li> <li>- 2 Stonehill £125k full year (£93,750 more)</li> <li>- Wilbury Way, Hitchin (purchased) £87k remainder of year</li> <li>- Purchase of a retail park (awaiting approval) - substantial income</li> <li>- CCLA fund £101k full year (£81,723 more)</li> </ul>								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI39. Planned net budget reductions achieved Aim to maximise	N/A	N/A	£0.475m	£0.283m	A	£1.9m	£1.8m	A
Comments: (Resources) A RAG review of the planned 2016/17 ZBB savings has been undertaken showing 66% of savings at green, 31% amber and 3% red. Other savings have been found to compensate slippage, reflecting an overall 2016/17 forecast outturn £0.5m below budget.								
PI40. Change in Band D Council Tax for 2017/18 Aim to minimise	0%	N/A	N/A – annual measure			0%	0%	G
Comments: (Resources) A 0% council tax increase is included in the Council's MTFS but will be confirmed when the Council's 2017/18 budget is set in February 2017.								
PI41. Call Centre telephone satisfaction rate Aim to maximise	94.3%	N/A	N/A – annual measure			95%		
Comments: (Customer Services) This is an annual measure – data to follow in Q4.								
PI42. Customer Service Centre satisfaction rate Aim to maximise	92.2%	N/A	N/A – annual measure			95%		
Comments: (Customer Services) This is an annual measure – data to follow in Q4.								
PI43. Percentage of Stage 1 complaints resolved within time Aim to maximise	N/A	N/A	98%	88%*	R	98%	98%	G
Comments: (Corporate Team) * Due to issues with our complaints recording system, we are currently waiting for services to confirm whether two complaints were resolved in time. This figure will be updated as soon as the information is available. Four complaints related to Operations plus two related to Development were resolved late this quarter. The deadline was missed by just <u>one</u> day in five of these cases, so the target was narrowly missed this quarter. This is a new measure so no past data is available.								
PI44. Percentage of Stage 2 complaints resolved within time Aim to maximise	N/A	N/A	98%	0%	R	98%	90%	A
Comments: (Corporate Team) There was only one stage 2 complaint last quarter, with the deadline missed by just <u>one</u> day, so the target was very narrowly missed. This is a new measure so no past data is available.								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI45. Website satisfaction rate Aim to maximise	N/A	N/A	75%	64%	A	75%	n/a	n/a
Comments: (ICT Shared Service) The new website launched in October 2015 so there is no past data and it is not currently possible to forecast outturn performance.								
PI46. One Leisure Net Promotor Score (NPS) (likelihood of recommending service to others) Aim to maximise	N/A	N/A	N/A – system to be ready for Q2.			10% over system average		
Comments: (Leisure and Health) The Retention People (TRP) system is a communication tool that allows One Leisure to send (direct to users) a series of requests to complete a Net Promoter Score (NPS) questionnaire. The question asked is 'how likely are you to refer your friends to One Leisure. The score is 1-10. Once answered, the participant is asked to give reasons for the score, from which we gain valuable feedback. The system will return an NPS for One Leisure based upon the responses to the questionnaire. Questionnaires will be sent at a rate of 250 per quarter to each major user group, to include Impressions members, Swim members, Casual swimmers, Group Fitness attendees, Lapsed members.								

## Appendix C – Project Performance

<b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	<b>Pending Closure =</b> In close-down stage	<b>Pending Approval =</b> Business Case to be approved	<b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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69	Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
	<b>Leisure Invest to Save Opportunities</b> Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.	Facing the Future	Clarke, Jon (Leisure)	30/09/15	31/12/16	Discussions between HDC & St. Neots Learning Partnership have been escalated. The aim of these discussions is to overcome the current issues regarding the Lease Agreement, and especially over the issue of Security of Tenure over the pitch location.  The project risk folder has been updated.  Project has a RED status by the PM for the reasons outlined above and the slippage in expected end date.	Red	Within last month
	<b>Phoenix Industrial Unit Roof</b> Replace industrial roofs to address H & S and fulfil Council obligations.	Capital 2015/16	Tilah, Bill (Facilities)	31/05/16	28/02/17	Minor works contract being utilised to assist with capacity issue in Estates. Breheny Contractors to manage project going forward with Bill Tilah having overview and control  Project plan reviewed and updated and highlight report submitted.  Project has a RED status as classified by the PM due to the project being overdue compared to the planned completion date.	Red	Within last month

<b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	<b>Pending Closure =</b> In close-down stage	<b>Pending Approval =</b> Business Case to be approved	<b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>In CAB Systems</b> The project will replace the existing manual process for logging waste collection issues and involve delivery of that information in a timely manner from the refuse collection vehicle to the call centre. This will involve the purchase of a new bespoke system including hardware devices for the refuse collection vehicles.	Capital 2016/17	Gordon, Beth (Operations)	31/01/17	-	Project page has not been updated since the site was set up by the Programme Office.  Issues regarding capacity have been raised by the PM and the PM has been invited to PMGB to discuss ways forward.  Project has a RED status as classified by the Programme Office as there is no documentation on the site and little progress to date.	Red	N/A
<b>New Telephone System</b> This project is looking to replace network switch equipment that will soon run out of support. The replacement equipment will keep Huntingdonshire District Council running a supported modern network that will enable all staff to continue to deliver their day to day services to the customers and residents	3C Shared Services	Allen, Tony (3C ICT)			<b>Awaiting site access</b> Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.	Red	-
<b>Intrasv4 Migration</b>	3C Shared Services	Bedingfield, Joe (3C ICT)	-	-	<b>Awaiting site access</b> Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.	Red	-

<p><b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation</p>	<p><b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable</p>	<p><b>Green =</b> Progress is on track with no impact to delivery</p>	<p><b>Pending Closure =</b> In close-down stage</p>	<p><b>Pending Approval =</b> Business Case to be approved</p>	<p><b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.</p>
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Building Access system</b>	3C Shared Services	Solanki, Raj (3C ICT)	-	-	<b>Awaiting site access</b>  Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.	Red	-
<b>PSN Compliance</b>	3C Shared Services	Young, Alex (3C ICT)	-	-	<b>Awaiting site access</b>  Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.	Red	-
<b>Business Intelligence Solutions</b> To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes.	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	11/11/16	Contract awarded and two formal training days have been held with Officers from One Leisure, Finance and the Corporate Office.  Project site has been recently updated and has key documentation.  Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date.	Amber	Within last month

<b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	<b>Pending Closure =</b> In close-down stage	<b>Pending Approval =</b> Business Case to be approved	<b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>One Leisure Alconbury Weald Club</b> To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building.	Leisure & Health	Gray, Brian (Leisure)	31/12/15	31/10/16	Site meetings with sub-contractors, back on track, equipment recommended and being leased by U&C. Agreement has been sent over by U&C now with legal for discussion. U&C hope to open mid September. Tecnogym estimate equipment on site mid to late October.  OL development plans for marketing and staffing etc now being formalised.  Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date.	Amber	Within last month
<b>Little Paxton Community Centre</b> To manage the delivery of the new Lt Paxton Community Building being built under the S106 by Taylor Wimpey Building is expected to taken over by a new community group based around the Colts Football Club	Community	Allen, Chris (Projects)	31/03/17	31/03/17	Building has started on site and progress is being monitored and site meeting attended.  The new Community Interest organization has not yet being set up and is being chased by Penny Lichfield  Project has an AMBER status due to project site lacking information. Only recently classified as a Project and PM working hard to ensure site is up to date.	Amber	Within last month

<p>Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation</p>	<p>Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable</p>	<p>Green = Progress is on track with no impact to delivery</p>	<p>Pending Closure = In close-down stage</p>	<p>Pending Approval = Business Case to be approved</p>	<p>Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.</p>
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G4

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Implementation of Financial Management System</b>	3C Shared Services	Buckell, Andrew (3C ICT)	-	-	Workshops are being held regularly and issues have been identified.  Project has AMBER status as classified by the Programme Office as there is no documentation on the site and little progress to date.	Amber	Within last month
<b>Housing System Review</b>	3C Shared Services	Huggon, Caroline (3C ICT)	-	-	Work is ongoing, project site has relevant documentation for this stage.  Project has AMBER status as classified by the Project Manager until report to SCDC EMT is approved.	Amber	Within last month
<b>Resource Booking</b> To explore options and procure a new room booking system for internal and third party use	3C Shared Services	Day, Steph (3C ICT)	30/09/16	31/12/16	All but 1 demo completed - requesting final quotes and putting recommendation paper together. Project has slipped but is now back on track. Site is up to date and contains all necessary documentation.	Green	Within last month
<b>Benefits Landlord Portal</b> To provide an online facility to give landlords (mainly Housing Associations) basic information relating to their tenants in receipt of Housing Benefit.	Customer Services	Huggins, Barnes (Rev. Serv)	30/09/16	30/09/16	This project has just begun with the business case and authority to proceed under a single tender very recently approved. An activity charter is currently being prepared to formalise the process and present at the first PB meeting. Site is up to date and contains all necessary documentation.	Green	Within last month



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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p><b>OL String Bowling</b> To replace the current problematic bowling mechanism for the Basement Lanes Ten Pin Bowling facility at One Leisure St Ives.</p>	Capital 2016/17	Davidson, Chris (Leisure)	30/06/16	30/09/16	<p>Request For Quotation happened in June with two submissions received.</p> <p>Additional information required from two submissions. Contact has been made for this information. Chris Davidson to contact 'references' of both submissions.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Clifton Road Roofs</b> Replace industrial roofs to address H &amp; S and fulfil Council obligations.</p>	Capital 2016/17	Tilah, Bill (Estates)	28/02/17	28/02/17	<p>The project has faced initial delay with appointment of PM. This is now being managed through the Minor Works Contract with Breheny managing project going forward.</p> <p>The timetable for delivery of project has been reviewed and project board meetings being scheduled to keep on track.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Levellers Lane</b> Replace industrial roofs to address H &amp; S and fulfil Council obligations.</p>	Capital 2016/17	Tilah, Bill (Operations)	28/02/17	28/02/17	<p>The project has faced initial delay with appointment of PM. This is now being managed through the Minor Works Contract with Breheny managing project going forward.</p> <p>The timetable for delivery of project</p>	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					has been reviewed and project board meetings being scheduled to keep on track. Site is up to date and contains all necessary documentation.		
<b>Salix Projects</b> Salix revolving fund to finance energy efficiency measures within Council owned buildings.	Capital 2016/17	Blackwell, Julia (Environment)	31/03/17	31/03/17	Salix documents added and details of installers project plan. Site is up to date and contains all necessary documentation.	Green	Within last month
<b>One Leisure Huntingdon Development</b> Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.	Capital 2016/17	France, Paul (One Leisure)	30/06/17	30/06/17	Board Chair(JW) has agreed that with work on this project not anticipated to start until completion of the OLH pool changing rooms, Board Meetings will be held as an agenda item on the OLH Changing Room Board Agenda.  Site is up to date and contains all necessary documentation.	Green	Within last month
<b>One Leisure Huntingdon Changing Facilities</b> To up-grade the Changing facilities at the Swimming Pool at One Leisure Huntingdon. Changing rooms will become a changing village with different options for changing.	Capital 2016/17	Martin-Peters, Karen (Operations)	17/10/16	18/11/16	Delays to project have been caused by lease and Lottery agreement fund not being agreed, expected lease and funding agreement to be signed by 31st July.  Whilst there is minor slippage, this is not deemed to be an issue. Site is up to date and contains all necessary documentation.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Waste and Recycling Reconfiguration</b> The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.	Operations	Field, Heidi (Operations)	31/07/17	31/07/17	An update report was considered by Overview and Scrutiny and Cabinet in July. This project is on the political agenda.  Key documentation has been added although some further work is required.	Green	Within last month
<b>Refit</b>	Capital 2016/17	Blackwell, Julia (Environment)	03/04/17	03/04/17	Site is up to date and contains all necessary documentation.	Green	Within last month
<b>Council Tax Automated Forms</b> Introduce automated forms into business systems.	Facing the Future	Davies, Ian (Recovery)	30/09/16	30/09/16	STAGE 1 complete - E-Forms went live on HDC website on 21st July 2016.  STAGE 2 to start by 1st August - Robotics to be implemented by 31st August.  Target project end date, after live monitoring of robotics, remains unchanged (30th September 2016).  Site is up to date and contains all necessary documentation.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p><b>iMET</b> Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ</p>	Development	Bedlow, Susan (Development)	01/07/17	01/07/17	<p>The recruitment of Commercial Director is currently underway.</p> <p>Final funding agreement between the LEP and HRC has yet to be signed and is now delaying the start of the build. Huntingdonshire Regional College's appointed Project Manager to report on Risk register at next advisory board meeting.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Server Room Consolidation Project</b> To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services.</p>	3C Shared Services	Keech, Edward (3C IT)			<p>The ITT has been signed off and distributed to the partners of the RM 1058 Framework.</p> <p>We are currently in the Q &amp; A phase.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Building Control Uniform Project</b></p>	3C Shared Services	Huggon, Caroline 3C Shared Services			<p>Live data from IDOX received and testing is underway to go live in late August when target end date will be agreed.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Capita Upgrade</b> Capita payment management system upgrade and migration to cloud	3C Shared Services	Huggon, Caroline (3C ICT)			Discussions with internal departments affected by upgrade taking place before arranging the AIM updates to be done prior to the Captia upgrades.  Site is up to date and contains all necessary documentation although target end date is still to be confirmed.	Green	Within last month
<b>Octagon</b> To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.	Capital 2015/16	Tilah, Bill (Estates)	31/03/16	30/06/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>Commercial Investment Strategy Review and Implementation</b> Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/15	31/03/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>Cambridgeshire Anti-Fraud Network</b> Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>CAB Move to PFH</b> Move Citizens Advice (Rural Cambs) Huntingdon into front and back office space at Pathfinder House.	Accommodation Group	Wilby, Lauren (Corporate Team)	30/06/16	08/07/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Call Centre &amp; CSC Provision</b> Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams.	Facing the Future	Greet, Michelle (Customer Service)	31/03/16	31/05/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>CIL/S106 Idox Implementation</b> To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	01/04/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>One Leisure Stationary Cycle and Virtual Fitness Procurement</b> Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use.	Capital 2015/16	Gray, Brian (Leisure)	01/03/16	01/03/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>CCTV Pathfinder House Resilience</b>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<b>CCTV Wi-Fi</b>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<b>Lone Worker Software</b>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<b>Building Foundations for growth grant underspend project</b> To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund	Development	Bedlow, Susan (Development)	-	-	TWI do not deem this to be deliverable and are now considering whether their proposed project can go ahead. Brexit also seems this project as a potential use of the funding is unlikely to be	Pending Approval	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					possible. Final decision will be made at a meeting with TWI on 24/8/2016 and if it is not to go ahead alternative projects need to be identified.		
<b>Loves Farm Community Building</b> Delivery of new Loves Farm Community building in conjunction with CCC for a pre-school building.	Community	Allen, Chris (Projects)	31/07/15	18/09/15	Closedown Report approved at PMGB 7 <sup>th</sup> July 2016.	Closed	Within last month
<b>Benefits Online Changes</b> To provide an intelligent online form with back office integration for customers to report changes in their Housing Benefit & Council Tax Support	Customer Service	Huggins, Barnes (Rev. Serv.)	30/09/15	30/11/15	Closedown Report approved at PMGB 7 <sup>th</sup> July 2016.	Closed	Within last month
<b>Pedals Scheme</b> Add new bikes to PEDALS pool of adapted bikes	Capital 2015/16	Grey, Martin (Lifestyles)	31/03/16	31/03/16	Closedown Report approved at PMGB 7 <sup>th</sup> July 2016.	Closed	Within last month

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## Financial Performance Monitoring Suite June 2016

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### Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

## 1. Financial Performance Headlines

<b>Revenue</b>	Forecast Net spend - £17.3m, ahead of the budget by £0.6m. Financing income is improved by £1.073m due to additional business rates receipts for renewable energy schemes and enterprise zone reliefs that were not budgeted for.
<b>Capital</b>	Forecast capital spend is £9.9m, compared to a budget of £11.0m, a reduction of £1.1m.
<b>Reserves</b>	<b>Total forecast contribution to reserves £2.8m is as follows:</b> <ul style="list-style-type: none"><li>• General fund: £0.2m - this figure maintains the reserves at 15% of net revenue expenditure.</li><li>• Budget Surplus Reserve £2.6m – this is the excess of the 15% minimum threshold set for the General Fund reserve and will be held to cover future years budget deficits.</li><li>• Collection Fund Reserve – this has increase by £1.073m in relation to the additional NDR receipts.</li></ul>



## 2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2015/16		2016/17		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
<b>Revenue by Service:</b>					
Community	1,676	1,911	1,850	(61)	-3.2
Customer Services	3,628	2,355	2,496	141	6.0
ICT Shared Service	494	1,796	1,816	20	1.1
Development	1,204	1,370	1,167	(203)	-14.8
Leisure & Health	(141)	(280)	(197)	83	-29.6
Operations	4,173	3,968	3,872	(96)	-2.4
Resources	4,153	4,492	3,975	(517)	-11.5
Directors and Corporate	2,112	2,301	2,364	63	2.7
Technical Adjustments	(177)	0	0	0	0.0
<b>Net Revenue Expenditure</b>	<b>17,122</b>	<b>17,913</b>	<b>17,343</b>	<b>(570)</b>	<b>-3.2</b>
Contributions from Earmarked Reserves	0	0	(20)	(20)	0.0
Service Contribution to Reserves	2,555	2,276	2,846	570	25.0
<b>Budget Requirement (Services)</b>	<b>19,677</b>	<b>20,189</b>	<b>20,189</b>		
<b>Financing:-</b>					
NDR & Council Tax surplus	(2,750)	(3,933)	(5,006)	(1,073)	27.3
Government Grant (Non-specific)	(7,668)	(8,351)	(8,351)	0	0.0
Contribution from Collection Fund Reserve	(1,492)	0	1,073	1,073	0.0
<b>Council Tax for Huntingdonshire DC</b>	<b>(7,767)</b>	<b>(7,905)</b>	<b>(7,905)</b>		

General Fund Reserve	2015/16		2016/17		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
<b>Balance as at 1st April</b>	<b>9,287</b>	<b>2,537</b>	<b>2,537</b>	0	0.0
Service Contribution to Reserves	2,555	2,276	2,846	570	25.0
Contribution to/(from) Collection Fund Rese	(1,492)	0	1,073	0	0.0
Transfers to/from Other Reserves	1,055	0	0	0	0.0
Transfer to NDR Reliefs Reserve	(300)	0	0	0	0.0
Transfer to Earmarked Reserve	(805)	(2,126)	(3,855)	(1,729)	81.3
Transfer to Capital Investment Reserve	(7,763)	0	0	0	0.0
<b>Outturn forecast as at 31 March (15% of Net Revenue Expenditure)</b>	<b>2,537</b>	<b>2,687</b>	<b>2,601</b>	<b>(86)</b>	<b>-3.2</b>

Earmarked Reserves	2015/16		2016/17		Commentary
	Outturn	Addition	Deduction	Forecast	
	£'000	£'000	£'000	£'000	
S106 agreements	1,233			1,233	
Commutated S106 payments	1,725			1,725	
Repairs and Renewals Funds	981			981	
Collection Fund	2,702	1,073		3,775	
Capital Investment	12,390			12,390	
Budget Surplus	805	2,782	(805)	2,782	To be held to meet future years budget deficit
NDR Reliefs	300			300	
Special Reserve	2,325			2,325	
Other Reserves	1,549			1,549	
<b>Total Earmarked Reserves</b>	<b>24,010</b>	<b>3,855</b>	<b>(805)</b>	<b>27,060</b>	

### Definitions

2016/17 Budget  
2015/16 Outturn

As approved by Council, February 2016  
Final figures for 2015/16, so these may vary slightly to the Provisional Outturn figures reported to Cabinet in June 2016.

### 3. Service Commentary

#### Service Forecasts as at 30th June 2016

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£10,000
	£	£	£	
<b>Head of Community</b>				
Head of Service	79,602	80,487	885	
Community Team	625,657	617,253	(8,404)	
Commercial Team	348,621	301,725	(46,896)	Posts being held vacant pending the Community Division restructure (£26k), additional income (£6k), underspends in transport (£5k) and supplies and services (£7k)
Environmental Protection Team	489,706	415,172	(74,534)	Posts being held vacant pending the Community Division restructure (£51k) plus in-year vacancy (£10k).
Environmental Health Admin Team	144,279	121,457	(22,822)	Posts being held vacant pending the Community Division restructure
Projects & Assets Team	140,022	245,670	105,648	Overspend on the budget resulting from delays in the implementation of the Team restructure. <b>Action on Overspend</b> - The informal consultation exercise for the Projects and Assets Team restructure highlighted some concern regarding the obtaining of professional and technical advice from Development Management, and the management of Community buildings. Work was undertaken with the Head of Development, and Interim Head of Operations. This was completed and formal consultation on the restructure proposals included the creation of a 0.5 FTE Building Services Officer, and a 12 month contingency reserve for Development Management. Formal Consultation has now been concluded successfully, and the Outcomes report is pending approval by CMT. This was see the completion of this project by December 2016.
CCTV	(71,000)	(70,925)	75	
CCTV Shared Service	212,244	209,915	(2,329)	
Licencing	(161,246)	(170,573)	(9,327)	
Corporate Health & Safety	100,608	99,497	(1,111)	
	<b>1,908,493</b>	<b>1,849,678</b>	<b>(58,815)</b>	
<b>Head of Customer Services</b>				
Head of Service	96,477	96,325	(152)	
Local Tax Collection	140,286	166,845	26,559	The level of costs received from summonses is currently forecast to be lower than budget, due to a high court ruling reducing the amount of costs that can be charged. This will be kept under review. <b>Actions on overspend</b> - possible overspend being monitored and some staffing savings may be made in advance of restructure happening at present
Housing Benefits	403,556	504,794	101,238	Higher use of B&B accommodation has led to a forecast overspend at year end (£118k), although within this budget we do see variations across the year as caseload and payments change. <b>Action on Overspend</b> - Work in hand to present options on the creation of affordable housing and temporary accommodation (led by Development) to reduce HDC's costs for homelessness.

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
Council Tax Support/Benefits	(122,950)	(137,848)	(14,898)	
Housing Needs	777,737	803,589	25,852	Includes c£32k funding for temporary accommodation units to deal with homelessness. <b>Actions on Overspend</b> - Budget is being examined, but the spend of 32k on homelessness was not planned and may remain an overspend.
Customer Services	829,303	816,417	(12,886)	Saving in benchmarking budget (£8k)
Document Centre	230,803	245,741	14,938	Currently full ZBB saving of additional profit from external income not being achieved. Offset by salary savings (£40k). <b>Actions on Overspend</b> - options to generate more income are being explored.
	<b>2,355,212</b>	<b>2,495,863</b>	<b>140,651</b>	
<b>Head of ICT Shared Service</b>				
ICT Shared Service	1,796,334	1,816,374	20,040	Vacant post being covered by more expensive contractors. Lower savings forecast because of delay in appointing key staff. Full overspend is £48,000 but the variance shows the HDC share of this.
	<b>1,796,334</b>	<b>1,816,374</b>	<b>20,040</b>	
<b>Head of Development</b>				
Head of Service	77,802	77,620	(182)	
Building Control	91,600	91,225	(375)	
Economic Development	232,062	231,527	(535)	
Planning Policy	937,657	795,474	(142,183)	Posts being held vacant pending the restructure due to be implemented in July 2016 (£90k) and higher CIL receipts result in additional income (£51k) to cover admin costs.
Transportation Strategy	65,020	56,793	(8,227)	
Public Transport	19,200	27,427	8,227	
Development Management	(275,452)	(347,301)	(71,849)	Vacant posts producing a £32,000 saving. Fee income expected to be £140,000 higher than budget but Wintringham Park appeal will add £85,000 to expenditure.
Housing Strategy	222,047	234,436	12,389	Additional costs due to Maternity leave
	<b>1,369,936</b>	<b>1,167,201</b>	<b>(202,735)</b>	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
<b>Head of Leisure &amp; Health</b>				
Head of Service	77,822	77,493	(329)	
One Leisure Active Lifestyles	222,879	203,090	(19,789)	Additional grant received to support the delivery of the Exercise Referral Scheme and Helath walks.
One Leisure	(580,782)	(477,239)	103,543	It has been identified that there is a falling Impressions Direct Debit line, the full impact of this has been felt in this financial year, in some ways due to the January promotion not being as popular as 2015. Furthermore , further promotions offering 2 / 3 months membership (at the end of 12 months continuous membership) impacting on the first quarter results. 121 Members benefited from the 'free months'. A negative impact of the new membership offer, and the removal of the free crèche facility has led to members cancelling their DD. <b>Action on Overspend</b> - A financial performance meeting took place on 10 August, and with approval of the Portfolio Holder for Leisure and Health, a decision was taken to re-introduce the free crèche by 1 September and a comprehensive and personalised communication plan will be executed to bring back the lapsed members as well as promoting this additional membership benefit. The financial impact of this has been felt most significantly at OLSN and to a degree at OLH and this is due to the local demographics and catchment at these sites.
	<b>(280,081)</b>	<b>(196,656)</b>	<b>83,425</b>	
<b>Head of Operations</b>				
Head of Service	78,302	111,209	32,907	£6,500 recruitment costs; £29,000 Interim HoS to Sep-16
Street Cleaning	826,877	768,060	(58,817)	£32,000 Weed spraying contract saving; £19,000 litter bin saving due to a reduction in the volume of replacements needed in the year.
Green Spaces	1,071,021	950,780	(120,241)	£13,000 (0.6FTE) staff savings and the remainder is general savings across all other budget headings
Facilities Management	1,041,289	1,019,736	(21,553)	£16,000 NDR Saving
Environmental & Energy Management	97,332	81,079	(16,253)	£17,000 income for sustainability advice for SCDC
Operations Management	28,891	2,682	(26,209)	General savings across all budget headings
Fleet Management	249,228	245,460	(3,768)	
Markets	(47,885)	(58,099)	(10,214)	New markets manager has resulted in increased income, due to a fairer charging policy.
Car Parks	(1,495,224)	(1,385,868)	109,356	Fee increases not implemented (see ZBB RAG Appendix). <b>Action on Overspends</b> - The review of fees and charges is being progressed in full consultation with the Leader and Executive Councillor and proposals will be submitted to O&S and Cabinet in October 2016. The development of the proposals has involved substantial financial modelling work to test the proposals.

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
Public Conveniences	13,400	11,336	(2,064)	
Waste Management	2,104,683	2,125,675	20,992	£136,000 delayed ZBB round rescheduling, £16,000 Higher recycling credits and £17,000 trade waste income; £29,000 general savings; £13,000 reduced overtime; £10,000 reduced hired staff; £12,000 pension savings. <b>Action on Overspends</b> - The Round Reconfiguration project is being progressed against the project plan with staged reporting back to O&S and the Cabinet. It is a substantive project requiring levels of public consultation with planning work determined by the timeliness of responses but additional resources have been put into the project team to address this issue.
	<b>3,967,914</b>	<b>3,872,050</b>	<b>(95,864)</b>	
<b>Head of Resources</b>				
Head of Service	88,022	88,739	717	
Corporate Finance	4,413,876	4,027,156	(386,720)	No Apprentice levy in 2016/17 (£73k), higher interest receipts from short term investments (£30k) and, taking into account the current 2016/17 capital programme, along with slippage from 2015/16, the calculated MRP is expected to be less than originally estimated (£180k) plus CIS income budgeted within commercial estates (£101k).
Legal	214,838	206,051	(8,787)	
Audit & Risk Management	611,141	608,008	(3,133)	
Procurement	64,431	66,146	1,715	
Finance	658,934	665,702	6,768	
Commercial Estates	(1,556,757)	(1,686,942)	(130,185)	New Commercial Investment Strategy (CIS) acquisitions are less than planned (lack of appropriate schemes) reducing income forecasts (-£660k). This is off-set because the financing of acquisitions from reserves is reducing the forecast MRP impact (£885k) and management fee savings (£36k).
	<b>4,494,485</b>	<b>3,974,860</b>	<b>(519,625)</b>	
<b>Corporate Team Manager</b>				
Democratic & Elections	733,932	774,472	40,540	Increase in Cabinet members from 8 to 10. Additional referendum costs of £8,000 which should be reclaimable. <b>Action on Overspend</b> - £20k additional costs for Cabinet being met from reserves and anticipated the additional referendum costs will be met by central government.
Corporate Team	1,097,706	1,112,936	15,230	Additional staff costs. <b>Action on Overspends</b> - all other areas of staffing and supplies and services being examined to find compensatiing in-year savings.
Directors	468,855	476,957	8,102	
	<b>2,300,493</b>	<b>2,364,365</b>	<b>63,872</b>	
<b>HDC Totals</b>				
	<b>17,912,786</b>	<b>17,343,735</b>	<b>(569,051)</b>	

## 4. Capital Programme

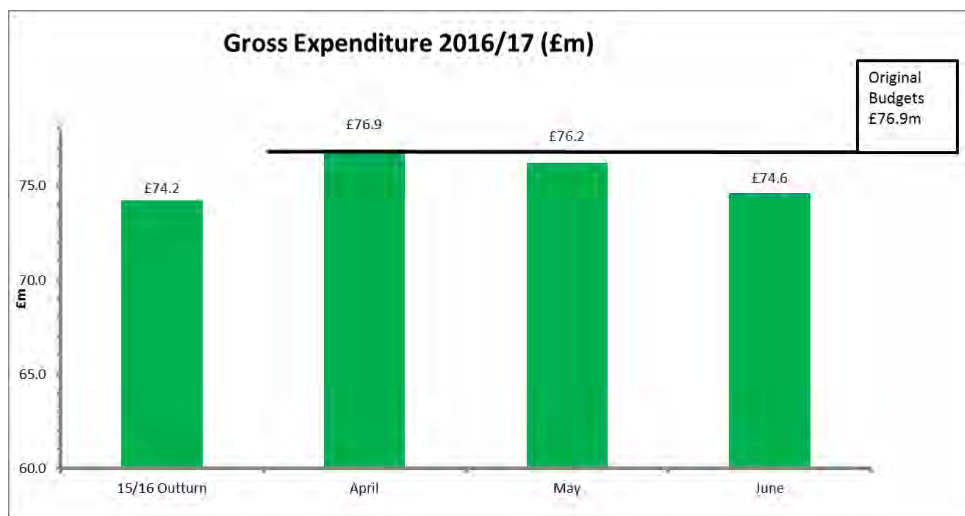
The summary below shows the changes to the original budget and the current forecast for the year.

<b>Budget Summary</b>	<b>Expenditure</b>	<b>Grant</b>	<b>Net</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Original Approved Budget</b>	10,512	(1,054)	9,458
Approved Rephasing From 2015/16	3,872	(2,343)	1,529
<b>Updated Budget</b>	<b>14,384</b>	<b>3,397</b>	<b>10,987</b>
<b>Forecast Variations</b>			
Underspends <sup>(1)</sup>	(13)	0	(13)
Cancelled Schemes <sup>(2)</sup>	(117)	0	(117)
Rephasing to 2017/18 <sup>(3)</sup>	(199)	0	(916)
	<b>(329)</b>	<b>0</b>	<b>(1,046)</b>
<b>Forecast</b>	<b>14,055</b>	<b>0</b>	<b>9,941</b>

<b>Variation Commentary</b>		<b>£000s</b>
<b>1</b>	<b>Underspends</b>	
	<b>Eforms</b> The contract with the supplier is now agreed and is less than that estimated.	<b>(13)</b>
<b>2</b>	<b>Cancelled Schemes</b>	
	<b>CRM Software Upgrade</b> The upgrade to this software has been postponed to allow consideration to a scheme covering the 3Cs partnership.	<b>(117)</b>
<b>3</b>	<b>Rephasing to 2017/18</b>	
	<b>Huntingdon West Development</b> The amount to be paid in compensation has slipped and is likely to remain unpaid until 2017/18.	<b>(199)</b>
	<b>One Leisure Huntingdon Expansion</b> Lease negotiations have delayed the start of the project.	<b>(666)</b>
	<b>One Leisure Improvements</b> Bookings for Burgess Hall mean work cannot be undertaken in 2017/18.	<b>(51)</b>
	Total	<b>(916)</b>
		<b>(1,046)</b>

## Financial Dashboard

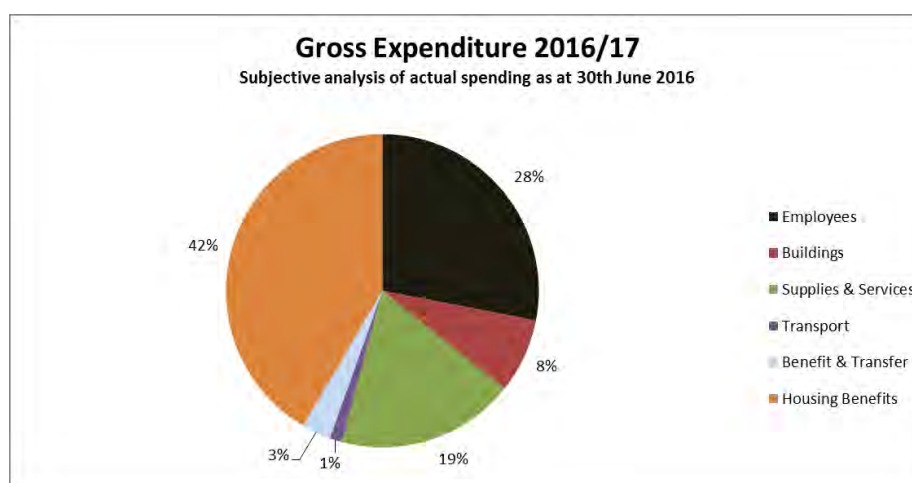
### Revenue Expenditure



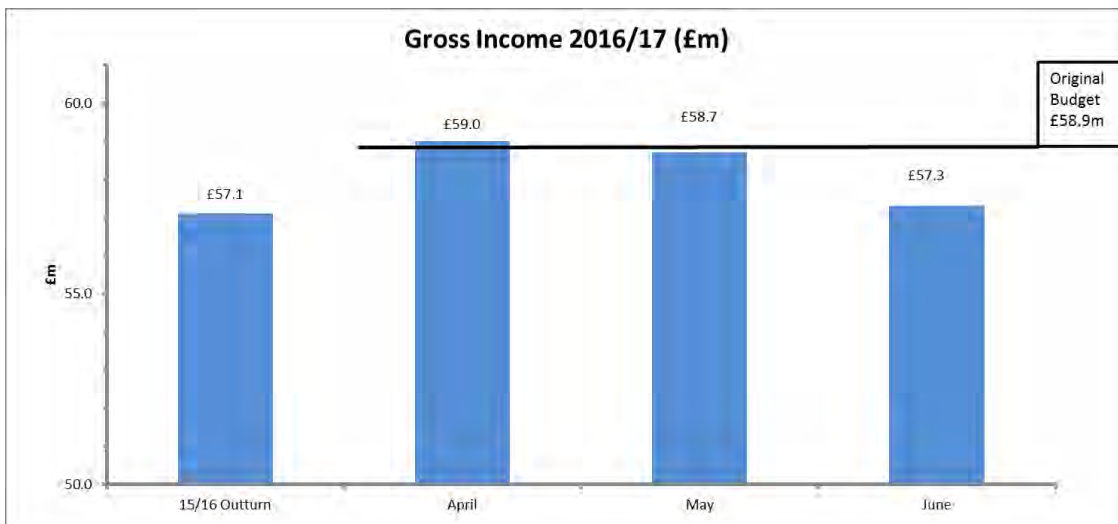
The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted increase to the Minimum Revenue Provision (£1m) mainly due to the Commercial Investment Strategy. These increases have been off-set by savings that services are expected to generate following service reviews.

Currently, expenditure is forecast to be £74.6m which is £2.3m below the budget target. The main reason for this reduction in expenditure is that rent allowance payments are reducing because of falling caseloads and because of the impact of lower housing association rents. However, this doesn't result in an overall saving to the authority because it is off-set by a reduction in subsidy received. The minimum revenue provision is also expected to be lower than the budget because CIS acquisitions have been delayed and are being funded from reserves and not loans.

As shown below the main area of expenditure is Housing Benefits and employees.



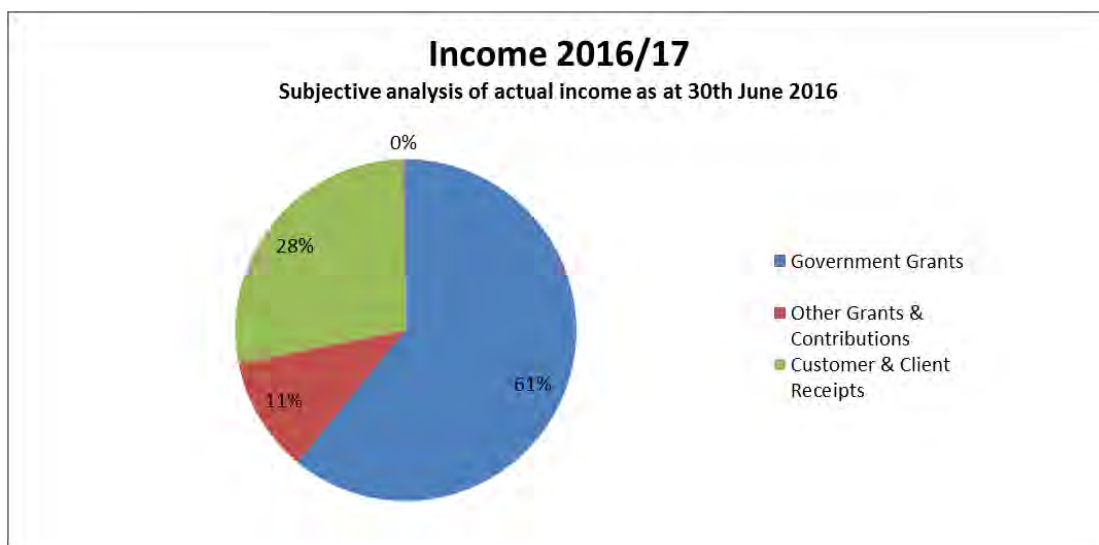
## Revenue Income



The gross revenue income budget as approved in February 2016 is £58.9m, £1.8m above the outturn for 2015/16. The main reason for this increase is due to the impact of shared services, HDC will receive £2.4m for the ICT shared service but £0.3m of Building Control income will now go to Cambridge City Council. Additional Income will also be generated by the CIS acquisitions but some one-off income items in 2015/16 have not been budgeted for in 2016/17.

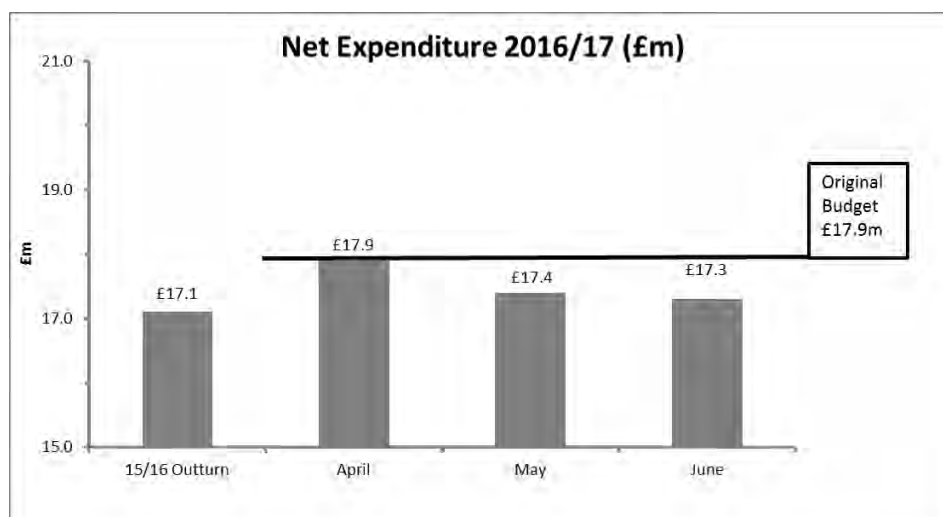
Currently, income is expected to be £1.6m below the budget target but this is primarily due to an expected reduction in subsidy on lower rent allowance payments. The CIS rental income and One Leisure memberships income is expected to be below budget but other services e.g. Planning are expecting higher levels of income.

In the course of the year, services have, where necessary updated their fees and charges, after consultation and approval by their Executive Councillor. This has impacted on the income received against budget and changed the fees and charges approved by Council in February 2016.





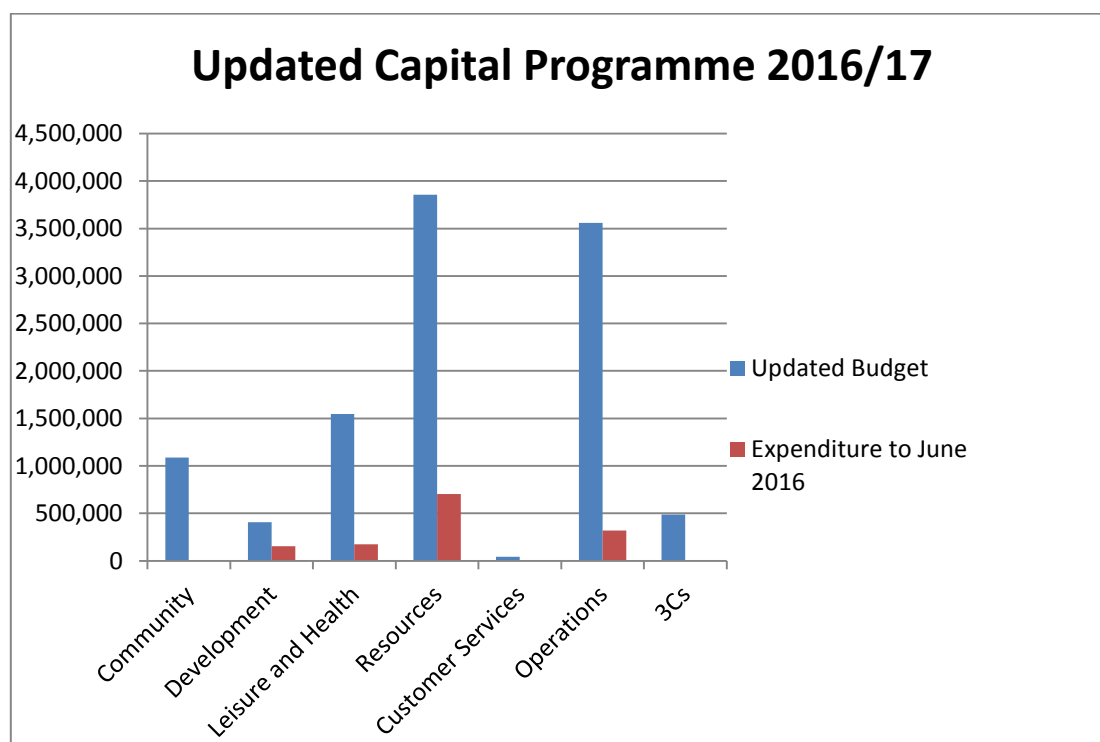
## Revenue Net Position



At the end of June 2016 the net revenue expenditure is forecast to be at £17.3m, £0.6m below the net budget of £17.9m. Taking into account the budgeted contribution to reserves, the overall service related surplus is expected to be £2.8m by the year end.

## Capital Programme

### Budget and Expenditure Update



Comments on the level of expenditure to date;

### Community

Business plans for the CCTV schemes (Camera Replacements, Pathfinder House Resilience, Wi-Fi) will not be submitted to FGB until a decision has been made on the commercialisation plan for CCTV.

## Development

Expenditure on Disabled Facilities Grants is being made on a steady monthly basis.

## Leisure and Development

Several schemes including One Leisure Huntingdon Development, and Changing Room Improvements, and One Leisure St Neots Synthetic Pitch, are all being delayed whilst the site lease agreements are being finalised.

## Resources

Expenditure on replacing three industrial unit sites (Phoenix Court, Levellers Lane, Clifton Road) are planned for the autumn/winter period when contractors will be more readily available than the busy summer period. Works at the Octagon has finished but have not been invoiced. Expenditure on the replacement financial management system is expected later in the year as the project moves on from the planning stage into the implementation stages.

## Customer Services

The scheme to implement e-forms is underway and the expected date for payment is forecast as October.

## Operations

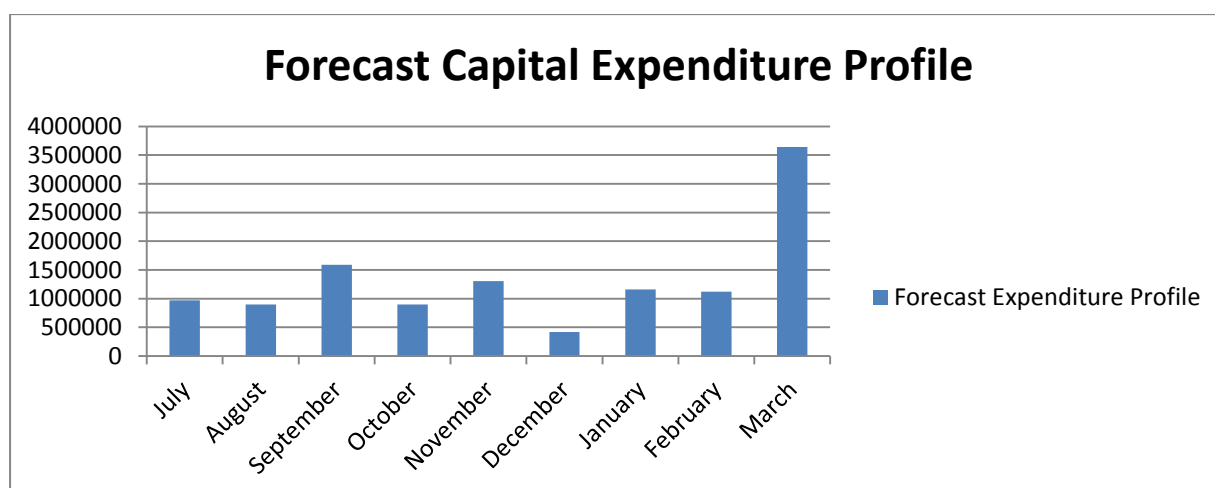
The retro-fitting scheme has now been approved by FGB; whilst the scheme will go ahead the first phase of the expenditure is not expected to be made until November. Expenditure on Bridge Place car park has been delayed whilst the need for the car park requirements are assessed. Vehicle Fleet Replacement expenditure will occur later in the year with the bulk of the expenditure in the period October to January.

## 3CS ICT

Two schemes, Flexible Working and Server Virtualisation have not yet been approved by the 3CS Management board. In the case of Server Virtualisation this has gone out to tender in order to get the exact costs of the project.

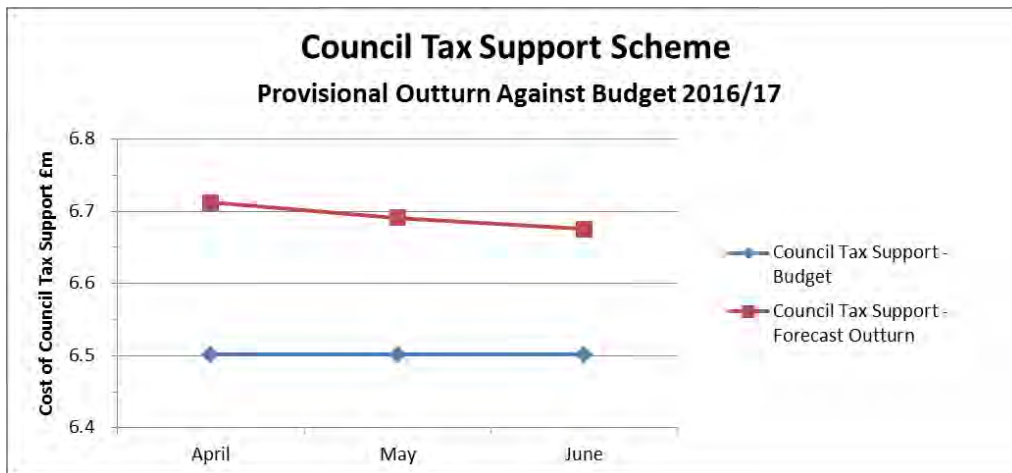
## Forecast Expenditure Profile

The graph below gives an indication of the expected profile of expenditure for the remainder of the financial year. The high expenditure forecast in March is as a result of the forecast expenditure of £1.985m grant being made to Alconbury Weald.



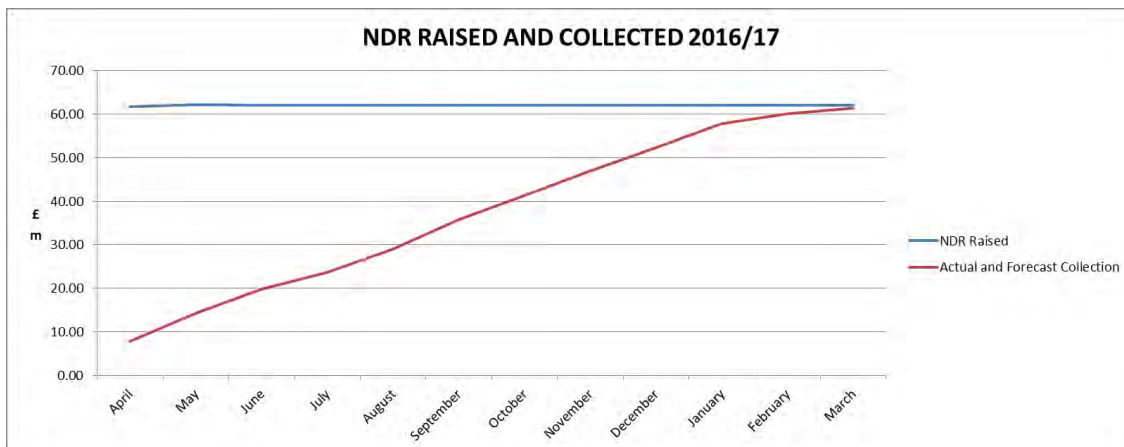
### Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.2m above the budgeted £6.5m. Any 2016/17 increase in Council Tax Support will impact in 2017/18.



The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

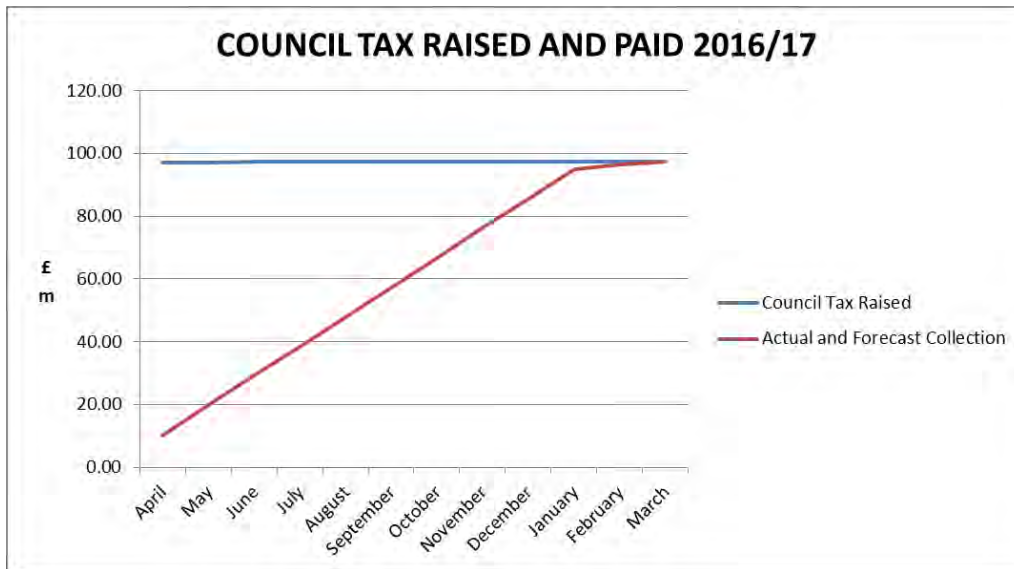
### Collection of NDR



The graph above shows the total amount of NDR bills raised in 2016/17 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £61.95m.

### Collection of Council Tax

The following graph shows the total amount of Council Tax bills raised in 2016/17 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £97.33m.

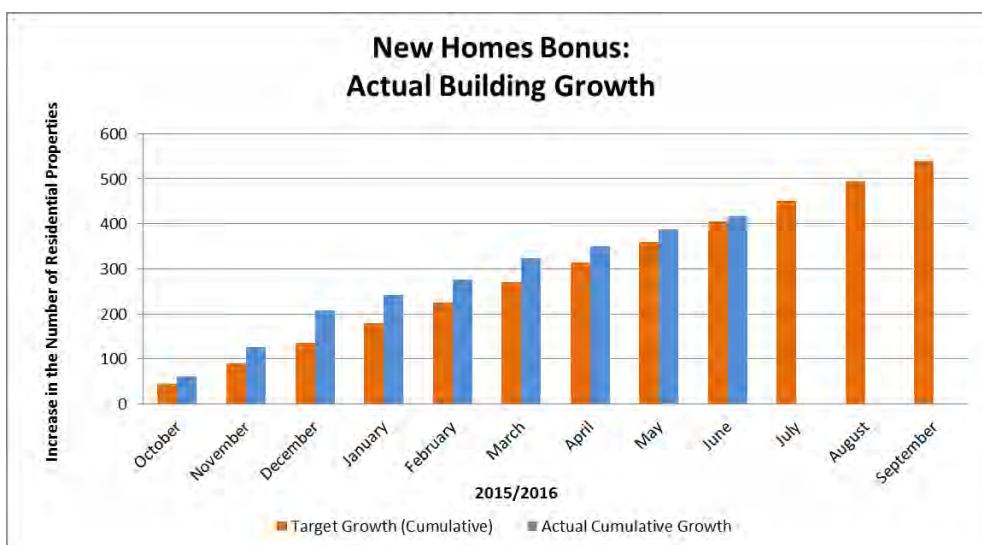


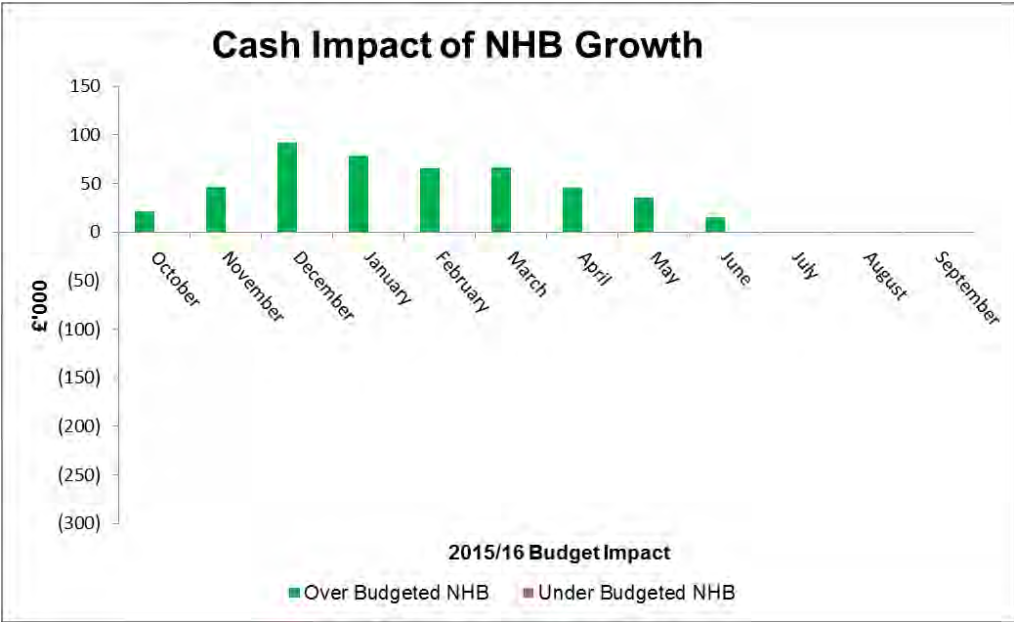
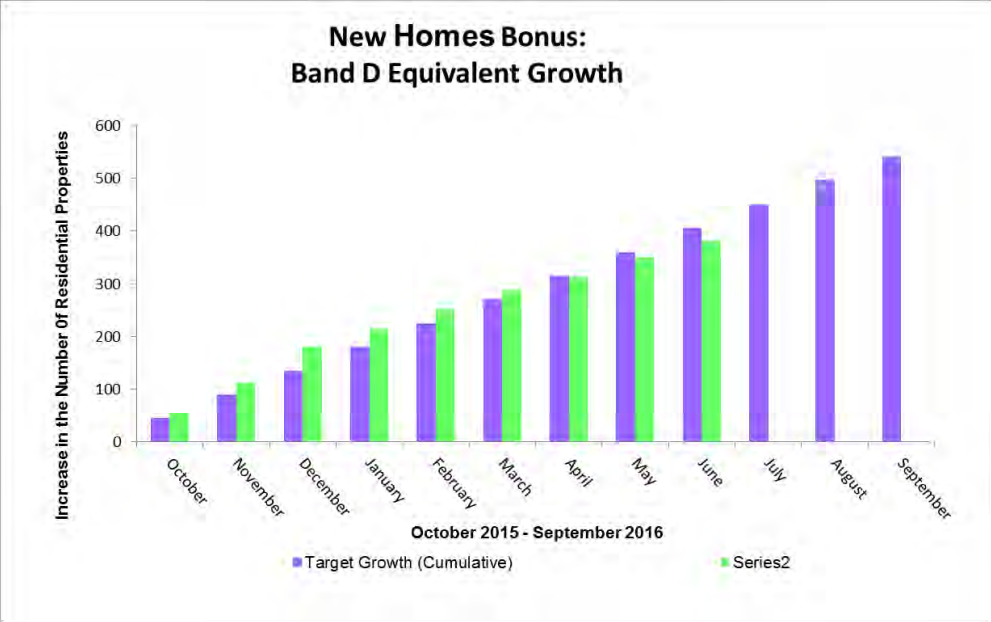
### New Homes Bonus

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

In the 12 months to September 2015, 583 new homes were completed. The Planning Annual Monitoring Report (2014) estimated that completions of new homes would be approximately 547 for the New Homes Bonus calculation period (October 2015 to September 2016). The latest Planning Annual Monitoring Report (December 2015) has revised this estimate to 541, a reduction of 6, and this figure has been used to assess the impact actual completions will have on NHB receipts.

Within the current reporting cycle this revised target is profiled as 45 new homes per month, giving a profiled growth to the end of June of 405 new properties. Currently we are 29 units ahead of the target with 417 new homes have been completed to the end of June against the profiled target of 405 new units.





## ZBB Savings Agreed 2016/17 Budget Setting - RAG Status

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
<b>Operational Services</b>					
Waste Management	Reconfiguration of rounds for residual waste, green waste & recycling to brig about more efficient collection	(207)	AMBER	AMBER	Delayed implementation - reduced saving in 2016/17 £136k. Full saving achieved in 2017/18. Implementation - the Round Reconfiguration project is being progressed against the project plan with staged reporting back to O&S and the Cabinet.
Whole Service	Staff Restructuring	(300)	GREEN	GREEN	
Whole Service	Income Generation and full cost recovery - Parking Services - Trade Waste - Grounds Maintenance - Street Cleansing - Countryside Service	(300)	AMBER	AMBER	Car Parking (£120k) proposals for increased fees and charges deferred at members request with anticipated implementation of 1 December 2016 - shortfall in savings target £53k. £20k increase in ECN income shortfall due to staffing issues. <b>Implementation</b> - the review of fees and charges is being progressed in full consultation with the Leader and Executive Councillor and proposals will be submitted to O&S and Cabinet in October 2016.
Grounds Maintenance	Operational efficiencies in the provision of the grounds maintenance service	(50)	GREEN	GREEN	
Facilities	Additional income from external lettings at PFH and EFH	(3)	GREEN	GREEN	
<b>TOTAL OPERATIONAL SERVICES</b>		<b>(860)</b>			
<b>Customer Services</b>					
Customer Services	Reductions in Service offer	(39)	GREEN	GREEN	
	Restructure of Customer Services and relocation of Call Centre to Pathfinder House	(183)	GREEN	GREEN	
	Creation of Multi-Agency Customer Service HUB at Pathfinder House	(17)	GREEN	GREEN	
Document Centre	Re-procurement and rationalisation of print and postage services	(31)	GREEN	GREEN	
	Increased income generation from external customers	(60)	AMBER	GREEN	Work looking at potential commercial partnership in hand, need to look at profile of income in light of this and other options.
Housing Needs	Re-procurement of Information Technology Systems	(10)	GREEN	GREEN	
	Reduction in Homelessness Prevention Budget	(20)	GREEN	GREEN	
	Reduce Homelessness related Housing Benefits due to reduced use of temporary accommodation	(60)	RED	GREEN	
					The ZBB saving initiative was implemented in full and if everything had been equal the saving would have been achieved. However, with the increase in homelessness, which is out of the Councils control, any saving will be wiped-out as a consequence of the higher cost of homelessness. Options are currently being explored with Strategic Housing colleagues to establish alternative homelessness provision
Local Taxation	Changes to billing - single bills with HB and e-billing	(2)	GREEN	GREEN	
	Online self service for customers	(21)	GREEN	GREEN	
	Changes to telephone answering standards	(21)	GREEN	GREEN	
Housing Benefits & Fraud	Online self service for customers	(55)	GREEN	GREEN	Technical issues have delayed start of project, saving should still be achievable
	Send single annual bill and benefit entitlement	(12)	GREEN	AMBER	
	Review of benefits surgery in St Ives	(5)	GREEN	GREEN	
	Increased recovery of HB Overpayments	(7)	GREEN	GREEN	
<b>TOTAL CUSTOMER SERVICES</b>		<b>(543)</b>			
<b>Leisure &amp; Health</b>					
Leisure & Health	Budget realignment of prior year budget error	(51)	GREEN	GREEN	
Sports & Leisure	Income generation from activities	(8)	GREEN	GREEN	
	Staffing efficiencies through better balance of permanent and casual staffing	(21)	GREEN	GREEN	
	general efficiency savings and savings following ending of DAS rproject	(22)	GREEN	GREEN	
<b>TOTAL LEISURE &amp; HEALTH SERVICES - ALL ZBB HEAVY REVIEWS</b>		<b>(102)</b>			

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
<b>Community Services</b>					
Strategic Assets & Projects	Restructuring	(88)	AMBER	GREEN	Delay in implementation due to outcomes from informal consultation - creation of ½ post Building Services Officer post to the establishment, and contingency fund of £5k 2016/17 and £5k 2017/18 from the projected savings to support specialisat and technical advise to Development Management
	Reductions in Environmental Improvement Budgets	(10)	GREEN	GREEN	
Licensing	Removal of vacant post	(12)	GREEN	GREEN	
	Wireless CCTV cameras	(25)	AMBER	AMBER	
<b>TOTAL COMMUNITY SERVICES</b>		<b>(135)</b>			
<b>Development Services</b>					
Economic Development	Various Grants	(30)	GREEN	GREEN	
Development Management & Planning Policy	Changes to working practices	(80)	GREEN	GREEN	
	Pre-Planning Application fee increases	(10)	GREEN	GREEN	
	Reduction in Consultants budgets for redevelopment proposals	(140)	GREEN	GREEN	
Housing Strategy	Changes to working practices	(34)	GREEN	GREEN	
	Procurement Savings	(20)	GREEN	GREEN	
<b>TOTAL DEVELOPMENT SERVICES</b>		<b>(314)</b>			
<b>Resources</b>					
Estates	Reduced Repairs & Maintenance	(8)	GREEN	GREEN	Delay in introduction of service charges on Phoenix Court and Levellers Lane, partly due to replanning of works (with removal of reserve funds) - this is being addressed over August and September 2016 (charges can be retrospective to start of financial year - introductory rate proposed)
	Increased and new fees and charges	(77)	GREEN	Amber	
<b>TOTAL RESOURCES</b>		<b>(85)</b>			
<b>Corporate Services</b>					
	Improved efficiencies within team, through deleting vacant posts and realignment of duties.	(127)	GREEN	GREEN	
	Miscellaneous savings across supplies and services	(30)	AMBER	AMBER	Budget that were due to have savings moved to IMD shared service therefore £10k not achievable in current year. Full £30k will be made in future years.
	Review of LGSS Contract	(4)	GREEN	GREEN	
	Efficiencies through the centralisation of training across the Council.	(60)	GREEN	GREEN	
<b>TOTAL CORPORATE SERVICES - ALL ZBB REVIEWS</b>		<b>(221)</b>			
<b>TOTAL SAVINGS</b>		<b>(2,260)</b>			
<b>Savings Target</b>		<b>£'000</b>	<b>Numbers</b>	<b>£,000</b>	<b>Projects</b>
Total Green		(1,490)		33 66%	83%
Total Amber		(710)		6 31%	15%
Total Red		(60)		1 3%	3%
		<b>(2,260)</b>		<b>40</b>	
<b>Implementation Status</b>					
Total Green		34		85%	
Total Amber		6		15%	
Total Red		0		0%	
		<b>40</b>			

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Huntingdonshire Local Plan to 2036 Quarterly Update and Infrastructure Planning Update

**Meeting/Date:** Overview and Scrutiny (Economy and Growth) – 8  
September 2016  
Cabinet – 22 September 2016

**Executive Portfolio:** Planning Policy, Housing & Infrastructure

**Report by:** Head of Development

**Ward(s) affected:** All

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### **Executive Summary:**

This is the fourth quarterly update on progress on the Local Plan to 2036, as agreed at the Cabinet meeting on 19 November 2015. The report provides updates on each element of the evidence base currently under preparation and highlights the risks arising from delays to the Strategic Transport Study and the Strategic Flood Risk Assessment (SFRA). It also provides a further update in relation to the highways and transport infrastructure projects necessary for its delivery.

### **Recommendations:**

That the Cabinet:

Notes progress on preparation of the Huntingdonshire Local Plan to 2036, its supporting evidence base and the highways and transport infrastructure projects necessary for its delivery.

## **1. PURPOSE OF THE REPORT**

- 1.1 This report provides an update on progress on preparation of the proposed submission Huntingdonshire Local Plan to 2036 (HLP2036), its supporting evidence base and the highways and transport infrastructure projects necessary for its delivery.
- 1.2 The main purpose of the report is to:
- Confirm the delivery programme for the evidence base necessary to deliver the HLP2036; and
  - Confirm expected highways and transport infrastructure improvements along with anticipated delivery timescales.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 At the Cabinet meeting on 19 November 2015 it was resolved that quarterly reports on progress with preparation of the HLP2036 should be provided. The December 2015 report on Infrastructure Planning also stated that a further update would be provided in June 2016; this was provided and is further updated in this report to provide a comprehensive picture of the work necessary to deliver the HLP2036.

## **3. PROGRESS WITH PREPARATION OF THE HLP2036 AND ITS SUPPORTING EVIDENCE BASE**

### **Strategic Transport Study**

- 3.1 Following explanation of the implications of the delays to revalidating the Cambridge Sub-Regional Model (CSRM) traffic model, Cabinet on 16 June 2016 resolved to endorse the approach that the priority is to develop a defensible transport evidence base necessitating waiting for the revalidated CSRM to be available.
- 3.2 The completion date for the revalidation work has slipped numerous times and at Members' request the Chairman of Cambridgeshire County Council's Economy and Environment Committee, County Councillor Ian Bates, Cambridgeshire County Council's Executive Director: Economy, Transport and Environment, Mr Graham Hughes and Cambridgeshire County Council's Head of Transport and Infrastructure Policy and Funding, Mr Jeremy Smith attended the meeting of Overview and Scrutiny (Economy and Growth) on 7 July 2016 to explain the situation. At that meeting, it was confirmed that the model would be available by the end of July 2016. Continuing work required to deliver a robust model meant that the model was not available by the end of July and at a meeting on the 24<sup>th</sup> August 2016 attended by District Council and County Council officers, Atkins (who are re-validating the model) and Mott MacDonald (who are preparing the District Council's Strategic Transport Study) District and County Council officers reinforced the importance of meeting the December 2016 timescale for the Strategic Transport Study. At that meeting Atkins and Mott Macdonald were tasked to work together, and are working together, to this end. Weekly updates are now being provided and an update will be provided at the Cabinet meeting.

### **Strategic Flood Risk Assessment (SFRA)**

- 3.3 JBA have completed the Level 1 screening of all proposed allocation sites which provides information on flood zones, surface water mapping, historic

flood map and reservoir inundation maps. The screening also indicates whether the site: is at risk from an Internal Drainage Board watercourse, benefits from defences, there is an ordinary watercourse with a catchment less than 3km<sup>2</sup> and has been taken forward to the Level 2 assessment.

- 3.4 JBA have also completed the majority of the Level 2 detailed site summary assessments which provide site specific information on flood risk, suitability for use of SuDS (Sustainable Urban Drainage System), flood defences, emergency planning and guidance for developers. Amendments to some proposed allocations are expected to result from these.
- 3.5 Discussions between the Council, JBA and the Environment Agency have resolved the problems on modelling climate change allowances reported in June. The Environment Agency has agreed to fund JBA to undertake this work for the whole Lower Great Ouse. JBA have started compiling the models for this, and an update on the detailed programme will be provided at the Cabinet meeting. The model is unlikely to be completed until at least early 2017.
- 3.6 To minimise delay for the HLP2036 an interim SFRA has been prepared, the first draft of which was received on 15 August 2016. A completed version with the climate change modelling will be issued once analysis of the climate change work has been completed.

#### **Gypsy and Traveller Needs Assessment**

- 3.7 Officers provided comments on a partial draft of the Gypsy and Traveller Needs Assessment (GTANA) on 28 June 2016 and commented on a further revised draft on 3 August 2016. A further draft of the whole report was due to be received by 19 August with any final comments to be provided as soon as possible after that, to enable the final document to be completed early in September. It will be published simultaneously by all participating authorities in September. Legal opinion sought from the QC retained by South Cambridgeshire District Council has confirmed that the approach taken in the GTANA is consistent with national policy and current case law, although the implications of the changes to national policy in 2015 have yet to be fully tested. Further legal advice is being sought on compliance with statutory housing responsibilities and equalities legislation.

#### **Retail and Commercial Leisure Needs Assessment**

- 3.8 Officers provided comments on a partial draft of the Retail and Commercial Leisure Needs Assessment Engagement on 20 July 2016 and received a further draft for review on 17 August. The Assessment will advise on the need for additional retail and commercial leisure floorspace to ascertain the quantity and nature of site allocations for the HLP2036 and to inform development management policies.

#### **Objectively Assessed Need Update**

- 3.9 An update of the Objectively Assessed Need figure for Huntingdonshire has been commissioned from Cambridgeshire County Council's Research Group. Outputs are awaiting completion of an update to the East of England Forecasting Model to ensure review of the housing delivery target for the HLP2036 is as up-to-date as possible.

## Wind Energy Development

- 3.10 The role of this document is to identify whether any general areas within Huntingdonshire are potentially suitable for wind energy development leading to preparation of a local plan policy and area designation accordingly. It will set out a range of options and specify a preferred approach. Consultation is scheduled to start in late September.

## Growth and Infrastructure Investment and Delivery Plan, and Growth Viability Assessment.

- 3.11 The Local Plan must demonstrate that development is supported by sufficient infrastructure, and that its vision, allocations and policies will enable viable development. In order to achieve this, the Council is seeking to commission a Growth and Infrastructure Investment and Delivery Plan and a separate but linked Growth Viability Assessment.
- 3.12 The aim of the Growth and Infrastructure Investment and Delivery Plan is to show that the Local Plan is deliverable, by enabling the Council to prioritise investment and deploy resources to deliver locally and strategically important infrastructure projects. It will do this via: a) an infrastructure study - identifying the infrastructure required to support the growth proposed in the Local Plan, including identifying: costs, and timing; and b) an infrastructure viability and delivery plan - providing a realistic infrastructure project plan, including: prioritising infrastructure requirements, and considering funding options.
- 3.13 The aims of the Growth Viability Assessment are to: support the deliverability of the Local Plan, by ensuring that the Local Plan vision, allocations and policies are viable; and enable the Council to maximise gain through planning obligations in order to improve delivery of infrastructure and affordable housing, whilst balanced against the desire to encourage growth and delivery across the district. It will do this by testing the viability of proposed allocations and policies, and in particular by identifying an appropriate and viable affordable housing requirement target.
- 3.14 Given the linked nature of these evidence pieces, an initial request for quotation including both the infrastructure and viability work was published in July 2016. This did not result in any responses, and a refreshed request for quotation closes on 12<sup>th</sup> September 2016. The intended timetable is for work to start in early October, with initial findings in December 2016. Full draft reports are required by April 2017 to support the proposed submission consultation.

## 4. HIGHWAYS AND TRANSPORT INFRASTRUCTURE PROJECTS UPDATE

### A14 Cambridge to Huntingdon Improvement

#### 4.1

Construction compounds are due to start being constructed from September 2016 at Brampton and Swavesey
Condition discharge continues on 7 key conditions required before commencement. HDC, as local planning authority, is consulted on these.
Sub-groups relating to such matters as design, delivery, legacy and environment are on-going. HDC officers service these.
Physical works will commence from December 2016 and the programme is as follows: <ul style="list-style-type: none"><li>• Phase 1 – Section 1 A1 widening between Alconbury and Brampton Hut – from December 2016 to summer 2018</li><li>• Phase 1 – Section 2 Brampton Hut to ECML – from December 2016 to</li></ul>

<p>autumn 2019</p> <ul style="list-style-type: none"> <li>• Phase 2 – Section 3 ECML to Swavesey – from early 2017 to summer 2019</li> <li>• Phase 3 – Section 4 Swavesey to Girton – from early 2017 to summer 2019</li> <li>• Phase 4 – Section 5 Girton to Milton – from Summer 2018 to autumn 2019</li> <li>• Phase 5 – Section 6 Huntingdon Viaduct removal and new local road network– from January 2020 to early 2021</li> </ul>
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**A428: Black Cat to Caxton Gibbet Improvement:**

4.2

Central government has granted funding to Highways England (HE)/Jacobs to progress scheme to Preferred Route announcement stage.
HE/Jacobs engaging with MP's/cross-border Members at counties and districts, plus officers. Separate Parish Forums are being held.
Part of the government's Road Investment Strategy April 2015 to March 2020. It is subject to funding approval and a Development Consent Order (DCO) consent, works on-site would commence by March 2020.
Scheme design will be to the government's 'Expressway' standard to tie into the current Oxford to Cambridge Expressway strategic study.
Proposed timeline is as follows: <ul style="list-style-type: none"> <li>• January to March 2017 – Non-statutory consultation on scheme options</li> <li>• Spring/Summer 2017 – Ministerial announcement of preferred route</li> <li>• Summer/Autumn 2017 – Development of Preferred Scheme</li> <li>• Autumn 2017 – Formal consultation on Preferred Scheme</li> <li>• Summer 2018 – Submission of DCO application</li> <li>• Winter 2019 – Secretary of State for Transport decision</li> <li>• Spring 2020 – Commencement of works</li> </ul>

**A1: Oxford to Cambridge Expressway:**

4.3

Identification of options to be taken forward is now complete plus; stakeholder meetings with a range of public bodies/interested parties are on-going. HDC officers service these.
Route currently in place on A421 between M1 and Caxton Gibbet to M11. Black Cat to Caxton Gibbet emerging as a separate scheme (see above). The scheme will consider integration of the route with M11/A14 at Girton and with the A1/M25 to Peterborough Study, East-West Rail and emerging ECML proposals.
Key 'missing' link between M40 and M1 and route around Oxford.
Whole scheme includes road-based options, plus rail, technology, local access, behaviour change and high-quality public transport elements.
Scheme will feed into the government's Road Investment Strategy, together with the other 5 Strategic Studies across England and, if approved, would be delivered as part of Roads Period 2 via the National Roads Fund after 2020.

**East West Rail Central Section (Bedford to Cambridge)**

4.4

East West Rail (EWR) developed 20 original options and reduced to a final 2, focussed on a Bedford/Sandy/Cambridge corridor or a Bedford/Sandy/Hitchin/Cambridge corridor. Final route option is via Sandy in order to achieve a 125mph line speed
Western Section between Oxford and Bicester now complete and offers a second Oxford to London service to Marylebone. Also looking at development of options between Bicester to Milton Keynes, Bedford and Aylesbury

Work to date has shown that it is not possible to reinstate the old Oxford to Cambridge 'Varsity Line'. Alignment is either too slow for a modern-day railway or the previous alignment has been lost at various locations.
Bedford to Cambridge will be a 'Nationally Significant Infrastructure Project' and will be subject to a Development Consent Order (DCO). Now final route option is identified, EWR Consortium has invited LPAs to join the project team as key stakeholders. HDC officers service these meetings.
A route via Sandy is likely to result in growth options being explored in that area, which would be of direct relevance and impact on Huntingdonshire.
The (very indicative) timeline is as follows, subject to funding and consents: <ul style="list-style-type: none"> <li>• Initial National Infrastructure Commission report – Late 2016</li> <li>• Preferred Route confirmed – Late 2018</li> <li>• Preferred Alignment confirmed – circa 2021</li> <li>• DCO application – circa 2022</li> <li>• Start on site – circa 2026</li> <li>• New train services running – circa 2031</li> </ul>

### **A1 M25 to Peterborough**

4.5

Identification of options to be taken forward is now complete and stakeholder meetings are on-going with a range of public bodies/interested parties. HDC officers service these.
Scheme aims to bring consistency to the southern section of the route and to improve the non-motorway northern section (Baldock to Brampton) to motorway standard.
Short-list of three packages: <ul style="list-style-type: none"> <li>• Package A – section of new motorway (mostly offline) in the middle (northern) section i.e. 'Middle bypass'</li> <li>• Package B – local improvements (grade separating junctions or creating new grade separated junctions in the middle (northern) section i.e. 'Improve existing junctions')</li> <li>• Package C – upgrade the east-west connectivity of the A1 to avoid 'hop on/hop off' behaviour i.e. 'Modest improvements'.</li> </ul>
Next step is for Highways England to submit an option package assessment to the Department for Transport (DfT) during autumn 2016.
Subject to DfT approval, preferred options will be developed and the scheme will feed into the government's Road Investment Strategy, together with another 5 strategic studies across England and, if approved, would be delivered as part of Roads Period 2 via the National Roads Fund after 2020.

### **East Coast Main Line Study (London Kings Cross to Edinburgh):**

4.6

The strategic approach is:

- to increase line capacity by reducing speed difference between services, removing junction conflicts and to improve performance, safety and resilience
- greater dedicated fast and slow lines
- build additional routes to separate routes where necessary
- use technology to reduce headway and manage passenger experience
- develop safer resilient infrastructure giving better performance
- ability to accommodate new InterCity Express Programme

4.7

Initial work is indicating that interventions are required throughout the whole route, that the mix of traffic with different speeds is an overriding issue and there may be conflicting movements at junctions and stations i.e. Peterborough.

However, there is also potential for use of loop lines i.e. Hitchin/ Cambridge/ Ely/Peterborough.

- 4.8 Key constraints between Kings Cross to Peterborough:
- Kings Cross – turnaround times
  - Outer Suburban (services to St. Neots, Huntingdon and Peterborough) – Stevenage turnback, standing time in Kings Cross
  - Welwyn Viaduct – two-track section, speed mix, conflict with stopping and freight services
  - Welwyn to Peterborough – speed mix on slow lines, including freight, 2-track section at Stilton Fen, station operations/overlaps
  - Emerging demands of Thameslink services
  - Lack of electrification Ely to Peterborough
- 4.9 Possible options may include the ‘spreading’ of stopping patterns for long-distance services to other stations i.e. possible future Lincoln and Grimsby services to Kings Cross potentially stopping at Huntingdon and St. Neots, rather than all at Peterborough. Need also to consider interchange at Sandy via East West rail and its importance as a possible major interchange/hub.
- 4.10 An early intervention is Huntingdon to Woodwalton four tracking project. This scheme is now at consultation stage to reinstate the 4<sup>th</sup> track between Huntingdon and Wood Walton Fen. The current timeline is:
- July 2016 – Public Information Events (followed by further scheme development)
  - Spring/Summer 2017 – Public Consultation
  - Summer/Autumn 2017 – Scheme design finalisation and application submission
  - 2018 – Abbots Ripton level crossing closure
  - Summer 2018 to Autumn 2020 – Main Works
  - Winter 2020 – Opening to services
- 4.11 Thameslink services are still planned to arrive through Huntingdon and St. Neots circa 2019 via Kings Cross St. Pancras/Farringdon/London Bridge to south of London and the south coast.

## **5. COMMENTS OF OVERVIEW AND SCRUTINY PANEL**

- 5.1 The Panel stated that they believe the Council should have regular meetings with Cambridgeshire County Council to ensure that the revalidation of the Cambridge Sub-Region Model traffic model is completed within a timely manner.
- 5.2 Members want to ensure that the Council keep the pressure on Highways England to ensure that the improvement works on the A428 commences on time. The Panel want the Council to emphasise that the A428 is a priority for the District and important to accommodate future housing developments.
- 5.3 Following the discussion regarding the securing the services of consultants in order to carry out work on the Local Plan, the Panel want to emphasis to Cabinet that if needed then additional resources should be allocated in order to secure the services of consultants.
- 5.4 Members believe that the completion of the Local Plan is the number one priority for the Council and that resources should not be diverted away from achieving this priority.

- 5.5 The Panel recommends to the Cabinet that the Growth and Infrastructure Group should include the following District Council Members: the Executive Councillor for Planning Policy, Housing and Infrastructure; two Members from the Overview and Scrutiny Panel (Economy and Growth) and a Member from the Overview and Scrutiny Panel (Communities and Environment).

**6. KEY IMPACTS / RISKS**

- 6.1 The table below is unchanged from June (except for the addition of the Growth and Infrastructure Investment and Delivery Plan, and Growth Viability Assessment) although it will be influenced by the matters set out in the preceding paragraphs. Work is being done to seek to ensure that, even if the Strategic Transport Study and/or SFRA are delayed, the May – June 2017 timescale for the Statutory consultation on proposed submission Local Plan can still be met. Once all the evidence is complete and the proposed submission HLP2036 is in draft it is necessary to commission a Habitats Regulations Assessment (HRA); this includes a statutory 5 weeks consultation period with specified stakeholders including Natural England and the Environment Agency. The proposed submission HLP2036 cannot be finalised for statutory consultation until the HRA is complete and necessary amendments made.
- 6.2 There remains some uncertainty over the timeline for delivery of the Strategic Transport Study, not least because it will depend on the number of mitigation options that need to be considered, and this makes production of a definitive timetable for preparation of the HLP2036 difficult. The Strategic Transport Study is a critical piece of evidence; progressing to submission and examination without it would be futile as it would be sought by any Inspector and its omission give rise to many objections.
- 6.3 Although progress has been made with the climate change modelling for the SFRA, the timetable for finalisation of the climate change modelling is not definitive as yet.
- 6.4 There is also a risk that no quotations will be received to undertake the Growth and Infrastructure Investment and Delivery Plan, and Growth Viability Assessment.

Timetable: Key stages- completed	
Sustainability appraisal scoping report	February – March 2012
Issues and options consultation	May – June 2012
Strategy and Policy consultation	August – November 2012
Full draft Local Plan (stage 3) consultation	May – July 2013
Additional sites consultation	November – December 2013
(Long Term Transport Strategy preparation led by Cambridgeshire County Council)	May – November 2014
Huntingdonshire Local Plan to 2026: Targeted Consultation 2015	January – March 2015

Timetable: key stage – to be completed/undertaken	
Finalisation of evidence base – including Housing and Employment Land Availability Assessment, Strategic Flood Risk Assessment and Gypsy and Traveller Accommodation Needs Assessment	August 2015 - November 2016
Strategic Transport Study in collaboration with	January 2016 -



Cambridgeshire County Council	December 2016
<b>Growth and Infrastructure Investment and Delivery Plan, and Growth Viability Assessment</b>	<b>October 2016 – April 2017</b>
Statutory consultation on proposed submission Local Plan to 2036 (Reg. 19)	May – June 2017
Submission to Secretary of State	November 2017
Estimated examination	November 2017 – April 2019
Receipt of Inspector's report	May 2019
Estimated date for adoption	June 2019

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

7.1 The production of the HLP2036 relates to the 2016/17 strategic priority of Delivering Sustainable Growth.

7.2 The objective under the strategic priority is as follows:  
*“To improve the supply of new and affordable housing, jobs and community facilities to meet future need.”*

*Our work programme includes:*

- *“ensuring an adequate supply of housing to meet objectively assessed needs;*
- *planning and delivering the provision of decent market and affordable housing for current and future needs;*
- *ensuring that there are the right community facilities to accommodate the housing growth.”*

7.3 The relevant key actions for 2016/17 are:

- prepare the Local Plan;
- facilitate delivery of new housing on the large strategic sites at:
  - St Neots
  - Wyton
  - Alconbury Weald
- maintain a 5 year housing supply position

## 8. RESOURCE IMPLICATIONS

8.1 A single Planning Policy earmarked reserve was agreed at the Cabinet meeting of 17 March 2016 enabling money to be drawn down to support production of the evidence base.

## 9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 To update Members on preparation of the HLP2036 and its associated evidence base and raise awareness of the risks and implications for the timetable. To update Members in relation to highways and transport infrastructure projects.

## BACKGROUND PAPERS

[Cabinet Report 16 June 2016 Item 5](#)

[HM Treasury July 2015 Fixing the Foundations](#)

[Written Ministerial Statement July 2015 Local Plans](#)

[Environment Agency February 2016 Climate change allowance guidance](#)

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Needs Analysis of Green Space & Play Provision – Development Priorities

**Meeting/Date:** Overview & Scrutiny (Communities and Environment) – 6 September 2016  
Cabinet – 22 September 2016

**Executive Portfolio:** Councillor Robin Carter – Executive Councillor for Environment, Street Scene and Operations

**Report by:** Alistair Merrick – Interim Head of Operations

**Ward(s) affected:** All

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### **Executive Summary:**

1. The report contains a consolidation of the needs analysis work of green space and play provision that has been overseen by Overview and Scrutiny and provides a schedule of prioritised development projects to constitute the future strategic direction for the development of all green space in Huntingdonshire.
2. The strategic review of Operations in early 2015 confirmed that although the Council had adopted an Open Spaces Strategy in 2011 it did not include prioritised development projects for green space and play provision taking into account current provision against the Council's adopted benchmarks for providing open space and play facilities.
3. The needs analysis work to address this deficiency has confirmed that there is a good base of green space and play provision against the policy benchmarks across the District but that there is a schedule of development priorities detailed in Appendix 1 required as the enhancements necessary to move towards a full compliance with these policy benchmarks.
4. Consultation has been conducted with Town and Parish Councils during the needs analysis project to agree future development projects for green space and play provision across Huntingdonshire.
5. It is recommended that following approval of the development priorities to then apply the unspent Section 106 contributions to deliver these development priorities.

6. The recommended development projects for green space and play provision when adopted will then be reviewed annually in December each year by the Environmental Services Development Team to confirm progress made, any resourcing implications and any emerging new needs for provision potentially arising from continued housing development in the District. The outcome of this annual review will then be reported to Overview and Scrutiny and the Cabinet in February of each year.

**Recommendation(s):**

The Cabinet is recommended to endorse the schedule of development projects for green spaces contained in Appendix 1 as the future strategic direction for the development of green spaces and as the guide for future planning decisions regarding green spaces provision.

## 1. PURPOSE OF THE REPORT

- 1.1 The report contains a consolidation of the needs analysis work of green space and play provision overseen by Overview and Scrutiny and provides a schedule of prioritised development projects to constitute the future strategic direction for the development of all green space in Huntingdonshire.

## 2. BACKGROUND

- 2.1 The strategic review of Operations in early 2015 confirmed that although the Council had adopted an Open Spaces Strategy in 2011 it did not include prioritised development projects for green space and play provision taking into account current provision against the Council's adopted benchmarks for providing open space. The Council's adopted benchmarks for green space are as follows:

**Table 1: Adopted Council Benchmarks for Green Space & Play Provision**

Category of Green Space	Policy Benchmark
Parks and Gardens	0.48 hectares per 1,000 head of population
Natural and Semi-natural Open Space	0.23 hectares per 1,000 head of population
Allotments and Community Gardens	0.32 hectares per 1,000 head of population
Amenity Green Spaces	1.09 hectares per 1,000 head of population
Play Provision	0.25 hectares per 1,000 head of population

- 2.2 The consequence of this have been as follows:

- a) The Council has been considering planning applications for housing developments in the District that have included green space provision outside of a robust strategic framework. Therefore not all of this green spaces development has material improved provision against areas of deficiency.
- b) The adoption of green space outside of such a robust strategic framework has not ensured that the long term financial commitments for this Council and also for Town and Parish Councils is aligned to clearly established priorities and Medium Term Financial Strategies of each organisation.
- c) It has left substantial Section106 contributions unspent.

## 3. NEEDS ANALYSIS WORK COMPLETED

- 3.1 To address this lack of clear development proposals for green space and play provision against the adopted policy benchmarks for provision the Environmental Services Development Team in the Operations Division has over the last eighteen months carried a needs analysis of current provision of green space and play provision across the District against the policy benchmarks. This has included consultation with the Town and Parish Councils to agree the development priorities. The intention being to develop a schedule of development projects to meet clearly established deficiencies in current provision and not to create a revised Open Spaces Strategy that is light on such detail.

- 3.2 The Development Team have also robustly reviewed the £603,000 in uncommitted Section 106 contributions for green space and play provision against the emerging development proposals. The purpose being to identify the projects that can be immediately progressed.
- 3.3 The outcome of the needs analysis work is contained in Appendix 1. This confirms that there is a good base of provision against the policy benchmarks and detailed in Table 2 below is a synopsis of the development priorities confirmed from the needs analysis work as the enhancements required to move towards a full compliance with these policy benchmarks.

**Table 2: Synopsis of Green Space & Play Development Priorities**

Town or Parish Council Location	Development Need
Huntingdon	<ul style="list-style-type: none"> <li>• <b>Short Term:</b> funding in place to upgrade three play areas from Local Equipped Play Areas (LEAP) to Neighbourhood Equipped Play Areas (NEAP) and to create a new MUGA.</li> <li>• <b>Long Term:</b> funding required to enhance allotments and community gardens in the West Ward.</li> </ul>
Ramsey	<ul style="list-style-type: none"> <li>• <b>Medium Term:</b> development of two new play areas through planned housing developments and upgrade of two LEAP's to NEAP's.</li> <li>• <b>Long Term:</b> funding required for creating natural and semi-natural areas and parks and gardens.</li> </ul>
St Ives	<ul style="list-style-type: none"> <li>• <b>Short Term:</b> funding in place to upgrade two LEAP's to NEAP's.</li> <li>• <b>Medium Term:</b> funding to be realised to re-designate amenity green space as natural and semi-natural green space in the East and West Wards.</li> <li>• <b>Long Term:</b> funding required to create community gardens in the East and South Wards.</li> </ul>
Earith	<ul style="list-style-type: none"> <li>• <b>Medium Term:</b> funding to be realised to improve green space potentially involving the ECA field subject to resolving access issues.</li> </ul>
Godmanchester	<ul style="list-style-type: none"> <li>• <b>Medium Term:</b> funding to be realised to enhance natural and semi-natural areas.</li> <li>• <b>Long Term:</b> further investigation required with the Town Council regarding options to enhance parks and gardens provision.</li> <li>• <b>Long Term:</b> funding to be realised from any housing development of more than 10 houses to enable the upgrade of the LEAP to a NEAP in the north-west of the town.</li> </ul>
Sawtry	<ul style="list-style-type: none"> <li>• <b>Medium Term:</b> funding to be realised to upgrade the LEAP at St Judith Field to a NEAP.</li> </ul>
Stilton	<ul style="list-style-type: none"> <li>• <b>Medium Term:</b> funding to be realised from any housing development of more than 10 houses for allotments or community gardens.</li> <li>• <b>Medium Term:</b> funding to be realised from any housing development of more than 10 houses to acquire land and then to develop a play area.</li> </ul>
Yaxley	<ul style="list-style-type: none"> <li>• <b>Medium Term:</b> funding to be realised from any housing development of more than 10 houses for allotments or community gardens.</li> </ul>

Town or Parish Council Location	Development Need
St Neots	<ul style="list-style-type: none"> <li>• <b>Medium Term:</b> funding to be realised to convert existing amenity green space into allotments or community gardens.</li> <li>• <b>Medium Term:</b> funding to be realised to create a play area on the amenity green space between the A1 and the west of Eaton Ford.</li> </ul>

#### 4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Panel considered the report and recognised it as the final report in a series of reports on the provision of green space and play equipment. Members agreed that the Council should list its green space and play equipment needs in order to identify priorities for the Council when new developments are proposed. The Panel recommend that the Cabinet should endorse the schedule of development projects for green spaces.

#### 5. KEY IMPACTS & RISKS

5.1 There has been a lack of robust strategic framework for the development of green space and play provision in Huntingdonshire with clearly set future development priorities tied to available Section 106 contributions and the Council's Medium Term Financial Strategy. The adoption of the recommended prioritised development projects in Appendix 1 will provide this strategic framework for both the Development Division and Operations Division going forward.

#### 6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 The needs analysis project has managed within a robust project plan and each phase of work completed has been submitted to Overview and Scrutiny for consideration of the findings.

6.2 The recommended development projects for green space and play provision when adopted will then be reviewed annually in December each year by the Environmental Services Development Team to confirm progress made, any resourcing implications and any emerging new needs for provision potentially arising from continued housing development in the District. The outcome of this annual review will then reported to Overview and Scrutiny and the Cabinet in February of each year.

#### 7. LINKS TO STRATEGIC PRIORITIES

7.1 The recommended development priorities for green space and play provision when approved will contribute to the Corporate Plan as follows:

- a) Enhancing fundamentally the built and green environment of the District.
- b) The Development and Operations Divisions becoming much more business-like and efficient in the way they progress the development of future green spaces and play provision.

## **8. CONSULTATION**

- 8.1 Consultation has been conducted with Town and Parish Councils during the needs analysis project to agree future development projects for green space and play provision across Huntingdonshire.

## **9. LEGAL IMPLICATIONS**

- 9.1 The proposed allocation of Section 106 contributions is consistent with the detail of the Section 106 Agreements.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The needs analysis project has been delivered within existing resources and the resource implications for the delivery of the recommended development projects is detailed in schedule of development priorities contained in Appendix 1. Significant progress can be made through the allocation of existing Section 106 contributions of £603,000.

## **11. REASONS FOR THE RECOMMENDED DECISIONS**

- 11.1 The schedule of development priorities for green space and play provision in Appendix 1 is recommended to provide a robust strategic framework for future developments that meet evidenced need against the Council's policy benchmarks for such provision.

## **12. LIST OF APPENDICES INCLUDED**

- 12.1 Appendix 1: Schedule of Prioritised Development Projects for Green Space & Play Provision

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**Appendix 1: Schedule of Prioritised Development Projects for Green Space & Play Provision**

**Appendix 1 (a): Huntingdon – Current Provision against Policy Benchmarks**

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
<b>Huntingdon (See Appendix 1a)</b>	Green Space	<b>Parks and Gardens:</b> Provision is deficient in the West Ward. West Ward does have a high industrial area where the main area of deficiency is showing. The East and North Wards are within the policy requirement.	<b>No Action Recommended:</b> Development through capital resources of some of the Natural and Semi Natural areas as Parks and Gardens in the south of the West Ward is a consideration. However, because the A14 divides the ward and this would only benefit a small residential area as there is limited access across the A14 there would be a low return on investment, therefore no action is recommended.	N/A
		<b>Natural &amp; Semi Natural:</b> The North Ward is deficient The East and West Wards are both over provided for making the total for Huntingdon 126 hectares over the policy requirement.	<b>No Action:</b> In the North Ward there are no potential sites that could be converted to Natural and Semi Natural Green Space, therefore no action is recommended no because of the over provision within the town as a whole.	N/A
		<b>Allotments and Community Gardens:</b> The North and West Wards are lacking allotments and community gardens. However the allotment in the West Ward is closer to more houses in the North Ward than many of those in the West Ward. There is an overall deficiency in Huntingdon as a whole of three hectares.	<b>Action:</b> In the West Ward the area south of the A14 – Mill Common; currently Natural and Semi Natural Green Space, part of this site could be considered as a community garden. In the North Ward part of the Sapley Playing Fields could also be considered as a community garden or allotments, this would also benefit many of the residents from the West Ward.	Long Term – funding would need to be realised to deliver the proposed action.

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
Huntingdon (See Appendix 1a)	Play	Huntingdon is made up of 3 wards and when analysed it became clear that there was a need for a limited increase in play provision throughout the wards.	<p><b>Action:</b> After consultation with Huntingdon Town Council, 4 existing play facilities have been identified as potential locations that could be increased in size and play provision to ensure adequate play coverage is reached against policy benchmarks. These areas are:</p> <ul style="list-style-type: none"> <li>• <b>The Pits, Sapley Road Play Area LEAP (Town Council owned):</b> to increase the existing play area to a NEAP by installing a ball game element along with other facilities.</li> <li>• <b>Sallowbush Road, adjacent to MUGA (HDC owned):</b> to increase existing site to include a play area and re-designating the site as a NEAP.</li> <li>• <b>Devoke Close, Stukeley Meadows LAP (Town Council owned):</b> increase the existing play area by installing a low key ball element with other facilities to make it a NEAP.</li> <li>• <b>Elsie's Way, field adjacent to Huntingdon Gym (Town Council owned):</b> to install ball game element and other facilities to increase to a NEAP.</li> </ul>	Short Term – funding in place to deliver the projects

### Appendix 1 (a): Huntingdon – Current Provision against Policy Benchmarks

		East		North		West		Total	
Population	Population figures taken from Lower Super Output Areas - National Office of Statistics	9,734		6,789		7,765		24,288	
Green Space Provision (ha)	Green Space Definitions from PPG17	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	4.67	8.19	3.26	4.88	3.73	1.30	11.66	14.37
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	3.69	0.00	0.00	0.00	2.80	0.00	6.49
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	2.24	14.74	1.56	0.00	1.79	108.00	5.59	122.74
Allotments & Community Gardens	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	3.11	3.29	2.17	0.00	2.48	1.55	7.77	4.84
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	10.61	25.95	7.40	32.37	8.46	18.28	26.47	76.60
<b>Total Green Space</b>		<b>20.64</b>	<b>55.86</b>	<b>14.39</b>	<b>37.25</b>	<b>16.46</b>	<b>131.93</b>	<b>51.49</b>	<b>225.04</b>
Play Provision (ha)	Definition								
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	0.05	n/a	0.04	n/a	0.08	n/a	0.17
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.24	n/a	0.20	n/a	0.24	n/a	0.68
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.00	n/a	0.10	n/a	0.00	n/a	0.10
<b>Total</b>		<b>2.43</b>	<b>0.29</b>	<b>1.70</b>	<b>0.34</b>	<b>1.94</b>	<b>0.32</b>	<b>6.07</b>	<b>0.95</b>



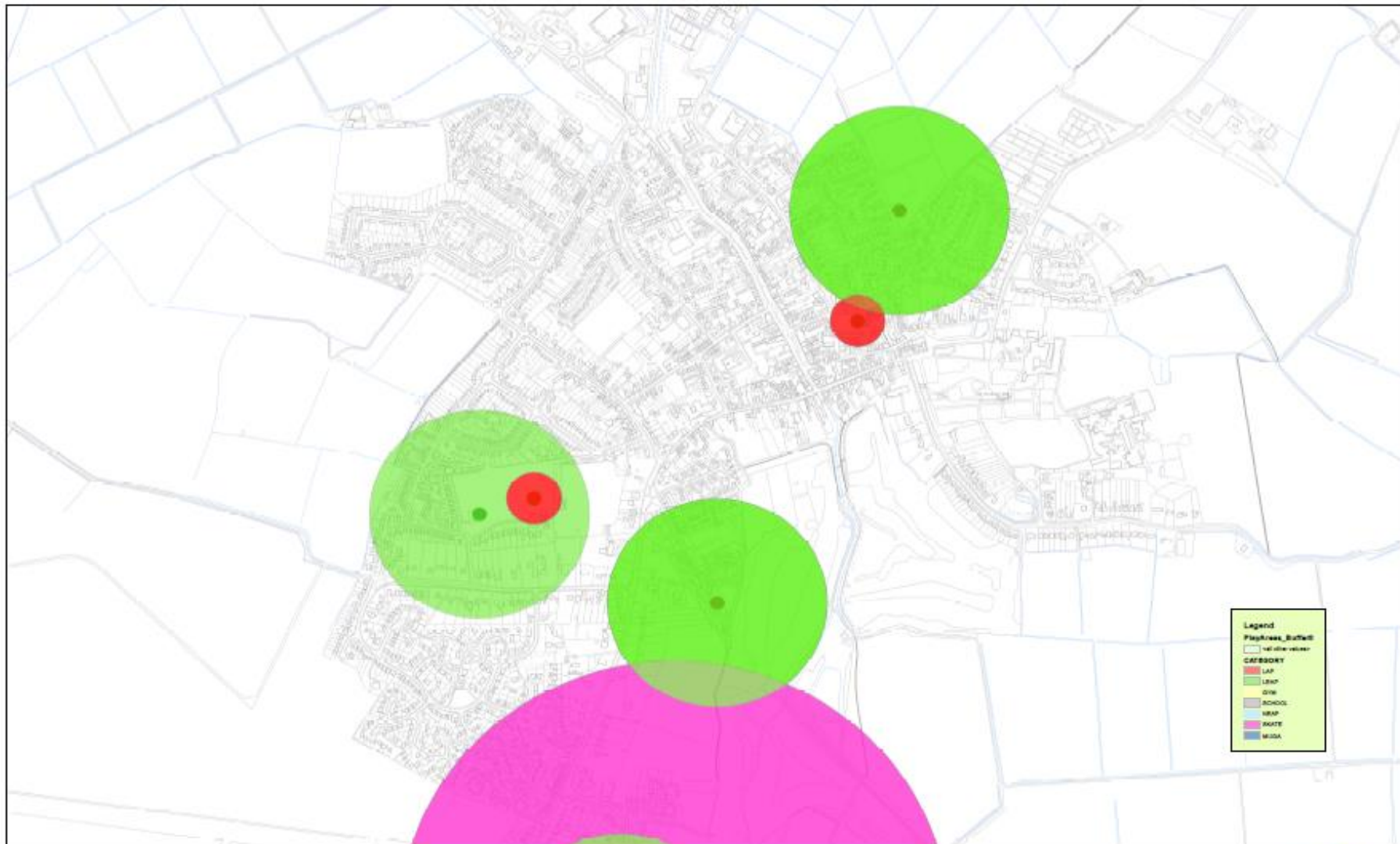


Appendix 1b: Ramsey – Current Provision against Policy Benchmarks

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
<p><b>Ramsey (See Appendix 1b)</b></p>	<p>Green Space</p>	<p>Overall there is sufficient green space provision in Ramsey although it is not very well distributed, with just two main areas of amenity green space and very little in the north of the town.</p>	<p><b>Action:</b> There are currently no natural or semi-natural areas but, as there is an overprovision of amenity green space some of these areas could be allowed to grow wild to allow for biodiversity and environmental education.</p>	<p>Long Term - funding would need to be realised to deliver the proposed action</p>
		<p>The allotment plots are plentiful but their location is not within easy reach of the majority of residents.</p>	<p><b>Action:</b> The parks and garden element is also deficient, again part of the amenity green space could be set aside to allow for this.</p>	<p>Long Term - funding would need to be realised to deliver the proposed action</p>
	<p>Play</p>	<p>Ramsey currently has five play areas, four are the responsibility of the Town Council and the fifth is owned and maintained by the District Council. The benchmark analysis and catchment plan in Appendix 1(b) clearly evidences there is a deficiency in play provision in Ramsey. However the main area where there is no play is the town centre which does not have any space that could be set aside for play</p>	<p><b>Action:</b> There are outline planning applications for two developments in Ramsey. If both of these are successful and the developers provide open space as required, the Ramsey Millions Partnership would have funding in place to provide a skate park in the north of Ramsey which would alleviate the deficiency.</p>	<p>Medium Term – Funding to be realised through planning agreements</p>
			<p><b>Action:</b> If this land is not forthcoming then the funding could made available to upgrade the two LEAP's in King George V Playing Field and Mill Lane into NEAP's which would also provide sufficient play for Ramsey</p>	<p>Medium Term - Funding to be realised through planning agreements</p>

Appendix 1b: Ramsey – Current Provision against Policy Benchmarks

		Ramsey	
Population	Population figures taken from Lower Super Output Areas - National Office of Statistics	5,848	
Green Space Provision (ha)	Green Space Definitions from PPG17	Policy	Actual (ha)*
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	2.81	0.02
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	0.00
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	1.35	0.00
Allotments & Community Gardens	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	1.87	2.91
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	6.37	14.89
<b>Total Green Space</b>		<b>12.40</b>	<b>17.82</b>
Play Provision (ha)	Definition		
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	0.02
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.12
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.00
<b>Total</b>		<b>1.46</b>	<b>0.14</b>



Current Play Provision in Ramsey

N  
Scale = 1:7,500  
Date Created: 21/04/2015

Appendix 1c: St Ives – Current Provision against Policy Benchmarks

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
St Ives (See Appendix 1c)	Green Space	<b>Natural and Semi Natural Green Space (N&amp;SN)</b> - Although at a local level the East and West Wards are deficient in Natural & Semi-Natural green space as a whole St Ives is over provided by 1.5ha.	<b>Action:</b> In both East and West Wards, reallocate approximately 1ha of amenity green space to Natural & Semi-Natural green space with a consequent reduction in maintenance regimes.	Medium Term - Funding to be realised through planning agreements
		<b>Allotments and Community Gardens (A&amp;CG)</b> - Provision for Allotments & Community Gardens is deficient in East and South Wards although when St Ives is assessed as a whole provision matches policy requirement.	<b>Action:</b> Allotments would not always be appropriate in dense urban areas and instead community gardens would be more successful. One location in the East Ward or South Ward should be identified as a site for a small community garden (approximately 100m2 per site).	Long Term - funding would need to be realised to deliver the proposed action
	Play	A serious under provision for play is noted across the whole of St Ives.  By increasing the designation of the play areas at Stirling Road and Warners Park (Town Council owned) to NEAP status through investment, adequate play coverage could be reached.	<b>Action:</b> Identify funding to invest in Stirling Road and Warners Park play areas to re-designate them as NEAPs.	Short Term - funding in place to deliver the projects



## Appendix 1c: St Ives – Current Provision against Policy Benchmarks

		East		South		West		Total	
Population	Population figures taken from Lower Super Output Areas - National Office of Statistics	6,966		6,795		3,025		16,786	
Green Space Provision (ha)	Green Space Definitions from PPG17	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	3.34	5.14	3.26	2.04	1.45	6.57	8.06	13.74
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	2.76	0.00	1.12	0.00	0.18	0.00	4.06
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	1.60	0.42	1.56	4.96	0.70	0.00	3.86	5.38
Allotments & Community Garden	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	2.23	0.00	2.17	0.00	0.97	5.34	5.37	5.34
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	7.59	14.49	7.41	11.09	3.30	6.92	18.30	32.50
<b>Total Green Space</b>		<b>14.77</b>	<b>22.81</b>	<b>14.41</b>	<b>19.20</b>	<b>6.41</b>	<b>19.01</b>	<b>35.59</b>	<b>61.03</b>
Play Provision (ha)	Definition								
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	0.00	n/a	0.01	n/a	0.01	n/a	0.02
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.08	n/a	0.12	n/a	0.04	n/a	0.24
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.00	n/a	0.00	n/a	0.10	n/a	0.10
<b>Total</b>		<b>1.74</b>	<b>0.08</b>	<b>1.70</b>	<b>0.13</b>	<b>0.76</b>	<b>0.15</b>	<b>4.20</b>	<b>0.36</b>



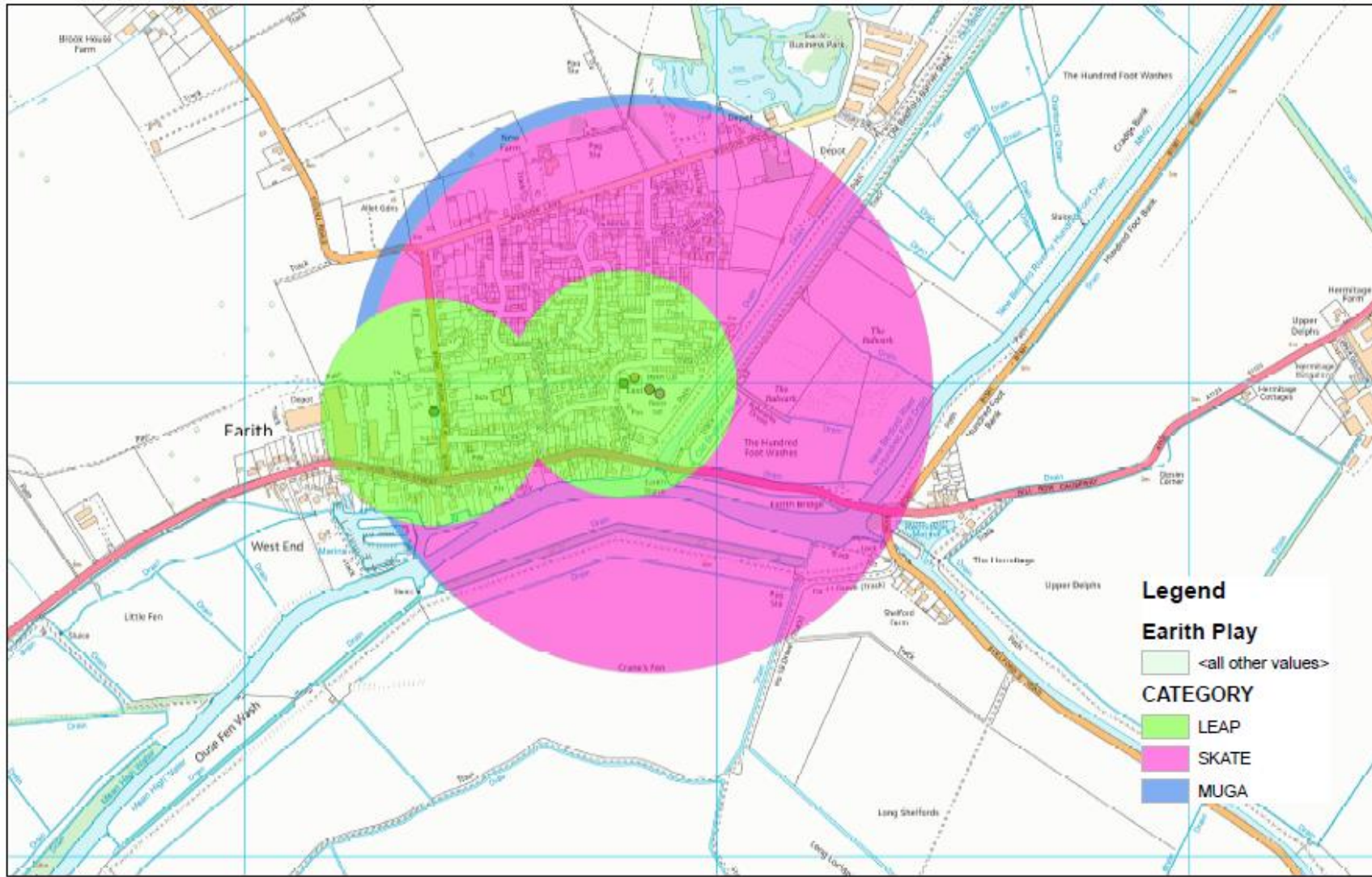
**Appendix 1d: Earith – Current Provision against Policy Benchmarks**

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
Earith (See Appendix 1d)	Green Space	Provision is well spread out and accessible to residents, although some categories of green space remain below the policy benchmark level. The Bulwark and the River Island although separated from the village by water, do form part of a varied portfolio of Green Space opportunities in the village.	<b>Action:</b> If the access to the ECA field could be resolved and the field brought back into public use the provision of Green Space in Earith would be markedly improved Future funding secured to improve Green Space in Earith should be used to help the Parish Council to find a solution to bring the ECA field back into action.	Medium Term - Funding to be realised through planning agreements
	Play	Earith has two play areas, a skate park and a multi-use games area. Although statistically this appears to be deficient, coverage is adequate for a village of this size.	<b>No Action Recommended</b>	N/A

## Appendix 1d: Earith – Current Provision against Policy Benchmarks

Population	Population figures taken from Lower Super Output Areas - National Office of Statistics	1,563	
Green Space Provision (ha)	Green Space Definitions from PPG17	Policy	Actual (ha)*
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	0.75	0.00
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	0.03
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	0.36	3.00
Allotments & Community Gardens	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	0.50	0.15
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	1.70	3.00
<b>Total Green Space</b>		<b>3.31</b>	<b>6.18</b>
Play Provision (ha)	Definition		
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	0.00
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.08
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.00
<b>Total</b>		<b>0.39</b>	<b>0.08</b>





Earith Play Areas

Scale = 1:7,134  
Date Created: 02/12/2015

Appendix 1e: Godmanchester – Current Provision against Policy Benchmarks

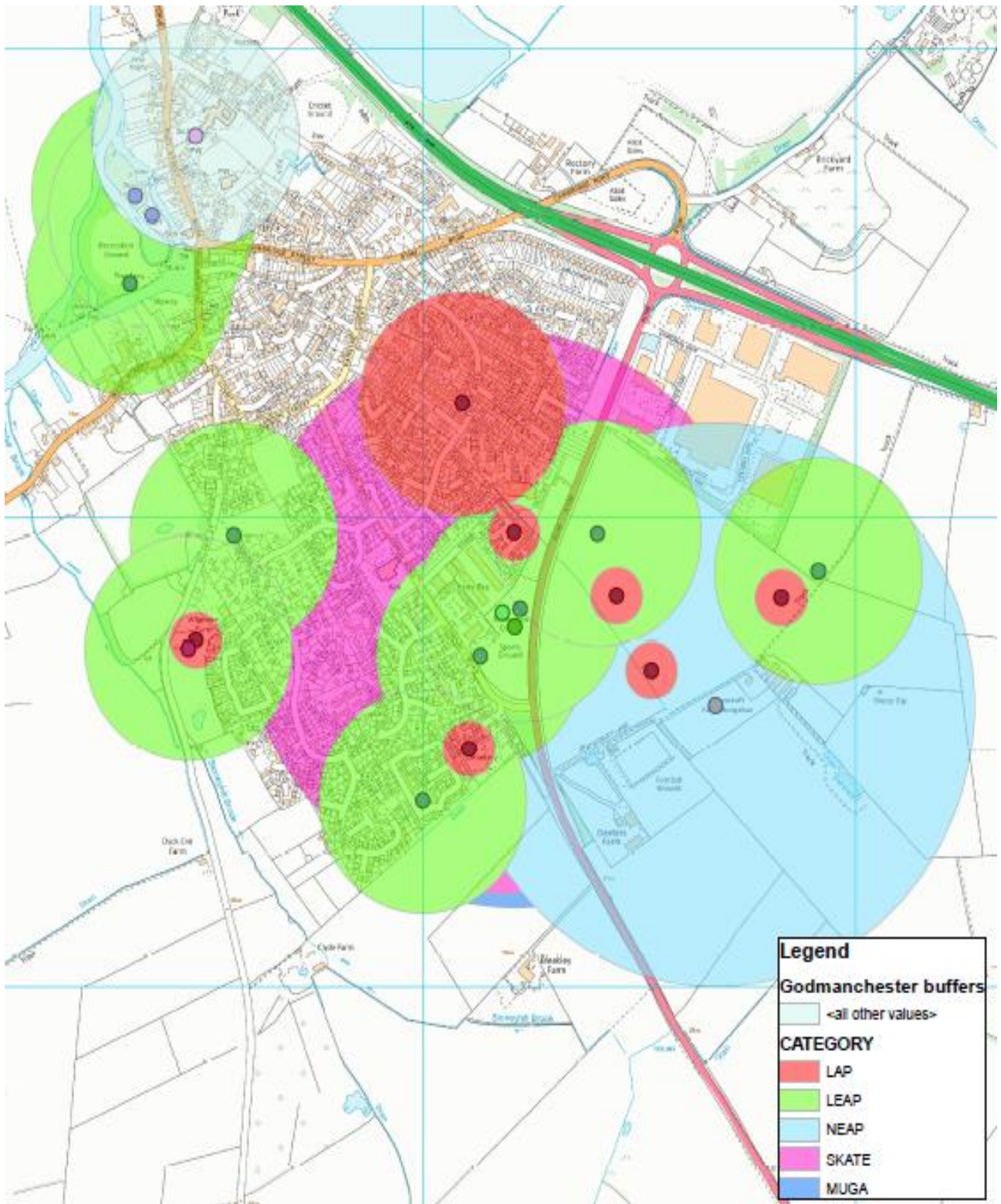
Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
<p><b>Godmanchester (See Appendix 1e)</b></p>	<p>Green Space</p>	<p>Overall there is sufficient green space provision in Godmanchester and it is quite well distributed throughout the town. The new development proposed at Bearscroft Farm to the east of the town will provide some additional green space, although sites have not been confirmed.</p> <p><b>Natural &amp; Semi-Natural green space</b> – there is a deficiency against the policy benchmark for provision and there is a need to increase existing natural/wildlife areas.</p>	<p><b>Action:</b> The needs analysis evidences a deficiency in natural and semi-natural areas, however there are a number of amenity green space sites for example Wigmore Farm where the wildflower areas could be extended to provide the biodiversity element needed.</p>	<p>Medium Term - Funding to be realised through planning agreements</p>
		<p><b>Parks and Gardens</b> - There is also a deficiency against the policy benchmark for provision but there are no more sites that lend themselves for this purpose.</p>	<p><b>Action:</b> Further investigation with Town Council required.</p>	<p>Long Term - funding would need to be realised to deliver the proposed action</p>

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
Godmanchester (See Appendix 1e)	Play	Statistically the play provision is showing as deficient against the policy benchmark for provision in the town but with the addition of the play areas proposed as part of the Bearscroft Farm Development, Godmanchester has sufficient play provision. The north of the town that would benefit from an additional play area but there is not a site that could accommodate this.	<b>Action:</b> There is an opportunity to upgrade a LEAP play area to a NEAP play area in the north-west of the town; this would enhance the current footprint of provision. The funding to increase the size and play designation of a LEAP to a NEAP could be funded through securing a Section 106 funding from local developments when it is realised.	Long Term - funding would need to be realised to deliver the proposed action

Appendix 1e: Godmanchester – Current Provision against Policy Benchmarks

Population	Population figures taken from Lower Super Output Areas – National Office of Statistics	6,816	
Green Space Provision (ha)	Green Space Definitions from PPG17	Policy	Actual (ha)*
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	3.27	0.09
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	0.41
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	1.57	0.00
Allotments & Community Gardens	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	2.18	3.52
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	7.43	9.66
<b>Total Green Space</b>		<b>14.45</b>	<b>13.68</b>
Play Provision (ha)	Definition		
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	0.07
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.40
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.10
<b>Total</b>		<b>1.70</b>	<b>0.57</b>





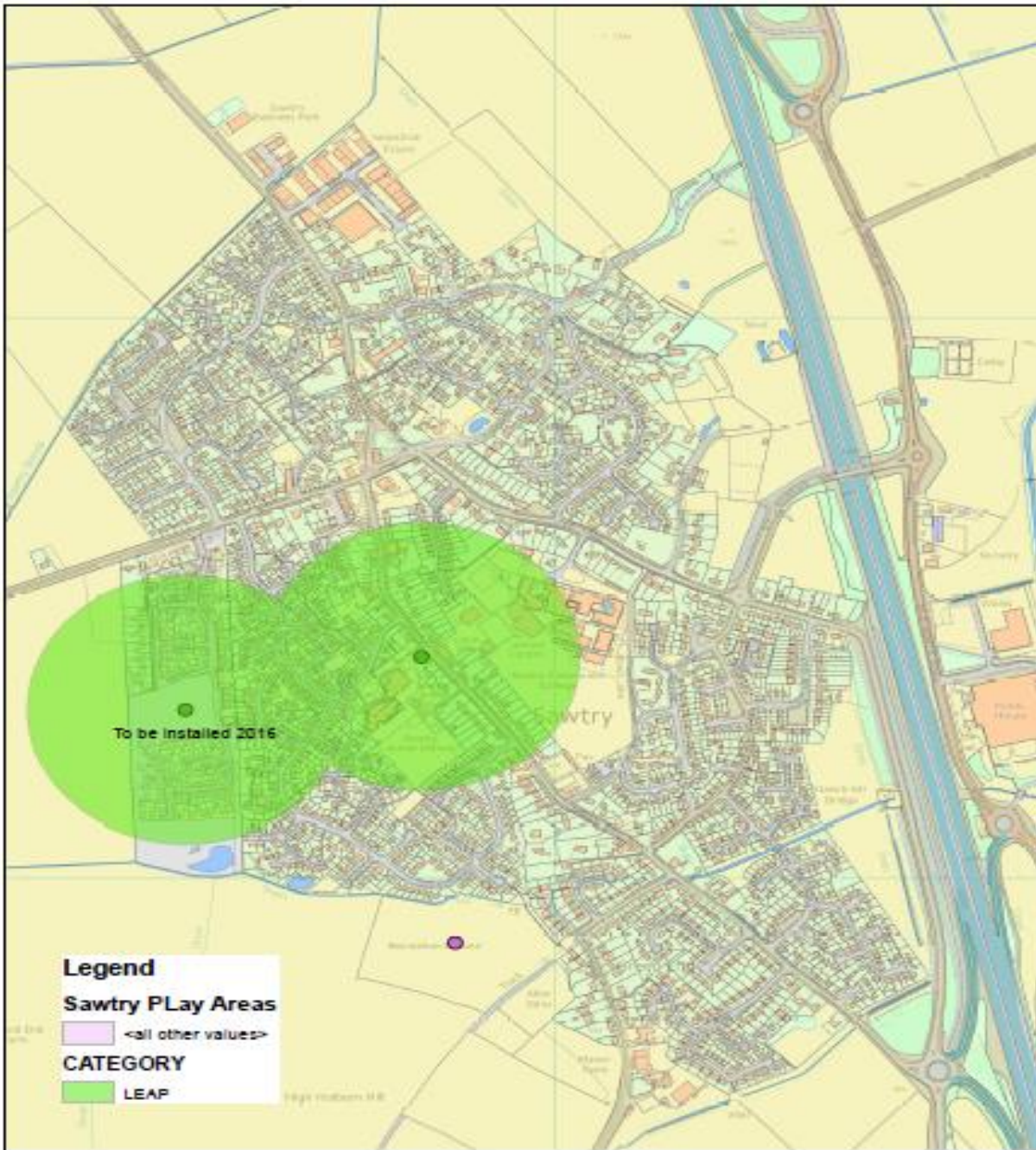
Appendix 1f: Sawtry – Current Provision against Policy Benchmarks

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
Sawtry (See Appendix 1f)	Green Space	Overall there is sufficient green space provision in Sawtry and it is well distributed throughout the village. The new development off Gidding Road will provide extra allotments for the community and also a natural/semi-natural area which includes newt ponds providing a haven for wildlife in the village. Parks and Gardens are the only category of green space that is deficient against the policy benchmark for provision; and unfortunately there is no amenity green space within the village that could be suitably upgraded.	<b>No Action Recommended</b>	N/A
	Play	Sawtry currently has one play area, a youth shelter and a multi-use goal end. Another play area (Leap) is going to be installed in 2016 on a new development off Gidding Road. Statistically there is a deficiency in play provision across parts of the village. By increasing the provision at St Judith Field (Parish Council owned) to a Leap/Neap through investment adequate play coverage could be reached and additional coverage can be provided.	<b>Action:</b> Identify funding to invest in St Judith Field to re-designate to a Leap/Neap.	Medium Term - Funding to be realised through planning agreements

Appendix 1f: Sawtry – Current Provision against Policy Benchmarks

Population	Population figures taken from Lower Super Output Areas - National Office of Statistics	5,058	
Green Space Provision (ha)	Green Space Definitions from PPG17	Policy	Actual (ha)*
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	2.43	0.00
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	0.00
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	1.16	1.37
Allotments & Community Gardens	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	1.62	1.20
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	5.51	12.10
<b>Total Green Space</b>		<b>10.72</b>	<b>14.67</b>
Play Provision (ha)	Definition		
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.08
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	
<b>Total</b>		<b>1.26</b>	<b>0.08</b>





**Sawtry Play Area Coverage**

N  
Scale = 1:7,928  
Date Created: 10/12/2015

**Huntingdonshire**  
DISTRICT COUNCIL  
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Ordnance Survey NDC 100020222

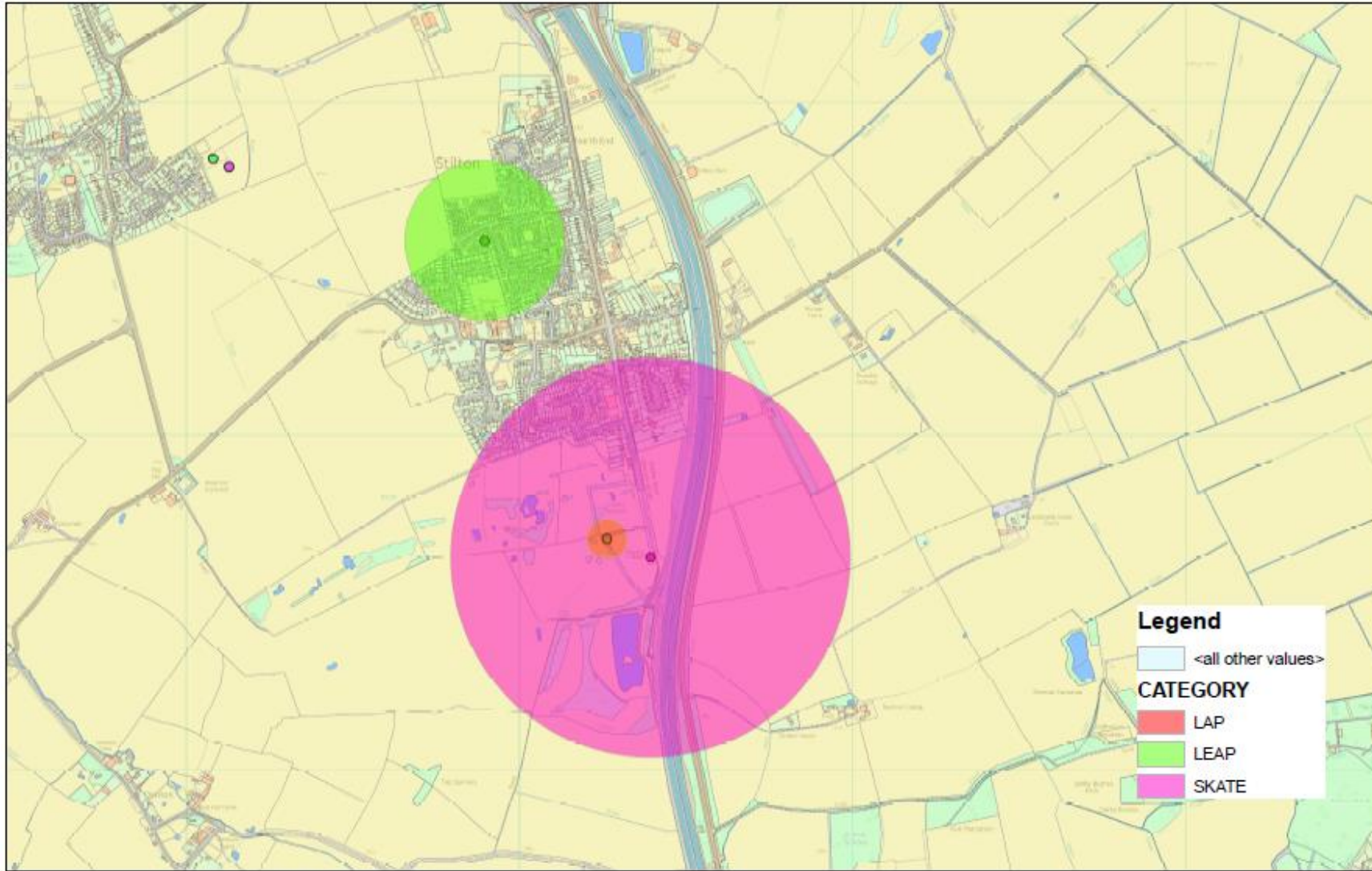
**Appendix 1g: Stilton – Current Provision against Policy Benchmarks**

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
<b>Stilton (See Appendix 1g)</b>	Green Space	As a whole green open space is deficient, with no provision for allotments, community gardens or wildlife havens, (natural & semi natural). However the amenity grass is very well distributed throughout the village. As the majority of the amenity grass is surrounded by housing, none of these areas lend themselves to anything other than amenity land	<b>Action:</b> If there are any new housing developments within the village consideration should be made with regard to acquiring land for allotments or areas for the community.	Medium Term - Funding to be realised through planning agreements
	Play	Stilton has two play areas and a skate park. The current play provision is severely lacking for the majority of Stilton residents.	<b>Action:</b> There are currently no green spaces available in the village that would be suitable to accommodate a play area. HDC should therefore seek to acquire appropriate play provision from any new housing developments in the village.	Medium Term - Funding to be realised through planning agreements

Appendix 1g: Stilton – Current Provision against Policy Benchmarks

Population	Population figures taken from Lower Super Output Areas - National Office of Statistics	3,034	
<b>Green Space Provision (ha)</b>	<b>Green Space Definitions from PPG17</b>	<b>Policy</b>	<b>Actual (ha)*</b>
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	1.46	0.00
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	0.00
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	0.70	0.00
Allotments & Community Gardens	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	0.97	0.00
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	3.31	3.12
<b>Total Green Space</b>		<b>6.43</b>	<b>3.12</b>
<b>Play Provision (ha)</b>	<b>Definition</b>		
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	0.01
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.04
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.00
<b>Total</b>		<b>0.76</b>	<b>0.05</b>





**Legend**

<all other values>

**CATEGORY**

- LAP
- LEAP
- SKATE

Stilton  
Play Areas

Scale = 1:10,077

Date Created: 03/12/2015

Huntingdonshire  
DISTRICT COUNCIL

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Ordnance Survey HCC 100022022

**Appendix 1h: Yaxley – Current Provision against Policy Benchmarks**

Location	Assessment	Needs Analysis Findings	Recommended Action	Resourcing, Deliverability & Priority Rating (Short, Medium & Long Term)
Yaxley (see Appendix 1h)	Green Space	As a whole green open space in Yaxley is deficient against the policy benchmarks for provision with insufficient provision for allotments and community gardens and no provision for parks and gardens. However, the amenity grass is quite well distributed within the main areas in the centre of the village. The two large areas of amenity grass are currently used for outdoor sport so they do not lend themselves to be changed to parks and gardens.	<b>Action:</b> With any new housing developments within the village consideration should be made with regard to acquiring land for allotments or community gardens. If there is a new large development in Yaxley that could accommodate the Parks and Gardens element this would alleviate this deficiency.	Medium Term - Funding to be realised through planning agreements
	Play	Statistically the play provision for Yaxley is showing as deficient against the policy benchmarks for provision in the town, however with the addition of the play areas installed recently at Shackleton Way and Scott Drive, Yaxley has good coverage as far as play is concerned.	<b>No Action Recommended</b>	N/A



Appendix 1h: Yaxley – Current Provision against Policy Benchmarks

<b>Green Space Provision (ha)</b>	<b>Policy</b>	<b>Actual (ha)*</b>
Parks & Gardens	4.62	0.00
Green Corridors	0.00	0.00
Natural & Semi Natural	2.22	2.23
Allotments & Community Gardens	3.08	0.02
Amenity Green Space	10.50	15.26
<b>Total Green Space</b>	<b>20.42</b>	<b>17.51</b>
<b>Total Play Provision (ha)</b>	<b>2.41</b>	<b>0.29</b>



**Legend**  
playareabuffer1  
-all other values-  
**CATEGORY**  
LAP  
LEAP  
GYM  
SCHOOL  
NEAP  
SKATE  
MUGA  
<Null>  
LLAP

Yaxley Play Area Buffer Zones

N Scale = 1:6,820  
Date Created: 28/04/2016

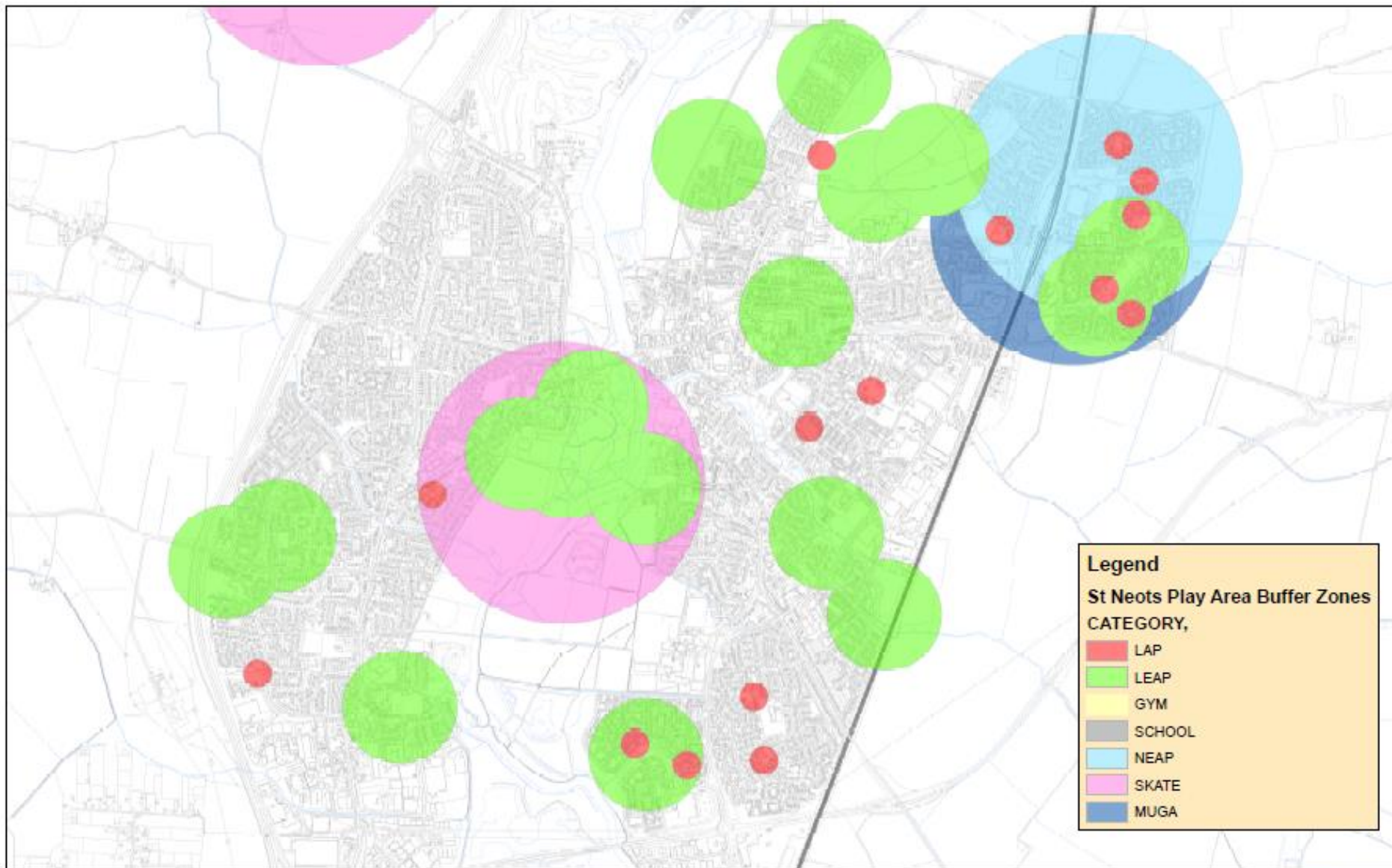
**Appendix 1i: St Neots – Current Provision against Policy Benchmarks**

St Neots	Green Space	<p><b>Parks and Gardens</b> - The green space provision for Parks and Gardens is only showing as deficient in the Eaton Socon and Eynesbury wards. However, the overall total Green Space in both of these wards is considerably above the policy requirements.</p>	No Action	N/A
		<p><b>Amenity Green Space</b> - Amenity Green Space is in abundance in all of the St Neots wards, well above the policy requirements and it is quite well distributed with a good number of Green Corridors to connect the green spaces.</p>	No Action	N/A
		<p><b>Natural and Semi Natural Green Space (N&amp;SN)</b> - All the wards in St Neots are well provided for as far as Natural and Semi Natural green space is concerned so again no action is necessary.</p>	No Action	N/A
		<p><b>Allotments and Community Gardens (A&amp;CG)</b> - There are no Allotments or Community Gardens in Eaton Socon, and Eaton Ford and Eynesbury are showing as deficient in this provision. Although the policy requirement for St Neots as a whole is on a par with what is currently being provided, when the private sites are included, there are many residents who would not be able to access a site close to their home.</p>	<p><b>Action</b> - Amenity Green Space is above the policy requirement in each ward. Consideration should be given to converting some of the Amenity Green Space to Allotment Sites or a Community Garden, for example the green space between the A1 and the west of Eaton Socon and Eaton Ford or the western side of Regatta Meadows.</p>	Medium Term

	Play	Statistically the Play provision is showing as deficient in the town, although the existing play areas are well distributed throughout the wards, with the exception of Eaton Ford where it is distinctly lacking.	<b>Action</b> - If funding becomes available there is Amenity Green Space between the A1 and the west of Eaton Ford that could be considered for play following consultation or part of Regatta Meadows could also be an option.	Medium Term
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## Appendix 1i: St Neots – Current Provision against Policy Benchmarks

	Priory Park		Eaton Ford		Eaton Socon		Eynesbury		Total	
Population figures taken from Lower Super Output Areas - National Office of Statistics	6,330		6,834		5,768		10,638		29,570	
Green Space Definitions from PPG17	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*
Accessible, high quality opportunities for informal recreation and community events	3.04	32.96	3.28	25.04	2.77	0.33	5.11	0.19	9.09	58.33
Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	5.95	0.00	3.95	0.00	6.14	0.00	0.14	0.00	16.04
Wildlife conservation, biodiversity and environmental education and awareness	1.46	5.57	1.57	0.76	1.33	14.95	2.45	16.99	4.35	21.28
Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	2.03	5.05	2.19	0.44	1.85	0.00	3.40	0.93	6.06	5.49
Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	6.90	19.60	7.45	12.00	6.29	11.28	11.60	23.70	20.64	42.88
	<b>13.42</b>	<b>69.13</b>	<b>14.49</b>	<b>42.19</b>	<b>12.23</b>	<b>32.70</b>	<b>22.55</b>	<b>41.95</b>	<b>40.14</b>	<b>144.02</b>
Definition										
Small play space aimed at up to 6yrs children, not equipped	n/a	0.06	n/a	0.01	n/a	0.01	n/a	0.06	n/a	0.08
Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.28	n/a	0.12	n/a	0.12	n/a	0.16	n/a	0.52
Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.20	n/a	0.10	n/a	0.00	n/a	0.00	n/a	0.30
	<b>1.58</b>	<b>0.54</b>	<b>1.71</b>	<b>0.23</b>	<b>1.44</b>	<b>0.13</b>	<b>2.66</b>	<b>0.22</b>	<b>7.39</b>	<b>0.90</b>



St Neots Play Area Buffer Zones

Scale = 1:10,000  
Date Created: 11/02/2016



**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

- Title/Subject Matter:** Street Scene Service – Update Report.
- Meeting/Date:** Overview and Scrutiny Panel (Communities & Environment)  
– 6 September 2016  
Cabinet – 22 September 2016
- Executive Portfolio:** Councillor Robin Carter – Executive Councillor for the Environment, Street Scene and Operations
- Report by:** Alistair Merrick – Interim Head of Service (Operations)
- Ward(s) affected:** All
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### **Executive Summary:**

1. The report provides an update on the progress made to implement the Street Scene Service (an integration of grounds maintenance and street cleansing activities on an area basis) to improve the service delivery arrangements and standards of work across Huntingdonshire. The report also includes a review of grass maintenance regimes in 2016 and an update on the negotiations with the County Council on grass cutting frequencies on their land in urban areas.
2. The transformation of the Operations Service during 2015/16 included the development of a broad range of policies, strategies and service specifications to better direct future investment in services and then the delivery of those services. This in turn has required the fundamental reconfiguration of service delivery arrangements to meet specified service requirements and standards. This included the creation of the Street Scene Service to deliver integrated grounds maintenance and street cleansing activities with area based teams.
3. This is the first year such a formal performance management regime has been applied to Street Scene activities and it evidences that real progress is being made towards delivering the specified service standards in the Grounds Maintenance and Street Cleansing Service Specifications. However the Street Scene Service will prioritise improving performance in resolving grounds maintenance service requests within 5 working days.
4. There have been some variance in performance of grass cutting operations caused by the following:
  - a) The late delivery of the new mowing equipment resulting in a late start to

the annual mowing regimes.

- b) Introduction of stricter service standards for mowing teams to deliver as required by the recently adopted Grounds Maintenance Service Specification, grass no higher than 50 mm with all actions being completed at the same time including strimming of obstacles. This has involved slowing the pace of work to ensure standards have been delivered.
  - c) The exceptional growing conditions in the whole of the East of England have meant long grass on the first cut. This will result in cutting frequencies of 12 and 14 cuts by the end of the season compared to the planned 8 cuts. By the end of May 2016 three cuts of amenity grass and 6 cuts of parks had to be completed.
  - d) The cessation and then restarting of the cutting of County Council grass, which required the recovery of four weeks of grass growth.
5. The particular impact these factors has caused is instances of excessive grass arisings resulting from long grass having been cut. The profile of the machinery has not been the issue (with access for the mowing teams to both rotary and cylinder machines) although the factors detailed above have necessitated the hire of a cut and collect machine to help remove excessive arisings on selected sites. The full detail of the remedial action taken is outlined in Section 4 of the report.
  6. Negotiations have been ongoing with the County Council since November 2015 involving the Executive Director responsible for Highways because the maintenance regimes specified by the County Council form part of their Highways Asset Management Improvement Plan (HAMIP). The fundamental issue is that the HAMIP only includes for three cuts per annum in urban areas which have been evidenced to be inadequate to provide a maintained environment to a reasonable standard. Therefore any increase in the frequency of grass cutting would have to be funded from the Highways budget. This fundamental issue needs to be resolved regardless of which organisation actually cuts the grass.
  7. These negotiations have been slow to progress matters to a resolution and in June 2016 the decision was taken to stop cutting County Council grass because three cuts had already been completed and to redirect resources to the maintenance of HDC land. Grass cutting on County Council land recommenced in late July 2016 after the County Council agreed to interim funding for grass cutting in 2016 pending the finalisation of an agreement for grounds maintenance services in future years. This has at least for 2016 resulted in increased payments from the County Council towards the costs actually being met by this Council. Councillors are reminded that the grounds maintenance service not only includes grass cutting but also shrub maintenance, hedge cutting, annual bedding and weed control.

**Recommendation(s):**

That the Cabinet:

1. review of the performance of the Street Scene Service detailed in this report, to influence the future development of service delivery arrangements for grounds maintenance and street cleansing activities; and.



2. receive a further report on the resourcing of the Street Scene Service once negotiations with the County Council have been concluded.

## 1. Purpose of Report

- 1.1 To provide an update on the progress made to implement the Street Scene Service (an integration of grounds maintenance and street cleansing activities on an area basis) to improve the service delivery arrangements and standards of work across Huntingdonshire. The report also includes a review of grass maintenance regimes in 2016 and an update on the negotiations with the County Council on grass cutting frequencies on their land in urban areas.

## 2. Background

- 2.1 During 2015/16 the Operations Service was fundamentally restructured and transformed against the following drives:

- The customer and optimisation of business processes around the customer.
- Commercialisation of services to embed demand management, generation of income and delivery of trading surpluses/efficiencies.
- Introduction of a robust asset management approach to environmental assets and maintenance; (*needs analysis – strategies to confirm priorities – management plans/asset management register – resources plans on market rates*)
- Business intelligence driving the business, with robust governance and performance arrangements.
- Detailed plans for continuous service improvement, service improvement certificates.

- 2.2 The transformation included the development of a broad range of policies, strategies and service specifications (for waste services, grounds maintenance and street cleansing specifically) to better direct future investment in services and then the delivery of those services. This in turn has required the fundamental reconfiguration of service delivery arrangements to meet specified service requirements and standards. Overview and Scrutiny have had a critical role in the shaping of the policy, strategy, service specifications and new service delivery arrangements.

- 2.3 Detailed in Table 1 below are the performance targets set for the next five years in the 2016/17 Service Plan for the Operations Service for grounds maintenance and street cleansing activities. These targets need to be viewed together as evidence of the Operations Service delivering an integrated Street Scene Service as agreed by the Cabinet in April 2016.

**Table 1: Adopted Performance Targets for the Street Scene Service**

Key Performance Indicator – Corporate Plan	2016/17	2017/18	2018/19	2019/20	2020/21
Grounds maintenance works to standard (new).	80%	82%	86%	88%	90%
Street cleansing works to standard (new).	80%	82%	86%	88%	90%
NI195 results for street cleansing, (graded A-B) (new).	80%	85%	90%	92%	94%
Street cleansing and grounds environmental maintenance service requests resolved in 5 working days (new).	80%	82%	86%	88%	90%
Residents satisfied with street cleansing services (new).	60%	64%	68%	72%	75%
Residents satisfied with grounds maintenance services (new).	55%	58%	60%	63%	65%

### 3. Analysis of Performance of the Street Scene Service

3.1 The performance of the Street Scene Service is measured through the following performance indicators:

- a) The number of service requests for work received from residents through the Call Centre.
- b) The resolution of these service requests within the target time of 5 working days.
- c) The number of formal complaints received from residents either through the Call Centre.
- d) The results of independent site inspections of work completed on site against the set service standards set in the Grounds Maintenance and Street Cleansing Service Specification.

3.2 The outcome of performance to the end of July 2016 against these performance indicators is set out in Table 1 below:

Performance Indicator	Annual Target	Actual Performance
Service requests for grounds maintenance activities	80% to be received within 5 working days	194 service requests of which 57% have been resolved within 5 working days
Service requests for street activities	80% to be received within 5 working days	190 service requests of which 81% have been resolved within 5 working days
The number of formal complaints received from residents regarding grounds maintenance.	Less than 3 per month	From April 2016 to July 2016 three complaints regarding grounds maintenance have been received.
The number of formal complaints received from residents regarding street cleansing	Less than 3 per month	From April 2016 to July 2016 there have been no complaints received regarding street cleansing.
Independent inspection results of grounds maintenance works to standard when completed	80% of works on site to standard when inspected	1,660 inspections have been completed from April 2016 to July 2016 of which 86.7% work was to standard
Independent inspection results of street cleansing works to standard when completed	80% of works on site to standard when inspected	1,220 NI195 audits have been completed from April 2016 to July 2016 of which 91.3% work was to standard

3.3 This is the first year such a formal performance management regime has been applied to Street Scene activities and it evidences that real progress is being made towards delivering the specified service standards in the Grounds Maintenance and Street Cleansing Service Specifications. However the Street Scene Service will prioritise improving performance in resolving grounds maintenance service requests within 5 working days.

### 4. Review of Grass Cutting Operations

4.1 There have been some variance in performance of grass cutting operations caused by the following:

- a) The late delivery of the new mowing equipment resulting in a late start to the annual mowing regimes.
- b) Introduction of stricter service standards for mowing teams to deliver as required by the recently adopted Grounds Maintenance Service Specification, grass no

higher than 50 mm with all actions being completed at the same time including strimming of obstacles. This has involved slowing the pace of work to ensure standards have been delivered.

- c) The exceptional growing conditions in the whole of the East of England have meant long grass on the first cut. This will result in cutting frequencies of 12 and 14 cuts by the end of the season compared to the planned 8 cuts. By the end of May 2016 three cuts of amenity grass and 6 cuts of parks had to be completed.
- d) The cessation and then restarting of the cutting of County Council grass, which required the recovery of four weeks of grass growth.

4.2 The particular impact these factors has caused is instances of excessive grass arisings resulting from long grass having been cut. The profile of the machinery has not been the issue (with access for the mowing teams to both rotary and cylinder machines) although the factors detailed above have necessitated the hire of a cut and collect machine to help remove excessive arisings on selected sites.

4.3 **Remedial Action Implemented:** The following remedial action has been proactively implemented:

- a) Mowing and strimming standards have been reinforced with Team Leaders and the need to slow up mowing if necessary to better coordinate mowing and strimming activities.
- b) There has been a temporary revision of staff deployment to prioritise areas of the District that have experienced particular flushes in grass growth.
- c) A cut and collect ride on mower has been sourced and deployed to target the hot spot sites that have suffered particularly from brown arisings being left on site following standard mowing operations.
- d) The mowing teams worked extended hours on Fridays and additional hours on Saturdays to recover the problem sites.

4.4 To reiterate real progress has been made towards delivering the new service standards and this is evidenced by the level of service requests and complaints actually received regarding grass cutting that are not excessive and the results of the independent monitoring evidencing service standards are being delivered.

## 5. **Grounds Maintenance Service Provided to the County Council**

5.1 The 2015/16 ZBB Programme included a proposal for the Operations Service to fully recover the costs for providing grounds maintenance services to the County Council and Luminus Housing. This work for the County Council after SLA fees was costing HDC circa £100k per annum; and for Luminus after SLA fees their work was costing HDC circa £17k per annum. Consequently it was agreed for negotiations with the County and Luminus to recover the full costs of their works. These negotiations were to also address the long standing frustration of residents about poor environmental maintenance standards on the Highway in urban areas that has been unresolved for many years.

5.2 Negotiations have been ongoing since November 2015 involving the Executive Director responsible for Highways because the maintenance regimes specified by the County Council form part of their Highways Asset Management Improvement Plan (HAMIP). The fundamental issue is that the HAMIP only includes for three cuts per

annum in urban areas which have been evidenced to be inadequate to provide a maintained environment to a reasonable standard. Therefore any increase in the frequency of grass cutting would have to be funded from the Highways budget. This fundamental issue needs to be resolved regardless of which organisation actually cuts the grass.

5.3 In order to maximise the impact of the negotiation meetings the discussions were broadened out to include the following issues:

- Grass Cutting – funding of increased grass cutting frequencies tied to revised land ownership of land assets.
- Weed Treatment – increasing the frequencies of treatments.
- Orphan Sites – the County Council adopting the identified orphan sites on the Highway.
- Hinchbrooke Country Park – transfer of ownership to HDC to reflect this Council's financial commitment to the site.
- Ouse Valley Way – management and maintenance arrangements.

5.4 These negotiations have been slow to progress matters to a resolution and in June 2016 the decision was taken to stop cutting County Council grass because three cuts had already been completed and to redirect resources to the maintenance of HDC land. Grass cutting on County Council land recommenced in late July 2016 after the County Council agreed to interim funding for grass cutting in 2016 pending the finalisation of an agreement for grounds maintenance services in future years. This has at least for 2016 resulted in increased payments from the County Council towards the costs actually being met by this Council. Councillors are reminded that the grounds maintenance service not only includes grass cutting but also shrub maintenance, hedge cutting, annual bedding and weed control.

5.5 If any of the County Council work transfers to another party it will need to include all of these grounds maintenance activities and the direct management of customer interface for the service provided. This is necessary for two reasons: this Council will have no control or responsibility for the service being delivered; and it will be outside of this Council's service standards as set out in the Service Specification for Grounds Maintenance.

5.6 The Cabinet is recommended to receive a further report on the resourcing of the Street Scene Service once negotiations with the County Council have been concluded. This is to ensure the resourcing of the service going forward includes fully for the work requirements of the land to be maintained subsequent to these negotiations and to build in contingency to be able to respond to extreme growing conditions.

5.7 **Public Rights of Way:** County Council has the statutory responsibility for Public Rights of Way. The development of a comprehensive management plan and the establishment of the Management Group for the Ouse Valley Way have been useful to get clarification from the County Council of how they will discharge this statutory responsibility. The County Council have confirmed their commitment to cut grass on public rights of way twice per annum and then to respond to complaints about maintenance standards (e.g. over grown shrubs and trees) thereafter. The County Council will also undertake enforcement work with private land owners who fail to adequately maintain their land that forms part of a public right of way.

5.8 Consequently this Council will not carry out beyond 2016/17 environment maintenance work on privately owned land on the Ouse Valley Way requiring the

County to more proactively enforce such works with the landowners and to carry out such works directly for land owned by the County Council.

## **6. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 6.1 Members were acquainted with the negotiations between the Council and Cambridgeshire County Council in regards maintenance of County Council land. Due to different policy decisions from each Council, the standard of maintenance of grassed areas has been different which has caused concern amongst residents. The Panel are keen that a solution to the issue is found for the benefit of residents.

## **7. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED**

- 7.1 The service specifications, service standards and new maintenance regimes have been developed to reduce the risk of the Council failing to properly protect, develop and maintain the public realm environment of the District.

## **8. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 8.1 Independent monitoring of service standards has been put in place along with standardised performance reporting to be able to evidence the standards of service being delivered.

## **9. LINK TO THE CORPORATE PLAN**

- 9.1 The measures contained in this report will contribute to the Corporate Plan as follows:
- a) Enhancing fundamentally the built and green environment of the District.
  - b) Operations becoming much more business-like and efficient in the way it delivers services.
  - c) The new Street Scene service delivery arrangements will ensure the Operations Service aligns with the principles and requirements of the Council's Customer Services Strategy.

## **10. CONSULTATION**

- 10.1 The service improvement plan adopted by the Operations Service includes a structure of on-going consultation with residents and service users; these will be used to test the performance in respect to the delivery of Street Scene activities detailed in this report from the users' perspective. The performance monitoring results will also be published to evidence to residents that specified service standards are being delivered.

## **11. LEGAL IMPLICATIONS**

- 11.1 The adopted Street Scene service delivery arrangements will better enable the Council to meet the requirements and environmental maintenance standards of the Environmental Protection Act.

## **12. RESOURCE IMPLICATIONS**

- 12.1 The adopted Street Scene service delivery arrangements in this report are being delivered within existing resources and are sustainable within the existing resources profile of the Operations Service set out in the Council's Medium Term Financial Strategy.
- 12.2 The additional funding received from the County for grass cutting in 2016 will reduce the level of subsidy from the Operations Service for this work and allow for additional resources to undertake remedial shrub maintenance programmes at no additional cost to this Council.

## **13. OTHER IMPLICATIONS**

- 13.1 The outlined service delivery arrangements seek to ensure the delivery of an appropriate and equitable balance in the provision of the detailed environmental activities across the District.

## **14 REASONS FOR THE RECOMMENDED DECISIONS**

- 14.1 The review of the service delivery arrangements detailed in this report gives the Panel the opportunity to appraise the impact of previous scrutiny work and to influence the future development of service delivery arrangements for these key environmental activities.

## **BACKGROUND PAPERS**

Street Cleansing Service Specification – approved by Cabinet on 12 January 2016.

Grounds Maintenance Service Specification – approved by Cabinet on 17 March 2016.

Street Scene Scoping Report – approved by Cabinet on 21 April 2016.

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**Public  
Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Waste and Recycling Round Reconfiguration – Update on Progress
<b>Meeting/Date:</b>	Overview & Scrutiny (Communities and Environment) – 6 September 2016 Cabinet – 22 September 2016
<b>Executive Portfolio:</b>	Councillor Robin Carter – Executive Councillor for Environment, Street Scene and Operations
<b>Report by:</b>	Alistair Merrick – Interim Head of Operations
<b>Ward(s) affected:</b>	All

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### **Executive Summary:**

1. A review of the waste and recycling collection rounds was last carried out in 2011 and due to the growth in properties and a number of changes to collection routes over the past four years these have now become unbalanced. The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.
2. This report provides an update on the Waste Service round reconfiguration project against the project plan and highlights the issues that are impacting on delivery of the project plan and the remedial action initiated.
3. The biggest single factor affecting progress is getting responses from residents about their circumstances to assess their service requirements. This is done by letter with follow up telephone calls when necessary. Additional resource has been put in place to chase up this essential data necessary to confirm the 'as is' service and then to model the 'to be' service.

### **Recommendation(s):**

1. The Cabinet are asked to note the update with regards to the current progress and anticipated implementation date for the new collection rounds and confirm any issues for consideration.
2. The Cabinet is recommended to note the progress made and to agree to receive a further update report at the October Cabinet meeting to confirm the 'go live date' for the round reconfiguration.

## 1. PURPOSE OF THE REPORT

- 1.1 The report provides an update on the Waste Service round reconfiguration project against the project plan and highlights the issues that are impacting on delivery of the project plan and the remedial action initiated.

## 2. BACKGROUND & PROGRESS TO DATE

- 2.1 A review of the waste and recycling collection rounds was last carried out in 2011 and due to the growth in properties and a number of changes to collection routes over the past four years these have now become unbalanced. The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.
- 2.2 Work towards the reconfiguration of the waste and recycling collection rounds commenced in May 2016 and within the overall project there are a number of inter-related sub-projects that need to be delivered to in turn deliver the overall project. The sub-projects include the following:

Sub-projects	Status
Round risk assessments	50% complete
Review of properties on a sack collection	95% complete
Review of official assistance customers	85% complete
Review of farms and lodges collections	95% complete
Review of properties with an additional grey bin	85% complete
Review of a separate trade waste collection round	75% complete

- 2.3 The biggest single factor affecting progress is getting responses from residents about their circumstances to assess their service requirements. This is done by letter with follow up telephone calls when necessary. Additional resource has been put in place to chase up this essential data necessary to confirm the 'as is' service and then to model the 'to be' service.
- 2.4 The outcome is that the 'as is' model is 80% complete will be sufficiently complete by the end of August to enable scenario modelling for new arrangements to begin but it needs to be completed before the final model for reconfiguration of collection rounds is completed.
- 2.5 The project is still being managed towards the new collection rounds starting week commencing 21<sup>st</sup> November 2016 and a comprehensive communication plan has been written to ensure that all the stakeholders are fully informed.
- 2.6 Appendix 1 to this report contains the formal progress report schedule for the project and Appendix 2 the highlight report for the project.

## 3. COMMENTS OF OVERVIEW & SCRUTINY

- 3.1 The Panel thanked the Interim Head of Operations for the report and emphasised that they believe it is better if the work is not rushed and that the round reconfigurations are correct.

#### 4. KEY IMPACTS & RISKS

- 4.1 There has been a lack of robust data in respect to the current collection rounds and this has had to be gathered in many instances from scratch. However it is essential to have this data to build the robust 'as is' model to then enable scenario planning of the 'to be' model. To address this key risk a Waste and Recycling Project Officer has been recruited to work solely on this project and to date has dedicated their time to certifying the current data we have is correct and is in a suitable format.

#### 5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 5.1 The project is being managed within a robust and detailed project plan that has been previously reviewed by this Panel and progress against this plan is subject to fortnightly review with necessary remedial action to ensure progress being initiated.

#### 6. LINKS TO STRATEGIC PRIORITIES

- 6.1 The round reconfiguration will ensure that the Waste Service meets the strategic priority of becoming more efficient and effective, and delivers £270,000 in efficiency savings for the Council.

#### 7. CONSULTATION

- 7.1 Consultation has been conducted with the collection crews to capture their detailed knowledge of the rounds and communication with residents to deliver the sub-projects is also critical consultation supporting the overall project.

#### 8. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 8.1 Key dates for the Waste and Recycling Reconfiguration project are as follows:

Key Activity	Deadline & RAG Rating
Data Collection	31/08/2016
Completion of "As Is" Model	31/08/2016
Scenario modelling	30/09/2016
Update to Overview & Scrutiny	06/09/2016
Agreement on preferred solution	30/09/2016
Update to Overview & Scrutiny	04/10/2016
Pre-implementation data update	31/10/2016
Implementation	21/11/2016
Post implementation review	28/02/2017
Project Closure	31/03/2017
Post Project Review	30/04/2017

## **9. LEGAL IMPLICATIONS**

- 9.1 The sub-project for round risk assessments is to ensure that the reconfigured rounds full comply with health and safety legislation.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The round reconfiguration project is required to deliver a full year saving of £270,000. Savings of £207k have to be delivered in 2016/17 and these will not be delivered in full but the projected shortfall of £70k will be met within the overall budgets of the Operations Service.
- 10.2 The additional cost of delivering the round reconfiguration is £28,090 for a dedicated Project Officer and this is being met from the agency staffing budget for the Waste Service.

## **11. REASONS FOR THE RECOMMENDED DECISIONS**

- 11.1 The round reconfiguration is essential to rebalancing the current collection rounds to take account of existing housing growth and planned future housing growth; and to deliver £270,000 in efficiency savings.

## **12. LIST OF APPENDICES INCLUDED**

- 12.1 Appendix 1: Round Reconfigurations 2016 - Progress Report Schedule
- 12.2 Appendix 2: Round Reconfigurations 2016 – Highlight Report Schedule

## **CONTACT OFFICER**

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**Appendix 1: Round Reconfigurations 2016 - Progress Report Schedule**

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Key Action Point	Actions	Start Date	Expected End Date	Date of scheduled meeting	Responsible Officer
<b>Update collection crews</b>	<ul style="list-style-type: none"> <li>What we have been up to and their involvement</li> </ul>			15 June - Full staff meeting	AC/HF
<b>Progress report</b> <ul style="list-style-type: none"> <li>Overview and Scrutiny (Communities and Environment)</li> <li>Executive Councillor</li> <li>Management Team</li> <li>Cabinet</li> <li>Call Centre</li> </ul>	<ul style="list-style-type: none"> <li>Progress to date,</li> <li>What's next</li> <li>Proposed dates for new collection model and start of these changes</li> </ul>		1 July	12 July 16 – Overview and Scrutiny (Communities and Environment)  21 July 16 – Cabinet	HF/BG
<b>Progress report</b> <ul style="list-style-type: none"> <li>Overview and Scrutiny (Communities and Environment)</li> <li>Executive Councillor</li> <li>Management Team</li> <li>Cabinet</li> <li>Call Centre</li> </ul>	<ul style="list-style-type: none"> <li>Proposed changes</li> <li>Key dates including implementation date</li> </ul>		23 August 2016	6 September – Overview and Scrutiny Panel (Communities and Environment)  22 September - Cabinet	HF/BG
<b>Update collection crews</b>	<ul style="list-style-type: none"> <li>Proposed changes</li> <li>Key dates</li> </ul>		28 September 2016	28 Sept 16 – Full staff meeting	AC/HF/BG
<b>Progress report</b> <ul style="list-style-type: none"> <li>Overview and Scrutiny (Communities and Environment)</li> <li>Executive Councillor</li> <li>Management Team</li> <li>Cabinet</li> <li>Call Centre</li> </ul>	<ul style="list-style-type: none"> <li>New collections,</li> <li>Numbers affected,</li> <li>Proposed communication plan</li> <li>Implementation date</li> </ul>		20 September 2016	4 October 2016 - Overview and Scrutiny Panel (Communities and Environment)  20 October 2016 - Cabinet	HF/BG

Key Action Point	Actions	Start Date	Expected End Date	Date of scheduled meeting	Responsible Officer
<b>Update Collection crews</b>	<ul style="list-style-type: none"> <li>• <b>New collections,</b></li> <li>• <b>Numbers affected,</b></li> <li>• <b>Proposed communication plan</b></li> <li>• <b>Implementation date</b></li> </ul>		w/c 26 October 2016		HF/BG
<b>Staff Briefing</b>	<ul style="list-style-type: none"> <li>• <b>Preparation for implementation</b></li> </ul>		w/c 7 November 2016		HF
<b>Progress report</b> <ul style="list-style-type: none"> <li>• Overview and scrutiny (Communities and Environment)</li> <li>• Executive Councillor</li> <li>• Management Team</li> <li>• Cabinet?</li> <li>• Call Centre</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Post implementation update</b></li> </ul>	20 November 2016	22 November 2016	6 December 2016 - Overview and Scrutiny Panel (Communities and Environment)  15 December 2016 - Cabinet	HF/BG

## Appendix 2: Round Reconfigurations 2016 – Highlight Report Schedule

<b>Project Name</b>	<b>Waste &amp; Recycling Reconfiguration</b>		<b>Report No. 1</b> <b>Period:- to end Jul 16</b> (Issued 5 Aug 16)
<b>Project</b>	HEIDI FIELD		
<b>OVERALL PROJECT STATUS</b>			
<b>Items requiring Project Board attention</b>			
<p>Currently against the original project plan, we are approximately 2 months behind schedule mainly due to waiting for responses from information sent out to the public. The project plan has been adjusted to reflect this.</p>			
<b>Key activities completed last reporting period (25/05/2016 – 31/07/2016)</b>			
<ul style="list-style-type: none"> <li>o Commenced update of round risk assessments</li> <li>o Waste management database updated with crew audit of blue bins</li> <li>o Letters sent to official assistance customers for review of eligibility</li> <li>o Letters sent to additional grey customers for review of eligibility</li> <li>o Meetings with refuse and recycling crews completed</li> <li>o Template for upload to software started</li> <li>o Vehicle information completed</li> <li>o Information on current rounds collated</li> <li>o Projected housing growth information obtained from planning</li> <li>o 9 months of tip data entered (times &amp; yields)</li> <li>o Review of sack / flat round completed</li> <li>o Communications plan developed</li> </ul>			
<b>Key activities planned for next period (08/2016 – 10/2016)</b>			
<ul style="list-style-type: none"> <li>o Review of clinical waste customers to assess service required</li> <li>o Review of farms and lodges queries</li> <li>o Update database from official assistance surveys received</li> <li>o Complete round risk assessment review</li> <li>o Complete meetings with garden waste crews</li> <li>o Continue entering tip data (times &amp; yields)</li> <li>o “As is” model produced and reality checked</li> <li>o Scenario modelling commenced</li> <li>o Update database with information from sack / flat round review</li> </ul>			
<b>Performance against key project milestones</b>			
<b>Milestone</b>	<b>Planned Completion Date</b>	<b>Actual Completion Date</b>	<b>RAG Status</b>
Project Kick off meeting	25/05/16	25/05/16	

Milestone	Planned Completion Date	Actual Completion Date	RAG Status
Update to Overview & Scrutiny	12/07/16	12/07/16	Green
Data Collection	31/08/2016		Red
Completion of "As Is" Model	31/08/2016		Red
Scenario modelling	30/09/2016		Green
Update to Overview & Scrutiny	06/09/2016		Green
Agreement on preferred solution	30/09/2016		Green
Update to Overview & Scrutiny	04/10/2016		Green
Pre-implementation data update	31/10/2016		Green
Implementation	21/11/2016		Green
Post implementation review	28/02/2017		Green
Project Closure	31/03/2017		Green
Post Project Review	30/04/2017		Green
<b>Comments on performance against milestones</b>			
<b>Risk and Issue Management</b>			Green
<b>Top 5 Open Issues.</b> For full issue log click <a href="#">here</a> (These are items which are affecting the project and have already happened)			
Description	Impact	Comments	
Project plan behind schedule	M	Additional overtime offered for key staff, project plan updated to reflect current position and anticipated deadlines	
Speed of modelling software	H	Solution proposed to allow installation on hard drive at HDC rather than accessing software through Citrix server	
<b>Top 5 Open Risks.</b> For full risk log click <a href="#">here</a> (These are items which may affect the project and could happen)			
Description	Priority	Mitigation Agreed?	Comments
Small number of additional resources available for the project.		Y	Additional overtime offered for key staff
Budget savings may not be met in 2015/16 if implementation delayed		Y	Additional overtime offered for key staff
Budget savings may not be met if 3 rounds are not able to be removed		N	Until scenario modelling is completed this will not be known



<b>Financial Performance</b>		
No specific budgeted spend for this project. The costs of additional resource are being met from the agency budget costs within the waste service. Publicity costs will be combined with the Christmas publicity if the project commences on 21 November 2016.		
<b>Spend (excluding Resource)</b>	<b>Capital (K)</b>	<b>Revenue (K)</b>
Total Budget	<b>£0</b>	<b>£28,090</b>
Planned spend to date	£0	£11,700
Actual spend to date	£0	£11,700
Variance	0%	0%
<b>Lessons Learnt (if appropriate)</b> A review of what went well, what went badly, and any recommendations for corporate or programme management consideration		<b>R/A/G</b>
N/a		

**Circulation List**

**Project Board Members:** Alistair Merrick, Councillor Robin Carter

**Copies to:** Beth Gordon, Heidi Field, Amy Casey, Lucy Strachan, James Khan

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**Public**  
**Key Decision – Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Re:Fit Programme – Energy Conservation Measures for One Leisure
<b>Meeting/Date:</b>	CMT – 23rd August 2016 Overview and Scrutiny (Performance and Customers) – 7th September 2016 Cabinet – 22th September 2016
<b>Executive Portfolio:</b>	Councillor Robin Carter – Executive Councillor for Environment, Street Scene and Operations.
<b>Report by:</b>	Alistair Merrick – Interim Head of Operations
<b>Ward(s) affected:</b>	All Wards

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### **Executive Summary:**

1. Delivering revenue savings through energy efficiency is a strategic objective for the Council. Consequently, as part of the Council's Corporate Plan, under the objective of becoming more business-like and efficient, the action of achieving a 2% year on year reduction in energy has been identified.
2. A planned programme of energy management measures can help the Council to achieve its' reduction in energy target of 2% year on year; protect the Council from future rises in fuel costs; improve the fabric of buildings; and enhance the experience of visitors at the One Leisure (OL) sites, e.g. through improved air quality and lighting. A planned programme will allow all equipment and controls to be properly integrated in order to realise the full range of benefits, both financial and environmental.
3. The Re:Fit Framework was established in 2008 by the Greater London Authority to allow public sector organisations to confidently invest in energy conservation measures that will deliver guaranteed savings.
4. Bouygues Ltd. were appointed, under the Re:Fit Framework agreement, as the Energy Service Company (ESCo) in Cambridgeshire, with the roll of providing the engineering expertise and project management for the delivery of the energy conservation measures and to guarantee the energy savings.
5. In 2015, Bouygues Ltd. delivered, at no cost to the Council, a Desk Top Assessment (DTA) of the energy conservation measures that would be appropriate for each of the One Leisure sites. The DTA also provided an estimate of the total cost of the measure and the value of the energy savings that could be made at each site.
6. The DTA identified a programme of investment totalling £930,370 with a ROI of 8.6 years and with savings guaranteed for 15 years. Following approval by the Finance Governance Board and Corporate Management Team, the Council signed a contract with Bouygues Ltd to undertake an Investment Grade Audit (IGA) of the One Leisure sites. This contract allowed Bouygues

Ltd to go to market and get, through the tendering process, accurate costs for all measures identified by the audit. A detailed analysis of current energy consumption and equipment costs was used to provide an accurate assessment of the energy savings achievable at each site, the payback period for the energy conservation measures identified and the details of the Measurement and Verification (M&V) process. Following the changes to the Feed-in Tariffs for solar PV, the scale of the PV, which had previously been identified in the DTA, was adjusted at each site, so as to meet the demand at the site and prevent the export of electricity to the local grid.

7. The Measurement and Verification process is an internationally recognised protocol by which energy savings are guaranteed. It also allows both the Council and Bouygues Ltd, to have a clear understanding on how the energy consumption will be monitored and savings calculated. The programme will continue for 15 years, ensuring that the Council will achieve payback on all measures installed.
8. Following the audit and extensive discussions with One Leisure managers, Bouygues Ltd provided the Council with an Investment Grade Proposal detailing the measures to be installed and the savings to be made. In summary, the energy conservation measures to be installed are as follows:
  - Upgraded lighting with LED's at all sites.
  - Improved insulation at all sites.
  - Installation of Building Energy Management system at all sites.
  - Photo voltaic panels at all sites except Sawtry.
  - Replacement boilers at St Ives indoor and outdoor and Ramsey.
  - Combined Heat and Power plant at St Neots.
  - Swimming pool filter and dosing control systems at all swimming pools
  - Solar thermal panels at Ramsey.
9. The difference between the energy conservation measures identified in the Desk Top Assessment and the Investment Grade Proposal can be summarised as follows:
  - Increased opportunity the upgrade to LED lighting.
  - Overall reduction in the photo voltaic capacity, together with the reduction in the feed in tariff available to the Council.
  - Addition of new controls for swimming pool filtration and dosing.
  - Addition of the Combined Heat and Power plant at St Neots.
  - Addition of a solar thermal system at Ramsey.
  - Additional heating and air handling/conditioning controls at Huntingdon.
10. The changes to the programme of measures has resulted in an increase in the overall cost of the project by £107,889 to a total of £1,038,259 and a small increase the payback period to 9.45 years.

#### **Recommendation(s):**

Following the approval of the business case by the Finance Governance Board for the whole package of measures in July 2016, Members are recommended to approve the commitment of the additional £107,889 to the project in order to realise the full potential of the programme to deliver significant savings for the Council.

## **1. PURPOSE OF THE REPORT**

- 1.1 This report details the results of the Investment Grade Proposal (IGP) provided by Bouygues Ltd. The IGP is a detailed analysis the energy savings that can be made at all the One Leisure (OL) sites, based on an accurate analysis of the current energy use, fully tendered costs for measures and the guaranteed energy savings resulting from the installation of those measures.
- 1.2 This report provides an explanation of the differences between the measures, costs and savings first identified in the Desk Top Assessment (DTA) and those identified in the IGP, which has resulted in an increase of £107,889 in the budget requirement in order to deliver the programme of improvements best suited for the One Leisure facilities

## **2. BACKGROUND**

- 2.1 Delivering revenue savings through energy efficiency is a strategic objective for the Council. The Corporate Plan has an objective of becoming a more efficient and effective council, with the target of achieving an annual 2% reduction in overall energy.
- 2.2 The Re:Fit Framework was established in 2008, by the Greater London Authority. It is designed to allow public sector organisations to invest in significant energy efficiency projects with the security of guaranteed savings.
- 2.3 The Re:Fit Framework is currently delivering projects successfully in a number of councils including Bedford Borough Council, Fenland District Council and Buckinghamshire County Council. The Framework provides a project managed programme of improvements, using pre-negotiated EU compliant contracts, managed by a pre-qualified Energy Service Company (ESCo). For Cambridgeshire authorities taking part in the Re:Fit Framework, the ESCo is Bouygues Ltd.
- 2.4 In 2015 Bouygues Ltd carried out a Desk Top Assessment (DTA), at no cost to the Council, of the Council's main sites; all One Leisure facilities, Pathfinder House and Eastfield House. With the agreement of the Chief Officer Management Team (CMT), both Eastfield House and Pathfinder House have now been excluded from the project as the savings at these sites would not be economical under the terms of the Re:Fit Framework.
- 2.5 The DTA identified a programme of £930,372 worth of energy conservation measures which would deliver a guaranteed minimum saving of £110,090 each year for 15 years and a ROI of 8.65 years
- 2.5 Following endorsement for the programme by Corporate Management Team, the Council signed a 'Call off Contract' which authorised Bouygues Ltd to undertake an Investment Grade Audit (IGA) and to go to the market, through a tender process, to get accurate costs for all measures identified by the audit. A detailed analysis of current energy consumption and equipment costs was used to provide an accurate assessment of the energy savings achievable at each site, the payback period for the energy conservation measures identified and the details of the M&V process. Following the changes to the Feed-in Tariffs for solar PV, the scale of the PV to be installed at each site was changed to meet the demand at the site and prevent the export of electricity to the local grid.
- 2.6 Following extensive consultation with One Leisure management and discussions with Bouygues Ltd, a full programme of measure has been

identified. Table 1 below summarises the energy efficiency measures for each site, which were agreed in consultation with One Leisure managers, together with the improvement as % of Baseline Energy Consumption

**Table 1 – Recommended Energy Efficiency Measures.**

	St Ives Indoor	St Ives Outdoor	Huntingdon Dry	Huntingdon Wet	Sawtry	Ramsey	St Neots
<b>Proposed PV capacity/ % of BEC</b>	50kWp 5.26%	24kWp 7.88%	30kWp 6.15%	11 kWp 5.55%		11 kWp 3.84%	30kWp 3.06%
<b>Lighting as % of BEC</b>	8.4 %	0.92%	11.1%	21.4%	12.9%	19.1%	8.4%
<b>Building Automation</b>	BEMS Integration with CHP+ Optimisation	BEMS Installation +controls	BMS Intergration	BEMS Intergration	BEMS installation	BEMS / AHU integration + upgrade controls	BEMS +Heating controls upgrade
<b>Heating/ % of BEC</b>	High efficiency boilers 2.7%	High efficiency boiler for DHW 17.0%				High efficiency boilers 15.0%	CHP 11.56%
<b>System insulation</b>	HVAC Insulation 0.83%	PW insulation 0.22%	HVAC Insulation 2.52%	PW Insulation 0.99%	PW insulation 1.63%	HVAC/PW insulation 0.49%	PW insulation 0.57%
<b>New systems, added to scope post DTA % of BEC</b>	Pool filter and dosing systems 0.28%	Thermostatic mixing valves 2.48%		Pool filter and dosing systems 1.94%	Pool and dosing systems 0.48%	Pool filter and dosing Systems/ Solar Thermal 4.75%	Pool filter and dosing systems 0.49%

**Key:** PW = pipework; BEMS = Building energy management system;

HVAC = Heating Ventillation and Air Conditioning; CHP = Combined Heat and Power

AHU = Air Handling Unit DHW = Domestic Hot Water (Showers and hand washing)

BEC = Baseline Energy Consumption

2.7 The differences between the Desk Top Assessment and the Investment Grade Proposal are summarised in Table 2 below. The main reasons for the differences between the two reports include: an increase in the amount of LED lighting to be installed across the sites; the addition of pool filtration and dosing control for all pools; the inclusion of a Combined Heat and Power plant at St Neots; the replacement of boilers (rather than just the burners) at St Ives Indoor; and a reduction in the overall quantity of photo voltaic capacity to be installed due to the constrains imposed by the Distribution Network Operator (DNO), UK Power Networks.

**Table 2 – Summary of the differences between the DTA and IGP**

Criteria	DTA	IGP
Project value	£930,370	£1,038,259
Minimum Energy Savings kWh	1,009,500 kWh	1,031,373
Savings against baseline (%kWh)	Electricity: 23% Gas: 10%	Electricity: 22% Gas: 6%
Guaranteed minimum cost benefit per annum	£110,090	£102,591
ROI	8.65 years	9.45 years

### 3. OPTIONS ANALYSIS

3.1 The IGP has recommended a wide range of technologies to be installed.

The measures that are within the scope of the Re:Fit programme include:

- Replacement of existing, functional, but at end of serviceable life equipment with a more energy efficient equivalent, e.g. boilers at St Ives and Ramsey.
- Integration of new and existing equipment with new Building Energy Management Systems.
- New equipment which will improve the energy efficiency of the building
- Renewable energy systems.
- Monitoring of the energy consumption at each site for 15 years.
- A guarantee all sites will deliver the energy efficiency savings detailed in the IGP for 15 years.

Measures that are outside the scope of the Re:Fit programme:

- Planned maintenance/repair of all equipment installed under the Re:Fit programme.
- Replacement of any equipment, installed under the programme, beyond its planned site life during the 15 year M&V process.

3.2 Analysis of the measures to be installed:

3.2.1 **Photo Voltaics:** For most sites the amount of PV has been reduced due to the restrictions placed on the programme by the Distribution Network Operator (DNO). For all sites a structural survey will be required to ensure suitability. The cost of the surveys is included in the project. Bouygues Ltd. have made the assumption that all sites will achieve an Energy Performance Certificate rating of D or higher. The cost of these surveys has been factored into the cost of the project. The average pay back of the PV is 10 years.

**Benefits:**

- Renewable energy is generated on site.
- Revenue is generated from the Feed-in and Generation Tariffs for 20 years.
- Reduced mains electricity demands.
- Reduced carbon emissions.
- Improved corporate image, providing a visual demonstration of the corporate commitment to sustainability.

3.2.2 **Building Energy Management Systems (BEMS):** All sites will benefit from BEMS, in order to maximise the savings from new equipment and to ensure that the current equipment does not conflict, for example; heating and air conditioning on at the same time. It is proposed to install the same building energy management system at all sites in order to achieve comminality and networking across all sites. The selected system will be viewed via a web portal and will enable centre managers to control the heating systems throughout the site.

The main objective of the BEMS is to ensure that the correct conditions are maintained for the least energy expenditure. The new BEMS system will replace a number of analogue controls to ensure the centres stay comfortable for the users and remove the requirement for the current controls to be over-

ridden by centre staff, which can lead to energy wastage. The new system will allow trend logging and make the control of the heating, ventilation and air conditioning more efficient. The system will also allow the centre managers to spot issues arising, enhance the control of existing equipment (such as CHP's), improve the zone control of heating, and ensure new equipment runs efficiently and in harmony with current equipment.

As well as the new dedicated BEMS system there will be a number of additional controls installed including:

- CHP load manager, at Huntingdon Wetside, to stop the CHP output when the heat load required at the site is lower than the output of the CHP.
- New air handling controls for the squash courts, Huntingdon Wetside, which will be demand driven.
- Air conditioning/heating interlocks at Huntingdon Dryside.

The average payback period for these measures is 10 years.

**Benefits:**

- Plant operates at optimum efficiency and performance at all times;
- Energy costs are minimised through reduced hours of operation and moderation of pumps and fans;
- Spaces are conditioned to the appropriate level based on temperature and occupancy profiles;
- Central user dashboard, accessible on networked devices;
- Plant fault alarm functions via text or email;
- Trend logging;
- Avoidance of heating/conditioning unoccupied spaces through demand lead control strategies;
- Optimised efficiency of new and existing equipment;
- Seasonal compensation for start and stop;
- Pre-programmed 365 day scheduling;
- Automatic seasonal adjustment.

**3.2.3 Lighting Upgrades:** Lighting upgrades are a major focus for improvements. The IGP identified significantly greater opportunities to upgrade to LED lighting than the DTA originally identified. In 2015/16 the Council spent £12.5k on lighting repairs and replacement at the One Leisure sites. Not only does replacing the existing tungsten and fluorescent lighting with LED lamps reduce the site energy costs, but due to the significantly longer site life, the Council will also benefit from reduced maintainnce costs. The lighting upgrades have a average pay back period of 6.4 years. For most of the sites it is anticipated that the lighting improvements will deliver 70% savings on current lighting costs.

**St Ives Indoor** – while the site already benefits from LED lighting, installed during the recent refurbishment, there are still significant spaces that require upgrading, notably Studio 2, Free Weights area, the 2<sup>nd</sup> floor office and significant parts of the Burgess Hall.

**St Neots** – the site already benefits from LED lighting, but areas including Studio 1, changing rooms and the office will be upgraded.

**Huntingdon (Wet and Dry)** – The majority of the wet site can be upgraded to LED lighting. The dance studio, main hall, creche and soft play area can all be upgraded on the dry side.

**Ramsey/Sawtry** - the majority of each site will benefit lighting upgrades.



**Benefits:**

- Reduced mains electricity demands;
- Reduced maintenance costs;
- Improved lighting levels for staff and members of the public;

3.2.4 **Boiler Replacements:** The status of the boilers at all the OL sites was investigated in order to determine if there was a business case for replacing them.

**St Ives (Indoor)** – The burners within the boilers are 22 years old and the boilers themselves are older and very close to their end of site life. It is proposed to replace them with new high efficiency boilers. The boilers had previously identified in the OL condition survey as requiring replacement.

**Ramsey** – The current boilers are approximately 16 years old and show signs of leaks and wear. The boilers had previously identified in the OL condition survey as requiring replacement. The boiler providing domestic hot water will also be replaced with a high efficiency condensing boiler.

**St Ives (Outdoors)** – The current calorifier system will be replaced with a new condensing boiler for domestic hot water for the showers and kitchen. The current system consists of inefficient gas boiler, with the hot water stored in extremely large calorifiers. The improvements to the system will reduce the thermal losses, and the controls will ensure the system operates more closely to the occupancy patterns. In addition it is planned to install new thermostatic mixing valves which will reduce the amount of low temperature hot water stored in the pipe runs to the showers etc. and consequently reduce the amount of system flushing required as part of the *Legionella* prevention programme required with the current system.

**Benefits:**

- Reduced gas demands;
- Reduced maintenance costs;
- Reduced water consumption;
- Improved resilience for the site as there is less chance of boiler failure.

3.2.5 **Insulation:** The audit of the OL sites identified areas on the existing HVAC systems where insulation had been removed due to maintenance or could be improved. Insulation is a low cost and effective method of energy reduction, so it is intended that all the exposed pipework, valves and flanges will be insulated as part of the scope of work. Training will be given to site staff on how to remove and re-install the insulation jackets, to allow routine maintenance.

**Benefits:**

- Reduced heat waste from the heat distribution systems;
- Reduced demand on heat generation system;

3.2.6 **Pool Pumping Systems:** Swimming pools are extremely energy intensive facilities due to the need to heat and condition the pool water and maintain specific conditions within the pool hall. While the pools at OL sites benefit from the use of variable speed drives to moderate the speed and power demands of the pool pumps, the systems are not demand lead and provides no integration of the management of dosing (of chlorine, pH modifier etc) filtration or temperature. The intention is to replace the existing dosing system controller at each of the OL pool facilities. The proposed system is capable of recording and storing all the monitoring data for 28 days, which helps to diagnose problems, alarms can be set for the upper and lower parameters required by the pool

environment and the system allows site staff to over-ride dosing as required. In addition the system can interface with the BEMS, allowing the BEMS to record data and issue alarms by text and email. This will allow remote monitoring of the system by OL managers

**Benefits:**

- Avoidance of excessive electrical demands associated with the pool circulation pumps;
- Improved pool condition monitoring;
- Accurate chemical dosing, filtration and thermal condition management;
- Improved user interface.

3.3 **Summary of Costs and Savings:** Table 3 below, details on a site by site basis, the current energy use; the projected capital costs for all the proposed energy conservation measures; the projected energy savings following the installation of all proposed measures; the projected percentage energy savings if all measures are installed, the projected annual financial savings from these measures; and the payback period for each site. It should be noted that the negative value for gas consumption at OL St Neots arises from the proposal the install a gas powered combined heat and power plant which will generate on-site electricity more cheaply than using grid-sourced electricity.

**Table 3 – Summary of Costs and Savings**

	St Ives Indoor	St Ives Outdoor	H'don Dry	H'don Wet	Sawtry	Ramsey	St Neots	Totals
Baseline Energy Cost per annum	£149,633	£36,089	£54,070	£57,649	£54,458	£43,971	£144,972	£540, 816
Total Capital cost of measures	£235,885	£129,152	£107,756	£78,827	£65,487	£221,916	£199,231	£1,038,259
Electricity Saving (kWh pa)	17%	12%	22%	22%	13%	28%	32%	22%
Gas Saving (kWh pa)	6%	26%	11%	8%	5%	24%	-8%	6%
Minimum annual cost benefit	£19,329	£6,719	£11,850	£8,434	£11,944	£18,655	£25,660	£102,591
Payback Period (years)#	11.16	15.5	8.32	8.34	5.33	10.46	7.96	9.45

**Key:** # The Payback Period is based on capital costs only and does not include any financing costs. The Payback period also takes into account projected fuel price rises, which were calculated by Bouygues Ltd.

3.4 The installation of all the measures will be fully project managed by Bouygues Ltd. The HDC project manager and OL managers are in regular contact with Bouygue Ltd to ensure the installation will be carried out with as little disturbance to the public as possible.

3.5 In order to take advantage of the tariffs associated with the solar PV as much as possible, the installation of the PV panels at each site has been prioritised. Subsequently the lighting will be upgraded at all sites, with the exception of Huntingdon dry-side, where the lighting will be upgraded once all the refurbishment of the site has been completed. The installation of the remaining measures will be planned in as appropriate to ensure ease of integration of the systems, with the new Building Energy Management Systems.

- 3.6 **Contractual Arrangements:** Follow the endorsement of the project by the Corporate Management Team, the Council signed a contract (Call off Contract 1) with Bouygue Ltd to deliver the Investment Grade Proposal. The cost of the proposal is absorbed into the capital cost of the scheme. The project management cost of the implementation and the Measuring and Verification process, which guarantees the savings, are also included into the capital cost of the scheme. The Council is currently negotiating the Call off Contract 2 with Bouygues Ltd for the implementation of the programme of improvements to the value of the original Desk Top Assessment, £930,370. Once approval has been given for the additional budget of £107,889, then the Council will sign a Variation, to allow for the remaining measures and monitoring to be implemented.

#### 4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 4.1 Members agreed that due to the economies of scales the Re:Fit Programme should proceed with all the leisure centres involved subject to securing the renewal of leases and the One Leisure Centres in Huntingdon, St Neots and Ramsey.
- 4.2 The Panel was keen that training for the building energy management system is expanded to enough officers so that the service has enough resilience during periods of annual leave and sickness.
- 4.3 During a discussion on the maintenance and warranty of equipment, Members were eager to ensure that the Council properly maintains the equipment and that if a breakdown is suffered during the warranty period then the Council ensures that Bouygues Ltd fulfils its obligation and repairs the equipment.
- 4.4 The Panel agreed that the Cabinet should approve the recommendations of the report subject to securing the renewal of leases at One Leisure Huntingdon, One Leisure St Neots and One Leisure Ramsey. The Panel agreed that the costs of the project should be reviewed once One Leisure St Ives Outdoor has been removed from the equation.

#### 5. KEY IMPACTS AND RISKS

- 5.1 **Key Risks:**
- Cost over runs – Full EU compliant tendering by Bouygues Ltd should ensure that the best prices are obtained for the measures.
  - There is a £72,000 contingency cost within the project that will only be drawn down with approval from HDC on an as needed basis.
  - Energy savings not realised – the Measuring and Verification process will guarantee the energy savings for the Council. Staff training will also be required to ensure that the energy savings continue to be realised and equipment is used to the best advantage. In addition, planned maintenance will be carried out to ensure equipment is functioning correctly and efficiently.
  - Equipment failure prior to the installation of the new energy efficiency measures e.g. lighting failures prior to the installation of the LED lighting; ensuring that any temporary replacements are on a 'like for like' basis so as not to compromise the new upgrades and the return on investment.
  - The current leases on the One Leisure sites have either expired or will expire in the near future. The Council is currently in negotiations with various authorities regarding the renewal of these leases. There is significant risk to the investment if any of those authorities pull out of the

arrangements. Legal Services and the Commercial Estates Team are currently working on all the lease agreements.

## 5.2 **Key Issues:**

- The current version of the Investment Grade Proposal is using an indicative cost only for the installation of the thermostatic mixing valves at OL St Ives (Outdoor).
- Confidence in the savings identified. The Measuring and Verification Process will be carried out in accordance with the International Performance Measurement and Verification Process. Ensuring transparency for both HDC and Bouygues Ltd.
- Co-ordination of the Re:Fit improvements to OL Huntingdon in conjunction the plan refurbishment of the site. The HDC Project Board consists of managers from OL and this will ensure that the Project management takes into account the requirements and timings of both projects.

## 6. **TIMETABLE FOR IMPLEMENTATION**

Detailed below is the implementation timetable, being the work required to deliver the project.

### 6.1

- Completion of Investment Grade Audit – April 2016.
- Delivery of Investment Grade proposal – Mid June 2016.
- Refinement of IGP following discussions with HDC and OL managers - early July 2016.
- Presentation to and approval of the Business case for full cost of the measures identified in the IGP by Finance Governance Board – 19 July 2016.
- Draft project plan for installation received from Bouygues Ltd - August 2016.
- Site surveys for health and safety for the contractor – completed 11 August 2016.
- Sign Call off Contract 2 for the original DTA identified cost of £930,370 – end August 2016.
- Sign Variation to Call off Contract 2 for the additional £107,889 funding, following Cabinet approval – September 2016.
- Start of installation of measures on site – end of September 2016.

## 7. **LINK TO THE CORPORATE PLAN**

- 7.1 As part of the Council's Corporate Plan, under the objective of becoming more business-like and efficient, an action of achieving a 2% year on year reduction in energy use has been identified. In the financial year 2014/15 the Council spent £1.3m on energy. In order to meet this 2% target, the Council must save £26k worth of energy. By investing in the measures identified, the Council could, potentially save 7.8% of its energy costs per annum, based on the total energy spend in 2014/15. The project allows the Council to deliver a programme of continuous savings, protecting the Council against rising energy prices, while maintaining services to the public.

## 8. **LEGAL IMPLICATIONS**

- 8.1 Cambridgeshire County Council ran a mini procurement exercise to allow county-wide access to the Re:Fit framework. Bouygues Ltd were the successful

bidder and became the Energy Services Company (ESCo) for Cambridgeshire. Consequently the Council does not need to tender for services or equipment as under the Framework the ESCo is responsible for carrying out EU compliant tendering processes.

- 8.2 The Council will sign the contract, Call off Contract 2, for the installation of measures and monitoring to the value of £930,370; the current level of approved funding. This allows Bouygues Ltd to enter into contracts with their suppliers and to move forward with the installation of measures such as the PV panels, which will generate an income for the Council. Following approval from Cabinet for the additional funding of £107,889, then the Council will sign a Variation to the contract for the remaining measures and monitoring.
- 8.3 The Measuring and Verification process will isolate and measure the actual energy used by the energy conservation measures installed under the programme, and once any variations have been accounted for, such as weather compensation, the energy use will then be compared with the expected energy use detailed in the Investment Grade Proposal. Any shortfall in the savings will be the subject of the guarantee. This will be the mechanism by which the Council can be assured of making the savings it requires.

## **9. RESOURCE IMPLICATIONS**

- 9.1 Project management of the programme is drawn from the existing officer resources in the Council.

## **10. OTHER IMPLICATIONS**

- 10.1 The introduction of new Building Energy Management systems at all sites requires integration with the Councils ICT network. The project and full details of the system proposed have been registered with the 3C ITC Development Manager so that the Project manager and Bouygues Ltd can ensure the system and user interface can be integrated with the HDC network and used to its full potential.

## **11 REASONS FOR THE RECOMMENDED DECISIONS**

- 11.1 In summary, the reasons for recommending the increase in budget by £107,889 to allow for the installation of all the measures recommended in the Investment Grade Proposal from Bouygues Ltd are as follows:
- By implementing the full programme of recommended measures the Council will be achieving the best value for money and will be protecting itself against future increases in energy costs.
  - The recommended programme of improvements demonstrates the Council's commitment to becoming more business-like while improving the sustainability of the facilities and maintaining services to the public.

## **12. LIST OF APPENDICES INCLUDED**

Appendix 1 – Re:Fit Acronym List

### **CONTACT OFFICER**

Alistair Merrick, Interim Head of Operations  
Ext 8635

## Appendix A – Re-Fit Acronym List

AHU	Air Handling Unit
BEC	Baseline Energy Consumption
BEMS	Building Energy Management system
BYes	Bouygues Energy and Services Ltd
CoC	Call off Contract
CHP	Combined Heat and Power
CMT	Chief officers Management Team
CWS	Cold Water System
DEC	Display Energy Certificate
DHW	Domestic Hot Water
DNO	Distribution Network Operator, UK Power network, who is responsible for the local network electrical infrastructure
DTA	Desk Top Assessment
EPC	Energy Performance Certificate
ESCo	Energy Service Company
GIFA	Gross internal floor area
HVAC	Heating, Ventilation and Air Conditioning
IGP	Investment Grade Proposal
LED	Light Emitting Diodes
LP	Local Partnerships
MLEI	Mobilising Local Energy Investment
M+V	Measurement and Verification
OL	One Leisure
PV	Photo Voltaic
RHI	Renewable Heat Incentive
TMV	Thermostatic Mixing Valves

**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Disposals & Acquisitions Policy: Land and Property – Update on Thresholds and the Sharing of Capital Receipts with Town & Parish Councils
<b>Meeting/Date:</b>	Overview & Scrutiny Panel (Performance and Customers) – 7 September 2016 Cabinet – 22 September 2016
<b>Executive Portfolio:</b>	Deputy Executive Leader and Executive Member for Strategic Resources
<b>Report by:</b>	Head of Resources
<b>Ward(s) affected:</b>	All

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### **Executive Summary:**

The Disposals & Acquisition Policy: Land and Property was approved by Council in July 2015 and was subject to review by the Corporate Governance Committee (CGC) in July 2016.

Considering the wishes of the Executive and Deputy Leader and the relatively slow use of the Policy over the past 12 months, it is proposed that the current thresholds should remain as they are at present. However, if the pace of acquisition increases, then it is anticipated that the “urgent report” provisions will be used more frequently. In light of this, it is recommended that the thresholds are looked at again in 12 months time.

Further, at the time of considering the Policy thresholds, CGC received a revision to the Policy, which the Cabinet is now recommended to endorse, in that:

*‘When land is disposed of within a Town or Parish Council area, where there is no likelihood of any consequential development funding returning to the Parish Council (e.g. Community Infrastructure Levy or S.106), that following disposal the Parish Council receives 10% of any capital receipt received by the Council, subject to agreement by the Cabinet’.*

With regard to the thresholds, there are no direct resource implications of this recommendation. However, if the Council is to share capital receipts with Parish Councils this will reduce the amount financing available to the Council for future capital investment or debt redemption.

### **Recommendation(s):**

The Cabinet is **RECOMMENDED** to:

- i. Endorse the continuation of the disposal and acquisition thresholds for land and property as previously approved by Council in July 2015;

- ii. Approve a revision to the Policy as stated below:

*'When land is disposed of within a Town or Parish Council area and where there is no likelihood of any consequential development funding returning to the Parish Council (e.g. Community Infrastructure Levy or S.106), that following disposal the Parish Council receives 10% of any capital receipt received by the Council, subject to agreement by the Cabinet'*



## 1. PURPOSE OF THE REPORT

- 1.1 To update members on the Disposals & Acquisitions Policy

## 2. BACKGROUND

The [Disposals & Acquisition Policy](#) (Policy) (please follow the link to the document) was approved by Council on the 29<sup>th</sup> July 2015.

- 2.1 The Policy is a key element in the successful delivery of the Commercial Investment Strategy (CIS). As the policy has itself been in place for 12 months and the CIS for 6-months, it is considered opportune to review the disposal and acquisition thresholds, which are as shown in **Table 1**.

Thresholds for the Acquisition & Disposals Policy		Table 1
£0 - £500,000	Managing Director (as Head of Paid Service) & Head of Resources (as Section 151 Officer), following consultation with Executive Councillor for Resources	
£500,000 to £2,000,000	Treasury and Capital Management Group	
£2,000,000 +	Cabinet	

## 3. REVIEW OF THRESHOLDS

- 3.1 Since the Policy was approved, the Council has:

- disposed of 1 property with a value of £144k.
- acquired two commercial properties, one below the Cabinet threshold the other being above. The impact of being above the threshold has been that an urgent report had to be considered by Cabinet and then there was retrospective reporting to Overview & Scrutiny.

- 3.2 Considering the current commercial market it is anticipated that the value of the majority of prospective CIS acquisitions will be above the £2m threshold. However, because it is still early-days of the CIS Strategy, at this time it is the view of the Executive and Deputy Leaders of the Council that the thresholds should remain as they are at present; it is therefore expected that the urgent report provisions will be used more frequently. However, it is recommended that the thresholds are reviewed in 12 month's time. This was endorsed by the Corporate Governance Committee at their meeting held on the 20 July 2016.

## 4. SHARING OF CAPITAL RECEIPTS WITH PARISH COUNCILS

- 4.1 At the aforementioned Corporate Governance Committee meeting, a further recommendation was tabled as a revision to the Disposals & Acquisitions Policy in that:

*'When land is disposed of within a Parish Council area and where there is no likelihood of any consequential development funding returning to the Parish Council (e.g. Community Infrastructure Levy or S.106), that following disposal the Parish Council receives 10% of any capital receipt received by the Council, subject to agreement by the Cabinet'*

- 4.2 The reason for this revision to the Policy is due to the fact that in some Parishes there are parcels of land that are too small to enable the Town or Parish Council to benefit from development funding. Therefore, where the District Council has

opted to dispose of development land for commercial gain, this revision would enable the respective Parish Council to receive 10% of any capital receipt but only if the Parish or Town Council were not able to benefit from development funding such as Community Infrastructure Levy or S106 money. If they were then they would not be eligible. Cabinet is recommended to endorse this revision to the Acquisition & Disposal Policy.

## **5. COMMENTS OF THE CORPORATE GOVERNANCE COMMITTEE – MEETING ON 20 JULY 2016**

- 5.1 During consideration of the matter it was confirmed that the proposed Policy amendment would apply to any Parish or Town Council if they were not able to benefit from development funding such as Community Infrastructure Levy or S106 money.

The Committee suggested that there would need to be some criteria to ensure that the capital receipt was allocated specifically for infrastructure and not for items such as new furniture for village halls.

The Committee enquired as to the notification that Parish and Town Councils received regarding disposals of land within the respective boundaries. In response it was explained that Parish and Town Councils were not notified of small disposals of land and often provided input regarding areas of land that the District Council maintained. There were currently ten potential sites where the amended Policy could apply and the respective Parish or Town Council would be notified of this as appropriate.

It was noted that there was a useful map on the Cambridgeshire County Council website which identified its assets, which would be useful to replicate on the District Council website.

The Committee concurred that the Council had to progress opportunities of disposals and acquisitions expediently. Having agreed that the current thresholds should remain unaltered and that the Disposals and Acquisition Policy thresholds should be reviewed in 12 months' time; the Committee recommended that the Cabinet approve the amendment to the Disposals and Acquisition Policy as indicated in recommendation (ii) and in paragraph 4.1 of this report.

## **6. COMMENTS OF OVERVIEW AND SCRUTINY PANEL**

- 6.1 During the consideration of the matter the Panel thought the suggestion from the Corporate Governance Committee to replicate a map of assets from the Cambridgeshire County Council website onto the District Council Website would be useful and Members would like it actioned on.
- 6.2 Members wanted reassurance that full maintenance costs had been considered by the Cabinet when deciding to acquire assets.
- 6.3 The Panel supports the revision of the policy and encourages the Cabinet to endorse the continuation of the thresholds and approve the revision to the Policy.

## **7. KEY IMPACTS**

- 7.1 With regard to the acquisition and disposal of land and property, the current safeguards and controls are considered to be operating effectively. The only

other impact is the potential increase in the use of the urgent report provisions noted in paragraph 3.1.

## **8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

- 8.1 The Policy will support the achievement of the Corporate Plan requirement of “Ensuring we are a customer focused and service led council” by “becoming more business-like and efficient in the way we deliver services”.

## **9. LEGAL IMPLICATIONS**

- 9.1 As there is no change to the current thresholds, no changes will be required to both the Constitution and the Code of Procurement.

## **10. RESOURCE IMPLICATIONS**

- 10.1 It is expected that with there being no change to the disposal and acquisition thresholds, that this will not have a negative impact on aims of the CIS. However, where such disposals or acquisitions exceed £2m there may be a delay in the decision making process that could pose a risk to the disposal or acquisition itself.

- 10.2 With regard to the sharing of capital receipts with Town or Parish Councils, at this time it is not expected that this will be significant sums. However, any such reduction in its net capital receipts will mean that the Council will reduce the amount of financing available to the Council for future capital investment or debt redemption.

## **11. REASONS FOR THE RECOMMENDED DECISIONS**

- 11.1 To continue to support the Council in achieving the CIS.

## **BACKGROUND PAPERS**

[Disposals & Acquisition Policy](#) as approved by Council on the 29<sup>th</sup> July 2015.

## **CONTACT OFFICER**

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