

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 7TH SEPTEMBER 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the meeting held on 6th June 2016.

**A Green
388008**

2. MEMBERS' INTERESTS

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 11 - 16)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**M Sage
388007**

4. RE:FIT PROGRAMME - ENERGY CONSERVATION MEASURES FOR ONE LEISURE (Pages 17 - 30)

The Interim Head of Operations is to present a report on the Re:FIT Programme – Energy Conservation Measures for One Leisure.

**A Merrick
388635**

5. INTEGRATED PERFORMANCE REPORT 2016/17 - QUARTER 1
(Pages 31 - 86)

The Integrated Performance Report – Quarter 1 is to be presented to the Panel.

**A Dobbyne 388100 /
C Mason 388157**

6. RISK STRATEGY (Pages 87 - 104)

The Panel is to receive a report on the Risk Strategy.

**D Harwood
388115**

7. AMENDMENT TO DISPOSALS AND ACQUISITIONS POLICY - RECOMMENDATION FROM CORPORATE GOVERNANCE COMMITTEE (Pages 105 - 110)

The Panel is to receive a report by the Head of Resources on the recommendation of the Corporate Governance Committee to amend

**C Mason
388157**

the Disposals and Acquisitions Policy.

8. EXCLUSION OF PRESS AND PUBLIC

To resolve:

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).

9. USE OF SPECIAL URGENCY PROVISIONS (Pages 111 - 114)

The Panel is to receive a report regarding the use of the Special Urgency Provisions by the Cabinet at its special meeting held on 8th August 2016.

**M Sage
388007**

10. RE-ADMITTANCE OF PRESS AND PUBLIC

To resolve:

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

11. WORK PLAN STUDIES (Pages 115 - 118)

To consider the work programme of the Communities and Environment Overview and Scrutiny Panel.

**A Green
388008**

12. OVERVIEW AND SCRUTINY PROGRESS (Pages 119 - 120)

To consider a report on the Panel's activities.

**A Green
388008**

Dated this 30th day of August 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 Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

Members of the public are welcome to attend this meeting as observers except during

consideration of confidential or exempt items of business.

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

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the 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 OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Monday, 6th June 2016.

PRESENT: Councillor M F Shellens – Chairman.

Councillors P L E Bucknell, Mrs A Dickinson, Mrs L A Duffy, S Greenall, D Harty, Mrs R E Mathews, Mrs D C Reynolds, T D Sanderson, Mrs S L Taylor, R G Tuplin and J E White.

IN ATTENDANCE: Councillors S Cawley, R Fuller, R B Howe and D M Tysoe.

4. MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel (Finance and Performance) held on 7th April 2016 and the meeting of the Overview and Scrutiny Panel (Performance and Customers) held on 18th May 2016 were approved as a correct record and signed by the Chairman.

5. MEMBERS' INTERESTS

No declarations were received.

6. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st June 2016 to 30th September 2016.

7. QUARTER 4 INTEGRATED PERFORMANCE REPORT AND PROVISIONAL OUTTURN 2015/16

With the aid of a report by the Head of Resources and the Corporate Team Manager (a copy of which is appended in the Minute Book) the Integrated Performance Report 2015/16 Quarter 4 was presented to the Panel. Members were informed that of the four Key Actions rated as red, three of them have not been included into the Corporate Plan 2016-18.

In response to a question on the key action of 'implement action plan to adopt the Local Plan 2036' and when would the Local Plan be completed, the Panel was informed that consultation would begin in Quarter 1 and the progress of the Local Plan relies on the outcome of the consultation.

The key action of 'develop a market town centre improvement

strategy and action plan for St Neots' would not be reported on in next year's Integrated Performance Reports as it won't be in the Corporate Plan. Following a question on the progress of the market town centre improvement strategy, Members were advised that the Council are willing to engage with St Neots' Town Councillors if they would like to progress the strategy.

Members were advised that sickness absence has been a significant issue for the Council. The number of staff on long term sickness has reduced and this would be reflected in Quarter 1 for 2016/17. In addition there is targeted action to enable managers to effectively manage employees return to work. The cost to the Council is £400k which equates to 23 Full Time Equivalent (FTE) and if the rate is reduced to the public sector average then the Council could employ an additional 12 FTE.

Following a question on the number of homeless acceptances in relation to the performance indicator of 'number of unintentional priority homeless acceptances' Members were informed that a strategic report on the topic would be presented to the Panel at its meeting in September 2015. Members were advised that there is increased homelessness as a result of the reluctance of private rented landlords to take people on benefits as the incentives for private rented landlords to take people on benefits are no longer working and private rented landlords are choosing to take people from employment.

In relation to a question on the performance indicator of 'number of affordable homes delivered gross', Members were informed that there has been a dip in the number of houses built however there are major housing projects being developed which will add to the provision of affordable housing.

The Panel was informed that the Registered Social Providers Working Group invited seven of the Housing Associations operating within the District to a workshop where all but one stated that they are planning on developing social housing.

During the discussion of the Budget Surplus Reserve, Members were informed that the Government Levy Payment is a compulsory payment however the rest of the surplus will be reallocated.

A discussion ensued about the possibility of using reserves to buy accommodation for temporary housing as this is seen as a more permanent solution than using bed and breakfasts. Following a question it was confirmed that the Council normally house on average between 20 and 30 families in bed and breakfast however in the last two quarters the Council have housed 10 families.

A Member questioned the need to spend £101k of the reserve on technology to enable staff to work flexibly, however the Panel were advised that by giving employees the flexibility to work offsite the Council could make economy savings greater than £101k by reducing office provision.

In response to a question regarding savings made on establishment

costs, the Panel were advised that through the Zero Based Budgeting process the budgets for posts that are no longer deemed necessary (usually vacant) will be removed and the post will be deleted.

The Panel discussed the possibility of establishing a Working Group to investigate how the Budget Surplus Reserve should be reallocated however it was decided that Councillors Mrs A Dickinson, Mrs L A Duffy, T D Sanderson and J White would speak with the Cabinet regarding the composition of the reserve.

Following a question from the Panel in relation to the Alconbury Weald Remediation, Members were advised that the funding would not be affected by the European Union referendum result as the Council are already in possession of the funding. The Panel,

RESOLVED

- 1) to seek further clarification for the underspend of Community Grants; and
- 2) to nominate Councillors Mrs A Dickinson, Mrs L A Duffy, T D Sanderson and J White to speak with the Cabinet regarding the composition of the Budget Surplus Reserve.

(At 7.14pm, during the discussion of this item, Councillor S Cawley joined the meeting).

(At 8.18pm, after the consideration of this item, Councillor D M Tysoe left the meeting).

8. TREASURY MANAGEMENT STRATEGY 2015/16 OUTTURN REPORT

With the aid of a report by the Head of Resources (a copy of which is appended in the Minute Book) the Treasury Management Strategy 2015/16 Outturn Report was presented to the Panel. Members were advised that the Council has a statutory obligation to report on the Treasury Management of the authority.

Following a query on the £10m the Council borrowed in 2008 the Panel were informed that at the time the rate was considered low. The money received is loaned out in order for the Council to make a return.

The Panel noted that regarding Inflation in the Economic Review section the report states that 'there is no indication that oil prices will pick up' which conflicts with what Members and residents are experiencing. In addition Members would like the local inflation figure added to the report the next time this report is produced.

9. DISPOSAL AND ACQUISITIONS POLICY - REVIEW OF NEW THRESHOLDS AFTER 12 MONTHS (JUNE 15)

The Panel received a verbal update by the Head of Resources on the Disposal and Acquisitions Policy – Review of New Thresholds After 12 Months. Members were reminded that they had received the

Disposal and Acquisitions Policy report in June 2015 and it was agreed that they would receive an update. In updating the Panel, Members were informed that the policy is working well and that the thresholds will not be reviewed.

10. RISK MANAGEMENT

With the aid of a report by the Internal Audit and Risk Manager (a copy of which is appended in the Minute Book), the Risk Management report was presented to the Panel. In reviewing the risk register, Members identified risks 53 and 107 as risks that the Council has little influence over and questioned whether they are worth including on the register. The Panel recommended that consideration be given to removing the low risk items from the register.

The Panel was concerned that risk 32 of poor site security at Eastfield House had exceeded the risk appetite category levels despite the building having adequate cover of CCTV cameras however Members were informed that the risk had been considered by Corporate Management Team and had been accepted.

Following a question regarding risk 57 that plant and equipment used by staff is not properly maintained, Members were informed that there is a possibility that there may be either no maintenance or maintenance by untrained employees.

Members recommended that the management of risk 58, information security policy is not followed, should be a priority. The Panel were informed that work on mitigating the risk was in progress however Members have stated that they would like to receive a report on the item at a future Panel meeting.

The Panel raised a concern that the risk that one of the parties could withdraw from the shared service agreement had not been fully considered. Members wanted to know what would be the implications of such an event. The Panel,

RESOLVED

- 1) that consideration should be given to removing low risk items from the register;
- 2) that a report about risk 58 should be submitted to the Panel at its meeting in September 2016; and
- 3) that the risk that one party could withdraw from the shared service agreement should be fully considered and included on the risk register.

11. 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).

12. REPORT REGARDING USE OF SPECIAL URGENCY PROVISIONS

Consideration was given to a report by the Democratic Services Officer on behalf of the Cabinet regarding the use of the special urgency provision. Following questions on the purpose of the report Members were informed that the Cabinet are required to inform Overview and Scrutiny when the special urgency provision is used.

The Head of Resources reminded Members that they will receive an update on the information contained within the report in the next quarterly update however currently the information is restricted.

13. RE-ADMITTANCE OF PRESS AND PUBLIC

RESOLVED

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

14. WORK PLAN STUDIES

The Panel received and noted a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) which contained details of studies being undertaken by the Overview and Scrutiny Panels for Communities and Customers and Economy and Growth.

15. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Panel reviewed the progress of its activities since the last meeting. During discussion of this item, Members agreed that a report on the financial element of Section 106 should be submitted at the Panel meeting in September 2016.

Chairman

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

Prepared by Councillor R B Howe
Date of Publication: 30 August 2016
For Period: 1 September 2016 to 31 December 2016

Membership of the Cabinet is as follows:-

Councillor R B Howe	Executive Leader of the Council	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk
→ Councillor D Brown	Executive Councillor for Strategic Partnerships and Shared Services	25 Ermine Street Huntingdon PE29 3EX Tel: 07970 462048 E-mail: Daryl.Brown@huntingdonshire.gov.uk
Councillor G J Bull	Executive Councillor for Planning Policy, Housing and Infrastructure	2 Lancaster Close Old Hurst Huntingdon PE28 3BB Tel: 07780 511928 E-mail:- Graham.Bull@huntingdonshire.gov.uk
Councillor R C Carter	Executive Councillor for Environment, Street Scene and Operations	5 The Paddock Bluntisham Huntingdon PE28 3NR Tel: 07986 325637 E-mail:- Robin.Carter@huntingdonshire.gov.uk
Councillor S Cawley	Executive Councillor for Organisation and Customer Services	6 Levers Water Huntingdon PE29 6TH Tel: 01480 435188 E-mail: Stephen.Cawley@huntingdonshire.gov.uk

Councillor S Criswell	Executive Councillor for Community Resilience	23 The Bank Somersham Huntingdon PE28 3DJ Tel: 01487 740745	E-mail: Steve.Criswell@huntingdonshire.gov.uk
Councillor J A Gray	Executive Councillor for Strategic Resources	Vine Cottage 2 Station Road Catworth PE28 OPE Tel: 01832 710799	E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Harrison	Executive Councillor for Business, Enterprise and Skills	55 Bushmead Road Eaton Socon St Neots PE19 8GC Tel: 01480 406664	E-mail: Roger.Harrison@huntingdonshire.gov.uk
Councillor J M Palmer	Executive Councillor for Leisure and Health	149 Great Whyte Ramsey Huntingdon Cambridgeshire PE26 1HP Tel: 01487 814063	E-mail: John.Palmer@huntingdonshire.gov.uk
Councillor D M Tysoe	Executive Councillor for Operational Resources	Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA Tel: 01480 388310	E-mail: Darren.Tysoe@huntingdonshire.gov.uk

12

Notice is hereby given of:

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

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

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

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

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

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

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

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Needs Analysis of Open Space and Play Facilities - Development Priorities	Cabinet	22 Sep 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Communities and Environment

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Street Scene Service Update (including Review of Grass Cutting)	Cabinet	22 Sep 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388122 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Communities and Environment
Waste Round Reconfiguration - Implementation Update	Cabinet	22 Sep 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388280 or email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Communities and Environment
Review of Fees and Charges - Car Parks 4	Cabinet	22 Sep 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 or email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Communities and Environment
Risk Strategy	Cabinet	22 Sep 2016		David Harwood, Internal Audit and Risk Manager Tel No. 01480 388115 email: David.Harwood@huntingdonshire.gov.uk		J Gray	Performance and Customers
Amendment to Disposals and Acquisition Policy	Cabinet	22 Sep 2016		Clive Mason, Head of Resources Tel No. 01480 388157 or email: Clive.Mason@huntingdonshire.gov.uk		J Gray	Performance and Customers
Re:Fit Programme - Energy Conservation Measures for One Leisure	Cabinet	22 Sep 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Performance and Customers

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Consent for the Secretary of State to bring forward an Order to establish a Combined Authority with a Mayor covering that area of Cambridgeshire and Peterborough	Cabinet	20 Oct 2016		Mrs Joanne Lancaster, Managing Director Tel No. 01480 388301 or email: Jo.lancaster@huntingdonshire.gov.uk		D Brown	Economy and Growth
Waste Round Reconfiguration - Implementation Update 15	Cabinet	20 Oct 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 or email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Communities and Environment
Discretionary Council Tax Discount Policy	Cabinet	17 Nov 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 email:ian.Sims@huntingdonshire.gov.uk		D Tysoe	Performance and Customers
Coneygear Court - Lease and Management Arrangement	Cabinet	17 Nov 2016		Jon Collen, Housing Needs and Resources Manager Tel No. 01480 388220 email: Jon.Collen@huntingdonshire.gov.uk		D Tysoe	Performance and Customers
Approval of Council Tax Base 2017/18	Section 151 Officer	1 Dec 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 or email: ian.Sims@huntingdonshire.gov.uk		J Gray	Performance and Customers

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Review of the Council's Street Markets	Cabinet	15 Dec 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 or email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Communities and Environment
Discretionary Rate Relief Policy	Cabinet	15 Dec 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 or email: Ian.Sims@huntingdonshire.gov.uk		D Tysoe	Performance and Customers
Rural Settlement List	Cabinet	15 Dec 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 or email: Ian.Sims@huntingdonshire.gov.uk		D Tysoe	Economy and Growth

Public/Confidential*
Key Decision - Yes/No*

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Re:Fit Programme – Energy Conservation Measures for One Leisure
Meeting/Date:	CMT – 23rd August 2016 Overview and Scrutiny (Performance and Customers) – 7th September 2016 Cabinet – 22th 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 Wards

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
Proposed PV capacity/ % of BEC	50kWp 5.26%	24kWp 7.88%	30kWp 6.15%	11 kWp 5.55%		11 kWp 3.84%	30kWp 3.06%
Lighting as % of BEC	8.4 %	0.92%	11.1%	21.4%	12.9%	19.1%	8.4%
Building Automation	BEMS Integration with CHP+ Optimisation	BEMS Installation +controls	BMS Intergration	BEMS Intergration	BEMS installation	BEMS / AHU integration + upgrade controls	BEMS +Heating controls upgrade
Heating/ % of BEC	High efficiency boilers 2.7%	High efficiency boiler for DHW 17.0%				High efficiency boilers 15.0%	CHP 11.56%
System insulation	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%
New systems, added to scope post DTA % of BEC	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 maintenance costs. The lighting upgrades have an 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 2nd 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.

Huntngdon (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 Bouygues 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 Bouygues 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 Comments from the Overview and Scrutiny Panel (People and Performance) will be circulated following the meeting on 7th September 2016

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 £12,218,851 on energy. In order to meet this 2% target, the Council must save over £244,000 worth of energy. By investing in the measures identified, the Council could, potentially save 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.

13. 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

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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
-

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:

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

The Panel is 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.
- 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 Quarter 1 (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:

Corporate Indicator results	Number	%
Green (achieved)	19	58%
Amber (within acceptable variance)	8	24%
Red (below acceptable variance)	5	15%
Awaiting progress update	1	3%
Not applicable (annual/data unavailable)	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 nearly a quarter within an acceptable variance and targets missed for only five 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 target for resolving Stage 2 complaints was narrowly missed, with just one Stage 2 complaint received in Q1 but the response issued just one day later than the 20 day target.

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:

Corporate project status	Number	%
Green (progress on track)	22	55%
Amber (progress behind schedule, project is recoverable)	3	8%
Red (significantly behind schedule, serious risks/issues)	4	10%
Pending closure or approval	11	28%
Closed (completed)	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, four are either significantly behind schedule, have had serious risks or issues identified or have a lack of governance documentation. Details of progress made for each project can be found in Appendix C.

Overall, over three-quarters of corporate projects currently in the delivery stage are on track. Sites set up for all projects are being kept up to date by project managers in nearly all cases.

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)	Achievement of Savings (%)	Implementation	Implementation (%)
Red	(60)	3	1	3	0	0
Amber	(710)	15	6	15	6	15
Green	(1,490)	83	33	83	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)
Total	154	(101)	(255)

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 8th 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 Comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 7 September 2016 will be included in this section in the Cabinet report.

8. RECOMMENDATIONS

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

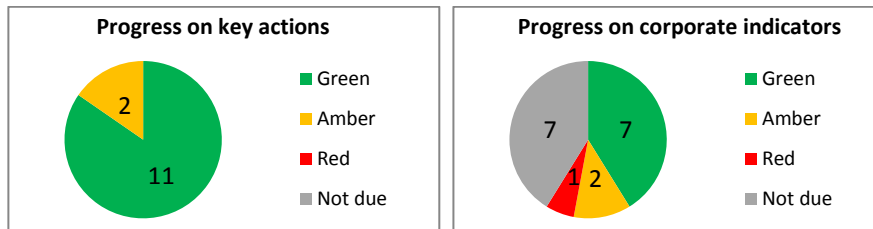
Graham Oliver, Interim Finance Manager

☎ (01480) 388604

Performance Summary Quarter 1, 2016/17

Enabling communities

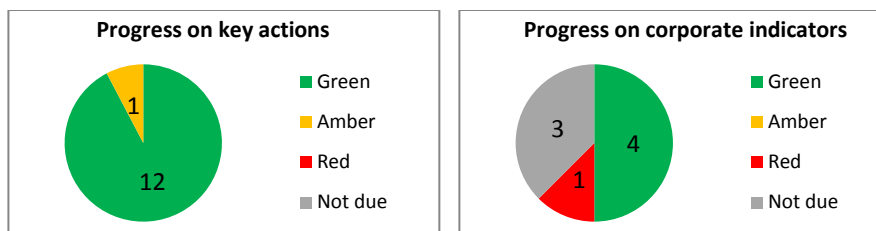
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



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

Delivering sustainable growth

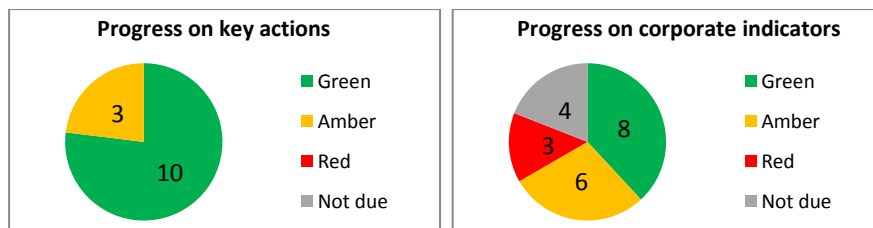
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



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

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	11		2		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
	7		2		1		1		6

39

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
G	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.
G	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.
G	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.
G	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.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	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
G	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 st May 2016. At the closing date 55 applications had been received. The Grants Panel met on the 30 th June 2016 and confirmed the award to 26 organisations.

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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41

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%	G	80%	80%	G
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%	G	80%	80%	G
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	?	?	Less than 6 weeks	?	?
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 accurate reports can be produced for the new system for quarter 1. These will be resolved soon so that retrospective reports 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 th 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 nd 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 based on a baseline number of 1,442 food premises at 1st April 2016.</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.

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>

46

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
G	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
G	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.
G	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

47

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
A	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.
G	KA22. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> • St Neots • Wyton • Alconbury Weald 	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.

48

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	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 st 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.
G	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.
G	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

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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49

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%	G	65%	80%	G
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	G	15 (In Q4, Q1, Q2 and Q3)	17	G
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%	G	n/a
Comments: (Community) Between the 1 st April 2016 and 30 th 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	G
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

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
	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

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
	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
G	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.
G	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 licensing regimes. Work is progressing regarding a review of the DBS processes, an essential part of the licensing regime.
G	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.
G	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.
G	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 th 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 nd 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"> - The demand for industrial units continues to be in high, office remains challenging, retail tenants tend to be on longer leases so turnover low. - Currently 4 vacant properties out of 123 premises. - % indicators – the 16/17 target is set at 95% as it is recognised vacancy rates are subject to economic conditions. - 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. 								
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"> - 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. - The income generated from the CIS acquisitions in Q1 is £31,250 from 2 Stonehill - The income from the CCLA fund was £19,727 <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"> - £813,050 more historic estate income - 2 Stonehill £125k full year (£93,750 more) - Wilbury Way, Hitchin (purchased) £87k remainder of year - Purchase of a retail park (awaiting approval) - substantial income - CCLA fund £101k full year (£81,723 more) 								

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 minimise	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%	92%*	A	98%	98%	G
Comments: (Corporate Team) * Due to issues with our complaints recording system, we are currently waiting for services to confirm whether four complaints were resolved in time. This figure will be updated as soon as the information is available. Four complaints related to Operations were resolved late, with the deadline missed by just <u>one</u> day in each case, 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

<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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59

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.</p>	Facing the Future	Clarke, Jon (Leisure)	30/09/15	31/12/16	<p>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.</p> <p>The project risk folder has been updated.</p> <p>Project has a RED status by the PM for the reasons outlined above and the slippage in expected end date.</p>	Red	Within last month
<p>Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.</p>	Capital 2015/16	Tilah, Bill (Facilities)	31/05/16	28/02/17	<p>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</p> <p>Project plan reviewed and updated and highlight report submitted.</p> <p>Project has a RED status as classified by the PM due to the project being overdue compared to the planned completion date.</p>	Red	Within last month

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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09

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
In CAB Systems 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
New Telephone System 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)			Awaiting site access 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	-
Intrasv4 Migration	3C Shared Services	Bedingfield, Joe (3C ICT)	-	-	Awaiting site access 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	-

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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61

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Building Access system	3C Shared Services	Solanki, Raj (3C ICT)	-	-	Awaiting site access 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	-
PSN Compliance	3C Shared Services	Young, Alex (3C ICT)	-	-	Awaiting site access 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	-
Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes.	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	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

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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62

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building.	Leisure & Health	Gray, Brian (Leisure)	31/12/15	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
Little Paxton Community Centre 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

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63

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Implementation of Financial Management System	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
Housing System Review	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
Resource Booking 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
Benefits Landlord Portal 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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G4

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

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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65

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.		
Salix Projects 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
One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.	Capital 2016/17	France, Paul (One Leisure)	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
One Leisure Huntingdon Changing Facilities 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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66

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Waste and Recycling Reconfiguration 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
Refit	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
Council Tax Automated Forms 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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67

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ	Development	Bedlow, Susan (Development)	01/07/17	01/07/17	The recruitment of Commercial Director is currently underway. 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. Site is up to date and contains all necessary documentation.	Green	Within last month
Server Room Consolidation Project 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.	3C Shared Services	Keech, Edward (3C IT)			The ITT has been signed off and distributed to the partners of the RM 1058 Framework. We are currently in the Q & A phase. Site is up to date and contains all necessary documentation.	Green	Within last month
Building Control Uniform Project	3C Shared Services	Huggon, Caroline (3C Shared Services)			Live data from IDOX received and testing is underway to go live in late August when target end date will be agreed. Site is up to date and contains all necessary documentation.	Green	Within last month

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09

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Capita Upgrade 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
Octagon To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.	Capital 2015/16	Tilah, Bill (Estates)	31/03/16	30/06/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
Commercial Investment Strategy Review and Implementation Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/15	31/03/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
CAB Move to PFH 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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69

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Call Centre & CSC Provision Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams.	Facing the Future	Greet, Michelle (Customer Service)	31/03/16	31/05/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	01/04/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
One Leisure Stationary Cycle and Virtual Fitness Procurement 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
CCTV Pathfinder House Resilience	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
CCTV Wi-Fi	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
Lone Worker Software	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
Building Foundations for growth grant underspend project To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund	Development	Bedlow, Susan (Development)	-	-	TWI 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.		
Loves Farm Community Building Delivery of new Loves Farm Community building in conjunction with CCC for a pre-school building.	Community	Allen, Chris (Projects)	31/07/15	18/09/15	Closedown Report approved at PMGB 7 th July 2016.	Closed	Within last month
Benefits Online Changes To provide an intelligent online form with back office integration for customers to report changes in their Housing Benefit & Council Tax Support	Customer Service	Huggins, Barnes (Rev. Serv.)	30/09/15	30/11/15	Closedown Report approved at PMGB 7 th July 2016.	Closed	Within last month
Pedals Scheme 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 th July 2016.	Closed	Within last month

70

Financial Performance Monitoring Suite June 2016

Contents

1. Financial Performance Headlines	1
2. Revenue and Reserve Forecast	2
3. Service Commentary	3
4. Capital programme	7
5. Financial Dashboard.....	8

Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

Revenue	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.
Capital	Forecast capital spend is £9.9m, compared to a budget of £11.0m, a reduction of £1.1m.
Reserves	Total forecast contribution to reserves £2.8m is as follows: <ul style="list-style-type: none">• General fund: £0.2m - this figure maintains the reserves at 15% of net revenue expenditure.• 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.• Collection Fund Reserve – this has increase by £1.073m in relation to the additional NDR receipts.

2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2015/16		2016/17		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
Revenue by Service:					
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
Net Revenue Expenditure	17,122	17,913	17,343	(570)	-3.2
Contributions from Earmarked Reserves	0	0	(20)	(20)	0.0
Service Contribution to Reserves	2,555	2,276	2,846	570	25.0
Budget Requirement (Services)	19,677	20,189	20,189		
Financing:-					
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
Council Tax for Huntingdonshire DC	(7,767)	(7,905)	(7,905)		

General Fund Reserve	2015/16		2016/17		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
Balance as at 1st April	9,287	2,537	2,537	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
Outturn forecast as at 31 March (15% of Net Revenue Expenditure)	2,537	2,687	2,601	(86)	-3.2

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	
Total Earmarked Reserves	24,010	3,855	(805)	27,060	

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
	£	£	£	
Head of Community				
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. Action on Overspend - 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)	
	1,908,493	1,849,678	(58,815)	
Head of Customer Services				
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. Actions on overspend - 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. Action on Overspend - 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. Actions on Overspend - 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). Actions on Overspend - options to generate more income are being explored.
	2,355,212	2,495,863	140,651	
Head of ICT Shared Service				
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.
	1,796,334	1,816,374	20,040	
Head of Development				
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
	1,369,936	1,167,201	(202,735)	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
Head of Leisure & Health				
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. Action on Overspend - 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.
	(280,081)	(196,656)	83,425	
Head of Operations				
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). Action on Overspends - 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. Action on Overspends - 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.
	3,967,914	3,872,050	(95,864)	
Head of Resources				
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).
	4,494,485	3,974,860	(519,625)	
Corporate Team Manager				
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. Action on Overspend - £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. Action on Overspends - all other areas of staffing and supplies and services being examined to find compensatiing in-year savings.
Directors	468,855	476,957	8,102	
	2,300,493	2,364,365	63,872	
HDC Totals				
	17,912,786	17,343,735	(569,051)	

4. Capital Programme

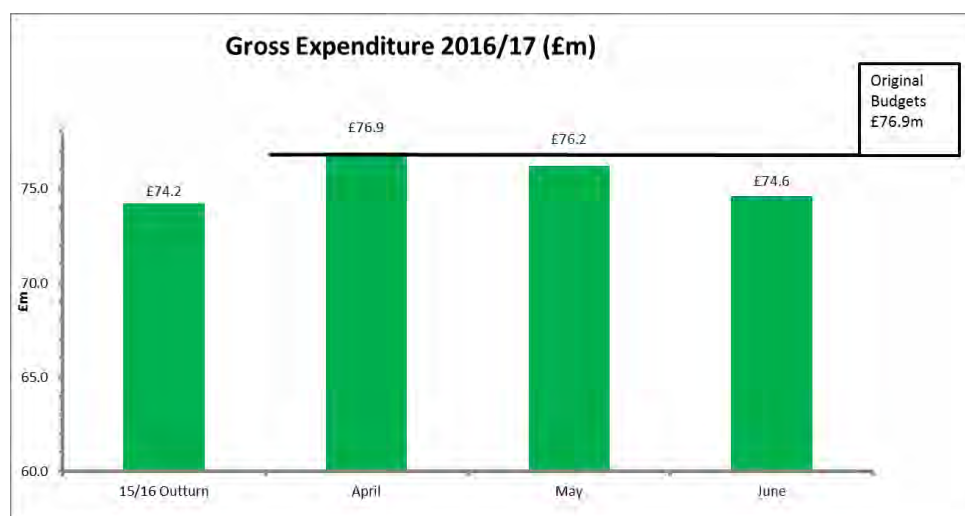
The summary below shows the changes to the original budget and the current forecast for the year.

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

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

Financial Dashboard

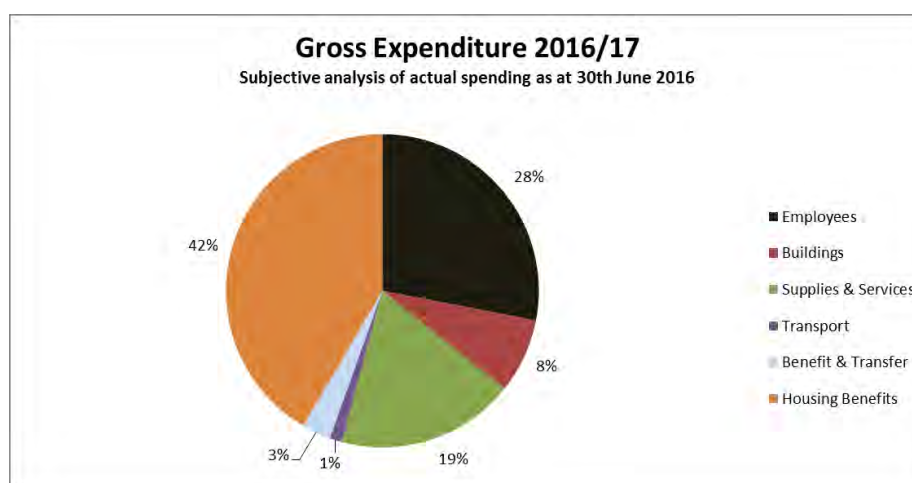
Revenue Expenditure



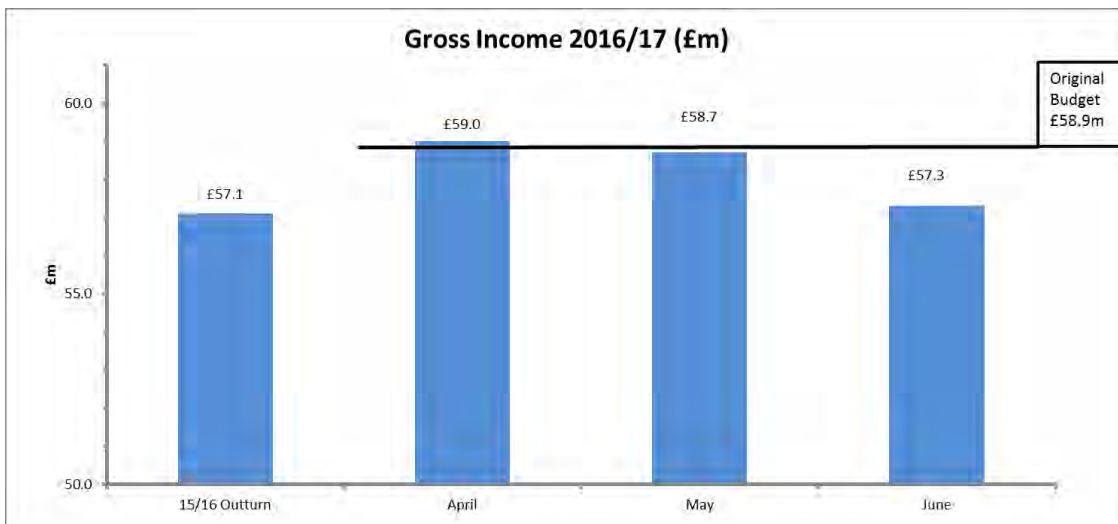
The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted 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.



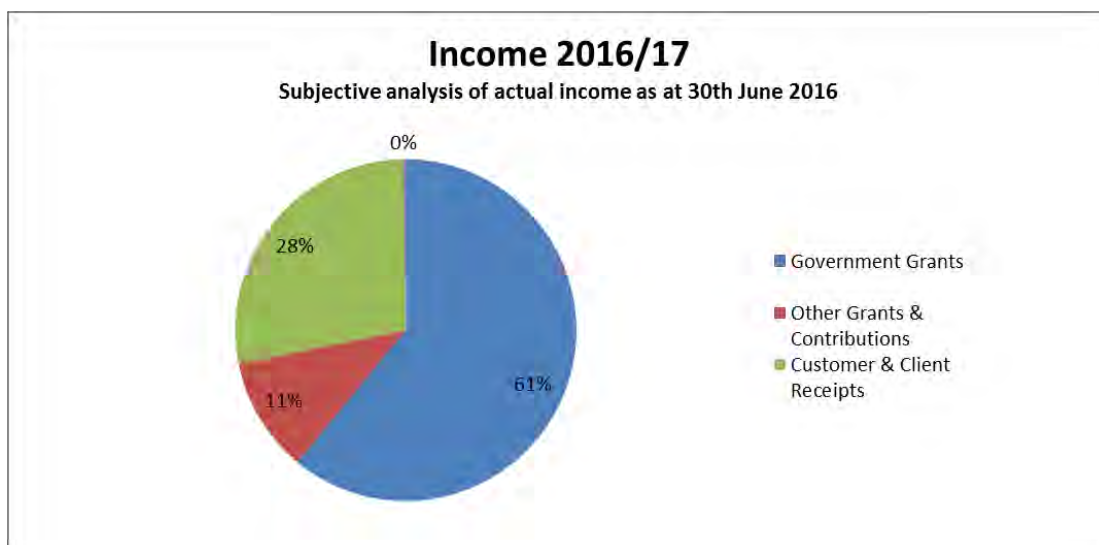
Revenue Income



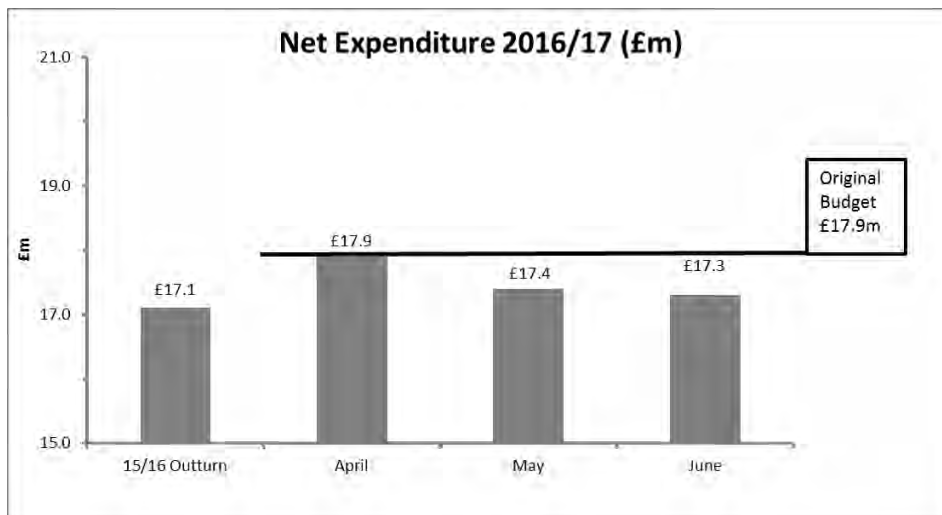
The gross revenue income budget as approved in February 2016 is £58.9m, £1.8m above the outturn for 2015/16. The main reason for this increase is due to the impact of shared services, HDC will receive £2.4m for the ICT shared service but £0.3m of Building Control income will now go to Cambridge City 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.



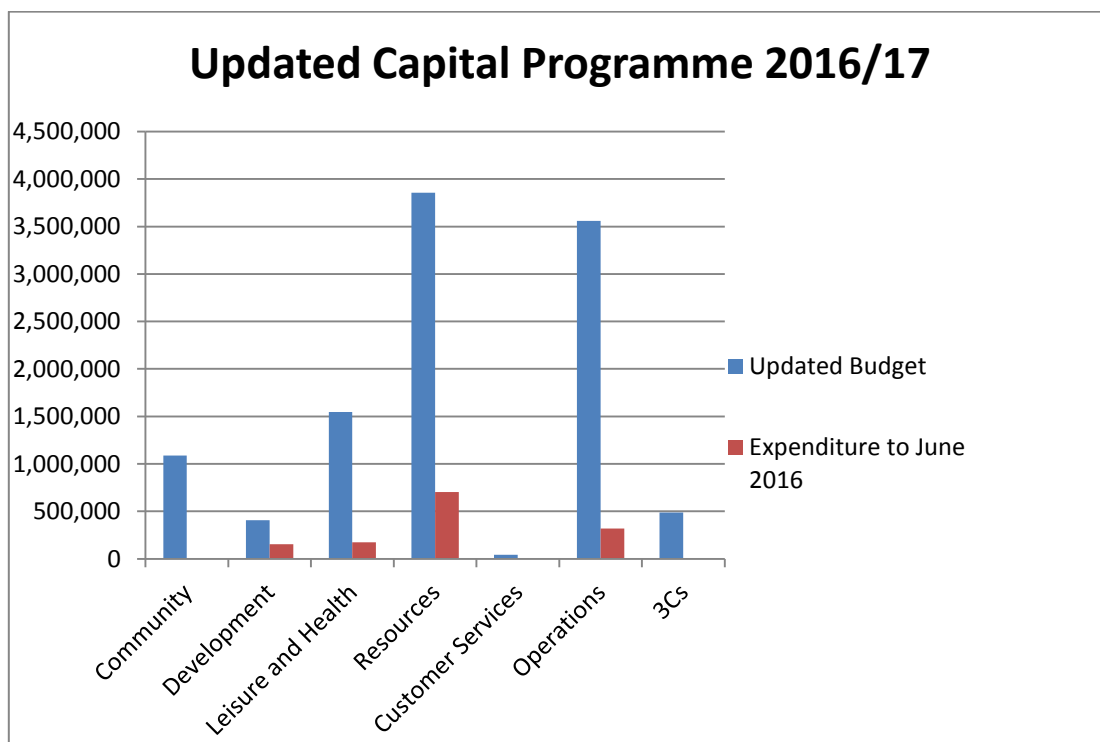
Revenue Net Position



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

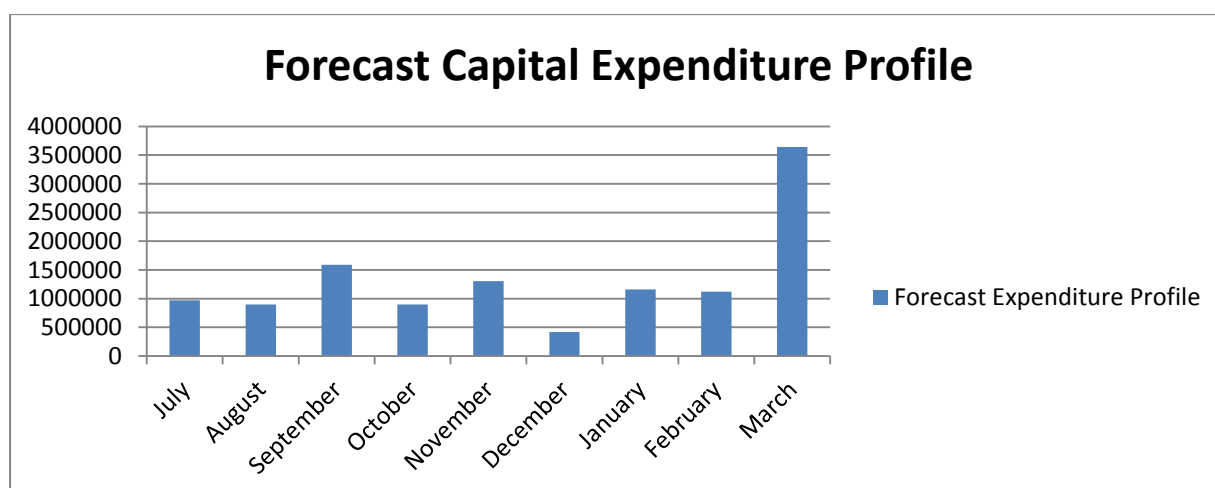
The retro-fitting scheme has now been approved by FGB; whilst the scheme will go ahead the first phase of the expenditure is not expected to be made until November. Expenditure on Bridge Place car park has been delayed whilst the need for the car park requirements are assessed. Vehicle Fleet Replacement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

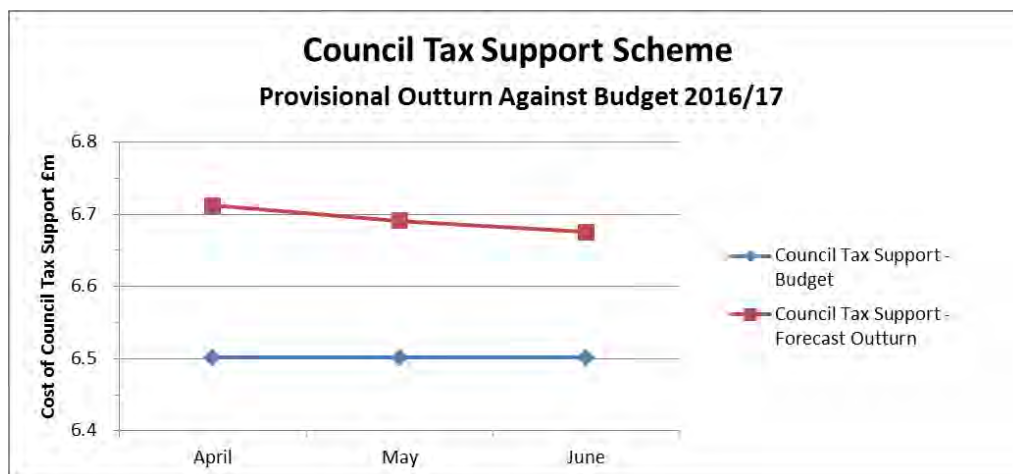
Forecast Expenditure Profile

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.



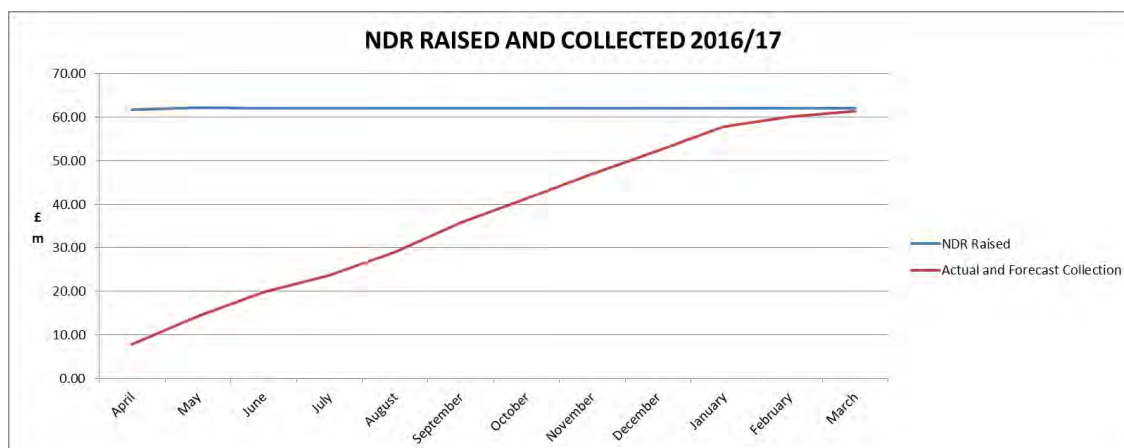
Council Tax Support Scheme

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).

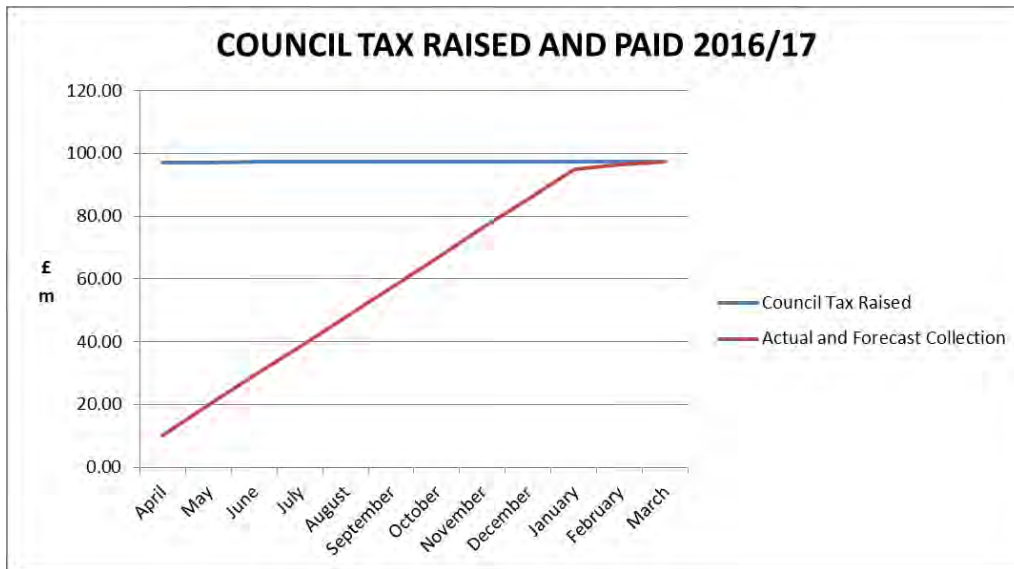
Collection of NDR



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.

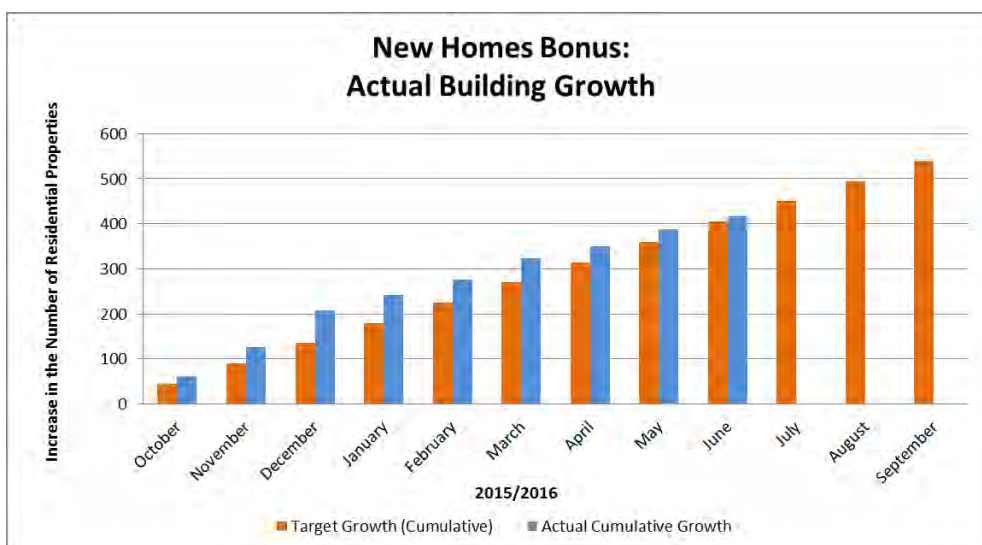


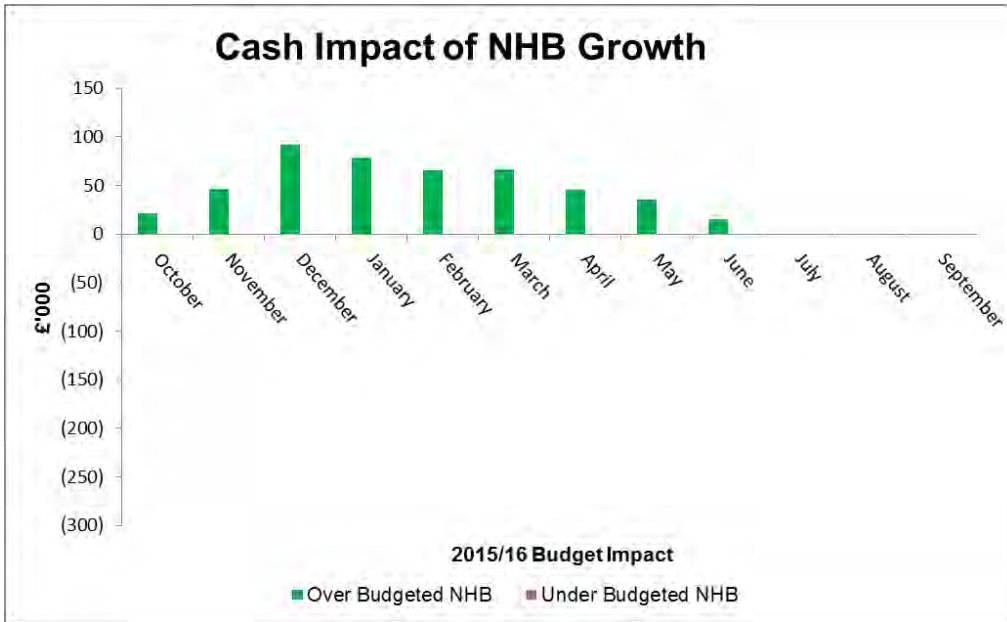
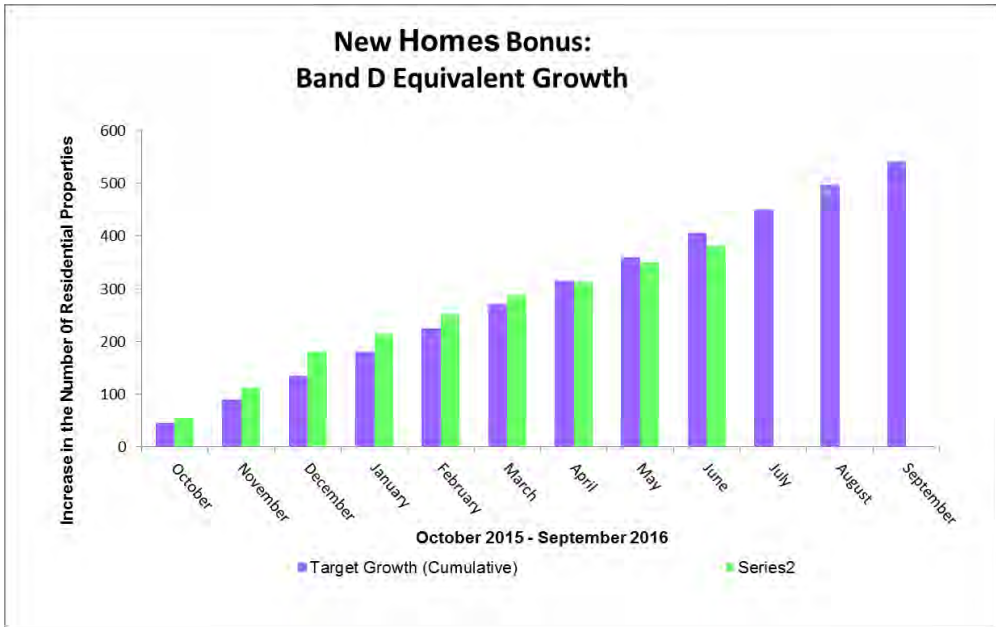
New Homes Bonus

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	
Operational Services						
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. Implementation - 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		
TOTAL OPERATIONAL SERVICES		(860)				
Customer Services						
Customer Services	Reductions in Service offer	(39)	GREEN	GREEN	Work looking at potential commercial partnership in hand, need to look at profile of income in light of this and other options.	
	Restructure of Customer Services and relocation of Call Centre to Pathfinder House	(183)	GREEN	GREEN		
Document Centre	Creation of Multi-Agency Customer Service HUB at Pathfinder House	(17)	GREEN	GREEN		
	Re-procurement and rationalisation of print and postage services	(31)	GREEN	GREEN		
Housing Needs	Increased income generation from external customers	(60)	AMBER	GREEN		
	Re-procurement of Information Technology Systems	(10)	GREEN	GREEN		
	Reduction in Homelessness Prevention Budget	(20)	GREEN	GREEN		
Local Taxation	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
	Changes to billing - single bills with HB and e-billing	(2)	GREEN	GREEN		
Housing Benefits & Fraud	Online self service for customers	(21)	GREEN	GREEN		
	Changes to telephone answering standards	(21)	GREEN	GREEN		
	Online self service for customers	(55)	GREEN	GREEN		
Housing Benefits & Fraud	Send single annual bill and benefit entitlement	(12)	GREEN	AMBER	Technical issues have delayed start of project, saving should still be achievable	
	Review of benefits surgery in St Ives	(5)	GREEN	GREEN		
Housing Benefits & Fraud	Increased recovery of HB Overpayments	(7)	GREEN	GREEN		
	TOTAL CUSTOMER SERVICES		(543)			
Leisure & Health						
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		
TOTAL LEISURE & HEALTH SERVICES - ALL ZBB HEAVY REVIEWS		(102)				

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
Community Services					
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	
TOTAL COMMUNITY SERVICES		(135)			
Development Services					
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	
TOTAL DEVELOPMENT SERVICES		(314)			
Resources					
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	
TOTAL RESOURCES		(85)			
Corporate Services					
	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	
TOTAL CORPORATE SERVICES - ALL ZBB REVIEWS		(221)			
TOTAL SAVINGS		(2,260)			
Savings Target		£'000	Numbers	£,000	Projects
Total Green		(1,490)		33 66%	83%
Total Amber		(710)		6 31%	15%
Total Red		(60)		1 3%	3%
		(2,260)		40	
Implementation Status					
Total Green		34		85%	
Total Amber		6		15%	
Total Red		0		0%	
		40			

**Public
Key Decision – Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

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

Executive Summary:

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.

Recommendations:

The **Overview and Scrutiny Panel** is invited to comment on the amended Risk Strategy.

The **Cabinet** is recommended to 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.

Risk Level	<u>Corporate</u>	<u>Operational</u>
Risk Area	Competitive Customer Economic Environment Legislative Political Social Technological	Contractual Environmental Financial Information Legal Physical Professional 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 comments of the Overview and Scrutiny Panel (Performance and Customers) meeting of the 7 September 2016 will be included in this section prior to its consideration by the Cabinet.

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

Appendix 1 – Risk Management Strategy

BACKGROUND PAPERS

None

CONTACT OFFICER

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Email: david.harwood@huntingdonshire.gov.uk



Risk Management Strategy

Version13 – Augst 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 Council¹. 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.

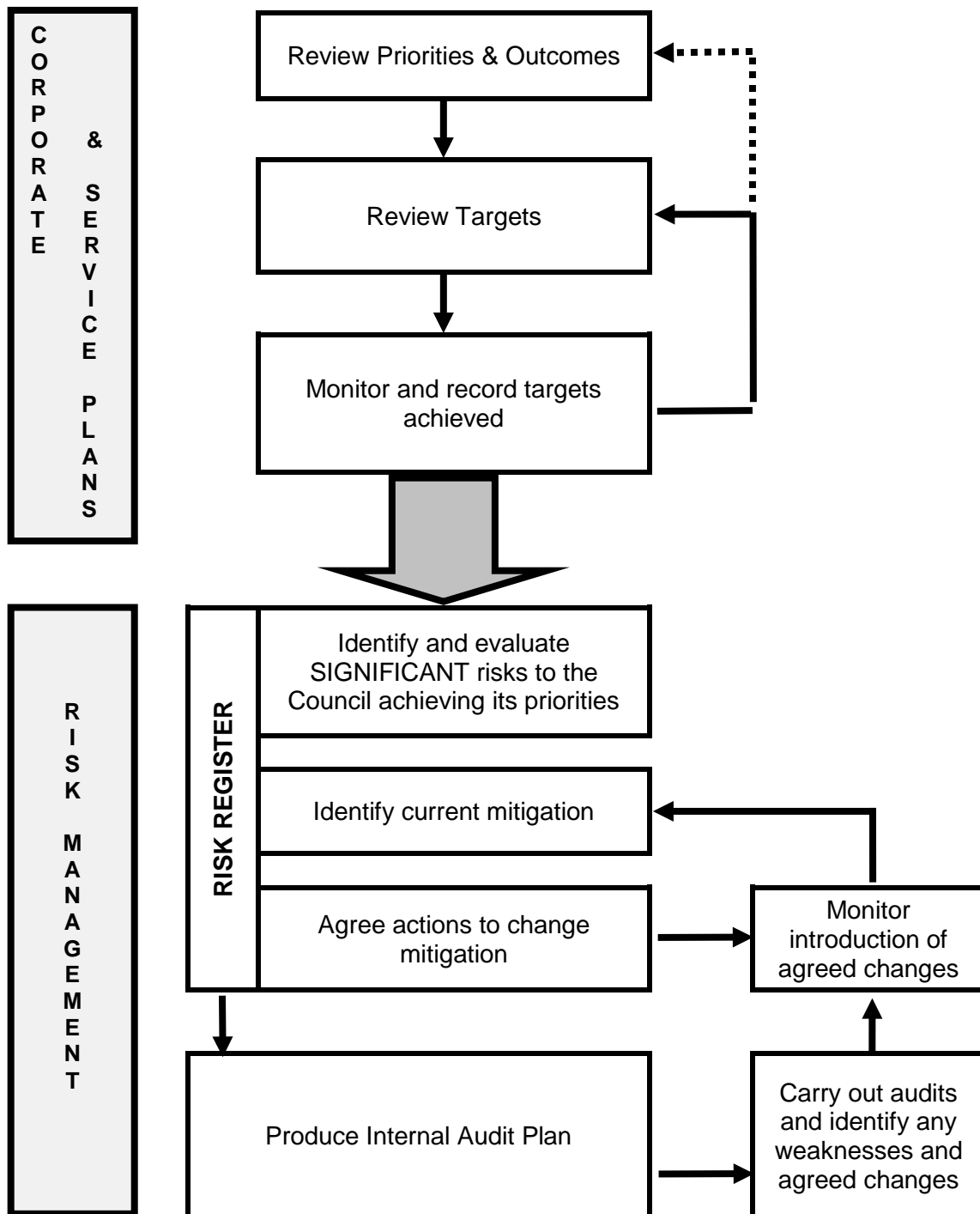
All levels of management should be concerned, to varying degrees, with risks in all categories. Corporate risks are likely to affect the medium to longer term priorities of the Council and require longer term planning to be addressed. Operational risks tend to have a more immediate impact and require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

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

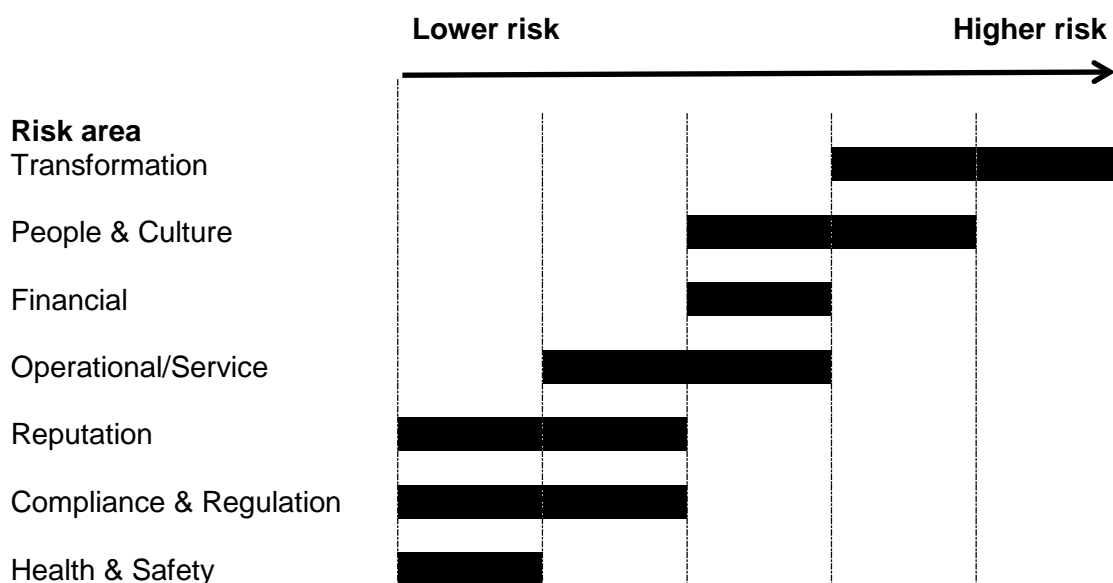
The table below explains how risk management processes link into the Council's planning process.



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
			Impact				

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

Level of Risk	<i>Low</i>	<i>Medium</i>	<i>High</i>	<i>Very High</i>
Level of Concern	Content	Uneasy	Concerned	Very concerned
Consequences	Relatively light impact.	Detrimental impact on the day to day delivery of services.	Severe impact. If residual risk exceeds risk appetite then	Disastrous impact.
Responsibility for acceptance of residual risk	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.
Prepare action plan and update Risk Register	-----		Within 6 weeks of the decision to treat the risk.	

Option Appraisals & Risk Treatment

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

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

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

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

- **Action Plans**

The results of the option appraisal shall be recorded by the appropriate Head of Service on a risk treatment option form ([Appendix 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:

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

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

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

Impact

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

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

- cause minor disruption to service delivery on one or two consecutive days, not noticeable to customers
- increase the Council's net cost over the 5 year 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 ²			Extra resources required ³
	L	I		
a.				
b.				
c.				
Actions requiring additional resources				
1.				
2.				
3.				
4.				
Decision				
Agreed Option:	Implementation Date		Risk Owner	
Decision taken by:		on:		

² **New Residual Risk Score:** after the action has been introduced

³ **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 in 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 - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

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

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 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 Overview & Scrutiny Panel (Performance and Customers) is invited to comment on the disposal and acquisition thresholds that are included in the Disposal and Acquisition Policy: Land and Property, and the revision of the policy in respect of the sharing of capital receipts with Parish Council as stated in the recommendation to

Cabinet.

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 29th 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

- 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 lands 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. KEY IMPACTS

- 6.1 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.

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

- 7.1 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".

8. LEGAL IMPLICATIONS

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

9. RESOURCE IMPLICATIONS

- 9.1 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.
- 9.2 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.

10. REASONS FOR THE RECOMMENDED DECISIONS

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

BACKGROUND PAPERS

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

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Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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CURRENT ACTIVITIES OF THE COMMUNITIES AND ENVIRONMENT PANEL

STUDY	OBJECTIVES	PANEL	STATUS
Voluntary Sector Grant Funding	To review the proposed funding allocation for Voluntary Sector Groups and the impact of those proposals.	Communities and Environment	<p>The Panel requested the formation of this Working Group following the receipt of the report on Voluntary Sector Grant Funding 2016/17 to 2019/20. Meetings of the Working Group took place on 25th February, 14th March, 11th April, 25th April, 17th May and 14th June 2016.</p> <p>A final report with the Working Group's recommendations was submitted to the Panel on 12th July 2016 before being presented to Cabinet on 21st July 2016. The Cabinet agreed:</p> <ul style="list-style-type: none"> i) to approve the award of two contracts, one for advice based services and the other for infrastructure services; ii) that the contract will run until 31st March 2020; iii) the budget model be Option 3 (amended) as detailed in the first Table in paragraph 4.4 of the Cabinet report; iv) the funding split should be 65% to 35% in favour of advice based services, and v) that the existing Task and Finish Group be retained and work with the Executive Councillor for Community Resilience to develop the contract terms including performance metrics and reporting frameworks.
The Health Economy	To establish priorities for future work on the local health economy.	Communities and Environment	<p>Scoping paper considered. Further reports requested on:</p> <ul style="list-style-type: none"> • the current state of Neighbourhood Planning within the area and how it was likely to develop and how it might promote community resilience; • community engagement, including examples of good practice; • the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council's Equalities Impact Assessment

STUDY	OBJECTIVES	PANEL	STATUS
			<p>arrangements, and</p> <ul style="list-style-type: none"> • the impact of growth on GP surgeries, school places and hospital capacity. <p>No new update – August 2016.</p>
Registered Social Providers	To review the work of Registered Social Providers and the challenges faced by them.	Communities and Environment	<p>The Working Group was joined by the Executive Councillor for Strategic Planning and Housing on 29th February 2016 to study the impact of national housing changes on local housing associations in the District. A follow up meeting to summarise the findings of the study was held on 21st March 2016.</p> <p>The findings of the study fed into a discussion on the Draft Housing Strategy 2016-2019 at the Panel meeting in April 2016.</p> <p>No new update – August 2016.</p>
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges).	Communities and Environment	<p>The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.</p> <p>Draft operational policies for garden waste contamination, dry recyclates contamination and lane end collection was considered at the Panel's November 2015 meeting.</p> <p>The Review of Waste Policies was considered at the Panel's January 2016 meeting.</p> <p>The Waste Round Reconfiguration Update was considered at the Panel meeting held on 12th July 2016. Further updates will be considered at Panel meetings in September, October and November.</p>
Litter Policies and Practices (to include	To consider and make recommendations on future	Communities and Environment	The Working Group's activities are currently on hold until the Operations Review has been completed and

STUDY	OBJECTIVES	PANEL	STATUS
graffiti removal)	litter and graffiti service scope and standards and on public appetite for changes.		<p>implemented.</p> <p>The Street Cleansing Service Specification was considered at the Panel's January 2016 meeting.</p> <p>No new update – August 2016.</p>

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Panel Date	Decision	Action	Response	Date for Future Action
<p>14/01/16</p>	<p><u>Cambridgeshire County Council Budget Scrutiny</u></p> <p>The Working Group comprising of Councillors T Alban, D Brown, G Bull, Mrs S J Conboy, S Criswell, M Francis, D A Giles, T Hayward, B Hyland, P Kadewere, T D Sanderson, M Shellens and R J West scrutinised the budget of the Children’s, Families and Adult’s Directorate.</p>		<p>A response to the budget proposals is to be sent to the County Council.</p>	
<p>19/01/16</p>	<p>The Working Group scrutinised the budgets of the Economy, Transport and Environmental Services and Corporate Services.</p>			

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