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Leader and Members
of the Executive

Your contact: Martin Ibrahim
Ext: 2173
Date: 31 July 2014

cc. All other recipients of the
Executive agenda

Dear Councillor

EXECUTIVE - 5 AUGUST 2014: SUPPLEMENTARY AGENDA NO 1

Please find attached the following report which was marked "to follow" on the agenda for the above meeting:

15. Monthly Corporate Healthcheck - June 2014 (Pages 3 - 50)

Please bring these papers with you to the meeting next Tuesday.

Yours faithfully

Martin Ibrahim
Democratic Services Team Leader
Democratic Services
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MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 5 AUGUST 2014
TIME : 7.00 PM

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EAST HERTS COUNCIL

EXECUTIVE – 5 AUGUST 2014

MONTHLY CORPORATE HEALTHCHECK – JUNE 2014

REPORT BY THE LEADER OF THE COUNCIL

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To set out an exception report on finance, performance and risk monitoring for East Herts Council for June/Quarter 1 for 2014.

<u>RECOMMENDATION FOR EXECUTIVE:</u> that:	
(A)	the budgetary variances set out in paragraph 2.1 of the report be noted;
(B)	the virement of £15,000 from the merging of IT systems Capital budget within the Licensing and Environmental Health divisions to the Funding for Applications budget as detailed in paragraph 2.19 of this report, be approved; and
(C)	the controls and scores listed in the strategic risk register for the period April to June 2014, as detailed at paragraph 2.22, be approved.

1.0 Background




1.1 This is the finance, performance and risk monitoring report for the council.



1.2 Each report will contain a breakdown of the following information by each corporate priority where remedial action is needed:

- Salary, Capital and Revenue variance.
- Performance information (based on the performance indicator suite that is reported on a monthly basis and where relevant quarterly data).
- Risk information

- 1.3 **Essential Reference Paper ‘B’** shows the Dashboard performance indicator summary analysis.
Essential Reference Paper ‘C’ shows the full set of performance indicators that are reported on a monthly/quarterly basis.
Essential Reference Paper ‘D’ shows summarised information on salary costs.
Essential Reference Paper ‘E’ shows detailed information on the capital programme.
Essential Reference Paper ‘F’ shows explanations of variances on the Revenue Budget reported in previous months.
Essential Reference Paper ‘G’ shows the council’s 2014/15 savings.
Essential Reference Paper ‘H’ shows the April to June 2014 strategic risk register.

The codes used in relation to performance indicator monitoring are as follows:

Status	
	This PI is 6% or more off target.
	This PI is 1-5% off target.
	This PI is on target.

Short Term Trends	
	The value of this PI has changed in the short term.
	The value of this PI has not changed in the short term.

2.0 Report – Directorate Position

REVENUE FINANCIAL SUMMARY

- 2.1 The financial aspects of this report are based on budgetary information from April 2014 to June 2014.

Following closure of the 2013/14 accounts Carry Forward Budgets were approved by the Executive on 1 July 2014. These will now be incorporated into the 2014/15 budgets.

The financial figures detailed below, are best estimates for the first quarter of the new financial year. Finance Staff and Budget holders will continue to monitor budgets through the year, and report any exceptions where necessary.

	Position as at 30.06.14				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(1) People						
Land Charge Income	10	0	2	0	50	0
Staff salaries (Essential Reference Paper 'D').	110	0	17	0	55	0
B&B Charges	1	0	0	0	3	0
Renovation Grant – Repayment	8	0	0	0	8	0
(2) Place						
Community Safety	0	0	0	0	0	17
DCLG Grant Income (Housing Options)	0	0	0	0	0	50
Kerbside Dry Recycle Collection	0	19	0	3	0	80

Trade Bin Disposal	51	0	0	2	0	3
Parking Enforcement Contract	95	0	0	48	54	0
RinGo Expenses	0	0	0	5	0	16
(3) Prosperity						
Environmental Health	0	0	0	0	0	3
Jackson Square Car Washing	0	0	0	0	6	0
Development Management Charges	206	0	0	0	200	0
Development Management Charges Pre Application Advice	5	0	0	0	15	0
TOTAL:	486	19	19	58	391	169
Net Projected Variance - Favourable						222
Planning Contingency Projected Underspend						245
Total Favourable Variance						467

- 2.2 Subject to all other conditions being equal, this would result in underspend of approximately £222,000 against service budgets and if the rest of the contingency budget is not required. This would be £467,000 underspend.
- 2.3 A summarised salaries monitoring report for the period April to June 2014 is attached to this report in **Essential Reference Paper 'D'**. A favourable variance of approximately £55,000 has been identified comparing projected salary costs for the financial year with the approved annual budget. The variance reflects the following:
- Vacancies within the Planning Section
 - 15 members of staff have opted out of the auto enrolment for the pension scheme which equates to approximately £45,000 of the under spend. Whereas the assumptions included in the budget were that all staff would be in the pension scheme following auto enrolment.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

People

Financial analysis

- 2.4 Income is being received from the repayment of renovation grant which was not expected this year. At the end of June, £8,290 had been received.
- 2.5 Income from Bed & Breakfast charges is expected to exceed budget by approximately £3,000.

Performance analysis

- 2.6 The following indicator was 'Green', meaning that the target was either met or exceeded for June 2014. It was:
- EHPI 181 – Time taken to process Housing Benefit new claims and change events

Please refer to **Essential Reference Paper 'C'** for full details.

Place

Financial analysis

- 2.7 Trade bin disposal is likely to overspend by £3,000 due to an under accrual in 2013/14.
- 2.8 Enforcement contract contingency budget of £25,000 which is held for the purpose of bedding in the contract is no longer required. Also the Mobile ANPR camera implementation (£29,000) is impacted by the status of County Traffic Regulation Orders on Schools Zigzags. Delay has become necessary to ensure that Orders are in place.
- 2.9 Ringo use increased by 106% between 2012/13 to 2013/14. Additional use increases the cost to the Council, as it is provided as a free service to the motorist
- 2.10 The original 2014/15 budget includes a contingency sum of £513,000 which allows for unforeseen events to be funded in-year. Currently there is a balance of £245,000 which if not required during the year will result in a further favourable variance in addition to £222,000 underspend reported for the period. Future Healthcheck reports will consider if there are further calls on this sum. These budgets are mainly for one-off areas of spend; however, some service growth has been identified (detailed below) for inclusion in the 2015/16 base budget.

	£000	Comment
Planning Contingency budget at the start of the financial year Less Committed Budget:	513	
People & Organisation	5	One-off Funding to support one HR officer to August 2014. This has now been extended to August 2015 with additional £20k funding approved as Special Item for 2014/15 only.
Facilities	12	One-off funding to support one temporary position and also to bridge funding gap in an existing role that has been graded upwards

		from Grade 6 to Grade 9 in Facilities Services.
Procurement	7	Procurement Officer now employed full time by EHDC, contingency to fund 14/15 shortfall only. Growth item needed for future
Housing	12	To Fund permanent increase in Housing Manager Hours. This is a growth item required for future years
Environmental Health	34	One-off funding to support 4 posts of different grades in Environmental Health. Could potentially affect 2015/16 contingency budget depending on start dates.
Environmental Health	18	£3k to support Waste Services Manager and £15k to support Assistant Waste Services Manage posts
Head of Customer Services	14	On-going funding to support full time replacement of Customer Service Manager from August 2014/15. Growth Item needed for future years
The Web Team	13	One-off cost to support the role of Information analyst within the Web Team for 6 months only.
Parking Services	30	One-off funding to support Car Park Consultancy and signage cost
Parking Services	52	On-going funding to support evening enforcement contract. Growth Item needed for future years
Business & Technology Services	11	On-going funding for Microsoft Software Licence. Growth Item needed for future years
HR	40	On-going funding to support LGA Graduate Trainee Scheme for a 2year term. Further funding required for 2015/16 with implications for 2016/17 depending on start date
Accountancy Services	20	One-off funding to support the strategic review of the financial Services function.

Citizen Advice Bureaux	20	On-going funding to support The Citizen Advice Bureaux Service for 2 years. Further funding required for 2015/16.
Planning Contingency still to be utilised	225	

Performance analysis

2.11 **EHPI 2.4 – Fly-tips: Removal.** Performance was ‘Amber’ for June 2014. Performance in June was not as good as in May due to some larger fly tips, which required a specialist contractor.

2.12 **EHPI 192 – Percentage of household waste sent for reuse, recycling and composting.** Performance continues to exceed expectations, with organic waste slightly below last year’s level, whilst recycling was considerably higher and waste to landfill was also a little below last year June levels.

2.13 The following indicators were ‘Green’, meaning that the targets were either met or exceeded for June/Quarter 1 for 2014. They were:

- EHPI 157a – Processing of planning applications: Major applications.
- EHPI 157b – Processing of planning applications: Minor applications.
- EHPI 157c – Processing of planning applications: Other applications.
- EHPI 2.2 – Missed waste collections per 100,000 collections of household waste.
- EHPI 2.6 - Percentage of residual waste (refuse) sent for disposal.

2.14 However despite meeting the target for June 2014 the following indicators showed a declining trend when performance is compared to the previous month:

- EHPI 157a – Processing of planning applications: Major applications.
- EHPI 2.2 – Missed waste collections per 100,000 collections of household waste.

Please refer to **Essential Reference Paper ‘C’** for full details.

Prosperity

Financial analysis

- 2.15 It is anticipated that income target for Development Management Charges in 2014/15 will be exceeded by some £200,000.
- 2.16 Pre application fee income is expected to exceed target by approximately £15,000 in the current year.

Performance analysis

- 2.17 The following indicators were 'Green', meaning that targets were either met or exceeded for June/Quarter 1 for 2014. They were:
- EHPI 6.8 – Turnaround of pre NTO PCN challenges.
 - EHPI 6.9 – Turnaround of NTO Representations.
 - EHPI 8 – % of invoices paid on time.
 - EHPI 10.2 - Council tax collection, % of current year liability collected.
 - EHPI 10.4 - NNDR (Business rates) collection, % of current year liability collected.
 - EHPI 12c – Total number of sickness absence days per FTE staff in post.

Please refer to Essential Reference Paper 'C' for full details.

CAPITAL FINANCIAL SUMMARY

- 2.18 The table below sets out projected expenditure to 31 March 2015 against the Capital Programme. Members are invited to consider the overall position. Essential Reference Paper 'E' contains details of the 2014/15 Capital Programme. Comments are provided by the Project Control Officers in respect of individual schemes.

	Column 1	Column 2	Column 3	Column 4
Summary	2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Projected Final Outturn	Variance Col 3 – Col 2
	£'000	£'000	£'000	£'000
People	1,970	2,005	1,999	(6)

Place	874	1,111	1,111	0
Prosperity	671	1,251	1,138	(113)
Re-profiling potential slippage	(250)	(250)	(250)	0
Total	3,265	4,117	3,998	(119)

2.19 Executive are asked to approve/note:

- The merging of IT systems within the Licensing and Environmental Health divisions will not go ahead in its original form. It is proposed that the budget of £15,000 be vired to support the funding for the applications scheme.
- There is agreement in principle to surrender the Car Park Lease at Bircherley Green MSCP. Therefore, the refurbishment work there will not be necessary. The budget of £55,000 for that refurbishment is no longer required.
- The resurfacing of footpath & retainment works at Cricketfield Lane, Bishop's Stortford has been reviewed and a reduced scheme planned for summer holidays. This is expected to achieve a savings of about £55,000.

2014/15 SAVINGS

2.20 The external auditor requires the Council to establish whether the 2014/15 savings offered up by Heads of Service and Managers and agreed by Members to set the 2014/15 council tax, have actually been achieved. This is monitored and reported on a quarterly basis. **Essential Reference Paper 'G'** sets out those savings and using a RAG system of Red, Amber or Green Heads of Service and Managers have indicated the relevant RAG with accompanying narrative as to the savings status.

2.21 As at the end of the first quarter, 79% of the total savings have been classified as 'Green' or 'Amber' or alternative action taken.

STRATEGIC RISKS

2.22 Strategic risks were reviewed for the 2014/15 financial year following consideration of the 2013/14 register, service plans, and trends and

emerging risks. This is the first quarter that the refreshed risk register has been reported.

- 2.23 The nine risks reported in 2013/14 were updated and remain on the register. New risks were identified; the investment strategy, local plan, public health, increasing demands on services and the Here to Help programme. (Public health falls within 'control' so does not feature on the register).

Please refer to **Essential Reference Paper 'H'** for the Strategic Risk Register.

3.0 Implications/Consultation

- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers:

2013/14 Estimates and Future Targets Report, Essential Reference Paper B – For complete list of performance indicators that are being monitored for 2013/14

<http://online.eastherts.gov.uk/moderngov/ieListDocuments.aspx?CId=119&MId=1792&Ver=4>

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ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p><i>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</i></p> <p>Place – Safe and Clean</p> <p><i>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</i></p> <p>Prosperity – Improving the economic and social opportunities available to our communities</p> <p><i>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</i></p>
<p>Consultation:</p>	<p>Performance monitoring discussions have taken place between Directors and Heads of Service.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>There are no financial implications.</p>
<p>Human Resource:</p>	<p>There are no Human Resource implications.</p>
<p>Risk Management:</p>	<p>By not having effective performance management arrangements in place puts the Council at risk of not being clear whether it's priorities and objectives are being met and if there are any service delivery issues, that could impact on their delivery. The Corporate Healthcheck report is one tool designed to help mitigate against this risk. Also effective performance management arrangements help to support transparency and increase local accountability.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>There are no direct Health and Wellbeing implications in regard to this report. However a number of the council's performance indicators do support/contribute to the health and wellbeing agenda.</p>

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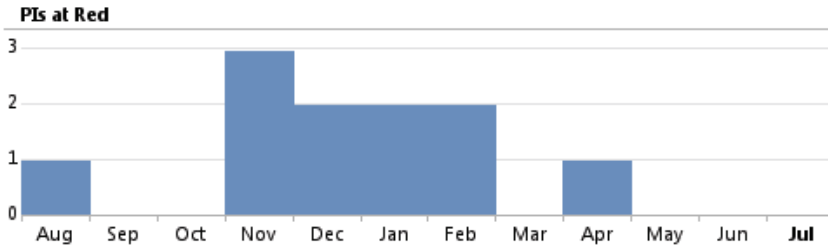
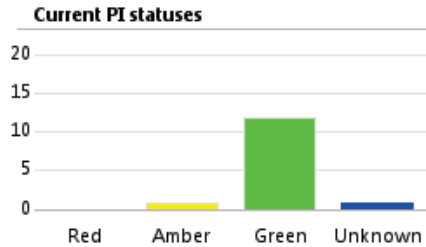
Essential Reference Paper B - Executive

0 PIs at Red

1 PIs at Amber

12 PIs at Green

14 Total number of PIs



Best Performing (PIs)	Value	Target	Gauge
EHPI 6.9 Turnaround of NTO Representations. (MINI...	7 days	21 days	
EHPI 12c Total number of sickness absence days per ...	0.24 da...	0.54 da...	
EHPI 6.8 Turnaround of Pre NTO PCN challenges (10 ...	7 days	14 days	
EHPI 181 Time taken to process Housing Benefit new...	6.4 days	10 days	
EHPI 10.4 NNDR (Business rates) collection, % of curr...	29.9%	24.9%	
EHPI 157a Processing of planning applications: Majo...	67.00%	60.00%	
EHPI 157b Processing of planning applications: Min...	88.00%	80.00%	
EHPI 2.2 Waste: missed collections per 100,000 collec...	32.29	46.00	
EHPI 157c Processing of planning applications: Othe...	94.00%	90.00%	
EHPI 8 % of invoices paid on time. (MAXIMISING INDI...	98.64%	98.50%	
EHPI 10.2 Council tax collection, % of current year lia...	29.6%	29.6%	
EHPI 2.6 Percentage of residual waste (refuse) sent f...	45%	45%	
EHPI 2.4 (47) Fly-tips: removal. (MINIMISING INDICAT...	2.16 da...	2.00 da...	
EHPI 192 Percentage of household waste sent for re...	55.18%		

Worst Performing (PIs)	Value	Target	Gauge
EHPI 2.4 (47) Fly-tips: removal. (MINIMISING INDICAT...	2.16 da...	2.00 da...	
EHPI 10.2 Council tax collection, % of current year lia...	29.6%	29.6%	
EHPI 2.6 Percentage of residual waste (refuse) sent f...	45%	45%	
EHPI 8 % of invoices paid on time. (MAXIMISING INDI...	98.64%	98.50%	
EHPI 157c Processing of planning applications: Othe...	94.00%	90.00%	
EHPI 2.2 Waste: missed collections per 100,000 collec...	32.29	46.00	
EHPI 157b Processing of planning applications: Min...	88.00%	80.00%	
EHPI 157a Processing of planning applications: Majo...	67.00%	60.00%	
EHPI 10.4 NNDR (Business rates) collection, % of curr...	29.9%	24.9%	
EHPI 181 Time taken to process Housing Benefit new...	6.4 days	10 days	
EHPI 6.8 Turnaround of Pre NTO PCN challenges (10 ...	7 days	14 days	
EHPI 12c Total number of sickness absence days per ...	0.24 da...	0.54 da...	
EHPI 6.9 Turnaround of NTO Representations. (MINI...	7 days	21 days	
EHPI 192 Percentage of household waste sent for re...	55.18%		

Improving (PIs)	Value	Target	History
EHPI 10.2 Council tax collection, % of current year lia...	29.6%	29.6%	
EHPI 10.4 NNDR (Business rates) collection, % of curr...	29.9%	24.9%	
EHPI 12c Total number of sickness absence days per ...	0.24 da...	0.54 da...	
EHPI 181 Time taken to process Housing Benefit new...	6.4 days	10 days	
EHPI 157b Processing of planning applications: Min...	88.00%	80.00%	
EHPI 8 % of invoices paid on time. (MAXIMISING INDI...	98.64%	98.50%	
EHPI 157c Processing of planning applications: Othe...	94.00%	90.00%	
EHPI 192 Percentage of household waste sent for re...	55.18%		

Deteriorating (PIs)	Value	Target	History
EHPI 157a Processing of planning applications: Majo...	67.00%	60.00%	
EHPI 2.2 Waste: missed collections per 100,000 collec...	32.29	46.00	
EHPI 2.4 (47) Fly-tips: removal. (MINIMISING INDICAT...	2.16 da...	2.00 da...	

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June/Quarter 1 Executive Corporate Healthcheck 2014/15

Traffic Light Amber
Corporate Priority : Place

Environmental Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 2.4 (47)	Fly-tips: removal. (MINIMISING INDICATOR)		2.16 days	2.00 days		Performance in June 2014 was not as good as in May 2014 due to some larger fly tips, which required a specialist contractor.		None

Traffic Light Green
Corporate Priority : People

Revenues and Benefits Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 181	Time taken to process Housing Benefit new claims and change events. (MINIMISING INDICATOR)		6.4 days	10 days		Performance exceeding target. Period covering from 13 May 2014 to 10 June 2014 is at 5.08 days, moving cumulative total to 6.36 days.		None

Traffic Light Green
Corporate Priority : Place

Environment Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 2.2	Waste: missed collections per 100,000 collections of household. (MINIMISING INDICATOR)		32.29	46.00		Performance is much better than expectancy this month.		None

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 2.6	Percentage of residual waste (refuse) sent for disposal. (MINIMISING INDICATOR)	✓	45%	45%	N/A	With a good increase in recycling compared to Quarter 1 in 2013/14 the amount of material disposed of is below our anticipation.	<p>Q1 2014/15 result</p>	None

Planning and Building Control								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 157a	Processing of planning applications: Major applications. (MAXIMISING INDICATOR)	✓	67.00%	60.00%	↓	Performance exceeding target. 2 applications out of 3 were determined on time.	<p>June 2014 result</p>	None

Planning and Building Control								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 157b	Processing of planning applications: Minor applications. (MAXIMISING INDICATOR)	✓	88.00%	80.00%	↑	Performance exceeding target. 22 applications out of 25 were determined on time.		None

Planning and Building Control								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 157c	Processing of planning applications: Other applications. (MAXIMISING INDICATOR)	✓	94.00%	90.00%	↑	Performance exceeding target. 115 applications out of 112 were determined on time.		None

Traffic Light Green
Corporate Priority : Prosperity

Financial Support Services



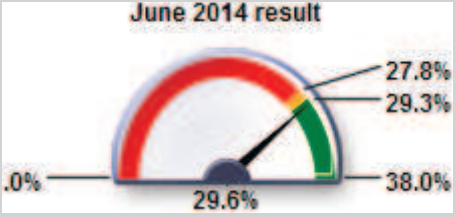
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 8	% of invoices paid on time. (MAXIMISING INDICATOR)		98.64%	98.50%		Performance on target. The number of invoices paid on time in June is just above target. Of the 735 invoices paid, 725 were paid on time.	<p>June 2014 result</p>	None



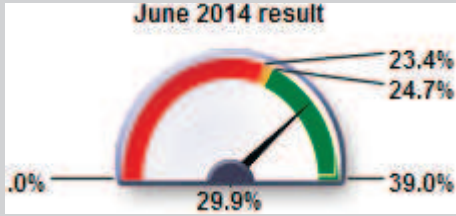
Parking Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 6.8	Turnaround of Pre NTO PCN challenges (10 working days). (MINIMISING INDICATOR)		7 days	14 days		This PI remains within target.	<p>June 2014 result</p>	None

Parking Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 6.9	Turnaround of NTO Representations. (MINIMISING INDICATOR)		7 days	21 days		This PI remains within target		None

People Services & Organisational Development								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 12c	Total number of sickness absence days per FTE staff in post (MINIMISING INDICATOR)		0.24 days	0.54 days		Absence levels are within Council standards. Total absence for the year so far is 0.87 days.		None

Revenues and Benefits								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014 meeting
EHPI 10.2	Council tax collection, % of current year liability collected. (MAXIMISING INDICATOR)		29.6%	29.6%		Performance is on target.		None

Revenues and Benefits								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 1 July 2014
EHPI 10.4	NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING INDICATOR)		29.9%	24.9%		Performance is on target.		None

Traffic Light Unknown
Corporate Priority : Place

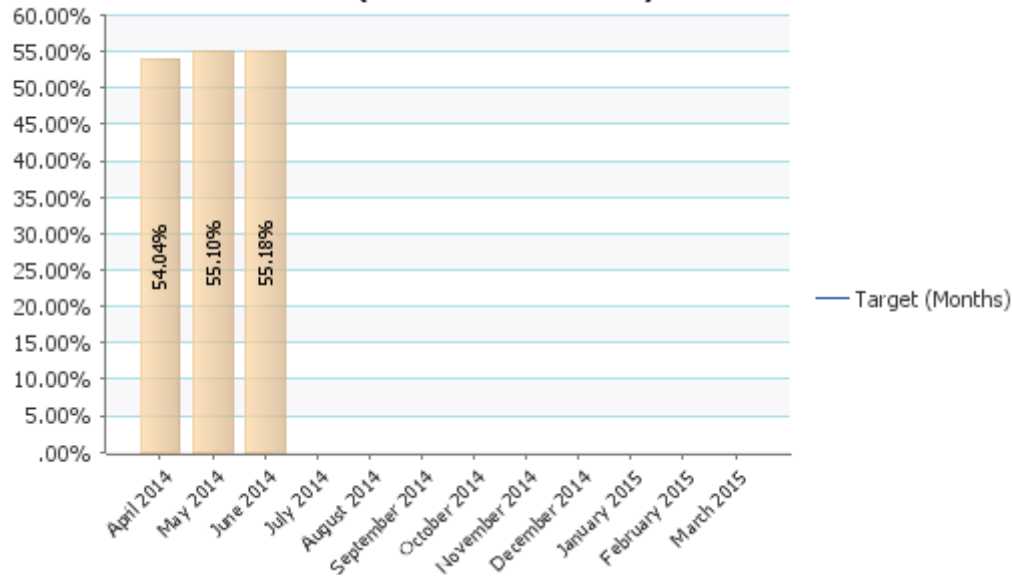
Environment Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Action taken during last Executive meeting on 1 July 2014
EHPI 192	Percentage of household waste sent for reuse, recycling and composting. (MAXIMISING INDICATOR)	N/A	55.18%	N/A	↑	Performance continues to exceed expectations, with organic waste slightly below previous year levels, whilst recycling was considerably higher and waste to landfill was also a little below last Junes level.	None








Trend Chart

Performance Gauge

EHPI 192 Percentage of household waste sent for reuse, recycling and composting. (MAXIMISING INDICATOR)



N/A

PI Status		Short Term Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		

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SALARIES/AGENCY/APPOINTMENT OF STAFF

Essential Reference Paper 'D'

SECTION	APPROVED BUDGET	APPROVED BUDGET PROFILE To 30.06.2014	ACTUAL EXPENDITURE To 30.06.2014	VARIANCE TO PROFILE AT 30.06.2014	PROJECTED OUTTURN 2014/15	Outturn Variance To Approved Budget 2014/15
	£	£	£		£	£
Finance & Support Services	4,952,710	1,238,182	1,165,888	(72,294)	4,925,560	(27,150)
Neighbourhood Services	3,939,490	984,876	933,212	(51,664)	3,860,260	(79,230)
Customer & Community	2,871,070	717,771	731,730	13,959	2,922,090	51,020
Summary	11,763,270	2,940,829	2,830,830	(109,999)	11,707,910	(55,360)

SUMMARY

	2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Proj Spend and Approved Estimate
	£	£	£	£	£
People - focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable & delivering strong services	1,969,700	2,005,560	40,314	1,998,670	(6,890)
Place - focuses on sustainability, the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean	874,140	1,111,100	98,630	1,111,180	80
Prosperity - focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities & delivering cost effective services	671,120	1,250,780	(19,050)	1,138,500	(112,280)
TOTAL	3,514,960	4,367,440	119,894	4,248,350	(119,090)
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(250,000)	(250,000)		(250,000)	0
	3,264,960	4,117,440	119,894	3,998,350	(119,090)
Reconciliation of Original to Revised Estimate					
Slippage from 2013/14	334,290				
Other Amendments	518,190				
	4,117,440				

Exp. To 30/06/14

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Exp 2014/15
Code Approved Schemes

	2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Proj Spend and Approved Estimate	COMMENTS
	£	£	£	£	£	
Leventhorpe Swimming Pool *						
72338 - Renew Air Handling Plant	25,000	25,000	0	25,000	0	Specification stage. Awaiting approval to spend. Meeting held 27.6.14 C. Cardoza, & M. Kingsland. Further meeting to be held with Leventhorpe School 17.7.14.
Hartham Swimming Pool						
72339 - Replacement Fire Exit Doors & Frames	0	0	(1,272)	(1,270)	(1,270)	Completed, saving achieved.
72340 - Replace Main Pool Circulating Pumps	16,960	5,620	0	0	(5,620)	Completed, saving achieved.
72349 - Pool Hall Air Handling Renewal	100,000	100,000	0	100,000	0	Due to programming with SLM, works are programmed for Xmas closedown 2014.
Grange Paddocks Swimming Pool						
72343 - Renew Pool Calorifiers	0	17,840	0	17,840	0	Design stage, still looking at options. Programmed for Xmas closedown 2014.
Fanshawe Swimming Pool *						
72345 - Refurbish or Replace Pool Filters	20,000	20,000	0	20,000	0	Specification stage. Awaiting approval to spend. Meeting held 27.6.14 C. Cardoza, & M. Kingsland. Further discussions needed with Head of People & Property Services.
72346 - Replace Pool Circulating Pumps	20,000	20,000	0	20,000	0	Specification stage. Awaiting approval to spend. Meeting held 27.6.14 C. Cardoza, & M. Kingsland. Further discussions needed with Head of People & Property Services.
Private Sector Improvement Grants						
72602 - Disabled Facilities (Note 1)	595,000	606,760	22,769	606,760	0	Budget reflects likely need according to previous trends, but referral rate from HCC currently very low, so there is already potential to slip some of this budget to 2015/16 as that budget is currently less than anticipated demand. Residents' enquiries to this dept are up following some promotional work, so there is potential for some to lead to HCC referrals.
72605 - Disabled Facilities - Discretionary	50,000	50,000	0	50,000	0	No Discretionary schemes identified for this year yet.
72606 - Decent Home Grants	120,000	120,000	0	120,000	0	3 potential Decent Home Grants currently being considered.
72604 Energy Grants	20,000	40,000	0	40,000	0	Budget increased to £40k to allow wider range of incentives to be included in Assistance Policy.
72685 Future Social Housing Schemes	820,740	820,740	0	820,740	0	No current commitments. Registered Providers are currently awaiting the outcome of bids to the HCA. If unsuccessful they may approach the Council for funding. First priority is to spend S106 sums which have been collected for affordable housing.

Exp. To 30/06/14

Exp Code	2014/15 Approved Schemes	2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71201	Capital Salaries	26,000	26,000	0	26,000	0	
72442	Community Capital Grants	156,000	142,680	18,817	142,680	0	Of the 20 projects awarded a grant in 13/14 and now rolled over, 5 have been paid or partly paid out. Others are still being completed and one has withdrawn its claim. £80k of new money is available for allocation in 14/15 with a deadline of 6 June 2014. We predict that if the grants are awarded in July and they have a year to spend, most will not claim until the following financial year, hence £40k slippage at this stage (agreed at 1.7.14 Exec).
72582	LSP Capital Grants (Note 2)	0	1,520	0	1,520	0	LSP board determines when grants are going to be awarded. Sum of £30,790 held in Capital Grants in Advance.
72545	Presdales - Replace Pavilion	0	9,400	0	9,400	0	Remaining budget to be spent on further works required to pavilion & car park & partitioning works to Boiler room. Property organising works.
TOTAL		1,969,700	2,005,560	40,314	1,998,670	(6,890)	

* Expenditure on Joint Use Pools 40% funding sought from HCC/schools as appropriate.

Note 1. Government funding of £240,174 in 14/15 and assumed £175,000 from Better Care Fund in both 15/16 and 16/17.

Note 2. Expenditure to be funded from PRG

Exp. To 30/06/14

2014/15 Approved Schemes	2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Proj Spend and Approved Estimate	COMMENTS
	£	£	£	£	£	
72705 Hertford Theatre Seating Refurbishment	0	109,000	19,879	109,000	0	Programmed to commence July/August.
72594 Hertford Theatre - Renew Boilers		0	80	80	80	Small overspend i/r 13/14 commitments.
74102 Historic Building Grants	55,000	49,070	10,106	49,070	0	Anticipated that total spend will be within budget.
Refuse Collection & Recycling						
75165 Containers Replacement Programme	100,000	100,000	51,853	100,000	0	Spend is as expected. Budget will be fully spent by year end, if not before.
75167 Prov.For Containers-ARC for Communal Props						
75145 Standardise Litter Bins	5,500	5,500	4,370	5,500	0	Initial new stock ordered as planned. Will spend full budget.
75152 Commercial Waste	33,500	33,500	6,635	33,500	0	Expenditure is under expectancy but will spend to budget.
75170 Comingled Recycling Service - Wheeled Bins	0	5,160	4,712	5,160	0	Will spend remaining budget.
72504 Provision of Play Equipment	50,000	50,000	0	50,000	0	
72506 Art in Parks Project (Note 1)	0	5,000	800	5,000	0	Local artist commissioned to produce chainsaw sculptures at Pishiobury Park using fallen timber at the site. Work coincided with the Friends of the Park's "ParkFest" event in May.
72585 The Bourne, Ware - Play Area Development Programme (Note 2)	40,760	40,760	0	40,760	0	Currently working with Hertfordshire Groundwork on the design prior to procurement
72507 Pishiobury Park Wetland Habitat Project (Note 3)	0	12,180	0	12,180	0	First stage complete. Non-Key decision for land swap with local fishing club now approved. The fishing club have raised further queries and this is delaying the land swap.
72508 Hartham Common-Parks Development Plan Project (Note 4)	25,000	25,000	0	25,000	0	Currently working with the Countryside Management Service to lever in external funding.
72509 Installation of Multi Use Games Area (MUGA) at Gt. Innings, Watton-at-Stone (Note 5)	80,000	80,000	0	80,000	0	Project at the procurement stage

PLACE

Exp. To 30/06/14

Exp Code	2014/15 Approved Schemes	2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72510	Boardwalk installation across balancing pond at Southern Country Park, B/S (Note 6)	80,400	80,400	0	80,400	0	Project is at the design stage
72514	3G Artificial Turf Pitch development at Hartham Common, Hertford (Note 7)	85,000	85,000	195	85,000	0	Consulation on the proposals now complete. Currently reviewing feedback received.
75168	Energy Efficiency & Carbon Reduction Measures (Note 8)	45,000	45,000	0	45,000	0	Programme work to commence early autumn 2014. The works would include the web based smart metering to cover electric/gas (+ water if proves practicable) to as many metered sites as possible to build on that within Wallfields. We will also be recommending the solar pv scheme. Regarding costs these 2 schemes are likely to take the bulk of the funding available, if not all – and we are seeking revised detailed costings.
72591	Castle Weir Micro Hydro Scheme	203,980	203,980	0	203,980	0	Water Framework Directive study now complete. Work to date shows the scheme will result in no increase in flood risk or damage to ecology. However, Environment Agency are seeking upstream improvements and this is subject to further negotiations. Application currently subject to consultation.
72513	Bell Street Public Conveniences modernisation	70,000	70,000	0	70,000	0	Currently in discussions with Town Council and Facilities
74105	Town Centre Environmental Enhancements	0	66,250	0	66,250	0	The Town Council's participating have made some progress with the regulatory requirements necessary for their schemes. However, some underspend seems likely given the expectation that schemes will complete by the end of the calendar year.
74106	Heart of Bishop's Stortford - Market Improvement Scheme	0	45,300	0	45,300	0	This budget will provide most impact if included as part of a longer term plan for the market. This might mean linking spend to progress with the Henderson's development
TOTAL		874,140	1,111,100	98,630	1,111,180	80	

Note 1. Provision to attract external funding.

Note 2. £5,000 funded from Riversmead Housing Association S106

Note 3. This project will require match funding to maximise the potential of this project and this sum reflects provision for this.

Note 4. Currently working with the Countryside Management Service to lever in external funding

Note 5. Fully funded from S106 monies

Note 6. £70,400 funded from S106 monies

Note 7. Agreed annual management fee reduction of £17,000 over 8 years

Note 8. Relates to provision for energy efficiency measures following C3W. This is subject to bids for grant funding.

Exp. To 30/06/14

Exp Code	2014/15 Approved Schemes	Exp. To 30/06/14					COMMENTS
		2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Proj Spend and Approved Estimate	
		£	£	£	£	£	
	IT						
71442	Revenues & Benefits Programme	0	18,600	0	18,600	0	This budget will support the implementation of new Capita modules, work is scheduled in 14/15.
71395	EDM - Corporate	11,070	16,070	0	16,070	0	Need to establish any urgent works, the budget will be adjusted accordingly once this has been established. Possible slippage/viement.
71414	Hardware Funding (Note 1)	5,000	12,980	0	12,980	0	Balance slipped from 14/15 to fund the need for equipment replacement.
71431	Establishment of LES & internet links to replace MPLS	0	34,640	0	34,640	0	Hope to be completed by September.
71443	Civica ICON Upgrade	0	25,770	18,351	25,770	0	System upgraded May 2014. Still have to purchase Chip & Pin stands.
71444	BACS Software	0	21,980	0	21,980	0	BACS still to be implemented. Hope to be completed by August.
71435	Funding for Applications	350,000	410,120	0	425,120	15,000	See comment on 71416.
71437	Windows Server Licensing	5,000	10,000	0	10,000	0	
71416	Merging IT systems - Licensing & Env Health	15,000	15,000	0	0	(15,000)	Scheme not to go ahead in it's original form, therefore, request to transfer into Applications scheme until a solution to this is found.
71418	Mayrise Upgrade	0	2,050	0	2,050	0	Final invoices still due
71420	Integrated Dev Mgt and Bldg Ctrl Systems	0	153,200	0	153,200	0	In progress.
71438	EH 50% share of technical/project management costs	0	23,110	(31,890)	23,110	0	Balance slipped from 13/14 as project is not yet complete and there will be a further draw on the funding in 14/15. Invoice i/r 13/14 paid in July.
71439	Service Desk & Utilities	0	27,170	0	27,170	0	Service desk decision is imminent. There may also be further hardware rationalisation that we will draw upon from this budget.
71440	Shared service print investment costs 50%	0	20,500	0	20,500	0	Work not yet undertaken, scheduled for 14/15. Work is crucial to establish a print hub for the shared service.
71441	Shared service accommodation costs 50%	0	7,000	(55,000)	7,000	0	Invoice for £55k i/r 13/14 paid in July. Balance of £7k to be utilised on works to old Wallfields building for shared IT staff.

Exp. To 30/06/14

Exp Code	2014/15 Approved Schemes	2014/15 Original Estimate	2014/15 Revised Estimate	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
Car Parks:-							
75240	Bircherley Green MSCP - Major Refurb. & Repairs	0	55,950	0	0	(55,950)	Car Park lease surrendered, agreed in principle. Therefore, budget now not required.
75269	Bell Street - Resurfacing & Lining	0	1,200	(130)	(130)	(1,330)	Completed, saving achieved.
Council Offices:-							
71274	Wallfields Boiler Room Works	60,000	60,000	28,496	60,000	0	Works commenced.
71269	Wallfields Security Gates & Fencing to Boiler House	15,000	15,000	0	15,000	0	Options being reviewed, will be completed this year.
71275	New Refurbishment Works to Wallfields Old Building	0	6,730	(86)	6,730	0	Further works to be carried out/equipment to be purchased.
71276	Wallfields Card Control to Doors		0	0	0	0	Commitment still outstanding from 13/14, awaiting invoice
71277	Wallfields - Lift Improvements	25,000	25,000	1,160	25,000	0	Works hopefully to commence in August.
71278	Wallfields - Refurbishment of Windows	15,000	15,000	0	15,000	0	Programmed for this year.
72598	Cricketfield Lane B/S-Resurface Footpath & Retainment Works	75,000	75,000	10,824	20,000	(55,000)	Scheme has been reviewed. Reduced scheme planned for summer holidays, orders placed. Saving will be achieved.
71445	Compliance Software System	10,000	10,000	0	10,000	0	Need to liaise with IT.
71203	Replacement of Chairs & Desks	10,000	8,820	2,063	8,820	0	
75157	New Footbridge over the River Stort	0	87,400	0	87,400	0	Work to rectify the defects/repairs on the Stort bridge is progressing and anticipate spending the remaining money in next 6 months.
72568	North Drive - reconstruct road & drainage	14,750	13,970	600	13,970	0	Unable to resolve this at the moment as the money available is not enough to upgrade the road properly, however there are a couple of private planning schemes that may come forward that we hope to be able to include the road in.
75160	River & Watercourse Structures	47,500	65,720	1,420	65,720	0	Flood alleviation works have been completed in Bishops Stortford. Quotes have been received for works on the weir gate in Hertford Castle Grounds. Documentation is being prepared for the EA consent required. Awaiting quotes for structural bridge surveys which will be carried out in 2014/2015.
71251	Automated Telling Machines at Hertford & B/S	12,800	12,800	5,142	12,800	0	
TOTAL		671,120	1,250,780	(19,050)	1,138,500	(112,280)	

Note Funding for future years as follows (as agreed at 23.7.13 Exec):-

Page 37
 2017/18 - £35,000
 2018/19 - £154,950
 2019/20 - £67,010
 2020/21 - £74,000

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ESSENTIAL REFERENCE PAPER F

SUMMARY OF PREVIOUSLY REPORTED VARIANCES ON THE REVENUE BUDGET

		Projected Outturn 30 June 2014 £'000		
1.1	April	0		
	May	35	Adverse	
	June	222	Favourable	
	ITEM (in order of Corporate Priority)			MONTH(S) REPORTED
	People			
1.2	TURNOVER There are no financial issues this month regarding this priority.			April
1.3	TURNOVER The Forecast Outturn for 2014/15 is expected to result in a favourable variance of £59k. The projection includes vacancies within the Planning Section and the opting out of the Pension Auto Enrolment Scheme by fifteen (15) members of staff (Para 2.... of report)			May
1.4	CITIZENS ADVICE BUREAUX Demand for advice increases significantly during periods of recession, placing added pressure on resources. In response to this, an additional £20,000 will be required in each of the financial years 2014/15 and 2015/16, to be met from contingency in support of the Citizen's Advice Bureau.			May
1.5	CAPITAL PROGRAMME Re-profile of Capital Programme for Portfolio as follows: to 30 May 2014: People – Community Capital Grant -Slippage of £40k.			May

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>Place</p> <p>1.6 PLANNING CONTINGENCY</p>	May
<p>The original 2014/15 budget includes a planning contingency sum of £513,000 which allows for unforeseen events to be funded in-year. Currently there is a balance of £282,000 which if not required during the year will result in an additional favourable variance to absorb the £35,000 overspend reported for the period. The current assumptions are that the remainder of this budget are also fully utilised in 2014/15.</p> <p>Future Healthcheck reports will consider if there are further calls on this sum</p>	
<p>1.7 DRY RECYCLING</p>	May
<p>The decision to haul materials to the re-processor in exchange for a higher material price, has resulted in a projected overspend of £80,000. It is expected that this will be offset by additional income over time; however it is too early to estimate how much additional income will be made at this stage.</p>	
<p>1.8 DCLG (HOUSING OPTIONS GRANT)</p>	May
<p>Following changes to the Government's 2014/15 funding arrangement, the assumed £50,000 DCLG (Housing Options) grant has been incorporated within the Council's Revenue Support Grant.</p>	
<p>1.9 VIREMENT FROM CREDIT UNION TO RENT DEPOSITS BUDGET</p>	May
<p>CMT are asked to approve a request to vire £30k from Credit Union to rent Deposits. The Council gave £26,000 to the credit union in 2013/14, of which they have carried over £15,000 to this financial year. To date, they have given out approximately £11,000 in loans of which they have received £1,500 in loan repayments. Currently therefore, they do not need any top up of grant. This will be reassessed in January 2015. (This virement has been approved by Executive on 1 July 2014).</p>	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.10 CAPITAL PROGRAMME There are no Re-profile request for this portfolio	May
Prosperity	
1.11 NOISE POLLUTION Cost relating to noise pollution at the Standon Calling Festival is expected to exceed budget by £3,400.	May
1.12 PARKING INCOME With the award of the Jackson Square Car wash contract, the Parking Service expects to achieve additional income of £18,000 per annum. However only £6,000 is deemed achievable in 2014/15 financial year as the contract only comes into effect on 31 July 2014.	May
1.13 CAPITAL PROGRAMME CMT are asked to note possible underspend of the Future Social Housing Scheme (Budget of £820k). Registered Providers are currently awaiting the outcome of bids to the HCA. If unsuccessful they may approach the Council for funding. First priority is to spend S106 sums which have been collected for affordable housing.	May
1.14 CAPITAL PROGRAMME CMT are asked to approve a request to slip £40,000 of Community Capital Grant into 2015/16. £80,000 of Community Capital Grant is available for allocation in 2014/15 with a deadline of 6 June 2014. We anticipate that if the grants are awarded in July and beneficiaries have a year to spend, most will not claim until the following financial year, hence £40,000 slippage is estimated at this stage.	May

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Essential Reference Paper 'G'

Ledger Code	Savings	Responsible officer	2014/15 £	Red/Amber/ Green	COMMENTS	Q1
	Planning & Building Control					
Various	Planning Administration	KS	(34,000)	GREEN	There are currently no apparent issues which should prevent the delivery of the identified saving.	
	Community Safety & Health					
17107/3878	Set taxi licence fees to recover full costs	BS	(5,000)	RED	As per last year, the remainder of this saving is now considered unachievable without serious impact upon the licensed taxi trade	
	Restructuring the services delivered by Licensing, Community Safety and Environmental Health leading to a reduction in resources	BS	(106,000)	GREEN	The new restructured service can deliver this ongoing saving	
	Community Engagement					
20603/various	Hertford Theatre - new business plan	WO	(45,000)	AMBER	The number of ticket sales etc. that can be achieved is uncertain at this stage. We will continue to monitor ticket sales and other income streams and update accordingly.	
	Environmental Services					
	Waste services contract transition	CC	(100,000)	GREEN	Waste Service Contract transition has already been taken out of the 2014/15 budget estimate. Every effort is being made to achieve the savings.	
	Grounds Maintenance Contract Extension	CC	(12,500)	GREEN	The Grounds Maintenance contract extension takes effect from Jan 2015. This has been allowed for in 2014/15 Budget Estimates.	
	ICT - Shared Services Savings					
					The ICT Shared service is in the process of identifying full year service savings of approximately £407k, just below the target for the shared service as a whole of £420k. The timing of the savings has yet to be determined and agreed. These result from reductions in the revenue cost of the ICT Infrastructure and from staff savings arising from the management restructuring of the service completed last year and the staff restructuring which is now underway. There is potential for further savings in the East Herts managed budgets and the cost of implementing the shared service. The service management team are working closely with the Accountancy Teams in both Councils and expect a definitive position to emerge by the end of the 2nd quarter. At which point both councils' monitoring reports and medium term financial plans will be updated.	
	Estimated Shared services Savings					
	SBC contribution to EHC retained recharges	HL	(9,560)	GREEN	See Above	

People & Property

17411/0110	Phased reduction in hours of estates staffing	GB	(14,000)	AMBER	This was based on a member of staff retiring but is now not planned and therefore saving will need to be achieved within other areas of the Estates Management budget or by increased income.
	Reduce HR support - Shared Support Services	GB	(2,000)	RED	Shared services did not proceed for HR, and therefore Savings will not be achieved
	Reduction in corporate training budget pro rata to staff reduction	GB	(3,000)	GREEN	Learning and Development Plan 2014/15 agreed by HRC based on revised budget for corporate training including saving

Democratic & Legal Services

	Land Charges - staffing reductions	JH	(23,000)	GREEN	Not implemented due to increase demand for service. Target met through favourable income position.
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Revenue Effects on Capital

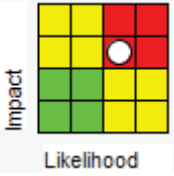
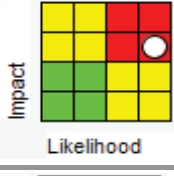
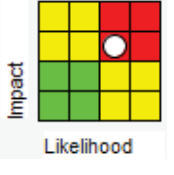
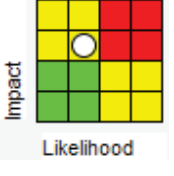
	Bell Street Public Conveniences modernisation	CC	(5,600)	AMBER	Subject to service level agreement with Sawbridgeworth Town Council. Staff vacancies and other higher priority projects have delayed this project.
	3G Artificial Turf Pitch development at Hartham Common (Management fee reduction)	CC	(17,000)	RED	Business Case agreed by CMT in April 2014. This included a revised part year saving of £9,900 for 2014/15. Subsequent public consultation yielded results which showed residents did not support the proposed scheme and this is now being revised and is subject to CMT agreement of a revised business case and Planning approval.

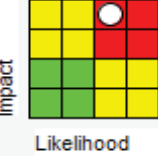
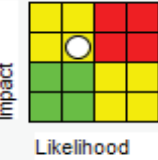
Total Savings

(584,660)

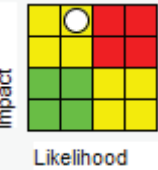
Strategic Risk Register April to June 2014

Code	Title	Description	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
14-SR1	Risk of significant reduction in funding above that planned for, in particular localisation of Council Tax Support, localisation of business rates and New Homes Bonus.	There is uncertainty around future funding, both from Government and other areas such as income from commodities markets for recycled materials. There are cost pressures combined with an increased awareness and scrutiny of financial position.		3	3	Adele Taylor	April to June 2014: The Council will be refreshing its Medium Term Financial Plan in August / September 2014 and will consider the risks around future funding, using the latest available information and consideration of how the Council could respond to further shocks. The Council underspent in 2013/14 and used some of the resources to mitigate against risks around future expenditure either through setting aside earmarked reserves, paying off £1m against the pension deficit to reduce future contributions against past expenditure etc.
14-SR2	Risk of not having capacity / capability and flexibility to continue to deliver service levels over time.	There are challenges around workforce planning to ensure the Council is fit for the future, in terms of workforce skills, capacity and flexibility. Also about being fleet of foot and responsiveness		3	3	Adele Taylor	April to June 2014: Here to Help is considering all aspects of how staff work together, deploy resources and consider to build on the good practice within the authority to continue to improve how we do things. The outcomes of this work will feed into the refreshed Workforce Development and Planning work co-ordinated by the Head of People & Property.
14-SR3	Risk that supplier / contractor or key third sector partner fails or fails to deliver.	A number of key external and internal services are delivered through major contracts, both directly and in consortia. This is both through private sector supply chains and in conjunction with the voluntary and third sector.		3	2	George A Robertson	April to June 2014: The council has robust contract management processes and procedures in place to ensure any concerns are flagged up early.

14-SR4	Risk that investment and effort does not deliver benefits and returns in Shared Services.	Moving more towards shared services with other public sector partners. Potential for lack of consistent political buy-in by all partners resulting in considerable effort without benefit. There is also a challenging skill set for managers due to the complexity.		3	3	Adele Taylor	April to June 2014: Those Shared Services already in place are delivering expected benefits. Continued investigation of other appropriate sharing arrangements are considered on a case by case basis.
14-SR5a	There is short term uncertainty around government policy and a number of changes required without accompanying resource.	Risk of policy changes by decree which we do not comply with or implement		3	4	Simon Drinkwater	April to June 2014: The Council's ability to respond promptly and efficiently to changes in legislation poses risks for delivery of service. Software changes are not always reliable or easy to implement.
14-SR5b	There is long term uncertainty on overall future government policy and direction.	Risk of being unable to long term strategically plan.		3	3	Simon Drinkwater	April to June 2014: The Council has responded well to changes in welfare legislation. The risk remains that future changes to housing benefit and housing rules may be more difficult to manage particularly if they are accompanied by funding reductions.
14-SR6	HR and Workforce management policies are being brought up to date. These will need to be applied across the Council in a coherent and consistent way.	There could be a lack of consistency and cohesion at senior management levels of applying policies.		3	2	Simon Drinkwater	April to June 2014: Policies are being updated and approved by CMT and HR Committee. Training will be provided to ensure managers apply policies correctly. There remains a risk that there will not always be a consistent approach despite revised policies and training.

14-SR7	Availability and performance of IT systems and resources impacting on service delivery.	Reduced levels of service across the Authority. Targets may not be achieved. Staff morale and reputation of Council may suffer. Influence of ITSG should reduce risks		4	3	Adele Taylor	April to June 2014: Continued roll-out of the new ICT desktop and movement of servers to shared data centre is improving resilience. Still further work before all systems are transferred to the new environment. Monitoring of performance is undertaken at ITSG and any major incidents are reported and lessons learnt considered. Process around this has been strengthened.
14-SR8	Data Protection: Failure to comply with the data protection principles. The potential disclosure of personal data inappropriately.	Action may be taken by the ICO. Individuals may suffer if their personal data, particularly sensitive personal data is disclosed.		3	2	George A Robertson	April to June 2014: Report and action plan for 2014/15 presented and endorsed by CMT in March 2014. Three key aspects will be focussed on for further enhancement: application of the document retention and disposal policy in services, use of fair processing notices, data sharing. Shared IT services have high priority policy development regarding use of portable IT equipment, home working and email security to deliver. The Operational Risk Management Group will take oversight of the corporate actions. The Information Management team will spot check service based actions.

14-SR9	Impact of welfare reform changes, specifically Universal Credit.	New legislation will have an adverse financial impact on a significant number of residents. Residents will require more support from services across the Council affecting staffing levels, finances, and a risk of increased aggression. There may also be difficulties in implementing Government policy, with uncertainty on timetable.		3	3	Adele Taylor	April to June 2014: The Council has responded well to changes in Welfare reform although this has resulted in an increased number of contacts from affected residents. The impact of this increased contact is monitored through appropriate management teams and partnership boards. The timetable for implementation of Universal Credit remains uncertain but relevant officers are actively keeping up to date on latest information released via Central Government.
14-SR10	Development of an Investment Strategy with sufficient levels of governance and due diligence.	A need to find the optimum position of balancing risk and return and having financial strength to contribute to the local economy. Risk of failing to undertake and implement effective due diligence and governance meaning potential consequences of: Incurring significant costs, Challenge, Qualification of accounts, Scrutiny Publicity, Loss of reputation		4	2	Adele Taylor	April to June 2014: Investigative work underway to consider all aspects of the Investment Strategy that was agreed in November 2013. Refresh of the Treasury Management Strategy to allow the investment of Council resources into Property Funds is underway and will be brought before Audit Committee and Council in July 2014.
14-SR11	Development of a District Plan that is acceptable to the community and the planning inspectorate.	Risk of not being able to agree plan in timeframe meaning: Increased costs, Lack of effective development control, Cannot bid for funding for infrastructure, Lost opportunity, Open to challenge in meantime, Legal / Reputational / political issues		3	3	Simon Drinkwater	April to June 2014: The plan has been out to consultation and results are being analysed. Further work on deliverability has been commissioned. The plan is proceeding in accordance with the timetable.
14-SR12	Increased levels of demand from residents and businesses.	We are seeing increased requests from the public, both residents and businesses. There is some risk of failing to resource increased volume of contact from public and business.		4	2	George A Robertson	April to June 2014: The Here to Help activities are providing a platform for organisation development while the development of a more focused Customer Services Strategy will help us develop capacity in the medium term.

14-SR13	Here to Help: Failure to develop the changes sought and the increased capacity that the Council has to find.	There are challenges around this scheme, particularly engagement, communication, and supporting / resourcing it adequately. Risk that scheme does not deliver as intended / planned. Meaning: Fail to bring about improvement / remove barriers, Staff become distrustful of SMG motives, Doesn't deliver changes, Don't deliver increased capacity.		4	2	George A Robertson	April to June 2014: A project management resource has been added to our establishment and the Head of Personnel is providing lead and support for the development of the action plans corporately.
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