

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2016/17 Quarter 3

Meeting/Date: Overview and Scrutiny (Performance and Customers)
Panel, 1 February 2017
Cabinet, 9 February 2017

Executive Portfolio: Councillor Jonathan Gray, Executive Councillor for Strategic Resources
Councillor Stephen Cawley, Executive Councillor for Transformation and Customers

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 2016-18 for the period 1 October 2016 to 31 December 2016. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of December.

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

A progress report on achievement of the Peer Challenge action plan is now included following Cabinet approval of the action plan in November 2016.

Recommendations:

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

Cabinet is also invited to consider and comment on the Council's financial performance at the end of December, as detailed in Appendices D and E.

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 progress updates for 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 33 open, pending approval or pending closure projects and 1 closed project 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 December. 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 or Green) rating for each item is listed in the table at Appendix E.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 3 will be circulated to Cabinet following their meeting on 1 February.
- 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 3 progress in delivering Key Actions for 2016/17:

Status of Key Actions	Number	%
Green (on track)	29	78%
Amber (within acceptable variance)	8	22%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%
Not applicable	1	n/a

Over three-quarters of the Key Actions were on track at the end of Quarter 3. Eight were listed as Amber, meaning they were within acceptable variance. None of the Key Actions had a Red status indicating that they were behind schedule.

- 3.5 Quarter 3 results for 2016/17 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	%
Green (achieved)	23	66%
Amber (within acceptable variance)	10	29%
Red (below acceptable variance)	2	6%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	11	n/a

Excluding the indicators with no results available, this shows that the Council achieved nearly two-thirds of its targets at the end of Quarter 3. Targets were missed by more than acceptable levels of variance for only two indicators.

Our target to reduce staff sickness absence was missed mainly due to a high level of long-term absence throughout the year but the recent direction of travel is positive. At the end of Quarter 3, our sickness absence rate was lower than at the same point last year and the year-end outturn is expected to show significant improvement compared with the 2015/16 result. The Council remains committed to reducing sickness absence and the adoption of a new Sickness Absence and Attendance Policy in November appears to have already had a positive impact on attendance rates. Further information will be included in the Workforce Report due to be considered by the Employment Committee in February.

The percentage of CCTV cameras operational was below target at 86%. We are in the process of replacing one camera in Huntingdon which was damaged as a result of a road traffic collision. Two further cameras are being investigated as they are attached to buildings which have become vacant with power being lost. The camera network is getting towards the end of its realistic life and procurement activity has commenced to look at the replacement of the ageing camera network.

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

Corporate project status	Number	%
Green (progress on track)	15	45%
Amber (progress behind schedule, project is recoverable)	5	15%
Red (significantly behind schedule, serious risks/issues)	6	18%
Pending closure	6	18%
Closed (completed)	1	3%

One project has recently been closed down following sign-off of close-down reports by the Project Management Governance Board, with another six projects currently in the close-down stage. Business cases for a further four projects have not yet been approved by the Board.

Of the projects currently in the delivery stage, six were Red at the end of Quarter 3 as they were either significantly behind schedule, had serious risks or issues identified or had a lack of governance documentation. Four of these had been rated as Red at the end of September. The Door Access Card Reader project was previously Amber and the Financial Management System project was previously Green. Details of all Red projects can be found in Appendix C.

Two projects which were previously Red at the end of Quarter 2 had progressed to a Green status by the end of Quarter 3. These were the Refit energy efficiency project and the Waste and Recycling Reconfiguration project.

4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 3 Financial Performance Monitoring Suite (FMPS). With regard to the Quarter 3 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

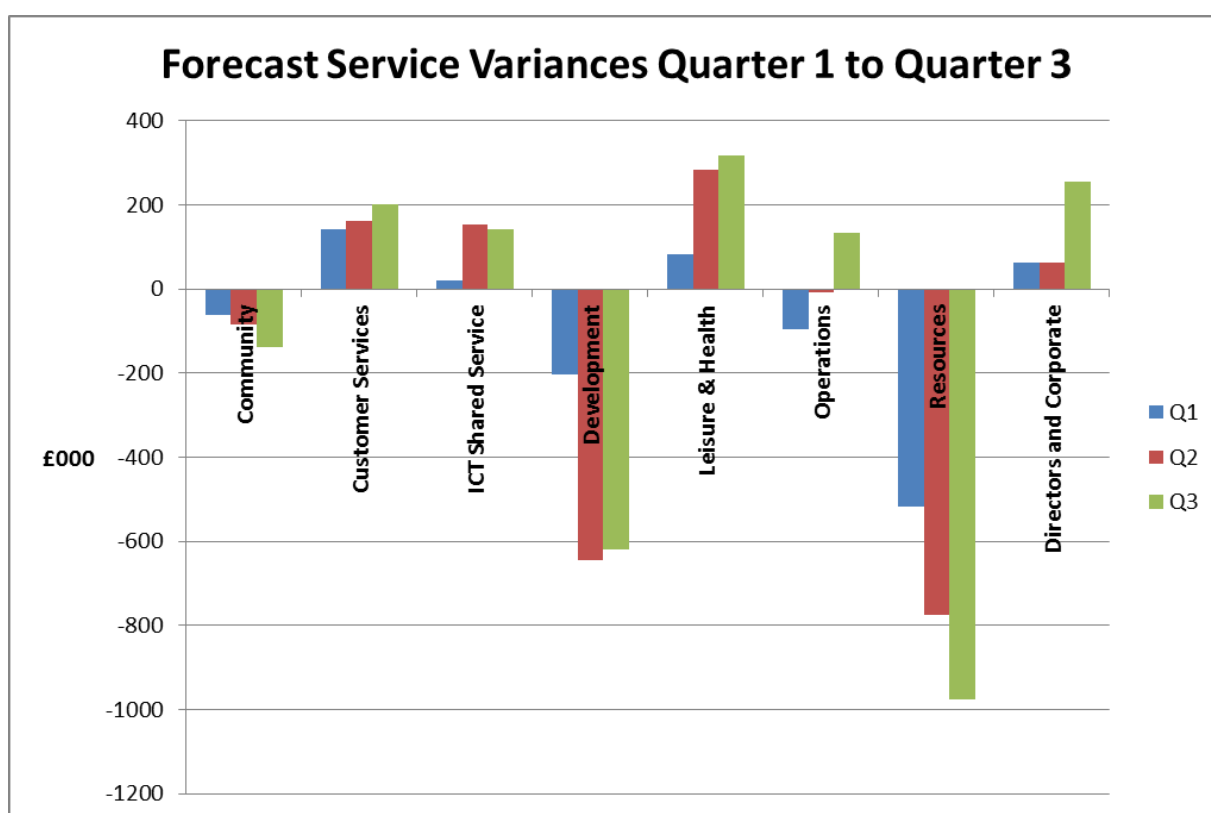
4.2 Following the approval of the Councils budget in February 2016, the Councils budget for 2016/17 was:

- 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 £17.2m; resulting in a saving against budget of £687,000. Appendix D contains explanations for the main variances across all services.

4.4 The graph below shows how the forecast outturn variances have moved from Quarter 1 through to Quarter 3 (negative numbers indicate a forecast underspend).



4.5 Explanations for the key movements on the above graph are:

- ICT Shared Service – the gross overspend on the service is £412,000 but a proportion of this will be recharged to our partners. The HDC element is £141,000 and is as a result in additional hired staff over and above the current establishment and to date being able to identify savings that were required as part of the establishment of shared services. This position is under constant review and it is anticipated the current position will improve during the year as further savings are identified.
- Development Services – The increased underspend is as a result of additional CIL admin fees (£289k) and additional planning application fees (£321k). The additional CIL admin fees will be moved to an earmarked reserve at year end.
- Leisure and Health – The difference between forecasted surplus out-turn and budget is primarily due to a reduced Impressions direct debit line. The full effect of changing Impressions memberships and additional competition was not apparent at the time of

budget setting, however there is a recovery action plan in place to pull back the loss of income within year

- Operational Services – The overspend is primarily as a result of ZBB savings targets for additional income from Car Parking and the County Council for grass cutting not being achieved this year.
- Resources – The increased underspend is primarily a result of an additional income for CIS and an underspend in the budget for the new Financial Management System (FMS).

ZBB Savings Progress

4.6 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)

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

	Achievement of Savings £'000	Achievement of Savings (%)	Achievement of Savings (Numbers)	Implementation	Implementation (%)
Red	282 [372]	12 [16]	6 [3]	6 [1]	13 [3]
Amber	428 [410]	19 [18]	7 [5]	7 [3]	15 [8]
Green	1,550 [1,478]	69 [65]	35 [32]	35 [36]	73 [90]

Figures in brackets are the 2nd quarter's comparators

Risks - Homelessness

4.8 In Quarter 3, homelessness continues to be an issue for the Council and its customers, with levels of Temporary Accommodation and B&B running at levels seen in Quarter 2. A number of actions are in hand to try to deal with this, from short term tactical solutions through to longer term strategic planning. This work sits within an action plan that is overseen by the Executive Councillor for Operational Resources and the Executive Councillor for Planning Policy, Housing and Infrastructure, and they meet regularly with Officers to monitor progress. Agreed measures will be included in the new Housing Strategy which will be considered by an Overview and Scrutiny Panel prior to adoption at Cabinet (see KA24).

4.9 For example, officers are:

1. Accelerating occupation of properties by homeless clients by using 'direct lets' outside of the normal bidding/placement cycle
2. Ensuring HDC is accepting homeless cases appropriately, including asking other Councils to review some of our cases as a 'critical friend'
3. Working to maintain current levels of Temporary Accommodation in the District at a time when providers are reviewing their business models. Specific discussions are being held with Metropolitan Housing Association regarding the ongoing use of Coneygear Court.

4. Exploring opportunities with Housing Associations to bring more Temporary Accommodation into the available stock
5. Talking with partners such as MoD, CCC and others to identify potential sites for suitable development, the Council is also looking for development opportunities directly
6. Robustly challenging developers to ensure that they deliver the maximum amount of affordable housing that is viable on sites.

4.10 These actions are tackling an issue that is affecting the Country as a whole. The continued pressures of rented properties becoming less affordable, welfare reform and low levels of supply of new affordable rented homes are all long term strategic factors the Council will continue to deal with.

Capital Forecast Outturn and Variations in Capital Spend

4.11 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. This is now increased to £12.187m for the Investment in General Trading Company, Huntingdon Town Council loan and a payment for Medway Centre.

4.12 **Appendix D** shows the detailed Capital Programme budget, spend to date and projected outturn position. Spend to date is £3.892m and the projected outturn is £9.095m, an underspend of £3.092m. Of this, £2.558m is anticipated delays in the implementation of schemes and other variations of £534,000.

4.13 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 (the current years MRP budget is underspending by £180,000). 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

4.14 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.

4.15 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

4.16 Page 14 of **Appendix D** shows the current level of bills raised for NDR (£60.5m) and Council Tax (£97.6m) 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

4.17 Page 15 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. The number of new homes as at the end of September 2016 is 577, 36 above the target growth.

Miscellaneous Debt

- 4.18 Page 15 shows the current position of outstanding miscellaneous debt. As at 31 December 2016, the total overdue debt is £1.011m. Of this, £0.797m relates to prior years – a reduction of £1.797m on the figure as at 31 March 2016.

5. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

- 5.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget, by 2021/22 it will have in part contributed in reducing this to £1.2m.

- 5.2 At the end of Quarter 3 the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	0	(104)	(104)
Property Rental Income	(875)	(514)	361
Management Charge	144	20	(124)
MRP	885	0	(885)
Total	154	(598)	(752)

5.3 INVESTMENTS

Between April and December 2016, 59 properties have been investigated as potential CIS investment opportunities. The Council has invested in 2 of the properties and the details of these investments are shown below. The reasons for rejecting the other 57 properties are summarised in **Appendix F**.

A further investment into the CCLA property fund is being considered, the decision whether to invest will depend on what other property investments emerge.

Property: 80 Wilbury Way, Hitchin.

- Property Type: Office Block
- Purchased on 8 July 2016
- Purchase Cost (excluding completion costs) £2.2m
- Modelled rate of return 7.4%
- 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 provides for the future debt repayments (MRP)

Property: Shawlands Retail Park, Sudbury.

- Property Type: Retail Park
- Purchased on 13 September 2016
- Purchase Price (excluding completion costs) £6.5m
- Modelled rate of return 6.9%
- Rent reserved £0.483m 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 provides 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.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 6.1 Due to the timing of meetings, comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 1 February 2017 will follow the report to Cabinet.

7. RECOMMENDATIONS

- 7.1 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.
- 7.2 The Panel is also invited to consider and comment on financial performance at the end of December, as detailed in Appendices D and E.

8. LIST OF APPENDICES INCLUDED

Appendix A - Performance Summary Quarter 3, 2016/17
Appendix B – Corporate Plan Performance Report
Appendix C – Project Performance
Appendix D – Financial Performance Monitoring Suite, December 2016
Appendix E – ZBB Savings Agreed 2016/17 Budget Setting - RAG Status
Appendix F – Reasons for rejecting CIS investment opportunities
Appendix G – Peer Challenge Action Plan Progress Report

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny) ☎ (01480) 388065

Projects and Peer Challenge Action Plan (Appendix C and G)

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

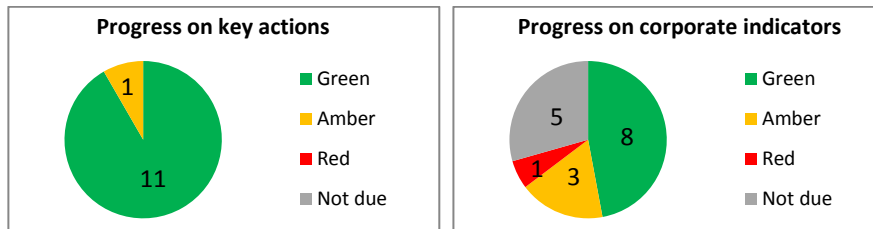
Financial Performance (Appendices D, E and F)

Adrian Forth, Finance Manager ☎ (01480) 388605

Performance Summary Quarter 3, 2016/17

Enabling communities

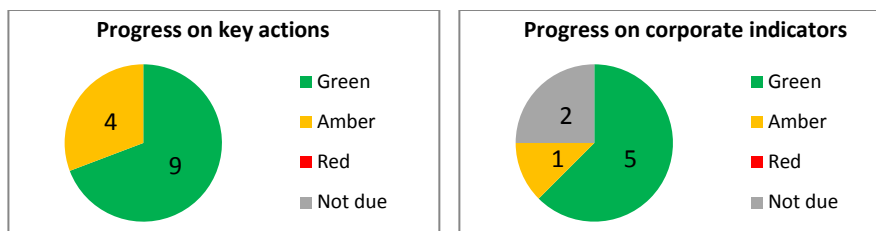
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include a reduction in the average length of stay of all households placed in B&B accommodation.

Delivering sustainable growth

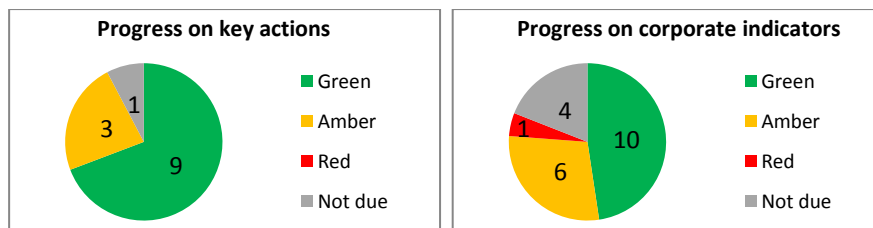
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include completion of 108 affordable homes up to the end of December, compared to 53 for the whole of 2015/16.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include further improvements to the average time taken to process both new claims and changes of circumstances for Housing Benefit and Council Tax Support.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period October to December 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		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
	8		3		1		0		5

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 Council continues to manage the Shared CCTV Service with Cambridge City Council. Enhancement works are being discussed with the relevant Executive Councillor, and with partners at Cambridge City. Work has been commenced to repair / replace a damaged camera in Huntingdon, and to review the location of three cameras mounted on buildings.
G	KA2. Reduce incidences of littering through targeting of enforcement work	31/03/2017	Cllr White	Chris Stopford	Quarter 3 – we continue to focus on education and enforcement activities regarding a range of environmental crimes, including littering, and issue warnings and fixed penalty notices in appropriate cases. 3 fixed penalty notices have been issued during Quarter 3, all of which have been paid.
G	KA3. Reduce the level of household waste sent to landfill	31/03/2017	Cllr White	Neil Sloper	In Quarter 3 16/17, 59% of household waste was diverted from landfill via our green waste and dry recycling collections.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA4. Support delivery of sustainable community activities / facilities	31/03/2017	Cllr Dickinson	Chris Stopford	In Quarter 3 we have been supporting the continued development of the Little Paxton Community Centre, and the development of the Community Infrastructure Company to take on the lease for the building following completion.
G	KA5. Maintain clean open spaces to Environment Protection Act standards	Ongoing	Cllr White	Neil Sloper	540 NI195 audits have been completed from October 2016 to December 2016, of which 91.85% of work was to standard.
G	KA6. Adopt a new Design Guide as Supplementary Planning Document	31/03/17	Cllr Harrison	Andy Moffat	Consultation undertaken and now closed. Responses being considered. Remains on target for adoption in March 2017.
G	KA7. Support the delivery of the Sport and Leisure Facilities Strategy	31/03/2017	Cllr Palmer	Jayne Wisely	Strategy used in discussions regarding Godmanchester TC & Huntingdon TC. Strategy used to inform Local Infrastructure Delivery Plan as part of the development of the new Local Plan.

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	Attendances at One Leisure Active Lifestyles activities are 10% up on the same period last year (38,816 to 35,260) and 5% up on the 2016/17 target (37,120). Additional grant funding secured for 2017/18 for a county-wide Physical Activity Offer to further increase activity levels. One Leisure Facility Admissions are up 2% on the same period last year (1,730,725 from 1,690,153), although this includes school admissions. Swimming and Outdoor pitches are up, whilst Indoor Activities is generally down, although through a mixture of successes and declining activities, while Impressions is significantly behind the previous year – mainly at St Neots.
A	KA9. Prevent homelessness where possible by helping households either remain in their current home or find alternative housing	31/03/2017	Cllr Fuller	John Taylor	Quarter 3 – advice, assistance and interventions led to 80 successful homelessness preventions in the Quarter (213 for Q1-Q3 compared to 281 for the same period the previous year). Prevention of homelessness by helping households find a new home, particularly in the private rented sector, is becoming increasingly difficult due to affordability issues. A successful bid for DCLG funding (£750k) has been made by all the Cambridgeshire authorities to assist with piloting new homelessness prevention measures. The initiatives will involve earlier interventions across a range of organisations to help avoid homelessness crisis situations where possible.

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 Harrison	Andy Moffat	Progress made in discussions with Houghton and Wyton Neighbourhood Plan to seek to agree how the Plan could be amended to meet the basic conditions. Godmanchester Neighbourhood Plan public consultation began in November 2016.
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 Fuller	Chris Stopford	The Community Chest for 2016/17 was awarded by the Grants Panel, and has now been claimed by all organisations who received awards. The strategic voluntary sector funding has been subjected to competitive tendering for the three year funding arrangements for the provision of advice and guidance, and the building of capacity in the voluntary sector.

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	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 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%	91.90%	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	n/a	n/a	80%	85.96%	G	80%	80%	G

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to maximise								
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI3. Percentage of street cleansing and grounds maintenance service requests resolved in five working days	n/a	n/a	80%	Street Cleansing- 79.29%	A	80%	80%	G
Aim to maximise				Grounds maintenance- 68.42%	A			
Comments: (Operations) Indicator has dropped under target due to very low numbers of service requests during December 16.								
PI4. Percentage of successful enforcements – dog fouling, litter	n/a	n/a	90%	100%	G	90%	90%	G
Comments: (Community) The three fixed penalty notices that were served during Quarter 3 have all been paid.								
PI5. Percentage of HDC countryside sites self-managed by 'Friends of' groups	Sites with 'Friends of' groups – 44.66%	n/a	n/a – annual measure			15%	n/a	n/a
Aim to maximise	Self-managed – 0%							
Comments: (Operations)								
PI6. Number of play spaces created or upgraded	n/a	n/a	n/a – annual measure			7	n/a	n/a
Comments: (Operations)								
PI7. Average length of stay of all households placed in B&B accommodation	3.0 weeks	3.5 weeks	Less than 6 weeks	4.2 weeks (4.6 weeks for Q1-Q3)	G	Less than 6 weeks	5.0	G
Comments: (Customer Services) The Council is able to move households out of B&B within the 6 week timescale, but with high demand this remains under review.								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>PI9. Admissions or participation at targeted services including older people, long-term health conditions, disability and young people (healthy weight)</p> <p>Aim to maximise</p>	48,292	35,260	37,120	38,816	G	46,400	46,400	G
<p>Comments: (Leisure and Health) Quarter 3 performance is above target and on track to meet the annual target. Exercise Referral attendances and Sports Development initiatives such as Walking Football contributing well to this performance.</p>								
<p>PI10. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000</p> <p>Aim to minimise</p>	33.4 weeks	30.8 weeks	28 weeks	32 weeks	A	28 weeks	31 weeks	A
<p>Comments: (Development) This largely reflects the performance of the shared Home Improvement Agency (HIA) service provided by Cambridge City Council on our behalf. The Quarter 3 performance in Huntingdonshire is an improvement on the full year performance for last year but the average time taken is still some way longer than the target. Overview and Scrutiny Panel (Communities and Environment) considered a report at its December 2016 meeting on the performance of the HIA in 2015/16 and also on the ongoing demand for DFGs. One of the main reasons for the time taken from referral to completion is contractor capacity and to this end a new comprehensive framework of contractors is being implemented for Spring 2017. New monitoring arrangements are now in place to ensure more timely closure of cases.</p>								
<p>PI11. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme</p> <p>Aim to maximise</p>	n/a	n/a	80%	83%	G	80%	80%	G
<p>Comments: (Community) New indicator. 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.</p>								
<p>PI12. Number of complaints about food premises (per 100 food businesses)</p> <p>Aim to minimise</p>	n/a	n/a	TBC	3.3	G	5	5	G
<p>Comments: (Community) New indicator. The number of complaints about food premises received by the Council. The indicator is calculated against a baseline number of 1,442 food premises at 1st April 2016. "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>								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI13. Percentage of CCTV cameras operational Aim to maximise	99%	n/a	95%	86%	R	95%	90%	A
Comments: (Community) We are in the process of replacing one camera in Huntingdon having been damaged as a result of a road traffic collision, two further cameras are being investigated as they are attached to buildings which have become vacant and the power has been lost. The camera network is getting towards the end of its realistic life and procurement activity has commenced to look at the replacement of the ageing camera network. Further work has been commenced to ensure that this performance indicator is reporting the true position of the camera network across Huntingdonshire, and to seek to ensure that further commentary on improvements in performance can be reported.								
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 Aim to maximise	n/a	n/a (new measure)	n/a (new measure)	1. 7,810 2. 3,185 3. 7,507 4. 8,502	G	1. 5,721 2. 2,675 3. 6,721 4. 6,307		
Comments: (Leisure and Health) One Leisure has used targeted Facebook advertising to reach specific target market groups through the January 'Fitness Rush' period. Targeted adverts have been sent out to social media users reminding people from all targeted groups of the need to exercise, the benefits of exercise and the imagery used has reflected these specific target markets. Marketing tools continue to be developed to ensure imagery is representative of target audiences. One Leisure children's parties have been revamped to a new exciting party offering which have increased in take up and priced significantly higher to reflect the new activities such as bubble soccer and extreme dodgeball. Party numbers are down slightly and marketing has started to lift awareness of the new party activities. The effect of this is that party bookings have started to increase. One Leisure membership packages have been altered to make them more family friendly , and a number of family based products have been added to the membership PLATINUM category. Members can now take children under 16 swimming free, play off peak rackets sports free as well as the Gym, Fitness Classes and Swimming available to the member. This also offers FREE crèche places to the members' children under 6. Our membership offers have also included activities and fitness classes for younger adults , from 14 plus extending to the young at heart 30 year olds, our imagery is reflecting the target audiences they are aimed at attracting. One Leisure Active Lifestyles team continue to add activities to our programme which attract members of the older community. Reported above.								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI15. Customer satisfaction with the Anti-Social Behaviour service Aim to maximise	n/a	n/a	n/a – annual measure			90%	n/a	n/a
Comments: (Community) Due to concerns over the reliability of results based on low numbers, this will be reported annually rather than quarterly.								
PI16. Number of people accessing Citizens Advice Bureau services Aim to minimise	n/a		n/a – annual measure			TBC	n/a	n/a
Comments: (Community) The grant contract for the provision of advice and information for residents of Huntingdonshire has been tendered and tender submissions are being evaluated in preparation for the new grant contract award in April 2017. As part of this award we are looking at options to increase the reporting against this indicator and move from annual to quarterly reporting.								
PI17. Number of volunteer hours worked in Huntingdonshire Aim to maximise	n/a		n/a – annual measure			TBC	n/a	n/a
Comments: (Community) The grant contract for the provision voluntary sector infrastructure support has been tendered and tender submissions are being evaluated in preparation for the new grant contract award in April 2017. As part of this award we are looking at options to increase the reporting against this indicator and move from annual to quarterly reporting.								

STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period October to December 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
	9		4		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
	5		1		0		0		2

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 2017	Cllr Harrison	Andy Moffat	Further development of the website continues with an average of around 71 individual users each week over this period. Newsletter issued in November to 646 business contacts. October attendance at MIPIM (UK's largest commercial property development exhibition) 3 day exhibition in London in collaboration with the GCGPEP and Urban&Civic. October exhibited at the Chambers of Commerce Business to Business event in Peterborough.
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	Schedule reviewed and updated.

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 Harrison	Andy Moffat	The Plan is underway and officers continue to engage with the Council's consultants.
A	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	Continue to chair and facilitate the Local Growth Strategy Group (meeting of all LEP local authority directors) – meetings in October (theme – housing and infrastructure) and December (workshop on the LEP's strategic Economic Plan refresh). HDC's MOUs with the LEP are making little progress due to competing demands on the LEP's time emanating from the devolution developments; this is making it difficult to get meetings and responses from the LEP.
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 Harrison	Andy Moffat	<p>A14 Site clearance, construction of compounds and fencing the route commenced in September 2016, with physical construction works due to start on the A1 at the beginning of January 2017. As Local Planning Authority, HDC continues to be consulted on Condition Discharge relating to 7 key conditions required before specific elements of work commence or on minor variations to the scheme. HDC officers continue to service sub-groups related to matters such as Design, Delivery, Legacy and Environment.</p> <p>A428 Central Government has granted funding to Highways England/Jacobs to progress the Black Cat to Caxton Gibbet improvement scheme to Preferred Route announcement stage by Spring 2017. Highways England/Jacobs continue to engage with MPs/cross-border Members at Counties/Districts level, plus Officers.</p> <p>Oxford to Cambridge Expressway As part of the Govt. Autumn Statement 2016, it was announced that a further £27M of development funding has been allocated for an Oxford to Cambridge Expressway scheme, of which the A428 improvements above will be part. If finally approved, this will create a dual carriageway 'Expressway' route between Oxford and Cambridge and HDC is already heavily engaged in emerging proposals and on-going stakeholder discussions.</p>

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					<p>East-West Rail</p> <p>As part of the same Statement, Govt. also announced a further £110M for the East West Rail Project, again covering Oxford to Cambridge. £10M of development funding has been allocated for the Central Section (Bedford to Cambridge). In early 2016, HDC was invited to join the Network Rail Stakeholder Board, along with other LPAs, and detailed work is on-going regarding Route Options and Station/Interchange proposals, particularly with the East Coast Main Line between St. Neots and Sandy.</p> <p>A1 – M25 to Peterborough</p> <p>As part of the Govt. Autumn Statement, the importance of the A1 has also been noted but, due to particular challenges on the route, it has announced that it will follow a slightly longer timescale to the Oxford to Cambridge Scheme. During Spring 2017, partners are expecting further detail to emerge from the Department for Transport and Highways England relating to these challenges with particular reference to the key need for improvement of the route between Junction 10 at Baldock and Junction 14 at Brampton.</p>

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
A	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	<p>The iMET project has been caught up in the change in management team at Huntingdonshire Regional College and the proposed merger with Cambridge Regional College. This delayed the project while the new management team took stock of what the project is trying to achieve. However, lease and building contracts have now been signed and the building is due for completion in January 2018.</p> <p>HDC continue to support the iMET, serving on the Advisory Board and inputting into marketing and promotion and curriculum development.</p>
G	KA19. Encourage and support apprenticeships across the district	Ongoing	Cllr Harrison	Andy Moffat	Annual EDGE careers fair held 15 th December. More than 700 students from all 7 Hunts based secondary schools attended

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					exhibition with more than 80 stands promoting local career and apprenticeship opportunities – including here at HDC, on the A14 improvement scheme and on the Alconbury Weald development site. Apprenticeship opportunities continue to be promoted in partnership with EDGE.
G	KA20. Develop a HDC apprenticeship programme in response to the Apprenticeship Levy	30/09/2017	Cllr Cawley	Adrian Dobbyne	SMT approval secured to develop HDC's apprenticeship policy and work conducted with Head of Resources to estimate the additional budget required for apprenticeship salaries. Ongoing discussions with services to identify opportunities for Apprentices. Greatest challenge to success of the programme is the ability to attract apprentice applicants. Promotion work has been planned and started with good representation by HDC services at the Careers Fair in December.

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 Harrison	Andy Moffat	Quarterly reports continue to be considered by O&S (Economy and Growth) and Cabinet. Mott MacDonald continue to model the impacts and mitigation required to deliver the 4 potential, alternative development scenarios to form the basis of the Local Plan. The delay in the County Council re-validating its CSRMs means it is not possible to meet the timescale set out in the Local Development Scheme but it is 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	Cllrs Harrison and 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. The District Council met the deadline to set out its full Statement of Case by the 30 th September. <u>Wyton</u> – Awaiting the outcome of the Strategic Transport Model, to include modelling of transport impacts and required mitigation of Local Plan allocations including Wyton Airfield (see KA21).

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Alconbury Weald – First homes occupied and primary school opened in September. First major industrial development (MMUK) near completion. New building for John Adams Toys approved. Second tranche of housing approved – Morris Homes (165 units).
G	KA23. Maintain a 5 year housing land supply position	Quarterly	Cllrs Harrison and Bull	Andy Moffat	The Annual Monitoring Report December 2016 confirms HDC has a 5 year housing land supply of 5.24 years.
A	KA24. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan	December 2016 for adoption of Strategy	Cllr Fuller	Andy Moffat	Member Workshops held and Draft Strategy considered by O&S Panel (Communities and Customers) in April 2016. Options considered by Cabinet Members in November with follow-up report, concentrating on short to medium solutions to reduce the number of those relying on B&B accommodation, due to be considered by Cabinet Members in January 2017.
G	KA25. Ensure our approach to Community Infrastructure Levy (CIL) is used creatively to enable housing growth	Ongoing	Cllr Harrison	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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Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 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)	81%	71%	65%	71%	G	65%	75%	G
Aim to maximise								
Comments: (Development) The 2016/17 target is 5% higher than the 2015/16 target. Percentages will vary from quarter to quarter as only around 60 major applications are received each year and around 15 each quarter.								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI19. Number of Marketing Strategy actions on track Aim to maximise	13	n/a	15 (In Q4 and Q1)	n/a	G	15 (In Q4, Q1, Q2 and Q3)	17	G
Comments: (Development) Previously reported in July (for Q4 and Q1) and January (for Q2 and Q3) but now reported annually in July.								
PI20. Percentage of newly registered food businesses inspected within 28 days of registration Aim to maximise	n/a	n/a	TBC	23%	A	50%	40%	A
Comments: (Community) New indicator.								
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)	21.1% (Sep 2015)	18.4% (UK average at Sep 2016)	21.2% (Sep 2016)	G	19%	20%	G
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	n/a	n/a	n/a	n/a	n/a	n/a
Comments: (Corporate Team) SMT approval secured to develop HDC's apprenticeship policy however recruitment is now due to start in 2017/18.								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI24. Gross number of affordable homes delivered Aim to maximise	53	41	27	108	G	109	156	G
Comments: (Development) The annual target figure was based on anticipated programmes of Registered Social Providers and the forecast outturn is based on subsequent information from Registered Social Providers.								
PI25. Net additional homes delivered Aim to maximise	515 (for 2014/15)	n/a	n/a – annual measure			541 (projection for 2015/16)	535 (actual for 2015/16)	A
Comments: (Development) The figures for the preceding year are published in August and included in the Annual Monitoring Report (AMR) the following December i.e. the figures for 2015/16 were published in August 2016 and are included in the December 2016 AMR.								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period October to December 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
9		3		0		0		1	

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
10		6		1		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 projects across the Council's estate.	31/10/2017	Cllr White	Neil Sloper	REFIT contracts now signed and work begun on the first site (OL Huntingdon Wet side). As leasing issues are resolved, work will commence at OL Huntingdon Dry and OL St Neots.
G	KA27. Improve processes to reduce time taken from receipt to decision on Licencing applications	31/03/2017	Cllr Fuller	Chris Stopford	The review of processes applying LEAN principles to the Hackney Carriage and Private Hire licensing processes is almost at the stage of completion. Actions to streamline and improve the process have started to be implemented, and an action plan for further improvement measures is being developed.
G	KA28. Introduce measures to reduce energy costs in One Leisure	31/03/2017	Cllr Palmer	Jayne Wisely	The programme of work has commenced across the One Leisure portfolio, with work being phased whilst the ongoing lease agreements are being secured.
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	The 3C Digital Team have introduced a number of new and/or improved online reporting facilities. Abandoned vehicles, food hygiene revisit booking, 3C Building control forms, market trader bookings, missed bins, clinical waste, leisure volunteering, house naming and numbering, code of conduct, referral for exercise. Council Tax discounts application process now online.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA30. Maximise the income generating potential of One Leisure and all traded activities	31/03/2017	Cllr Palmer	Jayne Wisely	<p>One Leisure membership income is significantly lower than expectations. A 'revive programme' is in place and stretch targets have been set to increase membership sales and direct debit income from membership.</p> <p>Closely monitored by the One Leisure Board at monthly meetings, the revival plan has included the revamp of the membership offering which has been identified as one of the major issues in falling membership sales. Increased competition, especially in St Neots caused a very significant drop in membership number, lost to a local new competitor with a £29.00 offering last year. Poor performance by the maintenance contractor led to high levels of dissatisfaction and increased member attrition. New contracts in place have stemmed the tide and retention levels are returning to industry norms. Currently at 7.5%.</p> <p>Early indications through this reporting period show that November and December saw increases in Direct Debit payments and sales in January have exceeded 500 membership sales to January 16th, on target. The recovery plan will continue through February and March, into the next financial year.</p> <p>Hospitality income at OL Huntingdon is continuing to cause concern. The new hospitality structure will provide tighter control of ordering, quality, costs and pricing which is an essential part solving quality and cost issues at Huntingdon. Increased promotional activity, the programming of some new ideas and marketing will help stabilise the site. OL St Neots continues to be a concern and alternatives service arrangements are being considered, a vending offering being one option.</p> <p>The Burgess Hall has lost a number of key [high earning] functions due to the inability to meet customers' calendar requirements. Other charity ball bookings that were booked, and thus part of the forecast, have been cancelled by the organisers. Consequential loss of sizable bar income has affected performance. The Burgess Hall and hospitality in general is on forecast at a surplus circa £230,000.</p>

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA31. Improve residents satisfaction levels measured through a residents survey	31/03/2017	Cllr Howe	Jo Lancaster	Scoping work to establish customer metrics to be completed by March 2017
G	KA32. Collect money that is owed to HDC	Ongoing	Cllr Gray	Clive Mason	Improving and details shown in the Finance Performance part of this report.
G	KA33. Identify actions from the Employee Survey to create a more positive environment for staff	2016 survey over summer	Cllr Cawley	Adrian Dobbyne	The 2016 survey results have been analysed and shared with staff across all services. An action plan has been agreed and progress is monitored by the Our People Governance Board.
G	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	As per the draft budget report that was reported to Cabinet on the 19 th January 2017, this shows a reduction in the forecast budget gap to £349k by 2021/22. However, the Council will have removed all reliance on government grant by 2019/20.
n/a	KA35. Undertake Zero Based Budgeting (ZBB) Phase 2 to identify further service savings	n/a (see comment)	Cllr Gray	Clive Mason	ZBB has not been followed in the preparation for the 2017/18 budget and MTFs. A line-by-line review was undertaken which achieved savings of £0.7m. This key action is therefore not applicable.
G	KA36. Achieve budgeted savings, planning ahead to make savings at the earliest opportunity	Ongoing, quarterly reporting	Cllr Gray	Clive Mason	The Council's budget is net of approved savings. As shown in the Quarter 3 financial dashboard, service savings of £0.7m have been achieved; consequently savings are being made ahead of target.

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
A	KA37. Implement a consultation exercise with residents and business to inform 2017/18 budget planning	31/12/2016	Cllr Gray	Clive Mason	Budget consultation with business and the voluntary sector commenced early January and will be completed on 7 th February 2017. Members have agreed that resident consultation is not necessary as they are their elected representatives.
G	KA38. Deliver actions to contribute to the Customer Service Strategy	31/03/2017	Cllr Cawley	John Taylor	All Heads of Service have actions in their Service Plans to contribute to the Customer Service Strategy – for the first time all services have a clear link to supporting the Strategy.

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	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 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%	92.96%	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%	43%	45%	41%	G	45%	45%	G
Comments: (Operations) No figures have been received from the County Council for Quarter 3 as yet but to date 41% of waste collected has been sent to landfill.								
PI28. Percentage of missed bins recovered within 48 hours Aim to maximise	n/a	n/a	90%	76%	A	90%	75%	A
Comments: (Operations) New indicator. Work is ongoing with the call centre to get the correct data from CRM as we currently only have the closed date of the call record and not a completion date of the work within the call. The consequence of this is that Operations (Commercial Services) are required to cleanse the data which is time consuming and not sustainable going forward.								
PI29. Total amount of energy used in Council buildings Aim to minimise	12,096,814 kWh	8,329,324 kWh	8,162,738 kWh 2% reduction	8,544,343 kWh	A	11,854,877.7 kWh 2% reduction	2% ↓	A
Comments: (Operations) Awaiting energy data from three leisure centres. The delay in implementing the REFIT programme across One Leisure Centres will mean we are unlikely to reach the reduction target for the current year. However this programme has now been approved and we are confident that the predicted savings should now be realised in the next financial year.								
PI30. Average number of days to process new claims for Housing Benefit and Council Tax Support	23 days	22.5 days	26 days	22 days	G	26 days	24 days	G

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 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. Performance remains on track to exceed target. Over 95% of new claims submitted so far during 2016/17 have been made on-line.								
PI31. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	4 days	4.5 days	7 days	4 days	G	7 days	4 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. Performance remains on track to exceed target. Over 81% of customers use our on-line form to report changes rather than use a paper form.								
PI32. Number of Disabled Facilities Grants (DFGs) completed	168	119 (Q1-Q3)	45 in Q3/135 in Q1-Q3	59 in Q3/138 in Q1-Q3	G	180	180	G
Aim to maximise								
Comments: (Development) As PI10, this largely reflects the performance of the shared Home Improvement Agency (HIA) service which is provided by Cambridge City Council on our behalf.								
PI33. Percentage of business rates collected in year	99%	84.7%	85.6%	85.3%	A	99%	98.8%	A
Aim to maximise								
Comments: (Customer Services) Performance is affected by the "loss" of Retail Rate Relief compared to 2015/16 and some large insolvency cases required to be written off as legally "irrecoverable".								
PI34. Percentage of Council Tax collected in year	98.5%	85.7%	87%	87.4%	G	98.6%	98.7%	G
Aim to maximise								
Comments: (Customer Services) : Performance remains on track to meet annual target - team focussed on taking relevant recovery action when necessary								
PI35. Percentage of space let on estates portfolio	98%	97%	95%	96%	G	95%	96%	G
Aim to maximise								
Comments: (Resources) The demand for industrial units remains good, size requirements are increasing but the lack of small business rate relief acts as a dampener on rents. Quarter 3 recorded an average of 5 Vacant units (October - 6, November - 5, December - 4). - With an estate of 133 units generating individual lease incomes greater than £100 and now taking into account CIS properties, Quarter 3 performance is 96.25% - Vacant Units - the nightclub in Huntingdon and Octagon in St Ives have had refreshed marketing and been added to vacant units. 8 Phoenix Court has terms worked up ready for approval. Alms Close has seen two lettings in the last Quarter with only one vacant unit, which has interest. A further unit is to become vacant in March.								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI36. Percentage of invoices from suppliers paid within 30 days Aim to maximise	98.8%	98.8%	98%	98.6%	G	98%	98%	G
Comments: (Resources)								
PI37. Staff sickness days lost per full time employee Aim to minimise	11.7 days/FTE	8.8 days/FTE	6.5 days/FTE	8.3 days/FTE	R	9.0 days/FTE	10.8 days/FTE	R
Comments: (Corporate Team) While the cumulative result at the end of Quarter 3 is below target, the Quarter 3 result of 2.6 days/FTE was better than both Q1 and Q2 (2.9 and 2.7 respectively), with further improvement expected. It is highly unlikely that year end results will be low enough for the challenging annual target to be achieved but the introduction of a new Sickness Absence and Attendance Policy in November 2016 appears to have had a positive impact on attendance already. Managing sickness absence is a key priority for our Senior Management Team, 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.								
PI38. Commercial Estate Rental & Property Fund Income only Aim to maximise	n/a		£1.28m	£2.47m	G	£1.7m	£2.52m	G
Comments: (Resources) The current forecast annual rent role for the historic estate is £1,904,660. The rent patterns vary (annual, quarterly, monthly, other) with income received in Quarter 3 of £142,988 . The income generated from the CIS acquisitions in Quarter 3 was £419,925 . The income from the CCLA fund was £26,422 . This gives Quarter 3 performance £589,335 . The cumulative performance for the year to date reported above is £2,469,449 . The following income is expected for the year: <ul style="list-style-type: none"> - Historic Rent Roll = £1,904,660 - Stonehill (CIS)= £125,000 - Wilbury Way (CIS)= £130,762 (Total Annual Rent = £170,000) - Shawlands Retail Park (CIS)= £257,770 (Total Annual Rent = £483,432) - CCLA Income = £104,000 Total Forecast = £2,522,192.								
PI39. Planned net budget reductions achieved Aim to maximise	n/a	n/a	£1.43m	£1.2m	G	£1.9m	£1.6m	A
Comments: (Resources) A RAG review of the planned 2016/17 ZBB savings has been undertaken showing 69% of savings at Green, 19% at Amber and 12% at Red. Other savings have been found to compensate slippage, reflecting an overall 2016/17 Forecast outturn of £0.7m.								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI40. Change in Band D Council Tax for 2017/18 Aim to minimise	0%	n/a	n/a – annual measure			0%		
Comments: (Resources)								
PI41. Call Centre telephone satisfaction rate Aim to maximise	94.3%	n/a	n/a – annual measure			95%		
Comments: (Customer Services)								
PI42. Customer Service Centre satisfaction rate Aim to maximise	92.2%	n/a	n/a – annual measure			95%		
Comments: (Customer Services)								
PI43. Percentage of Stage 1 complaints resolved within time Aim to maximise	n/a	n/a	98%	89%	A	98%	90%	A
Comments: (Corporate Team) New indicator. Services responded late to 3 of 40 complaints received in Quarter 3 (93%), giving a cumulative year to date result of 89%.								
PI44. Percentage of Stage 2 complaints resolved within time Aim to maximise	n/a	n/a	98%	89%	A	98%	90%	A
Comments: (Corporate Team) New indicator. Quarter 3 performance was 100%, with all three of the Stage 2 complaints received responded to within time. The cumulative performance this year is below target due to <u>one</u> Stage 2 complaint being resolved <u>one day</u> late in Q1.								
PI45. Website satisfaction rate Aim to maximise	n/a	54%	75%	56%	A	75%	62%	A
Comments: (ICT Shared Service)								
PI46. One Leisure Net Promotor Score (NPS) (likelihood of recommending service to others) Aim to maximise	n/a	n/a	TRP system was expected to be ready for Q3.			10% over system average	n/a	n/a
Comments: (Leisure and Health) The Retention People (TRP) system.								

Performance Indicator	Full Year 2015/16 Performance	Q3 2015/16 Performance	Q3 2016/17 Target	Q3 2016/17 Performance	Q3 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>The TRP system is still not reporting TPS scores and a manual system has been introduced to measure the number of comments, both positive and negative on a monthly basis collected by email, in person / phone and by letter. This analysis provides part of the One Leisure performance report to the One Leisure Board and is discussed at past and future board meetings.</p> <p>Targets: The Facility Manager will send an acknowledgement within 5 working days and a full response within 10 working days. If the Facility Manager is absent the Duty Manager with the area of responsibility for customer contact will deal with all comments, feedback or respond to comment cards. All comments and or complaints to be closed down inside 14 days. Serious complaints will be escalated to the Business Managers and onward to HoS as appropriate.</p>								

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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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.</p>	Capital 2015/16	Golby, Jackie (Estates)	31/05/16	30/06/17	<p>Project has been handed over to a new PM who is looking towards a best solution outcome; recruiting an external PM and building surveyor for all three roofs.</p> <p>Tenders being appointed in January, Specifications and Contractors Tenders to go out February with an aim for works to start before 1st April.</p> <p>Project has a RED status as classified by the PM and Programme Office for multiple delays.</p>	Red	Within last month
<p>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.</p>	Capital 2016/17	Connor, Sharon (Operations)	31/01/17	31/10/17	<p>Project has a RED status as classified by the PM due to significant delay arriving from the decision to take a wider corporate approach and consider provision as part of the existing 3C Shared Service.</p> <p>The user requirements for operations back office and in-cab technology is currently being established by 3C IT across South Cambridgeshire, Cambridge City and Huntingdonshire District Council. Workshops are complete and the requirements are due to be concluded end March 2017 to allow authorities to consider best solution to requirements. This project</p>	Red	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					will not continue in isolation to the back office system and a new business case will need to be put forward for a proposed solution.		
<p>Door Access Card Reader Replacement The change to Proximity Card reader from Magnetic Readers at CCC and configure or replace Card Readers at SCDC and HDC. This will improve the security at CCC and provide one card access solution for the three council sites.</p>	3C Shared Services	Solanki, Raj (3C ICT)	31/07/16	16/12/16	<p>Arranged for OpenView engineers to go to work with Northgate to make sure the rest of Door access units (ACU's) can be communicated via the server. Meeting with OpenView to discuss revised go live date.</p> <p>During testing at HDC the suppliers encountered some technical issues with the readers recognising the cards. The suppliers are working on the issue, due to this we have decided to halt roll out of the card readers at HDC until the supplier has successfully resolved this. Once further testing is completed we can revisit the roll out plan.</p> <p>Project has a RED status as classified by the PM due to project having ongoing issues with external partners and slippage to project end date.</p>	Red	Within last month
<p>Clifton Road Roofs The capital bid is for funds to replace the roofs at the Clifton Road Industrial Estate, to make weather proof.</p>	Capital 2016/17	Golby, Jackie (Estates)	28/02/17	30/06/17	<p>Project has been handed over to a new PM who is looking towards a best solution outcome; recruiting an external PM and building surveyor for all three roofs.</p> <p>Tenders to go out February with an aim for works to start before 1st April.</p>	Red	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					Project has a RED status due to multiple delays.	Red	
<p>Levellers Lane Replace industrial roofs to address H & S and fulfil Council obligations.</p>	<p>Capital 2016/17</p>	<p>Golby, Jackie (Estates)</p>	<p>28/02/17</p>	<p>30/06/17</p>	<p>Project has been handed over to a new PM who is looking towards a best solution outcome; recruiting an external PM and building surveyor for all three roofs. Tenders being appointed in January, Specifications and Contractors Tenders to go out February with an aim for works to start before 1st April.</p> <p>Project has a RED status as classified by the PM and Programme Office for multiple delays.</p>	Red	<p>Within last month</p>
<p>Implementation of Financial Management System To introduce a new Financial Management System across the council.</p>	<p>3C Shared Services</p>	<p>Buckell, Andrew (3C ICT)</p>	<p>31/05/17</p>	<p>31/10/17</p>	<p>The project manager is in the process of producing a revised project plan for agreement by the project board on 26 January, along with approval of the final Solution Design.</p> <p>Project has RED status as Technology One confirming delay in AR/C&B and resources needed to develop.</p>	Red	<p>Within last month</p>
<p>Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.</p>	<p>Facing the Future</p>	<p>Clarke, Jon (Leisure)</p>	<p>30/09/15</p>	<p>31/03/17</p>	<p>The Heads of Terms have now been agreed between HDC & St. Neots Learning Partnership. This should see the lease between the two parties signed before the end of January 2017. Once the lease has been signed, discussions can then take place with Sport England regarding the funding and timing of the project.</p>	Amber	<p>Within last month</p>

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					<p>Ideally, site work would not commence before the clocks change so that the centre can maximise current facility booking revenues and work can then take place during the quietest time of the year and be completed prior to the start of the new soccer season.</p> <p>Project has an AMBER status as classified by the PM due to project risks regarding leases.</p>		
<p>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</p>	Development	Bedlow, Susan (Development)	01/07/17	31/01/18	<p>The signing over of the lease between Urban&Civic (U&C) and HRC was delayed but has now taken place as has the contract with Willmott Dixon which needed to be finalised simultaneously for insurance purposes. Construction will start on the site on Monday 16th January with completion of the building now expected in January 2018.</p> <p>Site is up to date and contains all necessary documentation.</p> <p>Project has an AMBER status as classified by the PM due to project slippage and ongoing issues with partners workforce.</p>	Amber	Within last month
<p>Little Paxton Community Centre To manage the delivery of the new Lt Paxton Community Building being built under the S106 by Taylor Wimpey</p>	Community	Litchfield, Penny (Community)	31/03/17	31/03/17	<p>Building has started on site and progress is being monitored and site meeting attended.</p>	Amber	Over 2 months ago

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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
Building is expected to be taken over by a new community group based around the Colts Football Club					<p>The new Community Interest organisation has not yet being set up and is being chased by PM. A Committee is to be set up to begin the necessary procedures and to evolve into a legal footing. Meeting was held on Wednesday 5th October.</p> <p>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.</p>		
<p>Council Tax Automated Forms Introduce automated forms into business systems.</p>	Facing the Future	Davies, Ian (Recovery)	30/09/16	31/10/16	<p>STAGE 2 (Robotics) now progressing and end date is being reviewed on a monthly basis. Single Person Discount due to go live in the next period (January 31st)</p> <p>IEG4 have been informed that project must complete before end March 2017.</p> <p>Project has an AMBER status due to the PM recognising that the project has now slipped, due to minor technical difficulties, and necessary changes to business rules in the robotics software</p>	Amber	Within last month
<p>Resource Booking To explore options and procure a new room booking system for internal and third party use</p>	3C Shared Services	Day, Steph (3C ICT)	30/09/16	31/12/16	<p>Site visits September 2016 Procurement October 2016 Minor slippage but with minimal consequence on project.</p> <p>No recent updates.</p>	Amber	Over 2 months ago

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>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</p>	Capital 2016/17	Martin-Peters, Karen (Leisure)	17/10/16	31/03/17	Project now beginning to move forward with tender documentation now in the public domain. Deadline for the return of these documents is 4 th January with a predicted start date of the beginning of March.	Green	Within last month
<p>Refit Energy efficiency project regarding major works across One Leisure sites.</p>	Capital 2016/17	Blackwell, Julia (Environment)	03/04/17	03/04/17	Issues regarding the lack of leases still ongoing, however, a caveat has been introduced to the contract so that id leases are not signed by March 1 st 2017, sites will be excluded from the works.	Green	Within last month
<p>Building Control Uniform Project Building Control Shared Service had 3 teams based at SCDC, CCC and HDC. The initial phase of the project was to facilitate the move of the SCDC team to HDC, which has been completed. The second phase is to combine the data from the Uniform system at CCC and APAS System at SCDC with the Uniform system at HDC so that Building Control Shared Services are all using the same system namely Uniform at HDC.</p>	3C Shared Services	Huggon, Caroline 3C Shared Services	31/10/16	31/10/16	Project Closedown Report signed off by PMGB on 11/01/17 subject to minor changes.	Closed	Within last month
<p>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.</p>	Leisure & Health	Gray, Brian (Leisure)	31/12/15	31/10/16	<p>All agreements now signed off and agreed. 3CICT have installed relevant hardware and software.</p> <p>An agreement on opening dates with U&C for the 12th January has been decided with an Opening Day on 16th January.</p>	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Bin Deliveries To reduce Customer Cycle Time with the expectation of increasing customer satisfaction.</p>	LEAN	Wilby, Lauren (Corporate Office)	MT: 31/12/16 LT: linked to in-cab project	N/A	On hold until the end of January for route rescheduling to be embedded.	Green	Within last month
<p>Taxi Licensing To review the end-to-end process of taxi licensing and implement changes to reduce the processing time whilst increasing customer satisfaction.</p>	LEAN	Wilby, Lauren (Corporate Office)	31/3/17	31/3/17	Following successful report out to stakeholders, improvements are in the process of being implemented.	Green	Within last month
<p>Switch Replacement To replace the Core and Edge switches for the computer/ telephony network at HDC.</p>	3C Shared Services	Allen, Tony (3C ICT)	31/3/17	31/3/17	Work is ongoing; project site has relevant documentation for this stage.	Green	Within last month
<p>Housing System Review A review of the Housing System at SCDC with a view to going out to tender for a new system. CCC to be consulted at all stages may be included in the tender. This does not impact HDC Housing systems.</p>	3C Shared Services	Huggon, Caroline (3C ICT)	31/01/19	31/01/19	Work is ongoing; project site has relevant documentation for this stage.	Green	Within last month
<p>OL String Bowling To replace the current problematic bowling mechanism for the Basement Lanes Ten Pin Bowling facility at One Leisure St Ives.</p>	Capital 2016/17	Davidson, Chris (Leisure)	30/06/16	30/09/16	Installation agreed for 23 rd January and the premise is due to reopen on 13 th February.	Green	Within last month
<p>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.</p>	Customer Services	Huggins, Barnes (Rev. Serv)	30/09/16	30/01/17	All information and data sharing aspects are now completed. The Portal has been configured to meet HDC requirements and testing is virtually completed with only 'low impact' issues raised.	Green	Within last month
<p>Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned</p>	Capital 2016/17	Blackwell, Julia (Environment)	31/03/17	31/03/17	Due to capacity issues in Facilities Management, this project is not likely to move forward until 2017/2018.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
buildings.					The Project Manager has contacted Salix to discuss carrying over the funds into the next financial year and foresees no issues for this. Project underspend has been highlighted as an issue but will be resolved if Salix agree to carrying over the funds.		
<p>One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.</p>	Capital 2016/17	France, Paul (One Leisure)	30/06/17	30/06/17	<p>Architectural services for proposed refurb of café/reception with gym alterations have been accepted.</p> <p>No HLR since October 2016, but documents (Communications regarding architectural services) have been added to site.</p>	Green	Within last month
<p>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.</p>	3C Shared Services	Solanki, Raj (3C IT)	31/12/17	31/12/17	Phoenix confirmed the hardware will be arriving in the country on the 15 th January, and expected delivery to HDC on 16 th /17 th January. Have asked if this can be delayed as we haven't signed the contract for Rack space at Shire Hall. Two risks identified but not impacting on project.	Green	Within last month
<p>Waste and Recycling Reconfiguration The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.</p>	Operations	Field, Heidi (Operations)	31/07/17	06/02/17	<p>Database updated with further returns for additional bin customers, additional grey bin customers and bag properties have been identified as being on bin collections.</p> <p>Removal of second grey bins where no longer eligible has taken place as well as removal of additional garden bins which have not been paid for.</p>	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Mobile Phone Contract Procurement The current HDC contract is due to end in May 2017; CCC and SCDC are both out of contract with monthly rolling agreements so this is an ideal time to look at negotiating a combined 3C Shared Service contract.</p>	3C Shared Services	Huggon, Caroline (3C ICT)	30/06/17	30/06/17	Meetings with Project Boards going ahead and plans for communications (Intranet posts at SCDC and HDC) with staff regarding their mobile phones are in place.	Green	Within last month
<p>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.</p>	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	11/11/16	Project completed and closedown report currently with Project Manager prior to Project Board approval.	Pending Closure	Over 2 months ago
<p>Octagon To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.</p>	Capital 2015/16	Tilah, Bill (Estates)	31/03/16	30/06/16	Closedown Report not yet submitted to Programme Office.	Pending Closure	Over 2 months ago
<p>Commercial Investment Strategy Review and Implementation Deliver a strategic review of Industrial and Commercial stocks</p>	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	Over 2 months ago
<p>CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports</p>	Cross-Cutting	Alerton, Emma (IMD)	30/11/13	01/04/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Over 2 months ago
<p>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</p>	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
<p>Capita Upgrade Capita payment management system upgrade and migration to cloud.</p>	3C Shared Services	Huggon, Caroline (3C ICT)	31/11/16	31/11/16	Project Manager in process of writing Closedown Report	Pending Closure	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Building Control Uniform Project Building Control Shared Service had 3 teams based at SCDC, CCC and HDC. The initial phase of the project was to facilitate the move of the SCDC team to HDC, which has been completed.</p> <p>The second phase is to combine the data from the Uniform system at CCC and APAS System at SCDC with the Uniform system at HDC so that Building Control Shared Services are all using the same system namely Uniform at HDC.</p>	3C Shared Services	Huggon, Caroline 3C Shared Services	31/10/16	31/10/16	Project Closedown Report signed off by PMGB on 11/01/17 subject to minor changes.	Closed	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
<p>Building Foundations for growth grant underspend project To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund. The residual grant money must be used for a capital project on the EZ and which fits within the GCGP's economic strategy.</p>	Development	Bedlow, Susan (Development)	-	-	<p>Previous U&C meeting indicates that they would be more open to an incubator type investment in the site than had been previously been indicated, a further meeting with U&C at a more senior level took place (Tim L, Andy M, Sue B – 4/10/2016). U&C committed to construct a proposal.</p> <p>PM to chase proposal during January.</p>	Pending Approval	Within last month

Financial Performance Monitoring Suite December 2016

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Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

Revenue The Forecast Net spend for November is £17.2m which is an underspend of £0.7m (£0.6m for November) compared to the Budget. The financing income for November 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 The Forecast capital spend for December is £9.1m and compared to the Budget of £11.0m is an underspend of £1.9m (£1.6m for November).

Reserves **Total forecast contribution to reserves £2.9m is as follows:**

- The Budget Surplus Reserve is currently £3.5m – 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.
- CIL Reserve £0.2m – this represents the additional 5% of CIL receipts.
- The Collection Fund Reserve has increased for November by £1.073m in relation to the additional NDR receipts.
- Adjustments have been made to Earmarked Reserves for the FMS budget underspend (£65,000) which will be utilised in 2017/18 and the financing the asset transfer between HDC and HTC (£300,000) and the new company set up costs (£100,000).

Summary Revenue Forecast variances by Service

The table below shows the total variances for each Service and the main reasons. Further analysis by Service are shown in the following pages.

	Forecast (underspend) / overspend £000	Main reasons for variance
Community	(140)	One-off vacancies in Commercial, Environmental Protection and Environmental Health Teams partly offset by a redundancy payment
Customer Services	200	Mainly due to previously reported impact of increased B & B and Temporary Accommodation costs for homelessness. Variation also due to reduced Document Centre income with plans in place to look at an alternative commercial model.
ICT	140	Various, but mainly additional agency costs and plans to bring about full expected savings within the service still being implemented.
Development	(619)	Additional CIL income and additional planning application income. The CIL additional income has been transferred to the earmarked reserve.
Leisure and Health	318	One Leisure is not forecasting the surplus as per the Budget. This is primarily due to the membership income not achieving the level predicted as part of the Budget setting process. The impact of membership package changes had not been fully realised which would lead to reduced membership sales and cancellations.
Operations	132	Mainly due to car park income down due to decisions not to increase car parking charges.
Resources	(977)	Additional income from CIS and an underspend in the budget for the new FMS implementation due to the slippage of the implementation date (this is transferred to an earmarked reserve to meet these costs in the next financial year).
Directors and Corporate	257	Re-invigoration and Transformation Manager team costs which will be met from reserves.
Total	(687)	

2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2015/16	2016/17			
	Outturn £'000	Budget £'000	Forecast £'000	Forecast Variation £'000	%
Revenue by Service:					
Community	1,676	1,911	1,772	(139)	-7.3
Customer Services	3,628	2,355	2,555	200	8.5
ICT Shared Service	494	1,796	1,938	142	7.9
Development	1,204	1,370	751	(619)	-45.2
Leisure & Health	(141)	(270)	48	318	-117.8
Operations	4,173	3,968	4,100	132	3.3
Resources	4,153	4,492	3,515	(977)	-21.7
Directors and Corporate	2,112	2,291	2,547	256	11.2
Technical Adjustments	(177)	0	0	0	0.0
Net Revenue Expenditure	17,122	17,913	17,226	(687)	-3.8
Contributions from Earmarked Reserves	0	0	(255)	(255)	0.0
Contribution to Earmarked Reserve (CIL)	0	0	272	272	0.0
Service Contribution to Reserves	2,555	2,276	2,947	671	29.5
Budget Requirement (Services)	19,677	20,189	20,190		
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)	(7,906)		
General Fund Reserve					
	2015/16	2016/17			
	Outturn £'000	Budget £'000	Forecast £'000	Forecast Variation £'000	%
Balance as at 1st April	9,287	2,537	2,537	0	0.0
Service Contribution to Reserves	2,555	2,276	2,947	671	29.5
Contribution to/(from) Collection Fund Reserv	(1,492)	0	1,073	1,073	0.0
Transfers to/from Other Reserves	1,055	0	272	272	0.0
Transfer to NDR Reliefs Reserve	(300)	0	0	0	0.0
Transfer to Earmarked Reserve	(805)	(2,126)	(4,245)	(2,119)	99.7
Transfer to Commercial Investment Reserve	(7,763)	0	0	0	0.0
Outturn forecast as at 31 March (15% of Net Revenue Expenditure)	2,537	2,687	2,584	(103)	-3.8
Earmarked Reserves					
	2015/16	2016/17		Forecast £'000	Commentary
	Outturn £'000	Addition £'000	Deduction £'000		
S106 agreements	1,233			1,233	
Commutated S106 payments	1,725			1,725	
Repairs and Renewals Funds	981			981	
Collection Fund	2,702	1,317		4,019	
Commercial Investment	12,390	40	(9,200)	3,230	
Budget Surplus	805	3,172	(499)	3,478	To be held to meet future years budget deficit
NDR Reliefs	300			300	
Special Reserve	2,325		(1,000)	1,325	To Transformation Reserve
Transformation Reserve	0	1,000		1,000	From Special Reserve
Other Reserves	1,549			1,549	
Total Earmarked Reserves	24,010	5,529	(10,699)	18,840	

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

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

Service Forecasts as at 31st December 2016				
Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Community				
Head Of Community	79,602	82,573	2,971	
Community Team	706,813	676,578	(30,235)	Combination of overspends on building rental of £13k and provision of new electricity apply £5k. Saving from vacant post in the establishment £45k Reduced demand on pest control service giving a £3k shortfall in income along with the Priory Centre income of £5k not being realised. Legal Service saving of £5k and balancing of KP21 showing saving of £9k.
Commercial Team	349,121	282,811	(66,310)	Vacancy post 41k. £kk savings on legal services. £7k materials savings. £3k laboratory services savings. Other small savings £9k
Environmental Protection Team	411,550	346,912	(64,638)	Vacancy post 44k. £5k savings on legal services. £7k materials savings. £3k laboratory services savings. Other small savings £9k
Environmental Health Admin	143,779	110,178	(33,601)	Vacant post 22k, plus additional income from licence fees £8k
Projects And Assets	140,022	245,958	105,936	Pay projected to 28.11.16, includes redundancy etc £99k Action on Overspend - To be covered from underspending across the service
C C T V	(71,000)	(66,636)	4,364	
C C T V Shared Service	212,244	212,726	482	
Licencing	(161,246)	(214,614)	(53,368)	Increased demand on the licencing service giving higher than expected income at this point in the year
Corporate Health & Safety	100,608	95,296	(5,312)	
	1,911,493	1,771,781	(139,712)	
Head of Customer Services				
Head of Customer Services	96,477	99,909	3,432	
Local Tax Collection	140,286	121,935	(18,351)	Restructure underway, some vacancies held open pending outcome
Housing Benefits	403,556	569,149	165,593	Higher than planned use of B&B to deal with homelessness has resulted in an overspend Action on Overspend - Working on options across the short, medium and long-term - but in 16/17 an overspend is likely
Council Tax Support	(122,950)	(158,348)	(35,398)	Grant funding provided by DCLG to HDC, amount not known at the time the budget is set. Forecasting a larger grant than originally expected
Housing Needs	777,737	814,113	36,376	Additional expenditure in year to maintain Coneygear Court temporary accommodation Action on Overspend - This will be an overspend at year-end - this site provides 30% of HDC Temporary Accommodation - the alternative is more costly B&B for homeless clients
Customer Services	829,303	839,330	10,027	£220k saving in 16/17 from restructure implemented at start of year. Staffing changes meant some use of temporary resource to maintain front-line service Action on Overspend - Posts filled and structure complete. Budget will be met in future years
Document Centre	230,803	263,597	32,794	Less income than forecast in MTFs and work looking at potential commercial partnership is progressing. Business case to be presented in Feb-17 Action on Overspend - Work looking at potential commercial partnership progressing, and new clients being sought
Information Management	0	5,108	5,108	2015/16 items not accrued at year end, not an ICT Shared Service item
	2,355,212	2,554,793	199,581	

Service	2016/17 Updated Budget £	2016/17 Forecast Outturn £	Variance £	Comments on Variance +/- £10,000
Head of ICT Shared Service				
ICT Shared Service	1,796,334	1,937,540	141,206	<p>This is a combined figure based on several budget codes, as such this needs multiple explanations. There has been accurate forecasting for budget code 240/248 however this forecast was based on incomplete budget information provided by one partner, once the correct budget details were understood we were able to adjust the forecast incurring a projected overspend. The budget code 203 for IT hardware has had several purchases made against it which are yet to be recharged to the purchasing partner. Work is continuing to confirm and process the recharges which will bring this component of the budget down and hopefully within tolerance.</p> <p>Budget code 511 for maintenance has seen an increase due to maintenance on aging infrastructure and due to contract costs being higher due to USD/GBP fluctuations. There has been 50% of this component cost already identified as rechargeable and therefore following recharge the figure will reduce. Action on Overspend - Work has always been in place to challenge and validate the budget figures on the original transferred budgets, unfortunately until a full year cycle has completed the full accurate picture was never going to show itself. This test and challenge continues but once the year end is out the full picture for 17/18 will be set.</p> <p>The process for recharge needs to be more robust as when the budget was set and transferred (some items where inadvertently omitted) but it was never anticipated that anything other than basic inflation would impact the cost of maintenance and software. In the ICT world the Brexit fallout has impacted significantly many purchases and licencing prices in some cases to the tune of 20% uplift. We continue to work hard with suppliers and the market in general to demonstrate and receive best value for the authorities' purchases.</p>
	1,796,334	1,937,540	141,206	
Head of Development				
Head of Development	77,802	80,712	2,910	
Building Control	91,600	114,500	22,900	Anticipated increase in charge from shared service.
Economic Development	182,062	183,466	1,404	
Planning Policy	904,715	529,495	(375,220)	Due to increased CIL forecast of £289K against budget. £25.5K for S106 monitoring fees; £20k additional NP income. £35K staff savings resulting from time taken to fill vacancies following restructure & as staff leave.
Transportation Strategy	65,020	54,325	(10,695)	Balances to zero when adding variance to Public Transport
Public Transport	19,200	29,895	10,695	Balances to zero when adding variance to Transportation Strategy
Development Management	(192,510)	(454,537)	(262,027)	£32K due to compensation payment in relation to TPO'd tree. £321K variance is due to increase in planning application income. £73k overspent on consultants (St Ives West Legal and Wintringham Park Consultants) and £5605 credit budget against 799 taken out to reduce to zero, plus £22k overspend on consultant, £7k overspend on postage, £8k overspend on photocopying and scanning. £88K salary savings resulting from time taken to fill vacancies following restructure and as staff leave.
Housing Strategy	222,047	212,680	(9,367)	
	1,369,936	750,536	(619,400)	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Leisure & Health				
Head of Leisure & Health	77,822	80,095	2,273	
One Leisure Active Lifestyles	222,879	212,400	(10,479)	Additional funding from Public Health
One Leisure	(570,764)	(244,414)	326,350	Current forecast represents worst case scenario. Evidence from Impressions DD collections shows that the monthly collection is slowly improving. We plan to project this to the year end for next month's report. Action on Overspend - Improvement plan as previously reported. However, December has not shown any improvement due to the time of year and as predicted.
	(270,063)	48,081	318,144	
Head of Operations				
Head of Operations	78,302	120,036	41,734	£35k HoS interim consultant; £7k Recruitment costs Action on Overspend - Covered by one off in year service savings
Environmental & Energy Mgt	97,332	53,664	(43,668)	(£26k) Sustainability advice for SCDC; (£14k) County one off energy efficiency grant
Street Cleansing	826,877	788,223	(38,654)	(£12k) Litter Bin saving; (£32k) Weed spraying contract saving; £8k Mini Sweepers
Green Spaces	1,071,021	1,024,551	(46,470)	(£122k) One off in year savings; £22k to recover hedge cutting to standard; £26k Underachievement of ZBB target for CCC income; £20k Play equipment (Paint ramps)
Public Conveniences	13,400	11,210	(2,190)	
Waste Management	2,104,683	2,252,842	148,159	£200k Start of round rescheduling reprofiled; (£20k) insurance settlement relating to 2015/16; (£16k) Recycling credits c/f from 2015/16; (£34k) Recycling credit increase; (£34k) Trade waste income increased; (£29k) one off in year saving; (£23k) fuel price maintained low; (£14k) increased 2nd Green Bin income; (£11k) pension saving; £53k Round config Communications Costs Action on Overspend - Introduction of the revised round schedule is anticipated on 01st March. Although delayed this will then start to realise the savings.
Operations Mangement	28,891	4,785	(24,106)	(£25k) One off in year savings
Facilities Management	1,041,289	975,788	(65,501)	(£9k) EFH rent to CAB; (£31k) rent top floor of PFH; (£12.8k) rent top floor for 2015/16; (£16k) NNDR saving; £35k NNDR new costs for subletting PFH
Fleet Management	249,228	272,026	22,798	£20k for pressure washer Action on Overspend - Funded by savings from vehicle cleaning in other budgets
Markets	(47,885)	(61,778)	(13,893)	(£8k) increased Market income
Car Parks	(1,495,224)	(1,341,738)	153,486	£110k Fee increase delayed until 01st Apr; £10k ZBB Free after 3 reintroduced; £30k Excess charge shortfall; £20k shortfall in season tickets; (£33k) increase in casual income volume; £20k specialist consultancy to inform car parking strategy in 2017/18 Action on Overspend - Introduction of revised fees and charges anticipated 01st Apr
	3,967,914	4,099,609	131,695	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Resources				
Head of Resources	88,022	92,341	4,319	
Corporate Finance	4,413,876	3,950,085	(463,791)	Apprentice Levy not required in 16/17 (73k), additional income from RSL investments (43k) and CIS investments (104k). Capital programme forecast underspend resulting in reduced MRP (180k) and less external borrowing (62k).
Legal	211,838	207,087	(4,751)	
Audit & Risk Management	611,141	572,241	(38,900)	Insurance retender lower premiums
Procurement	64,431	65,480	1,049	
Finance	658,934	708,576	49,642	Additional 2 interims, partly offset by vacancies (115k). Delay in the implementation of the new FMS (-66k); however, the saving on the FMS will be earmarked and carried forward to 2017/18. Action on Overspend - The overspend on the Finance Manager interim appointment can be covered from reserves as it is budget development work. However, this is not being used as overall underspends within Resources are off-setting these overspends
Commercial Estates	(1,556,757)	(2,081,021)	(524,264)	Net saving of £62k for additional estate management costs (insurance, lost NDR income, repairs and general management). Lost income from Voids and Rent Reviews (£73k) and as a consequence of not acquiring as many properties as planned but also not undertaking external finance to fund the acquisitions made, there is a net increase in the CIS surplus of £535k (MRP -885k less reduced income of £350k).
	4,491,485	3,514,789	(976,696)	
Corporate Team Manager				
Democratic & Elections	733,932	702,742	(31,190)	Final accounts reconciliation for PCC Elections showed more favourable variance than budgeted. Final accounts due next month on Referendum
Directors	468,855	723,145	254,290	£35k excess of AK over salary budget; £13k Recruitment costs; £174k Reinvigoration & Transformation; £20k Devolution Action on Overspend - Devolution and Transformation costs to be funded from reserves
Corporate Team	1,087,688	1,121,395	33,707	£29k Tupe consultancy; £11k OH increase due to Sick policy; (£29k) general savings; £22k Resourcelink additional modules
	2,290,475	2,547,281	256,806	
HDC Totals	17,912,786	17,224,410	(688,376)	

4. Capital Programme

The table below shows the position on the capital programme as at quarter 3. As can be seen the spend to date is only £3.892m (32% of budget) but the capital programme is forecast to only have an underspend and rephase this year of £3.092m. There is a risk that this spend will not happen as the majority of schemes are still waiting to be started, even though plans are in place, contracts let etc. with a number of these.

The net spend on the Council's capital programme is financed via borrowing which has a revenue implication through the Minimum revenue Provision (MRP) the MRP budget will be set based on the period 8 forecast outturn, therefore any significant further slippage will result in a higher budget for the 2017/18 MRP being set.

Budget Summary	Budget	Actual	Committed	Forecast Outturn	Variance
	£000s	£000s	£000s	£000s	£000s
Services					
Community Services	330	0	0	0	(330)
Development Services	1,164	780	685	1,218	54
Leisure and Health	1,547	238	58	657	(890)
Resources	5,057	1,949	1,044	4,257	(800)
Customer Services	161	28	4	31	(130)
ICT	370	1	470	580	210
Operational Services	3,558	896	1,308	2,352	(1,206)
Total	12,187	3,892	3,569	9,095	(3,092)
Reasons for Variances					
Potential Rephase to 2017/18					(2,558)
Overspend					246
Underspend					(265)
Cancelled					(117)
Other					(293)
Increased Grants & Contributions					(105)
					(3,092)

Variation Commentary		£000s
1	Rephasing to 2017/18	
	CCTV Schemes (Camera Replacement, PFH Resilience, Wi-Fi, Lone Worker) The CCTV commercialisation programme is still being formulated, as a result the CCTV schemes are not deliverable in 2016-17.	(320)
	Alconbury Weald Remediation – Expenditure The planned project will not now proceed, and a new partner is being sought. The most likely partner is Urban and Civic and the expenditure will probably be in the form of a loan. In this instance capital sum repayments would still be governed by the grant determination letter. Alconbury Weald Remediation – Grant The planned project will not now proceed, and a new partner is being sought.	(0)
	One Leisure Huntingdon Development Lease negotiations with regard to the Leisure centre site have delayed the start of the project until the end of 2016 or the start of 2017. With the result that although some of the planning and design stage will be undertaken in 2016-17 the building works cannot commence until 2017-18.	(779)
	One Leisure Improvements Bookings for Burgess Hall mean work cannot be undertaken in 2017/18, and in addition works at St Neots Pool are delayed due to programming issues.	(96)
	Building Efficiencies – Salix Savings to the fund have been at a reduced rate, as a result the amount available to spend has been reduced in this year.	(36)
	Retro-Fitting Buildings Delays to the installation of the energy saving equipment have resulted from protracted lease negotiations at One Leisure buildings, so some expenditure has been delayed to 2017-18. The sites to be completed in 2016-17 are OL St Ives, Huntingdon, and Sawtry. An exclusion clause is to be included in the contract to deal with unresolved site lease issues.	(94)
	Bridge Place Car Park An analysis of the requirements for parking in Huntingdon is complete, this analysis shows that there is insufficient existing capacity without a replacement car park. Whilst some initial works will commence in 2016-17, the majority of the works will not take place until 2017-18.	(313)
	In-cab Technology This scheme is now part of a larger back office system for Operations, as a result it is unlikely to commence until Summer/Autumn of 2017.	(75)
	Industrial Unit Roofs An external project manager is due to be appointed to manage these schemes, however although the schemes may be started in 2016-17, it is likely that the schemes cannot be completed this year. In particular because the schemes will be dependent on good weather.	(262)
	VAT Partial Exemption The One Leisure and roof replacement schemes which are resulting in costs that cannot be claimed back have been delayed and as a result the VAT cost have also been rephased.	(29)
	Vehicle Replacements Refuse vehicles have been moved to next financial year as the	(542)

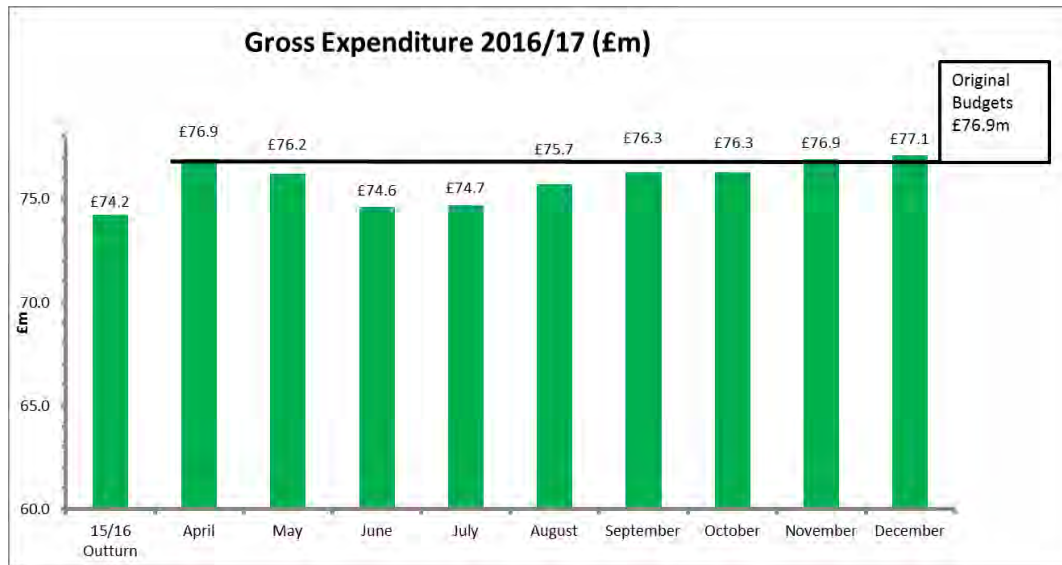
	order is not likely to be placed because of the need to evaluate the impact of the round reshuffling. In addition 13 vehicles that were expected in before the end of the financial year, have been delayed by the supplier until May 2017 due to issues relating to Euro6C legislation.	
	Financial Management System Replacement The implementaiton of the new financial management system (Technology One) has been delayed until October 2017.	(12)
	Total	(2,558)
2	Overspends	
	One Leisure St Ives String Bowling The whole life costs of the scheme have been assessed, there is a cost benefit in spending more on the equipment which will result in lower on-going revenue costs.	6
	Virtual Server Tenders have been received and have been assessed, the costs indicated in the tender are higher than the budget, and it has been decided that due to resilience issue and cost effectiveness that the implementation of the server upgrade would be in 2016-17 rather than across two years. It has been agreed by the Finance and Procurement Governance Board that the additional expenditure could be met from savings elsewhere in the programme.	175
	Telephone System The capital programme includes a scheme to replace the telephony switches and infrastructure. This was split £0.1m in 2016-17 and £0.1m in 2017-18. Now the procurement process has been undertaken, it is evident there would be significant savings if the purchase of equipment were phased across two years. The total Expenditure will be £0.165m as opposed to £0.2m budgeted. If the expenditure were phased across two years it would total £0.187m. Underspending in 2016-17 has been utilised to gain this saving.	65
	Total	246
3	Underspends	
	Eforms The contract with the supplier is now agreed and is less than that estimated.	(13)
	One Leisure Replacement Equipment This scheme is now complete, the equipment cost less than was anticipated.	(20)
	CCTV Camera Replacements The expected expenditure has been reduced because, there has been no need to replace cameras so far this year.	(10)
	Wheeled Bins Increase use of returned bins, smaller bins for trade waste customers, and less demand as a result of a reduced number of new developments, have reduced expenditure.	(54)
	Vehicle Fleet Replacement A saving as a result of the cost of various vehicles being less than originally estimated.	(126)
	Play Equipment The condition of the equipment has been assessed, and as a result the need for replacements has been reduced.	(5)
	Flexible Working	(30)

	The procurement of this software has been on a cost model that has a higher revenue cost but as a result reduces the upfront capital costs.	
	VAT Partial Exemption Costs A recalculation of the costs associated with VAT partial exemption has led to a small saving.	(7)
		(265)
4	Cancelled Schemes	
	CRM Software Upgrade The upgrade to this software has been postponed to allow consideration to a scheme covering the 3Cs partnership.	(117)
	Total	(117)
5	Other	
	Private Sector Grants (Housing) This scheme of grants is now complete, the expenditure for the remaining commitments exceeds the budget. Whilst there was an underspend in 2015-16 this was not rephased due the small amount.	6
	Community Infrastructure Levy The CIL payment for the Hunts West relief road has increased, this will be funded from the CIL reserve.	48
	Capita Software Upgrade Extra work has been identified in addition to the Capita upgrade. This work is required to move interfaces from an in-house system to Capita AIM, and make more efficient use of this software. In addition Capita will train up in-house staff so that they are able to carry out future works.	23
	Doorstep Greens and Neighbourhood Gardens Funds were allocated in accordance with a supplementary planning agreement to provide neighbourhood gardens as a result of the Oxmoor Estate action plan which finished in 2010. Whilst some of the scheme has been funded from an earmarked reserve the remainder of the cost need to be funded from the capital programme. This expenditure will be added to £25,000 set aside in a reserve	22
	Loan to Luminus When the Loan to Luminus was approved by Cabinet, a facility was provided up to £5.5m, the forecast for the loan is that it will be only now be up to a total of £5m.	(500)
	Audio Visual Equipment – Civic Suite The audio visual equipment in the Civic Suite has proved to be unreliable and prone to failures, a quote has now been received to replace the equipment, with the additional expectation that the new equipment will be capable of recording video for broadcast.	108
	Total	(293)
	Total Expenditure Variations	(2,987)
6	Contributions and Grants	
	Increased contributions from developers for wheeled bins. Receipts from developers are exceeding that expected.	(54)
	Land Sales The pieces of land identified for sale have achieved higher selling prices than expected.	(12)
	Loves Farm Community Centre Additional s106 contributions have been received for the construction of this facility.	(39)

	Total	(105)
	Net Variations	(3,092)
	The following schemes have been added to the Updated Budget	
	Investment in General Trading Company Cabinet on the 17 th November agreed the principle of the setting up of a trading company to encompass the Council's commercial activities. It was in addition agreed by Cabinet that an investment of £0.1m would be made, to purchase one ordinary share in the company.	100
	Huntingdon Town Council – Loan At Cabinet on the 17 th November it was agreed that as part of the asset exchange of the Medway Centre and One Leisure Huntingdon that a loan facility of £0.8m would be made available to Huntingdon Town Council. As this will be repaid on a regular basis no MRP will be set aside.	800
	Huntingdon Town Council – Payment Relating to Medway Centre At Cabinet on the 17 th November it was agreed that as part of the asset exchange of the Medway Centre and One Leisure Huntingdon that a cash payment of £0.3m would be made to Huntingdon Town Council. This cash payment will be financed from either the forecast underspend or from the special earmarked reserve.	300
		1,200

Financial Dashboard

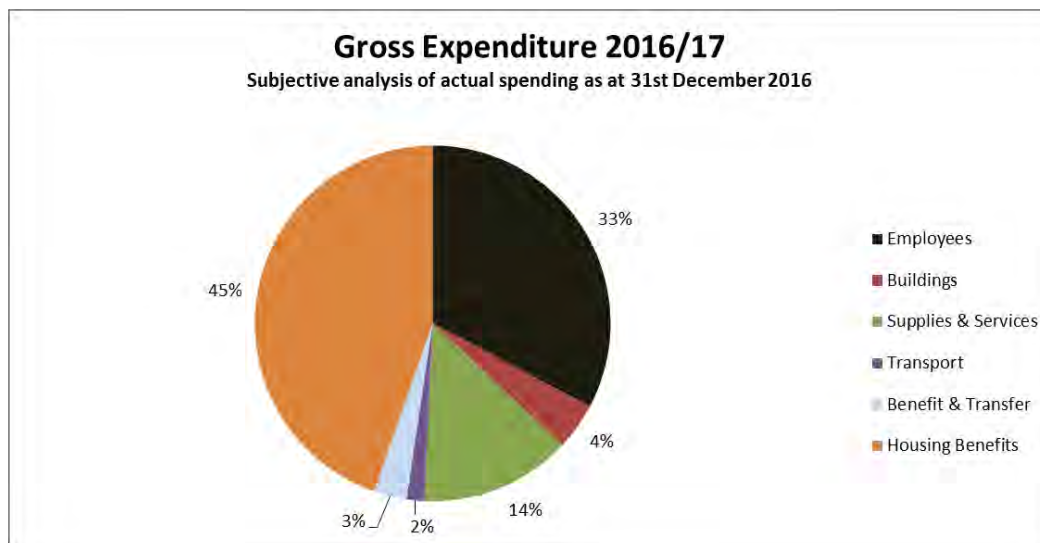
Revenue Expenditure



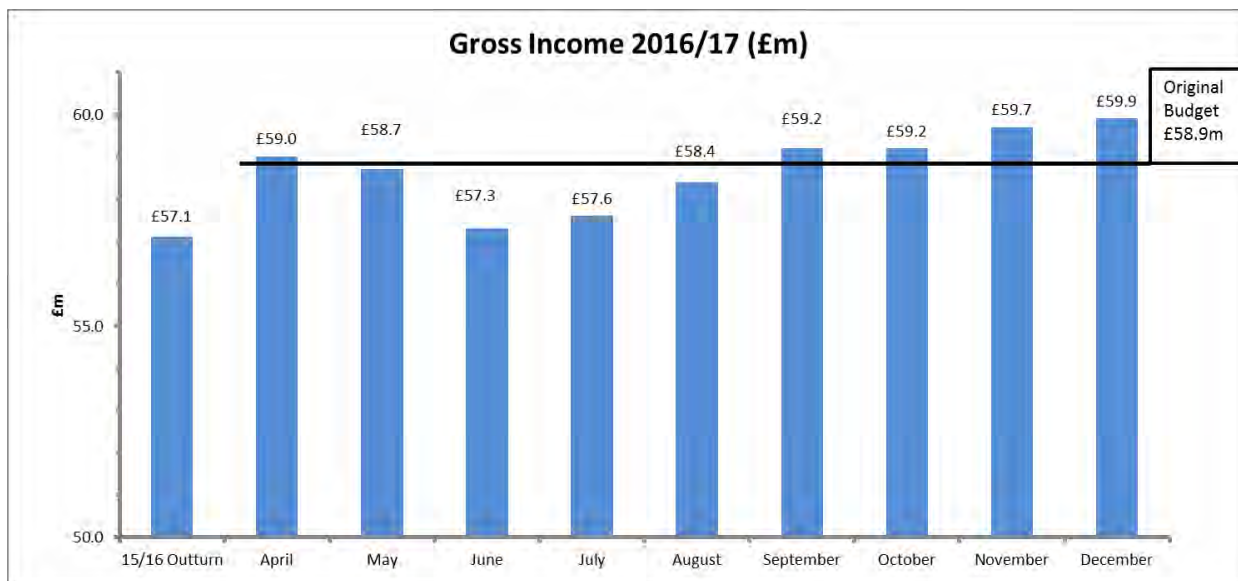
The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted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

Forecasting the ICT Shared Service expenditure remains difficult. Work is still being undertaken to identify on-going commitments and further fluctuations to their figures may arise over the next few months.

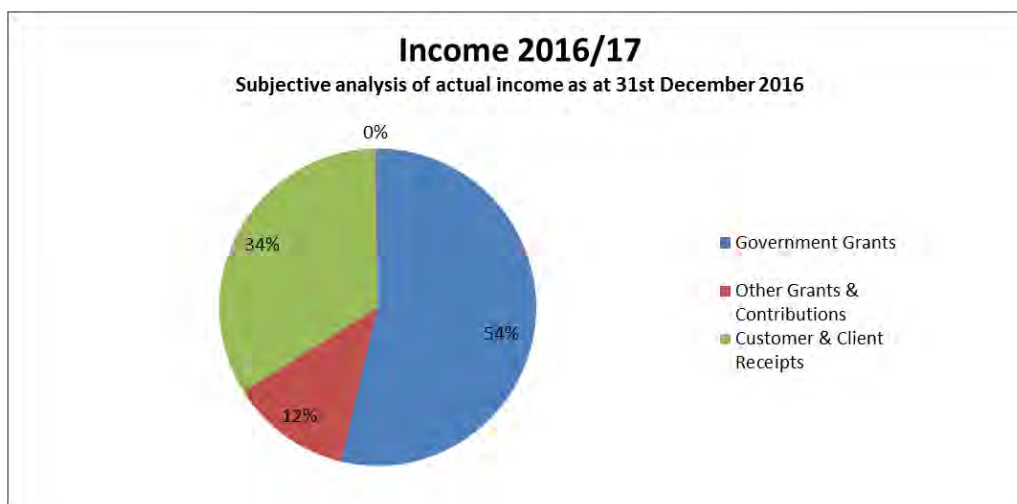
As shown below the main area of expenditure is Housing Benefits and employees.



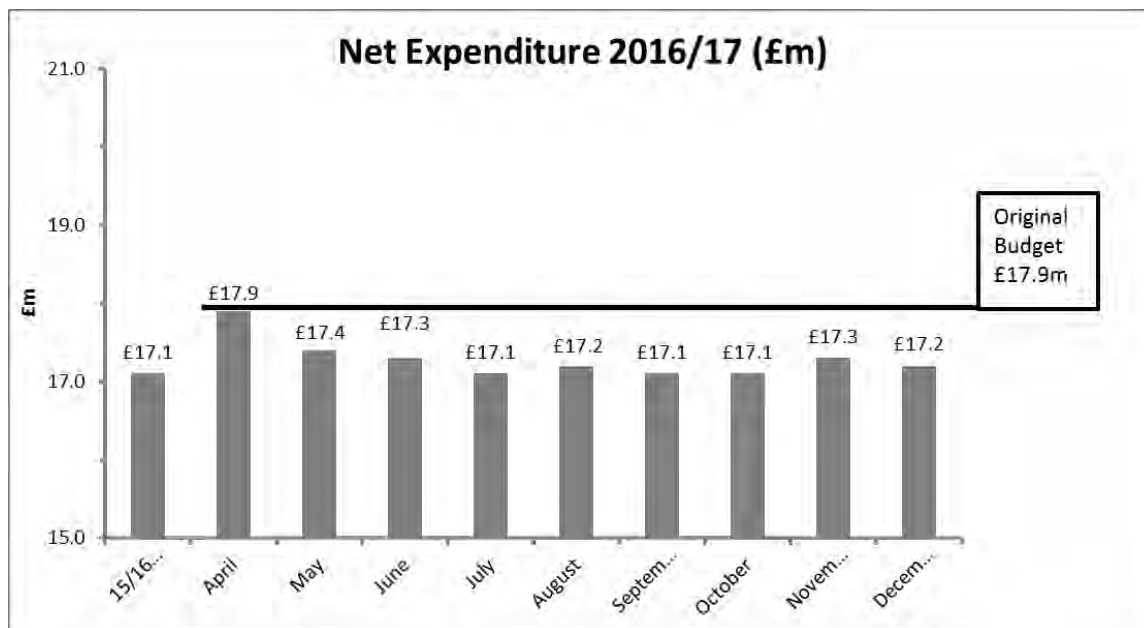
Revenue Income



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.



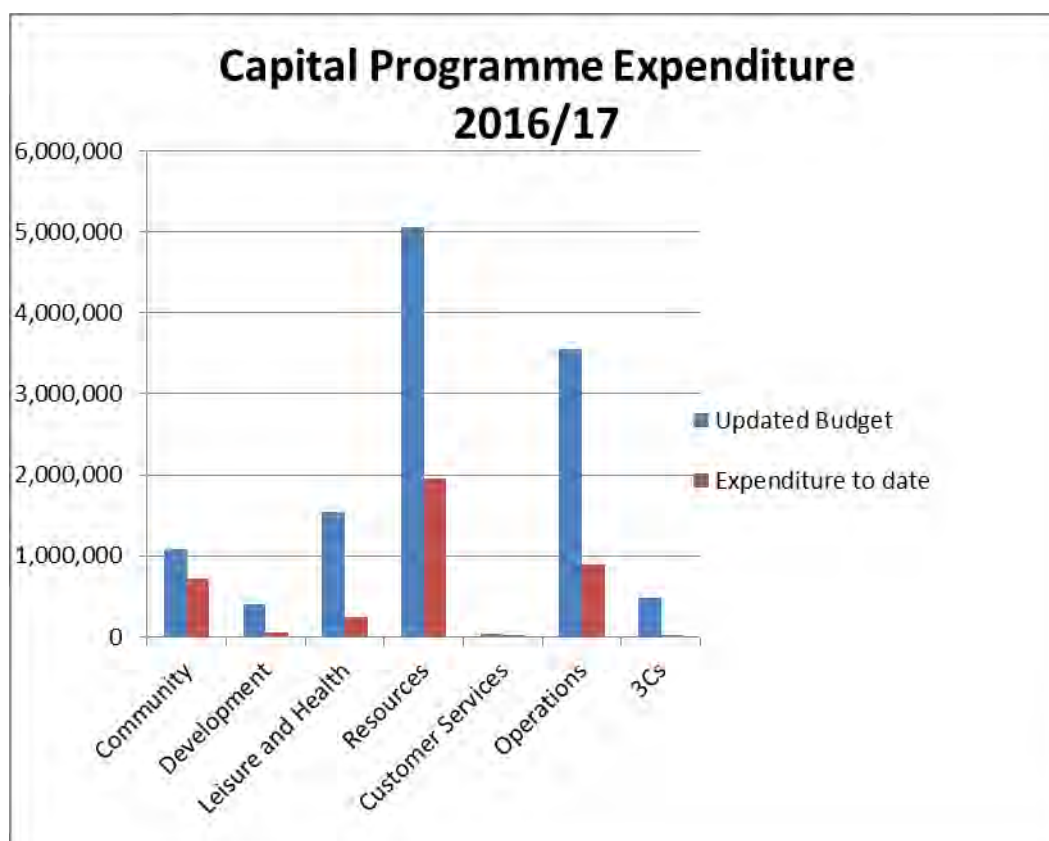
Revenue Net Position



At the end of December 2016 the net revenue expenditure is forecast to be at £17.2m, £0.7m below the net budget of £17.9m. Taking into account the budgeted contribution to reserves, the overall service related surplus is expected to be £2.9m by the year end.

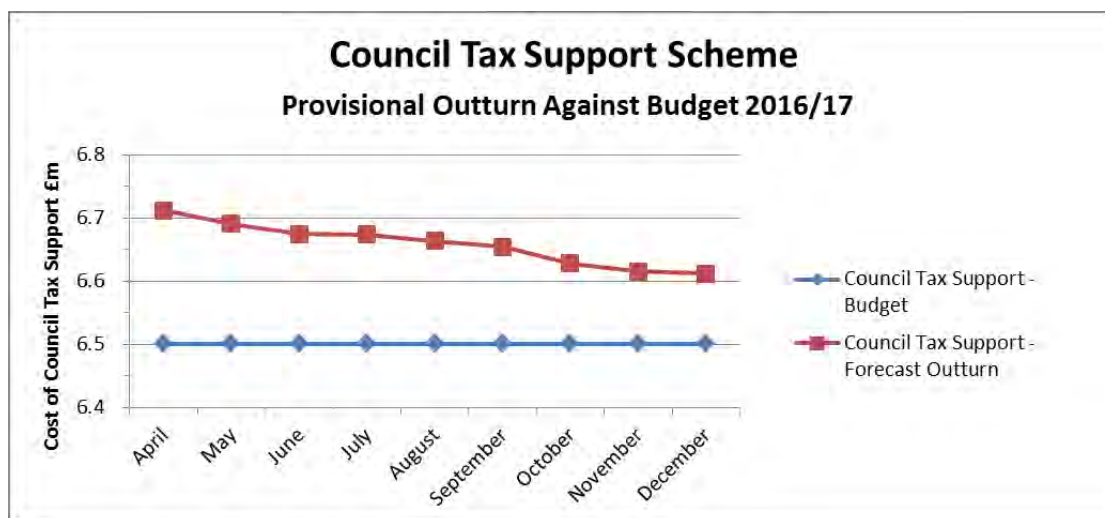
Capital Programme

Budget and Expenditure Update



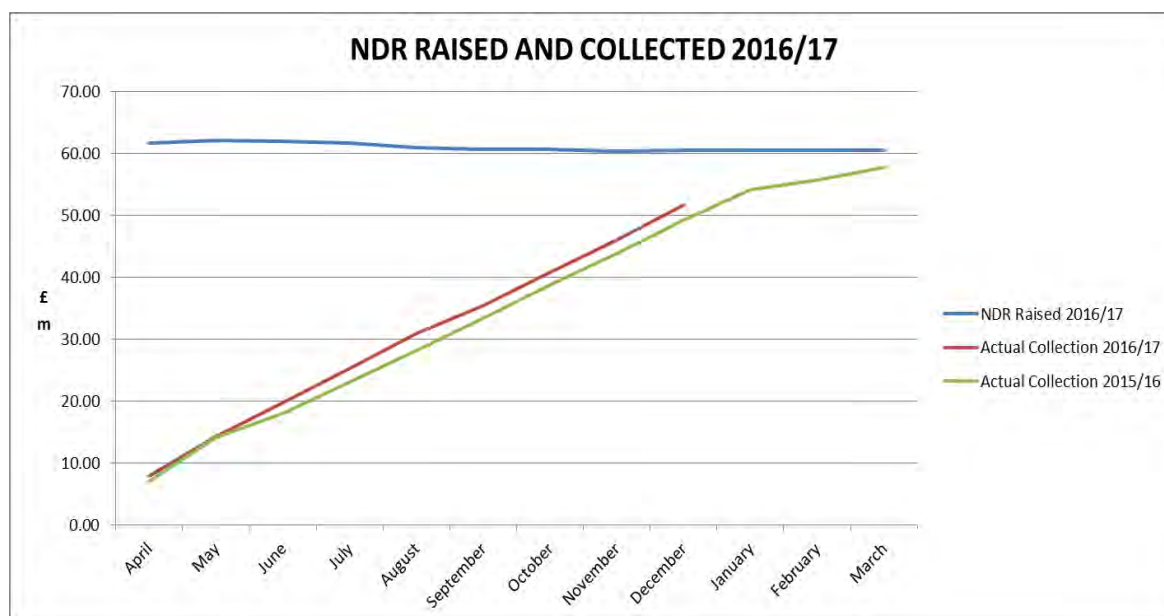
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.1m above the budgeted £6.5m. Any 2016/17 increase in Council Tax Support will impact in 2017/18.



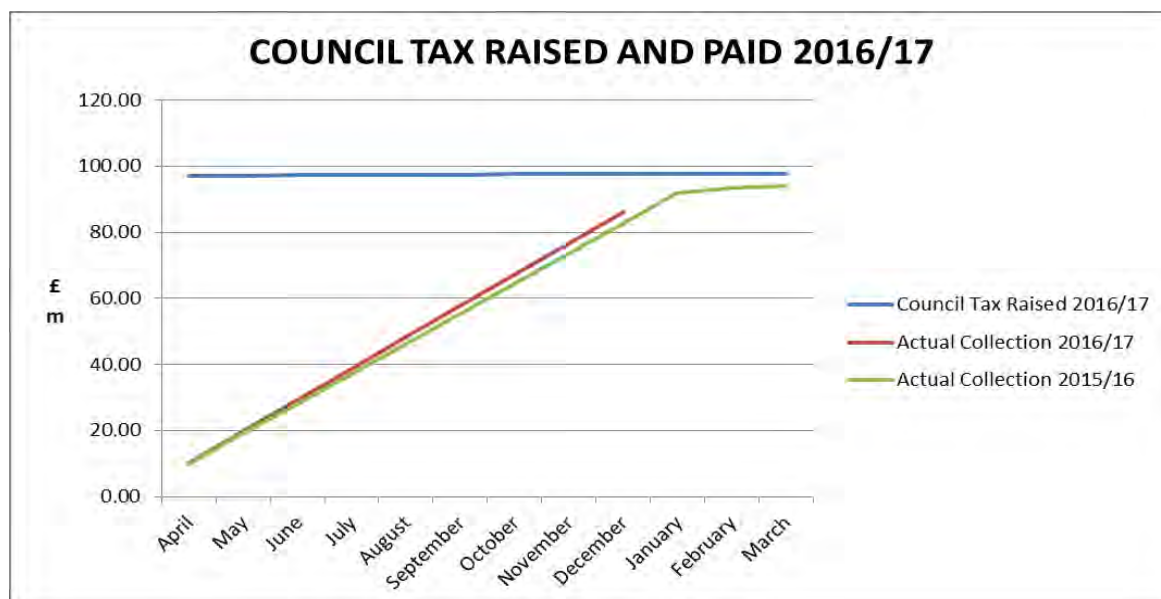
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



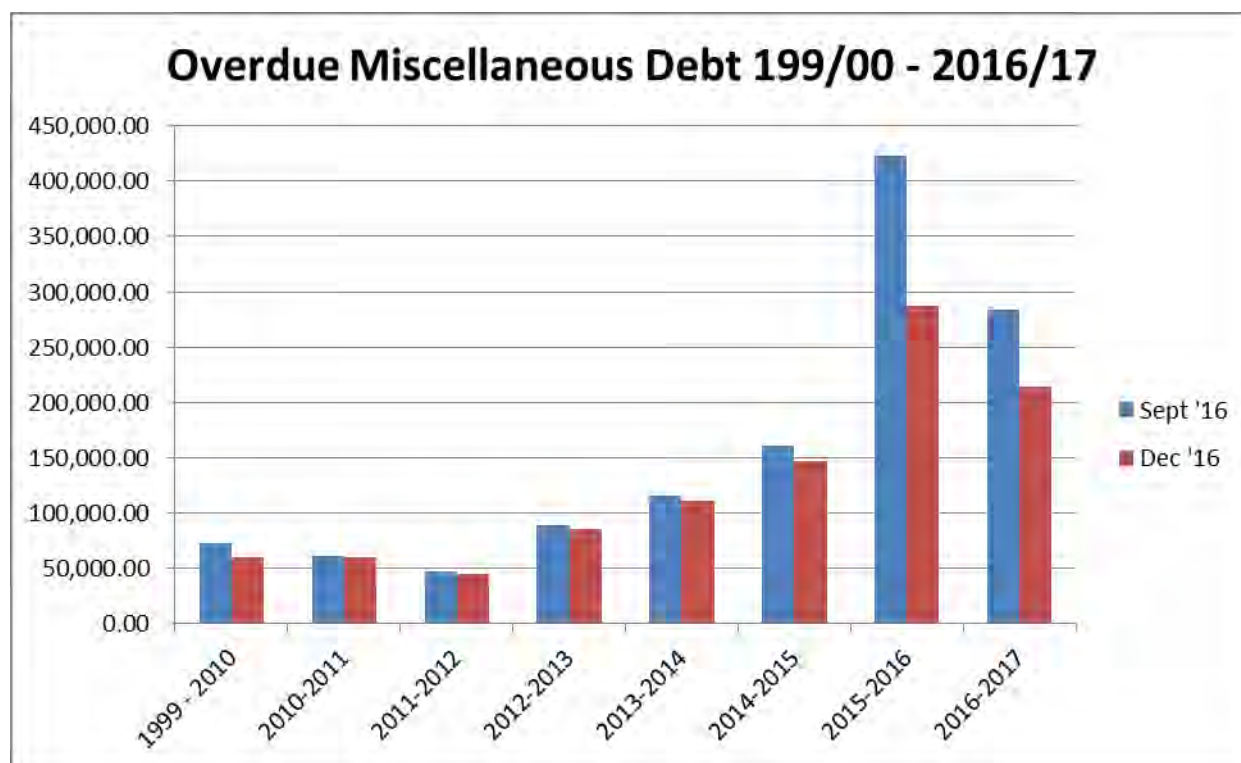
The graph above shows the total amount of NDR bills raised in 2016/17 and the actual receipts received up to end of December, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £60.51m.

Collection of Council Tax



The graph above shows the total amount of Council Tax bills raised in 2016/17 and the actual receipts received up to end of December, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £97.55m.

Miscellaneous Debt



The total outstanding debt as at 31 December 2016 is £1.011m (£1.351m September 2016) of which £0.797m is prior year debt (£0.970m September 2016), down from £1.797m as at 31 March 2016.

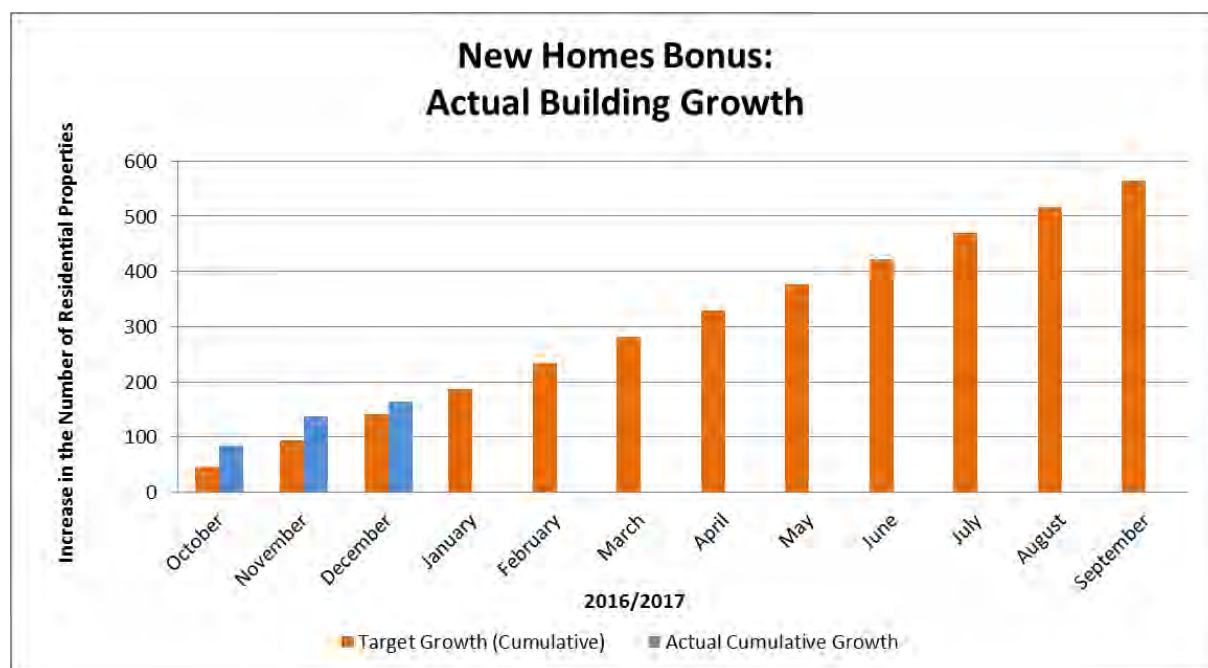
The graph shows the level of overdue miscellaneous income debt (debt is overdue when it is older than 21 days). Even though the 2015/16 debt position is currently showing a large outstanding amount the majority of this (£166k) is being collected via direct debit and will be paid by the end of the current financial year.

New Homes Bonus

The 2015/16 reporting cycle (October 2015 to September 2016) is now complete, and we were 96 units ahead of the target with 637 new homes completed compared to the target of 541. The impact of these additional units will come through in 2017/18 however any growth may be tempered by potential changes to the New Homes Bonus scheme that the Government will be introducing.

The new reporting cycle has just started and the target number of completions for 2016/17 (October 2016 to September 2017) in the Planning Annual Monitoring Report (December 2015) is 940. The draft Planning Annual Monitoring Report (December 2016) is showing a reduced completions target for 2016/17 of 567. This lower figure has been used to assess the impact actual completions will have on NHB receipts.

As part of the Local Government Financial Settlement 2016/17 issued in December 2016 the Government announced changes to the New Homes Bonus Scheme. The number of years over which NHB will be paid has reduced from six to four and a new 'deadweight' factor of 0.4% is now being applied meaning the first 0.4% growth above the base does not attract NHB. The impact of these new factors, particularly the deadweight, on the NHB receipts beyond 2017/18 is currently being assessed.



New Homes Bonus: Band D Equivalent Growth



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 bring about more efficient collection	(207)	AMBER	AMBER	Reprofiled implementation to ensure accuracy of new models of collection revised start date 27 February
Whole Service	Staff Restructuring	(300)	GREEN	GREEN	
Whole Service	- Parking Services - Increased Fees	(110)	RED	RED	Proposal withdrawn by Members
	- Parking Services - Stop "Free after 3 at Xmas"	(10)	RED	RED	Proposal withdrawn by Members
	- Parking Services - MSCP 3rd Flr Licence	(10)	AMBER	AMBER	Due to complexity of negotiation, expected to achieve in February 2017
	- Parking Services - Increased ECN Productivity	(20)	RED	RED	Long term sickness has meant that this has been missed
	- Trade Waste	(20)	GREEN	GREEN	Target over achieved in year one. Target for 2019/20 already achieved
	- Grounds Maintenance - County	(70)	RED	RED	Proposal withdrawn by Members
	- Grounds Maintenance - Luminus	(30)	GREEN	GREEN	All OK
	- Street Cleansing - County				
	- Street Cleansing - Luminus				
	- Street Cleansing - Regime change and fully charge services to Parishes				
	- Countryside Service	(30)	AMBER	AMBER	Income target achieved, however increased costs have reduced the net position to £12k in 2016/17
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	Muir in place £31,500, CAB in EFH £8,000, DWP 2017/18 £35,000, Interaction 2017/18 £30,000; currently only £20k short of 2019/20 target
TOTAL OPERATIONAL SERVICES		(860)			
Customer Services					
Customer Services	Reductions in Service offer	(39)	GREEN	GREEN	
	Restructure of Customer Services and relocation of Call Centre to Pathfinder House	(183)	GREEN	GREEN	
	Creation of Multi-Agency Customer Service HUB at Pathfinder House	(17)	GREEN	GREEN	
	Review the costs and benefits of the CSC's at Yaxley, St Neots & Ramsey	0	GREEN	GREEN	
Document Centre	Re-procurement and rationalisation of print and postage services	(31)	GREEN	GREEN	
	Increased income generation from external customers	(60)	AMBER	AMBER	Work looking at potential commercial partnership progressing. MTFs is proposed for adjustment in the budget papers going to Members in Q4
Housing Needs	Re-procurement of Information Technology Systems	(10)	GREEN	GREEN	
	Reduction in Homelessness Prevention Budget	(20)	GREEN	GREEN	
	Reduce Homelessness related Housing Benefits due to reduced use of temporary accommodation	(60)	RED	RED	2016/17 has seen an increase in homelessness and use of temporary accommodation. MTFs is proposed for adjustment in the budget papers going to Members in Q4
Local Taxation	Changes to billing - single bills with HB and e-billing	(2)	GREEN	GREEN	
	Online self service for customers	(21)	GREEN	GREEN	
	Changes to telephone answering standards	(21)	GREEN	GREEN	
Housing Benefits & Fraud	Online self service for customers	(55)	GREEN	GREEN	
	Send single annual bill and benefit entitlement	(12)	GREEN	GREEN	
	Review of benefits surgery in St Ives	(5)	GREEN	GREEN	
	Increased recovery of HB Overpayments	(7)	GREEN	GREEN	
TOTAL CUSTOMER SERVICES		(543)			
Leisure & Health - Phase 3					
	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 project	(22)	GREEN	GREEN	
TOTAL LEISURE & HEALTH SERVICES		(102)			
Community Services					
Strategic Assets & Projects	Restructuring	(88)	AMBER	AMBER	Amber - slippage in delivery, project completion 28th November 2016; £10k reserve to Development Management from 2016/17 (£5k) and 2017/18 (£5k); and 0.5 FTE Grade G permanent post being created in Operations (£18.5k)
	Reductions in Environmental Improvement Budgets	(10)	GREEN	GREEN	Green - £10k removed in 2016/17 budget compared to 2015/16 (£E90); further £5k to be removed 2017/18 - but this is now under the control of Operations
Licensing	Removal of vacant post	(12)	RED	RED	Red - this will not be delivered, £12k funded from elsewhere in Community salary budgets as part of restructure
	Wireless CCTV cameras	(25)	AMBER	AMBER	Amber
TOTAL COMMUNITY SERVICES		(135)			

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
Development Services					
Economic Development	Various Grants	(30)	GREEN	GREEN	
Development Management & Planning	Changes to working practices	(80)	GREEN	GREEN	
Policy	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)	AMBER	AMBER	Not expecting to achieve due to the removal of the reserve budgets. Works that were originally earmarked to spend against reserves will now need to be funded alternatively. One of the alternatives will be the revenue budget
	Increased and new fees and charges	(77)	GREEN	GREEN	
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)	GREEN	GREEN	
	Review of LGSS Contract	(4)	GREEN	GREEN	
	Efficiencies through the centralisation of training across the Council.	(60)	GREEN	GREEN	
TOTAL CORPORATE SERVICES		(221)			
TOTAL SAVINGS		(2,260)			

Appendix F

CIS Investment Investigations

The following table is a summary of the reasons for rejecting investment opportunities that arose between April and December 2016:-

Rejected because;	
Already under offer	10
Yield too low	7
Leasehold and not freehold	4
Distance too great	4
Risk too high	10
Lack of diversity against current portfolio	3
Too management intensive	2
Concerns about condition	2
Concerns about flats above	1
Concerns about the tenant's business model	2
Too geographically diverse	4
Joint venture do not materialise	1
Other	7
Total	57

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Commentary (Completed)
1. Develop a long term narrative of the future of Huntingdonshire to inform place shaping, direct decision making and future forms of partnership working. This should make use of local evidence and context, along with national data of future trends and projections, to underpin this.	1a. Give further consideration to this recommendation once a decision on devolution is made by Council in October 2016.	Jan-17	Jo Lancaster	Cabinet, O&S, Local Stakeholders	Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe)	G	
	1b. Statutory consultation on proposed Local Plan to 2036 submission.	May-July 2017	Andy Moffat	Planning Policy, Cambridgeshire County Council Transport	Local Plan to 2036 (Cllr Harrison)	A	
	1c. Analyse a range of data, including Economic, Health, Demography and housing trends to identify future trends and areas of concern that may present barriers to achieving our long term vision for Huntingdonshire.	Apr-17	Adrian Dobbyne	Dan Buckridge	Local Plan to 2036, Housing Strategy (Cllr Bull) and Skills and Enterprise Policy (Cllr Harrison)	G	
	1d. Work with Cabinet to ensure decisions are made based on the evidence and for them to proactively work to inform residents and partners on the vision for Huntingdonshire. For example, providing report writing training for senior officers.	Year end	Jo Lancaster	Cabinet	Cllr Cawley	G	
2. Ensure the Corporate Plan drives the budget and delivery - this will mean changing the footprint of existing service delivery to focus on new priorities.	2a. Involve Members in reviewing the Corporate Plan and deciding what our key actions and performance indicators should be.	Mar-17	Adrian Dobbyne	O&S/Cabinet	Plan on a Page, Budget and MTFS (Cllr Gray)	G	
	2b. Make clear decisions on what our services standards should be based on cost and customer need, to include reviewing the provision of non-statutory services.	Feb-17	HoS / PFH	Council	Plan on a Page, Budget and MTFS (Cllr Gray)	G	
	2c. Quantify the workstreams on the reworked Plan on a Page to better link finances and delivery.	Oct-17	Clive Mason / Jo Lancaster	PFH Resources	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓
	2d. Introduce charging options for higher levels of service.	Dec-17	HoS / PFH	O&S/Council	Review of Parking Fees and Charges (Cllr Tysoe)	G	
	2e. Use benchmarking data to ensure resources are achieving maximum value within 2017/18 service plans.	Feb-17	HoS / PFH	HoS	Cllr Cawley	A	
	2f. Use the budget challenge process to focus budgets on achieving Corporate Plan priorities.	Nov-16	Anthony Kemp	O&S/Council	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Commentary (Completed)
3. Recast the approach to working in partnership, recognising that this means not always leading, to secure benefits for the wider area and the community.	3a. Build on the decision to award two contracts, one for advice based services and the other for infrastructure services, to the voluntary sector in order to ensure the sector is in the best possible position to support the community.	Mar-17	Nigel McCurdy	Third sector/O&S	Community Resilience Plan (Cllr Dickinson)	A	
	3b. Ensure formal contracts with partners are written to protect the interests of the Council and its residents.	Year end	Clive Mason	Corporate Governance Committee	Cllr Brown	G	Where the Council has contractual relationships with contractors, 3rd Sector and other partners, all such contracts will adhere to the Councils Code of Procurement".
	3c. Develop an asset disposal/asset management plan for HDC land and property.	Year end	Clive Mason	Cabinet	Use of Council Assets (Cllrs Gray and Howe)	G	✓
	3d. Use the Making Assets Count programme to maximise benefits from colocation or better use of existing assets.	Year end	Nigel McCurdy	County / Districts / Public Sector	Use of Council Assets (Cllrs Gray and Howe) and County Council Land Swap and Maintenance (Cllrs White and Gray)	A	
4. Use all Members' democratic position, as ambassadors of the Council, to engage and influence partners and forms of partnership working.	4a. All Members appointed as representatives on organisations to be responsible for reporting to O&S on a quarterly basis.	Apr-17	Adrian Dobbyne	Group Leaders	Cllr Cawley	G	
	4b. Introduce a Council Champion approach and ask all members to sign up to the principle of acting as an ambassador of the Council.	Apr-17	Adrian Dobbyne	Group Leaders	Relationships with County, Town and Parish Councils (Cllr Dickinson)	G	
	4c. Encourage all members to keep themselves up to date on HDC decisions via existing mechanisms.	Apr-17	Adrian Dobbyne	Group Leaders	Cllr Howe	G	
	4d. Remind officers of the need to ensure Members are aware of key decisions on service provision in their wards.	Jan-17	Adrian Dobbyne	All Councillors	Cllr Howe	G	
5. Improve the relationship, the Council offer and partnership working with the business sector.	5a. Work with the LEP to improve insight and intelligence into the local economy and businesses based in Huntingdonshire	Apr-17	Jo Lancaster	Leader/ PFH	Skills and Enterprise Policy (Cllr Harrison)	A	
	5b. Through our connections, work with Town Councils and small businesses to improve insight and intelligence into local economy and small business sector	Apr-17	Jo Lancaster		Cllr Howe/ Cllr Dickinson	A	

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Commentary (Completed)
6. Retain the Council's focus on continued growth, including meeting the full range of housing need. Growth will be contingent upon increased housing.	6a. Present details of progress indicated in the Annual Monitoring Report to O&S and Cabinet.	Jan-17	Andy Moffat	O&S / Cabinet	5 Year Housing Land Supply and Housing Strategy (Cllrs Harrison and Bull)	G	✓
	6b. Undertake a longer term assessment of options to generate more affordable housing and temporary accommodation in the district.	Dec-16	Andy Moffat / Jon Collen	O&S E28/ Cabinet	Homelessness Accommodation (Coneygear Court) (Cllr Fuller) and Housing Strategy (Cllr Bull)	G	Reports considered at Nov 16 and due to be considered at Jan 17 PDG meetings
7. Conduct further work on refining the organisational understanding of efficiency that extends beyond just financial savings. This should link efficiency with the other two Council priorities of growth and enabling communities. New ways of working can lead to outcomes that include redefining models of delivery, service improvement and improved satisfaction.	7a. Commence a programme of work relating to continuous improvement to enable the business to work smarter and achieve more with less.	Dec-16	CMT	SMT / Cabinet	Commercialisation (Cllrs Brown), improvement (Cllr Cawley)	G	
	7b. Develop measures to monitor customer satisfaction and implement the Customer Service Strategy.	Mar-17	Adrian Dobbyne / John Taylor	O&S / Cabinet	Cllr Cawley	A	All HoS have actions in their service plans to deliver the Customer Service Strategy. In addition work will be happening in the transformation programme to develop measures that suit a new delivery model
8. Extend benchmarking activity so that the Council can benefit from understanding the 'value for money' of its services compared with other councils. This would assist the Council in its decision making on service cost, quality and performance.	Related actions already listed under 2e, 7a and 7b.					N/A	

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Commentary (Completed)
9. Enhance and develop the organisational understanding of demand management to form the cornerstone of the enabling communities and community resilience priority. Initiate an internal and external debate on what an enabling communities programme might look like and use this to inform the production of an Enabling Communities Strategy. This would guide Council activity on this priority with greater assurance and understanding of resources required.	9a. Engage with internal and external stakeholders to develop a Community Resilience Plan.	Mar-17	Chris Stopford	Cllr Criswell	Community Resilience Plan (Cllr Dickinson)	A	
	9b. Create an action plan to deliver the plan.	Apr-17	Chris Stopford	Cllr Criswell	Community Resilience Plan (Cllr Dickinson) and Relationships with County, Town and Parish Councils (Cllr Dickinson) and updated / expanded Community Planning Guide (Cllrs Dickinson and Bull)	A	
10. Continue to develop the model of Commercial Investment Strategy to produce future income streams. As part of this evaluate how the Strategy could both deliver economic growth and housing priorities within the area while also generating important income streams.	10a. Review options for investment in housing and any savings that could be achieved against housing support costs.	Feb-17	Clive Mason / Andy Moffat	Cllr Gray / Cllr Bull	Homelessness Accommodation (Coneygear Court) (Cllr Fuller) and Use of Council Assets (Cllrs Gray and Howe)	G	This is ongoing. DISPOSALS 10 property disposal programme is being reviewed for temp / affordable housing / planning considerations. Other disposals will be reviewed on an as-and-when basis. ACQUISITIONS Where commercial acquisitions can be made, housing opportunities are included in the mix of propositions. Where specific housing needs can be addressed by "investment", these will be looked at on their own merit. The forthcoming Housing Strategy will address this issue.

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Commentary (Completed)
	10b. Start to consider the impact of changes to NNDR retention when making commercial property investment decisions, along with the employment opportunities that may be presented.	Apr-17	Clive Mason / John Taylor	Cllr Tysoe	Use of Council Assets (Cllrs Gray and Howe)	G	The CIS is aimed at propositions both inside and outside the Councils boundary. Where investments can be made inside the boundary, including development / build, such propositions will be looked at on their merits.
	10c. Services to review their commercialisation and income generation opportunities.	Feb-17	HoS	Cabinet	Commercialisation (Cllrs Palmer and Brown)	A	
11. The relationship with the Local Enterprise Partnership needs to be 'reset' and built afresh, taking a different approach from that to date, recognising the constraints both organisations are under.	11a. Use devolution as a catalyst to reset the relationship with the LEP.	Year end	Nigel McCurdy / Jo Lancaster	LEP / Cllr Harrison	Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe)	A	
12. Produce a formal transformation strategy and implementation plan.	12a. Produce a formal transformation strategy and implementation plan.	Dec-17	Anthony Kemp	Cabinet / E29SMT	Cllr Cawley	G	
	Related action already listed under 7a.					N/A	