

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2017/18 Quarter 1

Meeting/Date: Overview and Scrutiny (Performance and Customers)
Panel, 6 September 2017
Cabinet, 11 October 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 April 2017 to 30 June 2017. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of June.

An update on the Commercial Investment Strategy includes details of investments to date and the level of returns these are expected to generate, with information on potential investment opportunities reviewed in quarter 1 attached at Appendix F.

Recommendations:

The 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.

The Cabinet is also invited to consider and comment on the Council's financial performance at the end of June, as detailed in Appendices D and E, and the register of reviews of Commercial Investment Strategy propositions at Appendix F.

1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2016-18 and updates on project delivery and financial performance.

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2016-18 was refreshed for 2017/18 in March 2017 and sets 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 2017/18.
- 2.2 As recommended by the Project Management Select Committee, project updates are included in this performance report at Appendix C. There are currently 27 open, pending approval or pending closure projects and six closed projects logged on the SharePoint site across all programmes. This report covers all of these projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of June. Performance is summarised in sections 4-6 below and details are listed in the Financial Performance Monitoring Suite at Appendix D. A review of the position of Zero Based Budgeting (ZBB) savings to date has been carried out and a RAG (Red, Amber or Green) rating for each item is listed in the table at Appendix E. Commercial investment propositions reviewed are at Appendix F.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 will be circulated to Cabinet following their meeting on 6 September.
- 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 following table summarises Quarter 1 progress in delivering Key Actions for 2017/18:

Status of Key Actions	Number	Percentage
Green (on track)	37	88%
Amber (within acceptable variance)	4	10%
Red (behind schedule)	1	2%
Awaiting progress update	0	0%
Not applicable	1	n/a

Nearly 90% of the Key Actions were on track at the end of Quarter 1.

Only one of the Key Actions had a Red status indicating that it was behind schedule. This was the action to maintain clean open spaces, where nearly a third of work was not to standard. This work is subject to seasonal variation but this performance was uncharacteristically low. Details of the problems encountered and actions taken to resolve these are listed at 3.5 below.

3.5 Quarter 1 results for 2017/18 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	27	57%
Amber (within acceptable variance)	11	23%
Red (below acceptable variance)	9	19%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	3	n/a

Excluding the indicators with no results available, this shows that the Council achieved the majority of its targets at the end of Quarter 1. Targets were missed by more than acceptable levels of variance for nine indicators. Details of these Red indicators are listed below.

The percentage of sampled areas which were clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations was uncharacteristically low in the quarter at 68.5%. 349 inspections have been undertaken and details of passed inspections for each of these categories are shown below:

Category:	April	May	June
Weeds	63%	34%	30%
Litter	88%	100%	96%
Detritus	63%	66%	74%
Graffiti	96%	100%	100%

The overall performance has been adversely impacted by poor weed control performance by the contractor which is now under close management and corrective deep cleansing action has been implemented. This will be in-sourced next year to resolve these issues fully. Detritus has also been an issue, due to lack of trained operatives to deploy heavy machinery. However, alternative approaches helped to improve performance during Q1 and the issue has been corrected so future performance will show an improvement with heavy machinery deployed.

The percentage of grounds maintenance works inspected which pass the Councils agreed service specification was also below target at 71.2%. 349 inspections were completed over the quarter and the percentage of inspections passed each month is shown below:

Performance:	April	May	June
Overall Grounds Maintenance	68%	80%	89%

April's performance was down on target at 68% due to initial grass cutting being out of specification. This is not unusual due to the length of the grass before cutting and the damp mornings. The teams worked hard during this month to get things into specification and have subsequently delivered high standards.

The average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 was well below target at 44.7 weeks, with the Home Improvement Agency shared service not performing as well as is expected. A new experienced manager is in post at the HIA and it is expected that performance will improve. The introduction of a contractors' framework is due to be implemented and is expected to increase the number of contractors available and therefore the speed with which DFGs are completed, although this may not show significant improvements until Q4. The pressure on the HDC budget has also resulted in an increased time for approval of grant applications.

The number of visitors to leisure centres is below target and down on the level recorded for Q1 last year. A significant reduction in use by schools (c.20,000 fewer visits in the year to date) accounts for nearly half of the reduction/shortfall against target as schools are cutting budgets. Impressions fitness activities at some sites are showing improvements but fitness class

numbers are falling still across the board. A review of class structures and instructor pay is underway.

Following new waste collection rounds being implemented on 29 February, the number of missed bins increased as the collection crews were getting used to their new rounds. A lot of work has taken place to assist the crews in locating properties and ensuring further missed collections don't happen. With this additional support for the collection crews, and the crews becoming more familiar with their rounds, further missed bins will decrease. The table below shows how performance varied from April to June, with more than twice as many bins missed during April compared to May and June. Although the volume of bins missed was far higher than usual, more than 99.7% of bins were collected as scheduled in each of these months.

Month:	Total missed bins	Missed bins per 1,000 household collections	Percentage missed
April	1,213	2.7	0.27%
May	467	0.9	0.09%
June	599	1.2	0.12%

The number of missed bins also had a significant impact on dealing with complaints on time. The Council dealt with more than five times the number of complaints received in Q1 2016/17 and the majority of these related to missed bin collections. The high volume of complaints meant many were not resolved within 20 working days. While complaints have fallen and future performance should return to normal, it is highly unlikely that 2017/18 performance will recover by the end of the year.

The percentage of calls answered by the Call Centre was also affected by the new waste collection rounds and the volume of calls this generated, as well as the impact of the unplanned General Election which resulted in over 1,600 additional elections calls. Both of these call types are time consuming to resolve and put service levels under pressure. In spite of this, customer satisfaction remained high.

The Council's financial performance in achieving planned net budget reductions was also rated Red due to an overall forecast overspend of £0.4m, as stated in section 4.1 below. However, the overall position does include savings made as planned where Zero Based Budget (ZBB) and Line by Line Review savings have been achieved. Detailed explanations of the Council's revenue and capital budget overspends can be found at Appendix D.

3.6 The status of corporate projects at the end of June is shown in the following table:

Corporate project status	Number	Percentage
Green (progress on track)	11	33%
Amber (progress behind schedule, project is recoverable)	10	30%
Red (significantly behind schedule, serious risks/issues)	5	15%
Pending closure	1	3%
Closed (completed)	6	18%

Six projects have recently been completed with close-down reports received by the Project Management Governance Board, with another project currently in the close-down stage. Business cases for a further three projects have not yet been approved by the Board.

Of the projects currently in the delivery stage, five were Red at the end of Quarter 1 as they were either significantly behind schedule, had serious risks or issues identified or had a lack of governance documentation. All five had previously been rated as Red at the end of March. Details of all Red projects can be found in Appendix C.

4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 1 Financial Performance Monitoring Suite (FPMS), which provides details on:

- **Revenue and Reserves 2017/18** – the approved Budget is £17.2m and the forecast is £17.6m which is an overspend of £0.4m.
- **Capital Programme 2017/18** – the approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m. The forecast is £12.8m giving an overspend of £0.36m which is being funded from additional grants and contributions.

4.2 ZBB Savings Progress

As part of the budget setting process for 2017/18, £1.9m of ZBB and Line by Line Review savings were approved. A review of the position of these savings for the year has been carried out and a RAG (Red, Amber, Green) rating given.

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

	ZBB		Line by Line	
	Achievement of savings	Achievement of savings	Achievement of savings	Achievement of savings
	£000	%	£000	%
Red	3	0	57	8
Amber	418	50	351	50
Green	414	50	292	42
Total	835	100	700	100

Red – savings not achieved

Amber – savings have not been fully achieved yet at this time

Green – savings have been achieved or will be achieved in year

4.3 Risks - Homelessness

Homelessness continues to be an issue for the Council and its customers. A number of actions are in hand to try to deal with this, from short term tactical solutions through to longer term strategic planning. Examples of this include:

1. Accelerating occupation of properties by homeless clients by using 'direct lets' outside of the normal bidding/placement cycle – placing them quickly into accommodation.
2. 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. HDC is also exploring opportunities with other Housing Associations to bring more Temporary Accommodation into the available stock.
3. The Council is also looking for development opportunities directly on its own land holdings, and this is a key part of any asset disposal consideration.
4. Robustly challenging developers to ensure they deliver the maximum amount of affordable housing that is viable on sites.
5. The recent approval of the Council's Housing Strategy containing ambitious plans and actions to increase the supply of an appropriate housing mix into the District.

The Council is also part of a £750k Trailblazer project across Cambridgeshire. The project has four broad areas and works across the public sector. It will:

1. Improve the intervention and management of potential homelessness cases by joining together processes across the public sector to offer high-quality intervention activities earlier.
2. Work in the private rented sector to offer a 'rent solution' service to work alongside private landlords to reduce the amount of tenancies that are terminated.
3. Provide advice and action within the private landlord sector to increase the number of low cost tenancies that are available.
4. Develop, with a range of partners, improved support toolkits such as online budget advice or tenancy related advice and information.

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.

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 1, the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	(165)	(165)	0
Property Rental Income	(5038)	(4465)	573
Management Charge	144	108	(36)
MRP	1896	1422	(474)
Total	(3163)	(3100)	63

5.3 Investments

Between April 2017 and June 2017, 14 properties have been investigated as potential CIS investment opportunities. The Council bid on three properties, but were unsuccessful due to a highly competitive market and shortage of quality investments on the market in the first quarter. A summary is included in Appendix F.

Returns from the CCLA property fund have remained at the 2016/17 level (circa 4.5%). There will be an increase in return this year, because our dividend will also include our acquisition of shares in Q4 of 2016/17. Other investment vehicles such as bank deposits and money market funds interest rates continue to be low.

To date all of the Council's investments have been funded from the earmarked reserves and no new borrowing has been required.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

6.1 The Overview and Scrutiny Panel (Performance and Customers) received the Integrated Performance Report for Quarter 1 2017/18 at its meeting on 6th September 2017.

6.2 For the second quarter in a row, concern was expressed at the amount of time it takes the Cambridgeshire Home Improvement Agency to complete minor Disabled Facilities Grant work.

It was noted that the Overview and Scrutiny Panel (Communities and Environment) would scrutinise this in greater detail at a future Panel meeting.

- 6.3 The Panel expressed concern that the Council had not achieved the target of delivering bins within 9 to 10 working days and the revelation that there is currently a backlog of 1,000 bins to be delivered. Members were informed that the priority was the waste round reconfiguration but that there is now an action plan in place in order to deliver the bins.
- 6.4 In regards to the Waste Round Reconfiguration, the Panel noted the issue of missed bin collections. Members were informed that currently 0.08% of bins are being missed and that the Corporate Team had been working with Operations to handle missed bin complaints.
- 6.5 In addition, Members raised questions on the following topics: the Council's ability to measure weeds, litter, detritus and graffiti; recycling; the budget for Transformation; the latest developments regarding the 3G Pitch at St Neots; the budget for Operations; the Council's policy on empty homes; the money the Council has invested in the CCLA Property Fund and why One Leisure income is increasing when visitor numbers are falling. All these questions were either answered at the meeting or submitted to the relevant Head of Service for a response.

7. RECOMMENDATIONS

- 7.1 The 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.
- 7.2 The Cabinet is also invited to consider and comment on financial performance at the end of June, as detailed in Appendices D and E, and the register of reviews of Commercial Investment Strategy propositions at Appendix F.

8. LIST OF APPENDICES INCLUDED

Appendix A - Performance Summary, Quarter 1, 2017/18
Appendix B – Corporate Plan Performance Report, Quarter 1 2017/18
Appendix C – Project Performance, June 2017
Appendix D – Financial Performance Monitoring Suite, June 2017
Appendix E – ZBB Savings Agreed 2017/18 Budget Setting – RAG Status, June 2017
Appendix F – Register of reviews of CIS investment propositions 2017/18

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

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

Project Performance (Appendix C)

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

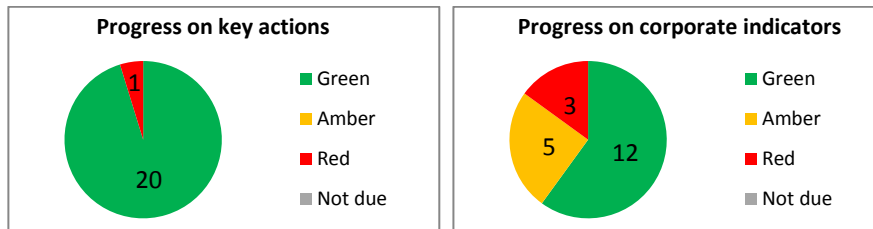
Financial Performance (Appendices D, E and F)

Adrian Forth, Finance Manager ☎ (01480) 388605

Performance Summary Quarter 1, 2017/18

Enabling communities

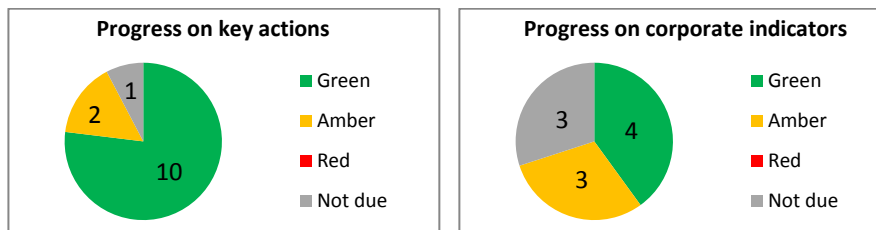
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include 62% of household waste being diverted from landfill via green waste and recycling collections.

Delivering sustainable growth

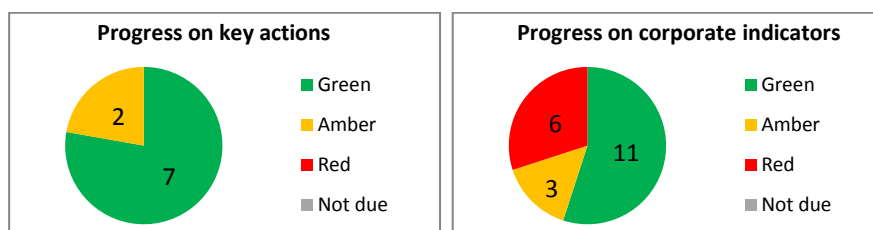
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the adoption of a new Housing Strategy by Cabinet in June 2017.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include the Council's website being rated by SOCITM as one of the top district council websites, scoring 4 out of 4 stars through assessment of a number of online services from the customer's perspective.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period April to June 2017

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
	20		0		1		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
	12		5		3		0		0

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 1. Continue to manage and enhance the joint CCTV service with Cambridge City Council	Ongoing	Cllr D Brown	Chris Stopford	CCTV management are currently undertaking the Cambridge Public Space and Car Park CCTV Infrastructure Audit and Recommendations for Cambridge City Council approval in October 2017.
G	KA 2. Reduce incidences of littering through targeting of enforcement work	Ongoing	Cllr A Dickinson	Chris Stopford	Following the restructure within the Community division, we now have a team of five officers, as opposed to one officer, with responsibilities around enforcement against those who litter.
G	KA 3. Reduce the level of household waste sent to landfill	Ongoing	Cllr J White	Neil Sloper	In Quarter 1 17/18, 62% of household waste was diverted from landfill via our green waste and dry recycling collections.
G	KA 4. Support delivery of sustainable community / leisure activities / facilities	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	Transfer of One Leisure Huntingdon Sports Hall Building completed. Redevelopment of One Leisure Huntingdon Swimming Pool Changing rooms undertaken in quarter 1.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
R	KA 5. Maintain clean open spaces to DEFRA Code of Practice on Litter and Refuse, compliant with the Environmental Protection Act	Ongoing	Cllr J White	Neil Sloper	349 inspections have been completed from April 2017 to June 2017, of which 68.4% of work was to standard. Although this indicator is impacted by seasonal variation, performance in this quarter is uncharacteristically low. This was due to poor weed control performance by our contractor and a lack of trained staff to deploy heavy machinery to clear detritus. These issues were temporary and corrective actions have been implemented.
G	KA 6. Support the delivery of the Sport and Leisure Facilities Strategy	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	Supporting with Huntingdon Town Council plans of a new sports hub for Huntingdon. Partnership work with the FA to pursue a potential new full size 3G in Ramsey.
G	KA 7. Support delivery of Open Spaces and Play Provision Strategy	Ongoing	Cllr J White	Neil Sloper	The Development Team now meet on a monthly basis with the Planning Department to discuss provision within new developments.
G	KA 8. Continue to monitor air pollution across the District, and particularly within the Air Quality Management Area, working collaboratively with partners to reduce the impact of air pollution on the health and well-being of our community	Ongoing	Cllr A Dickinson	Chris Stopford	We continue to monitor the levels of air pollution and work closing with developers to mitigate the impact of air quality on new and existing communities. We have recently undertaken a review of the air quality management area for St Neots and are awaiting the publication of the final report. This will provide further information on the current air quality position and allow a review of the management area.

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 9. Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	Total attendances for Active Lifestyles service 11,340 in quarter 1 on course for 2017/18 overall target of 44,800.
G	KA 10. Prevent homelessness where possible by helping households to remain in their current home or find alternative housing	Ongoing	Cllr R Fuller	John Taylor	Advice, assistance and interventions led to 75 successful homelessness preventions in the Quarter. The number of successful preventions by helping households find a new home in the private rented sector continues to be a challenge due to affordability issues.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 11. Work with partners to deliver the homelessness prevention 'Trailblazer Project' across Cambridgeshire	Ongoing	Cllr R Fuller	John Taylor	The process of recruiting to the Homelessness Trailblazer posts was completed in the quarter and strands of work begun to identify where interventions can be targeted to achieve better outcomes for customers. The initiatives will involve earlier interventions across a range of organisations to help avoid homelessness crisis situations where possible.
G	KA 12. Update the Huntingdonshire District Council Homelessness Strategy	October 2017	Cllr R Fuller	John Taylor	Revised strategy to be published by October 2017.
G	KA 13. Achieve Green Flag (a national standard) status for Priory Park, St Neots	Complete	Cllr J White	Neil Sloper	Priory Park, St Neots was awarded Green Flag status in July 17.
G	KA 14. Support and develop play facilities alongside Town and Parish Councils	Ongoing	Cllr J White	Neil Sloper	The Development Team are currently putting together a schedule of work for the remainder of the year, dependant on capital funding.

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 15. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr R Fuller / Cllr A Dickinson	Andy Moffat	Houghton and Wyton Neighbourhood Plan alternative modifications consultation started on 7 April 2017 and completed on 22 May 2017. Godmanchester Neighbourhood Plan formal submission consultation started on 8 May 2017 and completed on 19 June 2017.
G	KA 16. Review control and management of council owned assets and, where mutually beneficial, transfer ownership of council owned assets to the community	Ongoing	Cllr J Gray	Clive Mason	Limited opportunities identified to date, transfer of Land/WC's at Godmanchester in progress with legal. Potential car park transfer in Godmanchester under consideration.
G	KA 17. Manage the Community Chest funding pot and voluntary sector funding to encourage and promote projects to build and support community development	Ongoing	Cllr A Dickinson	Chris Stopford	The 2017/18 Community Chest funding pot received 37 applications for funding totalling £115,243. £53k of the £60k available has been awarded and a second opportunity to apply for the remaining monies has been made available.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 18. Supporting the development of volunteer opportunities	Ongoing	Cllr S Cawley / Cllr J White / Cllr D Brown	Clive Mason / Neil Sloper / Jayne Wisely	Operations have supported community litter picks (see KA 21) and will be drafting a Volunteering Strategy for Countryside Sites this year. Volunteer training record book and certificates are under development and volunteer role profiles are being developed to advertise opportunities and support the volunteers with their portfolio of work experience. School exclusion pupils can now do two days instead of one following work with schools.
G	KA 19. Support Sports Club development e.g. work with a number of clubs over the year	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	Ongoing work with clubs supporting their development and membership such as Paxton lakes Sailing Club holiday activities.
G	KA 20. Continue to work with volunteers to manage and maintain relevant parks and open space	Ongoing	Cllr J White	Neil Sloper	In quarter 1 17/18, Countryside Services had a total of 1,128 volunteers (208 admin volunteers and 919 practical volunteers).
G	KA 21. Support and encourage community action on litter picking	Ongoing	Cllr J White	Neil Sloper	18 community litter picks were carried out between April and June 17. A total of 473 bags of litter were collected.

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 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 1. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations Aim to maximise	86.89%	82.09%	80%	68.48%	R	80%	80%	G
Comments: (Operations) Although this indicator is impacted by seasonal variation, performance in this quarter is uncharacteristically low. This was due to poor weed control performance by our contractor and a lack of trained staff to deploy heavy machinery to clear detritus. These issues were temporary and corrective actions have been implemented. Weed control services will be in-sourced next year to resolve weed control issues fully.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 2. Percentage of street cleansing and grounds maintenance service requests resolved in five working days Aim to maximise	Street Cleansing - 83%	Street Cleansing - 80.5%	80%	Street Cleansing – 93.8%	G	80%	80%	G
	Grounds maintenance - 61%	Grounds maintenance - 56.7%	80%	Grounds maintenance – 81.69%	G	80%	80%	G
Comments: (Operations) CRM data has been revisited and is now a more accurate representation of performance.								
PI 3. Percentage of successful enforcements – dog fouling, litter Aim to maximise	100%	100%	100%	100%	G	100%	100%	G
Comments: (Community) The Community Protection and Enforcement Team is now fully staffed following the Community restructure. This has created five multi-skilled posts, each whom has enforcement responsibilities around dog fouling, littering, fly-tipping and anti-social behaviour. This resource now enables the District Council to drive forward their zero tolerance policy towards these types of incidents.								
PI 4. Number of play spaces created or upgraded Aim to maximise	7	N/a - was only reported annually	0	0	G	12	12	G
Comments: (Operations) This indicator is dependent on a number of issues outside the control of the Development Team, such as planning applications for new development coming forward and capital funding for upgrades to existing facilities. There is ongoing discussion about the practicalities of reporting this indicator on a quarterly basis.								
PI 5. Percentage of household waste sent to landfill Aim to minimise	44.5%	39.4%	45%	38%	G	45%	45%	G
Comments: (Operations) 18,413.38 tonnages of waste collected this quarter. 7,028.26 tonnages collected for landfill. The garden waste tonnages are higher this time of the year with 7,122.14 tonnes collected.								
PI 6. Average length of stay of all households placed in B&B accommodation Aim to minimise	5.1 weeks	4.8 weeks	6 weeks	5.9 weeks	G	6 weeks	6 weeks	G
Comments: (Customer Services) The average length of stay of households in B&B has increased in Q1 compared to the same period in the previous year (when it was 4.8 weeks). This is affected by our ability to move households on into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available (relets of existing properties and the delivery new build rented properties).								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 7a. Participation at targeted services for older people Aim to maximise	52,811 (18,751)	N/a (combined total reported)	4,075	4,542	G	16,300	16,300	G
Comments: (Leisure and Health) Group exercise classes particularly strong in quarter 1.								
PI 7b. Participation at targeted services for long-term health conditions Aim to maximise	52,811 (21,647)	N/a (combined total reported)	5,625	4,330	A	22,500	22,500	G
Comments: (Leisure and Health) Individual referrals continue to be high (90 individuals in quarter 1, 11% increase on previous year); throughput not mirroring this so may need to look into MRM reporting to assess.								
PI 7c. Participation at targeted services for disability/equity Aim to maximise	52,811 (4,743)	N/a (combined total reported)	875	1,453	G	3,500	3,500	G
Comments: (Leisure and Health) Disability Care home sessions and Walking Sports performing well.								
PI 7d. Participation at targeted services for young people (healthy weight) Aim to maximise	52,811 (1,721)	N/a (combined total reported)	625	655	G	2,500	2,500	G
Comments: (Leisure and Health) Street Sports sessions performing well. Holiday activities and school links ok but could do with some improvement to ensure performance stays on track.								
PI 8. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 Aim to minimise	35.8 weeks	32.1 weeks	28 weeks	44.7 weeks	R	28 weeks	35 weeks	R
Comments: (Development) The Home Improvement Agency shared service is not performing as well as is expected. However, a new experienced manager is in post at the HIA and it is expected that performance will improve. Additionally, the introduction of a contractors' framework has been delayed but is still due to be implemented and is expected to increase the number of contractors who are available and therefore the speed with which DFGs are completed, although this may not show significant improvements until Q4. The pressure on the HDC budget has also resulted in an increased time for approval of grant applications.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status																																																		
PI 9. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme Aim to maximise	97%	82%	95%	97%	G	95%	97%	G																																																		
Comments: (Community) The number of food premises scoring 3 or above on the Food Hygiene Rating Scheme remains good when compared with the same parameter of our neighbouring authorities (see following table). However, the team continue to focus on improving compliance with food hygiene standards to increase this performance to the benefit of our communities. <table border="1" data-bbox="622 561 1615 938" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Local authority:</th> <th>3, 4, 5 rating</th> <th>0, 1, 2 rating</th> <th>Total rated</th> <th>% 3 or above</th> </tr> </thead> <tbody> <tr> <td>South Cambs</td> <td>976</td> <td>17</td> <td>993</td> <td>98.29%</td> </tr> <tr> <td>East Northants</td> <td>644</td> <td>13</td> <td>657</td> <td>98.02%</td> </tr> <tr> <td>Huntingdonshire</td> <td>990</td> <td>30</td> <td>1020</td> <td>97.06%</td> </tr> <tr> <td>Fenland</td> <td>593</td> <td>20</td> <td>613</td> <td>96.74%</td> </tr> <tr> <td>Central Beds</td> <td>1179</td> <td>40</td> <td>1219</td> <td>96.72%</td> </tr> <tr> <td>Cambridge City</td> <td>1190</td> <td>46</td> <td>1236</td> <td>96.28%</td> </tr> <tr> <td>Bedford</td> <td>1185</td> <td>49</td> <td>1234</td> <td>96.03%</td> </tr> <tr> <td>East Cambs</td> <td>548</td> <td>28</td> <td>576</td> <td>95.14%</td> </tr> <tr> <td>Peterborough</td> <td>1341</td> <td>96</td> <td>1437</td> <td>93.32%</td> </tr> </tbody> </table>									Local authority:	3, 4, 5 rating	0, 1, 2 rating	Total rated	% 3 or above	South Cambs	976	17	993	98.29%	East Northants	644	13	657	98.02%	Huntingdonshire	990	30	1020	97.06%	Fenland	593	20	613	96.74%	Central Beds	1179	40	1219	96.72%	Cambridge City	1190	46	1236	96.28%	Bedford	1185	49	1234	96.03%	East Cambs	548	28	576	95.14%	Peterborough	1341	96	1437	93.32%
Local authority:	3, 4, 5 rating	0, 1, 2 rating	Total rated	% 3 or above																																																						
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Peterborough	1341	96	1437	93.32%																																																						
PI 10. Number of complaints about food premises (per 100 food businesses) Aim to minimise	2.7	2.1	5	2.7	G	5	3	G																																																		
Comments: (Community) This remains comparable to the data from last year, but is showing a small increase in response to increased awareness resulting from national and local promotional activities, especially through social media and the recent introduction of the Food Standards Agency national on-line reporting portal.																																																										
PI 11a. Increase the number of One Leisure members and users in targeted segments of the community: Young people (8-14) Aim to maximise	6,412	N/a – was new measure	6,412	5,947	A	6,604	6,547	A																																																		
PI 11b. Increase the number of One Leisure members and users in	2,922	N/a – was new measure	2,922	2,807	A	3,009	3,007	A																																																		

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
targeted segments of the community: Older People (55-65) Aim to maximise								
PI 11c. Increase the number of One Leisure members and users in targeted segments of the community: Families with young children Aim to maximise	7,193	N/a – was new measure	7,193	6,729	A	7,408	7,279	A
PI 11d. Increase the number of One Leisure members and users in targeted segments of the community: Young adults (18-30) Aim to maximise	6,747	N/a – was new measure	6,747	6,328	A	6,949	6,928	A
Comments: (Leisure and Health) A new marketing manager will be in place from September with the specific role of increasing membership in key targeted areas, as well as an overall increase in memberships. We are looking to increase each segment by 3% over last year but membership and casual user numbers drop and rise through the year dependent upon season and activity. The marketing manager will be able to provide a more scientific approach to forecasting.								
PI 12. Number of visits to One Leisure – leisure centres Aim to maximise	2,333,072	597,426	604,344	555,710	R	2,324,400	2,150,000	R
Comments: (Leisure and Health): A significant reduction in use by schools of the facility (c.20,000 fewer visits in the year to date) accounts for nearly 50% of the reduction/shortfall against target as schools are cutting budgets. Fitness activities are mixed – Impressions at some sites (OLR/OLSN/OLS) are showing improvements but Fitness class numbers are falling still across the board. A review of class structures and instructor pay is underway. Swimming Activities are generally static.								
PI 13. Number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health) Aim to maximise	N/a – new measure	N/a – new measure	750	1,198	G	1,660	1,500	A
Comments: (Resources) Most of the volunteers work for Countryside and Active Lifestyles, therefore the number of volunteers depends on the weather and number of corporate events.								

STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period April to June 2017

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
10		2		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
4		3		0		0		3	

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
n/a	KA 22. Review the focus for service delivery in the Council's Economic Growth Plan 2013-2023 on an annual basis	Jan 2018	Cllr R Howe	Andy Moffat	No action required this quarter.
A	KA 23. Deliver the Council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment	Ongoing	Cllr R Howe	Andy Moffat	Annual implementation and impact report made to O&S Panel (Economy and Growth) in July 2017. 3 actions on track, 3 amber, 7 red. Progress affected by staffing resource being reduced due to secondment to transformation team and delays in approval of new marketing resource.
G	KA 24. Deliver a Car Parking Strategy that is supportive of residents, visitors and local businesses	Dec 2017	Cllr J White	Neil Sloper	The scoping document for a Task & Finish group was reviewed by Economy & Growth O&S Panel and given approval to proceed with both a chair and vice chair elected. Discussion of the scoping document to ensure that a comprehensive approach is being taken for the "Strategic Review"

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Review of a "Service Profile Park" complete. Analysis of Stakeholder engagement plan. Review of the proposed online "parking user survey" Commissioning of 3 rd party to script and host "parking user survey". Finalising survey, which went live on Monday 3 rd July.

WE WANT TO: Support development of infrastructure to enable growth

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 25. Prepare an infrastructure Delivery Plan alongside the Local Plan	June 2017	Cllr R Fuller	Andy Moffat	Infrastructure Delivery Plan completed 22 June 2017; published alongside Local Plan consultation draft 2017 on 3 July 2017.
G	KA 26. Continue to work with partners and influence the Local Enterprise Partnership's (LEP's) and combined authority to secure resources to facilitate delivery of new housing and drive economic growth and to mitigate any negative impacts of this	Ongoing	Cllr R Fuller	Andy Moffat	A proposal for 'forward funding' a 3 rd river crossing under the Housing Infrastructure Fund (HIF) has been submitted to the CA. Work is ongoing under 'Marginal Viability', again part of the HIF package to unlock strategic sites that will deliver homes and jobs.
G	KA 27. 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 and the local road network to deliver the specific requirements of the Council	Ongoing	Cllr R Fuller	Andy Moffat	The team continue to have ongoing input to the A14, A428, the A1, the Oxford – Cambridge corridor (road and rail), and involvement with Network Rail regarding the ECML. Quarterly reports provided to Overview and Scrutiny Panel (Economy and Growth) and Cabinet.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 28. Work in partnership to ensure local delivery of training to meet business growth	1/9/2018 for opening of iMET	Cllr R Howe	Andy Moffat	iMET project - funding and leadership for this project as well as the leadership of HRC, are all in the process of being formally transferred to the CRC leadership.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					<p>As proposed by the recommendations of the Area Review, iMET is to be run as a Joint Venture between CRC and Peterborough Regional College (PRC). The LEP has required of CRC that they submit a revised business case and model for iMET by the end of August 2017. Construction of the building continues with completion expected in Spring 2018.</p> <p>All partners are concerned that the wider issues have delayed the critical development of iMETs curriculum delivery and the business model. At the Advisory Board meeting on the 14th July 2017 it was made clear that all partners should consider how best they are able to support CRC in the development of the business case. We will continue to support the new leadership of CRC with the iMET project, with a meeting held to plan business engagement on 27th July.</p>
G	KA 29. Encourage and support apprenticeships across the district	On-going	Cllr R Howe	Andy Moffat	<p>Jobs & Apprenticeship Fair held in St Neots – 16th June Footfall iro: 72, Exhibitors 31 – 25 Businesses (5 care, 5 construction) Providers 3, Public sector & community 5. Despite seemingly low footfall feedback from exhibitors on event organisation venue etc. was excellent. All valued the business mix of stall holders, networking and broadened their contacts.</p> <p>STEM event 23rd June – Burgess Hall 2 day event organised with Anglian Water, 181 students in attendance. Two schools withdrew from the event at fairly short notice; however those that attended reported they had a great day.</p>

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 30. Prepare the submission draft of the Local Plan	Submission by end of March 2018	Cllr R Fuller	Andy Moffat	Local Plan consultation draft 2017 published for full public consultation on 3 July 2017 as an additional stage of engagement prior to issuing the formal proposed submission plan. On-track for submission by end of March 2018.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 31. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> St Neots Alconbury Weald 	Ongoing	Cllr R Fuller	Andy Moffat	Ongoing engagement with developers through the Local Plan consultation on both sites. A total of 48 new homes have now been completed at Alconbury Weald. Pre-application discussions have commenced in respect of a new application for Wintringham Park.
G	KA 32. Maintain a 5 year housing land supply position	Ongoing	Cllr R Fuller	Andy Moffat	The Inspector's report on the public inquiry into the proposed development of 180 new homes at Lucks Lane, Buckden at which 5 year supply was an issue due in July 2017.
G	KA 33. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan	June 2017	Cllr R Fuller	Andy Moffat	The Housing Strategy was adopted by Cabinet in June 2017. The Housing Strategy Action Plan 2017/18 is being implemented.
G	KA 34. Prepare 'Masterplans' for the Market Towns	Inner Circle are expected to present the St Neots 'masterplan' in September 2017	Cllr A Dickinson	Andy Moffat	Master plan discussions have commenced by liaison with Inner Circle, who have been appointed to undertake this work by the Combined Authority (CA). The planning team have provided information when required.

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 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 14. Number of Marketing strategies on track Aim to maximise	18 (at July 2017)	17	15	13	A	15	14	A

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
Comments: (Development) The Economic Development team in June lost 0.6 FTE to the transformation team. This has had a big impact on a team of only 2.8 FTE in total. The skill set lost is not easily replaced with back filling and this has diverted resource away from marketing activities. Separately, additional resource for support with marketing activities which has been allocated budget for the whole of this year is only expected to have completed Job Evaluation and been approved by SMT in July. It is anticipated that once this resource is recruited more marketing activities will be back on track although this is not likely to impact results until Q4.								
PI 15. Proportion of Community Infrastructure Levy (CIL) receipts allocated Aim to maximise	100% (Huntingdon West Link Road)	100%	n/a	n/a	n/a	Decisions to be made by Cabinet on future spend of CIL by end of March 2018	Decisions to be made by Cabinet on future spend of CIL by end of March 2018	G
Comments: (Development) Meeting taken place with County Council regarding education needs and priorities. Meeting of Growth and Infrastructure Group to be arranged by end of Q3.								
PI 16. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over 12 months) Aim to maximise	N/a – new measure	N/a – new measure	825	901	G	1,200	1,200	G
Comments: (Development) As per report 27/07/2017.								
PI 17. Number of EDGE customers supported Aim to maximise	N/a – new measure	N/a – new measure	100	114	G	100	100	G
Comments: (Development) As per report 27/07/2017.								
PI 18a. Percentage of planning applications processed on target-major (within 13 weeks or agreed extended period) Aim to maximise	81%	82%	70%	65%	A	70%	70%	G
Comments: (Development): Reason: High caseloads among Senior Development Management Officers (SDMOs) and failure to use Extension of Time letters where appropriate – this is being addressed. What are we doing about is in medium/long term: make message clear to use Extension of Time letters where appropriate and two new SDMOs starting in September 2017 which will help to alleviate high caseloads.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 18b. Percentage of planning applications processed on target-minor (within eight weeks or agreed extended period) Aim to maximise	72%	77%	70%	81%	G	70%	70%	G
Comments: (Development) On track.								
PI 18c. Percentage of planning applications processed on target-household extensions (within eight weeks or agreed extended period) Aim to maximise	95%	93%	85%	98.5%	G	85%	90%	G
Comments: (Development) Well above target.								
PI 19. Number of new affordable homes delivered Aim to maximise	188	N/a – not previously reported quarterly	68	53	A	167	167	G
Comments: (Development) The target of 167 for the year and 68 for Q1 were the projected completions from Registered Providers. The number of new affordable homes delivered during 2017/18 is slightly lower than in 2016/17 and less than the target for Q1 due to the phasing of delivery on some sites. However, the programme is on target to deliver 167 homes over the year.								
PI 20. Net additional homes delivered Aim to maximise	535 (actual for 2015/16)	N/a – reported annually				567 (for 2016/17)	567 (for 2016/17)	G
Comments: (Development) The target of 567 is the projected completions for 2016/17 in the Annual Monitoring Report 2016. The final figures for 2016/17 will be available by the end of Q2.								
PI 21. Net business-use floor space created Aim to maximise	-12,650m ² (actual for 2015/16)	N/a – new measure	n/a	n/a	n/a	n/a	n/a	n/a
Comments: (Development) The net fall in 2015/16 was mainly attributable to the loss of office floorspace to residential and retail in Huntingdon and St Neots, and demolition of hangers at Alconbury Weald. The net figure for 2016/17 will be published in the December 2017 Annual Monitoring Report.								
2016/17 performance is expected to see a smaller net change, largely as demolition in advance of construction continued at Alconbury Weald and the first large unit (for MM UK) was occupied on the Enterprise Zone in March 2017. Future years are expected to see net increases.								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 2017

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
	7		2		0		0		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	11		3		6		0		0

WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 35. Deliver the HDC Transformation Programme; relevant work streams are Workspace, Commercial and Business	Ongoing	Cllr S Cawley	Neil Sloper, Jo Lancaster, Jayne Wisely	<p>Commercial – Cabinet approved procurement activities for possible joint ventures for CCTV and the Document Centre. If business case is sufficient, plan to bring to O&S and Cabinet in Q3 for approval.</p> <p>Business – The Business PID has been signed off. Work has been focussed on Developing a Business Change function for the Council. Six additional Lean advocates have been identified and undergone training. Currently there are Lean reviews being undertaken for CCTV and Documents Centre. A programme of Huddle Board delivery has commenced and will be rolled out across services over the next 12 months.</p>
G	KA 36. Implement action plan to reduce time taken from receipt to decision on Licensing applications	31 March 2018	Cllr A Dickinson	Chris Stopford	The Licensing Team completed a LEAN review of the taxi and private hire application processes. Initial changes have been introduced, including implementation of online DBS processes. The staffing restructure of the service and recruitment to a new

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Licensing Support Assistant role have been completed. Both these measures are having a positive impact in reducing the time to process applications. Further works emerging from the LEAN review will be implemented during 2017/18.
A	KA 37. Aim to reduce the energy usage in One Leisure by 20% via the Refit energy efficiency programme	Ongoing	Cllr D Brown	Jayne Wisely	All the lighting upgrades for Huntingdon Wet have been completed in co-ordination with the refurbishment of the pool changing rooms. The solar photovoltaic system on Huntingdon Dry has now also been installed and new boilers have been installed and commissioned at St Ives, reducing energy use at three of HDC's most energy intensive sites. The delays from the Lease signing at OLSN has meant that the Re:fit programme for this site has been withdrawn.
G	KA 38. Introduce more online self-service delivery on the Council's website ensuring we focus on customer need	Ongoing	Cllr S Cawley	Paul Sumpter	Main HDC website scored 4 stars by SOCITM – one of the top district council websites. Assessment includes testing of a number of online services from the customer's perspective. A new One leisure website is ready for public testing with go live planned for later in 2017.
A	KA 39. Maximise the income generating potential of One Leisure and all traded activities	Ongoing	Cllr D Brown	Jayne Wisely	Current forecasts are showing income streams being circa £300K down on budget as issues have delayed capital projects at St Neots and Huntingdon along with a slower than expected recovery of the Impressions Membership income line. These income shortfalls are currently being balanced with savings on expenditure (Employees / Buildings) wherever possible.
G	KA 40. Implement the HDC apprenticeship programme for 2017/18	31 October 2017	Cllr S Cawley	Clive Mason	Job descriptions and person specification completed in draft and evaluated. On track to be agreed by SMT in August. Discussion with provider scheduled for 1st September.
G	KA 41. Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members	Complete survey by 31 August 2017	Cllr S Cawley	Adrian Dobbyne	Survey scheduled for launch on 21 July, to run until 21 August, with backing from Staff Council. Results will be presented to management, staff and Employment Committee in September.

WE WANT TO: Become a more customer focussed organisation

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 42. Deliver the HDC Transformation Programme; relevant work streams are Customers and People	Ongoing	Cllr S Cawley	John Taylor, Clive Mason	Customer – work underway on key building blocks such as IT systems and ensuring we have much better understanding of customer need.
G	KA 43. Deliver a multi-agency service from a single location at Pathfinder House, Huntingdon with the Departments for Work and Pensions (DWP) and Citizens advice	Mar-18	Cllr S Cawley	John Taylor	On track. Joint project team of HDC, DWP and Citizens Advice are working on this. Final design close to sign-off, work scheduled for Q3 of 16/17 and the new service will be running by the end of 17/18.

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 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 22. Number of Council apprenticeships created Aim to maximise	n/a	n/a	0	0	G	28	28	G
Comments: (Resources) No apprenticeship starts due in Quarter 1. Currently on track to achieve target for the year.								
PI 23. Percentage of grounds maintenance works inspected which pass the Councils agreed service specification Aim to minimise	93.50%	86.46%	82%	71.22%	R	82%	82%	G
Comments: (Operations) Although this indicator is impacted by seasonal variation, performance in this quarter is uncharacteristically low. April's performance was down at 68% due to initial grass cutting being out of specification. This is not unusual due to the length of the grass before cutting and the damp mornings. The teams worked hard during this month to get things into specification and have subsequently delivered high standards.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 24. Number of missed bins per 1,000 household collections Aim to minimise	N/A	N/A	TBC	1.53	R	TBC	TBC	G
Comments: (Operations) This is a new indicator for 2017/18 and further work on setting an appropriate target is required. The new waste collection rounds were implemented on 29 February and the number of missed bins increased as the collection crews were getting used to their new rounds. A lot of work has taken place to assist the crews in locating properties and ensuring further missed collections don't happen. With this additional support for the collection crews, and crews becoming more familiar with their rounds, further missed bins will decrease. Performance for the quarter is 'Red' but did improve during the quarter and should continue to improve.								
PI 25. Total amount of energy used in Council buildings Aim to minimise	12,227,550 kWh	2,969,911 kWh	2% reduction	2,533,835 kWh 15% reduction	G	11,982,999 kWh 2% reduction	2% reduction	G
Comments: (Operations) All the lighting upgrades for Huntingdon Wet have been completed in co-ordination with the refurbishment of the pool changing rooms. The solar photovoltaic system on Huntingdon Dry has now also been installed and new boilers have been installed and commissioned at St Ives, reducing energy use at three of HDC's most energy intensive sites.								
PI 26. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise	23 days	24 days	25 days	25 days	G	25 days	25 days	G
Comments: (Customer Services) Performance in Q1 is usually lower than the rest of the year as the team catches up following year end processes. A restructure of the team took place in April 2017 resulting in a number of vacancies. To be on target is a good result.								
PI 27. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise	4 days	4.5 days	5 days	5 days	G	5 days	5 days	G
Comments: (Customer Services) Performance in Q1 is usually lower than the rest of the year as the team catches up following year end processes. A restructure of the team took place in April 2017 resulting in a number of vacancies. To be on target is a good result.								
PI 28. Percentage of business rates collected each year Aim to maximise	99%	32.1%	32.1%	32.7%	G	99%	99%	G
Comments: (Customer Services) Performance in Q1 has slightly exceeded the target. Legislative changes come into force during 2017-18 that could impact on some businesses' ability to pay. A number of discretionary relief schemes are being implemented to help mitigate the increase in rates that some businesses may face.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 29. Percentage of Council tax collected in year Aim to maximise	98.6%	29.8%	29.8%	30%	G	98.6%	98.6%	G
Comments: (Customer Services) Performance in Q1 has slightly exceeded the target despite a restructure of the team in April 2017 that resulted in a number of vacancies. To be above target is a good result.								
PI 30. Percentage of space let on estates portfolio Aim to maximise	97%	97%	95%	97.6%	G	95%	96%	G
Comments: (Resources) Comments: (Resources) Vacant units at Octagon, All Saints Cinema and unit at Phoenix Court, all have interest and in process of converting to lettings. Expected voids at other units in the coming months but register of interested parties now being maintained and being followed up to secure early re-lettings.								
PI 31. Percentage of invoices from suppliers paid within 30 days Aim to maximise	98.5%	99%	98%	99%	G	98%	98%	G
Comments: (Resources) Currently exceeding the target.								
PI 32. Staff sickness days lost per full time employee (FTE) Aim to minimise	10.7 days/FTE	2.9 days/FTE	2.0 days/FTE	2.4 days/FTE	A	9.0 days/FTE	9.8 days/FTE	A
Comments: (Corporate Team/Resources) 77% of employees had no sickness absence at all during Q1, contributing to a fall in the number of days lost/FTE (down from 2.6 in the previous quarter). Q1's performance is the lowest level of sickness reported since Q1 2015/16. Over two-thirds of days lost were due to long-term sickness.								
PI 33. Commercial Estate Rental & Property Fund Income (Net of MRP) Aim to maximise	£2.62m	£1.10m	£0.83m	£1.5m	G	£3.3m	£3.21m	A
Comments: (Resources) Existing estate income is holding up and rent reviews and lease renewals are being settled. With regard to new acquisitions in 2017/18, it has been a very competitive investment market in the first quarter with few quality investments being openly marketed. In the three months, 14 opportunities were investigated, bids made on three which were successful to the second round but subsequently outbid on two and one was withdrawn from the market. Q1 positive income reflects rent billing for the full year on some properties.								
PI 34. Planned net budget reductions achieved Aim to maximise	£1.9m	£0.283m	£0.475m	£0	R	£1.5m	£0	R
Comments: (Resources) The planned net budget reductions are not currently being achieved as Quarter 1 Financial Performance monitoring shows an overall forecast overspend of £0.4m. However, the overall position includes some savings made as planned where Zero Based Budget and Line by Line Review saving items have been achieved. Detailed explanations of the Council's forecast revenue and capital budget overspends can be found at Appendix D.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 35a. Percentage of Staff Appraisals completed (Quarter 1) Aim to minimise	N/a – one-off measure	89% of scores returned at 31/10/2016	95%	93%	A	N/a – one-off measure	95%	G
Comments: (Corporate Team/Resources) The 93% reported is based on results from the 2017 Employee Survey as HR are still in the process of collating information on appraisal documentation returned by services. Initial analysis suggests that final results will show that very few eligible staff did not have an appraisal by 30 June 2017.								
PI 36. Call Centre telephone satisfaction rate Aim to maximise	90%	N/a – was annual measure	80%	95.3%	G	80%	90%	G
Comments: (Customer Services) We are very pleased with this satisfaction result and the positive comments customers made regarding our advisors. Some customers surveyed did mention the length of time taken to reach an advisor though. This is also the case during busy times at the Call Centre, where some customers are mentioning the long waits.								
PI 37. Customer Service Centre satisfaction rate Aim to maximise	96%	N/a – was annual measure	80%	100%	G	80%	90%	G
Comments: (Customer Services) Most of our team is now cross-trained to answer calls and help face to face customers. So this reflects well on the whole team.								
PI 38a. Percentage of stage 1 complaints resolved within time Aim to maximise	78%	88%	98%	26%	R	98%	50%	R
Comments: (Corporate Team) Out of 280 complaints received in Q1, just 74 were responded to within 20 days. None of the three complaints relating to Development and just 67 out of 270 complaints relating to Operations services were dealt with on time. The majority of the Operations complaints related to missed bin collections. Due to the extremely large volume in Q1, it is highly unlikely that 2017/18 performance will recover by the end of the year.								
PI 38b. Percentage of stage 2 complaints resolved within time Aim to maximise	89%	0%	98%	73%	R	98%	95%	A
Comments: (Corporate Team) Eleven stage 2 complaints were received and three did not receive a response within 20 working days. Two of these related to missed bin collections and the other was a complex planning case requiring a site visit to progress the complaint.								
PI 39. Website satisfaction rate Aim to maximise	75%	64%	75%	69%*	A	75%	75%	G
Comments: (ICT Shared Service) *Due to an error the survey was not live for 1 month during the reporting period. The average of the two remaining months has been used to calculate performance in Q1. It should be noted that HDC website has recently been assessed as one of the best in the UK by SOCITM, who rated it 4/4 stars.								

Performance Indicator	Full Year 2016/17 Performance	Q1 2016/17 Performance	Q1 2017/18 Target	Q1 2017/18 Performance	Q1 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 40. Percentage of calls to Call Centre answered Aim to maximise	n/a	n/a	90%	65%	R	90%	85%	A
Comments: (Customer Services) We had an extremely busy quarter with the unplanned General Election and operations bin round changes generating a large number of additional calls and emails over a prolonged period. We had over 1,600 additional Elections calls alone. Operations and Elections call types are time consuming to resolve and put our service level under pressure. In spite of this customer satisfaction remains high (see PI 36).								

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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Projects relating to Huntingdonshire District Council services/facilities only:

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 (Resources)	30/11/17	30/06/17	<p>July 2017 - building surveyors were appointed and initial investigations and project costs received showing anticipated costs over capital budget for this project.</p> <p>Tender process has now completed and revealed a wide range of pricing (£190k to £485k) and approach to the roof problems. Tenders were issued in conjunction with other roof projects at Clifton Road and Levellers Lane to ensure any value is engineered through multiple projects/single tender approach.</p> <p>HDC appointed building surveyors are undertaking further evaluation of the tenders to make a recommendation early August. The forecast spend has been increased to £205k + £4k fees.</p> <p>Anticipated work order to be placed in time for early Autumn works.</p>	Red	Within last month
<p>Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.</p>	Facing the Future	Clarke, Jon (Leisure)	30/09/15	31/03/17	<p>There are still ongoing legal issues regarding the lease at St Neots which have prevented any progress from occurring. Project site to be updated.</p>	Red	Over 6 months ago

<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>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	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. User requirements for operations back office and in-cab technology are currently being established by 3C IT across South Cambridgeshire, Cambridge City and Huntingdonshire District Council. Workshops are completed. HDC awaiting spec to be signed off by South Cambs and Cambridge City.	Red	Within last month
<p>Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings.</p>	Capital 2016/17	Blackwell, Julia (Operations)	31/03/17	31/03/17	<p>Review of the EFH lighting project, increase in cost of £556 since the project was originally priced, due to currency fluctuations. Matt Raby assigned as PM from F&M and will work to arrange installation and siting of the sensors for rear yard lighting.</p> <p>Lighting surveys have been carried out at leisure centres to assess external lighting. Waiting on the indicative costs for sites before going out to tender.</p> <p>Indicative costs received for sport lighting. Costs and priorities to be discussed at next EMT meeting. Matt Raby appointed as PM for F&M for the Yard lighting.</p>	Amber	Within last month

<p>Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation</p>	<p>Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable</p>	<p>Green = Progress is on track with no impact to delivery</p>	<p>Pending Closure = In close-down stage</p>	<p>Pending Approval = Business Case to be approved</p>	<p>Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.</p>
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Refit Energy efficiency project regarding major works across One Leisure sites.</p>	<p>Capital 2016/17 (see 2015/16)</p>	<p>Blackwell, Julia (Operations)</p>	<p>03/04/17</p>	<p>31/07/17</p>	<p>As the deadline for including OL St Neots in the ReFit programme has now passed (31 July 2017) this site is now formally removed from the project. Lighting has been completed at OL Huntingdon Wet, along with the refurbishment of the pool changing village. Lighting at Huntingdon dry has been completed on the reduced scope. Discussions underway to transfer remaining lighting from the refurbishment project to Re:Fit and any excess to be absorbed by the contingency budget. Boilers at St Ives have been installed and commissioned, discussions on-going regarding the extra ventilation needed. PV system has been completed at H'don Dry and is fully operational.</p>	<p>Amber</p>	<p>Within last month</p>
<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>	<p>Capital 2016/17</p>	<p>Golby, Jackie (Resources)</p>	<p>30/11/17</p>	<p>30/06/17</p>	<p>Building surveyors appointed and reported on anticipated costs and alternatives. Early indicative costs were £36k over capital budget and tender process now completed revealing wide range of pricing and approach (£90k to £240k) Tenders were issued alongside capital projects for roof replacements at Phoenix Court and Levellers Lane to value engineer multiple projects/single tender savings.</p>	<p>Amber</p>	<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
					Building surveyors are undertaking further detailed analysis of tenders and expect recommendation early August. Of all the roof capital replacement projects this is the one which could be delayed if required as some remediation repairs could extend the life of the roof for a couple of years.		
<p>Levellers Lane Replace industrial roofs to address H & S and fulfil Council obligations.</p>	Capital 2016/17	Golby, Jackie (Resources)	30/11/17	30/06/17	Building surveyors appointed and reported on anticipated costs and alternatives. Early indicative costs were £60k over capital budget. Tender process now completed revealing a wide range of costs and approaches (£122-315k). Building surveyors are undertaking further analysis to ensure best value in immediate and future maintenance costs is obtained. Recommendations expected early August. The tender process was run alongside capital projects for roof replacements at Phoenix Court and Levellers Lane to value engineer multiple projects/single tender savings. Forecast spend adjusted to £144k plus £4k fees.	Amber	Within last month
<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	01/09/18	This project has been caught up in the change of leadership team at HRC who were originally leading the project. The funding and leadership for this project as well as the leadership of HRC, are all in the process of being formally transferred to the CRC	Amber	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>leadership team – effective from 1st August 2017. As proposed by the recommendations of the Area Review, iMET is to be run as a Joint Venture between CRC and Peterborough Regional College (PRC).</p> <p>The LEP has required of CRC that they submit a revised business case and model for iMET by the end of August.</p> <p>Construction of the building continues with completion expected in Spring 2018.</p> <p>Project has an AMBER status as classified by the PM due to project slippage and ongoing issues with partners workforce.</p>		
<p>Council Tax Automated Forms Introduce automated forms into business systems.</p>	Facing the Future	Davies, Ian (Customer Services)	30/09/16	31/10/16	STAGE 2 has progressed very slowly, due to Council Tax Annual Billing resource requirements, and loss of resources due to restructure. Workload still not allowing time to test.	Amber	Within last month
<p>Little Paxton Community Centre To manage the delivery of the new Lt Paxton Community Building.</p>	Community	Deeth, Claudia (Community)	31/03/17	31/03/17	Building completed and the Community Infrastructure organisation set up for handover. Project site to be updated.	Amber	Over 5 months ago
<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)	31/07/17	31/03/17	This project was delayed by lease agreements and Lottery funding agreements. The project finally got underway with the delivery and installation of temporary changing facilities and the work on the new	Green	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
					changing facilities began 27th March. The project is current on schedule for finishing mid July.		
<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>A report has been taken to O&S economy and Growth and Cabinet and approval given for the use of the funding as a loan and uses outlined for the use of the interest generated.</p> <p>Negotiations over the terms sheet continue through respective lawyers.</p>	Green	Within last month
<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 (Leisure)	30/06/17	30/06/17	Tenders have been returned and are currently being evaluated. New date to be provided. – Site not updated	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>Monitoring of the new rounds continue. Currently working with the refuse and recycling crews to ensure rounds are efficient. Changes have been made between rounds to balance the rounds and ensure the allocated work is completed each day.</p> <p>We will be looking at the winter collection rounds from Garden crews within the next few months.</p>	Green	Within last month
<p>Apprenticeships To introduce an Apprenticeship Scheme into Huntingdonshire District Council for both new and existing staff.</p>	Resources	Gammons, Laura (Resources)	31/03/18	31/03/18	Change in Project Manager and site needs some updating but on track to deliver and SMT signing up to commitments.	Green	
<p>Audio Visual in Civic Suite</p>	TBC	Ashbridge, Paul (3C ICT)	TBC	TBC	Project has been approved. <i>Project site to be set up on Bitrix.</i>	Green	Project site to be set up

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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
One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building.	Leisure & Health	Gray, Brian (Leisure)	31/12/15	31/10/16	Closedown Report not yet submitted to Project t Board.	Pending Closure	Over 3 months ago
Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes.	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	11/11/16	Project completed and closedown report taken to Project Board.	Closed	Within last month
Commercial Investment Strategy Review and Implementation Review of industrial/commercial stocks.	Facing the Future	Tilah, Bill (Resources)	30/09/15	31/03/16	Project completed and closedown report taken to Project Board.	Closed	Within last month
CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports.	Cross-Cutting	Alterton, Emma (3C ICT)	30/11/13	01/04/16	Project completed and closedown report taken to Project Board.	Closed	Within last month
Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology.	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Project completed and closedown report taken to Project Board.	Closed	Within last month
OL String Bowling To replace the current problematic bowling mechanism for the Basement Lanes Ten Pin Bowling facility at One Leisure St Ives.	Capital 2016/17	Davidson, Chris (Leisure)	30/06/16	30/09/16	Project completed and closedown report taken to Project Board.	Closed	Within last month
Benefits Landlord Portal To provide an online facility to give landlords (mainly Housing Associations) basic information relating to their tenants in receipt of Housing Benefit.	Customer Services	Huggins, Barnes (Customer Services)	30/09/16	30/01/17	A Project completed and closedown report taken to Project Board.	Closed	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
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

Joint projects with Cambridge City Council and/or South Cambridgeshire District Council:

<p>Implementation of Financial Management System To introduce a new Financial Management System across the council.</p>	3C Shared Services	Buckell, Andrew (3C ICT)	31/05/17	31/10/17	The project status is red due to the Accounts Receivable module requiring further development by the supplier. The supplier has withdrawn a consultant until early August and the interface build and B-ETL build are behind schedule.	Red	Within last month
<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	This is showing as red due to the length of time (over 18 months) it has taken to procure and then implement. The delays have come from both the supplier and the availability of Council staff to progress the project. The door readers at the Guildhall offices have been commissioned, 3C ICT has requested and been granted by MBSS a sponsor for this project.	Red	Within last month (Bitrix)
<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</p>	3C Shared Services	Solanki, Raj (3C ICT)	31/12/17	31/12/17	The status has changed to Amber for this project following information from Virgin Media on slight delays to the setup of the increased fibre links	Amber	Within last month (Bitrix)

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of out of support and aging hardware, leverage financial benefits and improve operation services.					between the sites.		
Business Continuity & DR	3C Shared Services	Solanki, Raj (3C ICT)				Amber	
Waste Services Review (SOSP)	3C Shared Services	Solanki, Raj (3C ICT)				Amber	Within last month (Bitrix)
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.	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 (Bitrix)
Switch Replacement To replace the Core and Edge switches for the computer/ telephony network at HDC.	3C Shared Services	Allen, Tony (3C ICT)	31/3/17	31/3/17	No information available	Green	Within last month (Bitrix)
Resource Booking To explore options and procure a new room booking system for internal and third party use	3C Shared Services	Slack, Louise (3C ICT)	30/06/17	31/12/16	Keytree Ltd was awarded as the supplier for the system 31st March 2017. We have had the kick off meeting with Keytree Ltd and the first project board meeting where the PID was signed off. Resources are currently being collated and developed by the 3 authorities into Keytree Ltd templates by the project team. We hope to have the system live by end of June.	Green	Within last month (Bitrix)
Environmental Health System Review	3C Shared Services	Ashbridge, Paul (3C ICT)				Green	

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Council Anywhere Initiative	3C Shared Services	Slack, Louise (3C ICT)					Green	(Bitrix)
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Financial Performance Monitoring Suite June 2017

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Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

This financial year the monthly management accounts not only include the forecast position for the financial year but also over the MTFS period. Also, the revenue statements show the gross expenditure by service and where some costs are funded by reserves this is shown to then provide the net position.

Revenue The approved Budget is £17.2m and the forecast is £17.6m which is an overspend of £0.4m.

MTFS Any impacts of the forecast that potentially will carry on over the MTFS period are detailed in the table at page 10. Currently this shows an additional cost of £141k per year.

Capital The approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m. The forecast outturn is £12.80m giving an overspend of £0.36m which is being funded from additional grants and contributions.

2. 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	(49)	Additional Licencing income and staff savings.
Customer Services	56	Housing benefit costs higher than expected but Document Centre staff savings are off-setting some of this.
ICT	256	This is the net over spend to HDC, the overall forecast of the 3Cs ICT is an overspend of £798k. The main reasons are the savings have not been identified and a new Business Case is being prepared.
Development	(44)	Combination of staff savings and additional CIL income.
Leisure and Health	(42)	Impressions income not recovering as quickly as expected however staff savings are more than off-setting this at the moment, however this is not sustainable as this will impact upon the business.
Operations	211	Complexity of waste management rounds rescheduling will mean full saving will not be achieved this year, in order to protect delivery of service.
Resources	169	Commercial investment Strategy acquisitions behind schedule so income forecasts reduced.
Directors and Corporate	(185)	Staff savings as some seconded to the Transformation Programme and other vacancies.
Total	372	

3. Revenue and Reserve Forecast

Revenue Forecast Outturn	2016/17		2017/18				
	Provisional Outturn	Budget	Forecast Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Forecast	Net Variation
	£'000	£'000	£'000	£'000	£'000	£'000	£'000 %
Revenue by Service:							
Community	1,697	1,690	1,634		7	1,641	(49) ● -2.9
Customer Services	2,816	2,659	2,715			2,715	56 ● 2.1
ICT Shared Service	1,972	1,721	1,977			1,977	256 ● 14.9
Development	578	1,355	1,473	(164)	2	1,311	(44) ● -3.2
Leisure & Health	55	(160)	(227)		25	(202)	(42) ● -26.3
Operations	4,292	4,030	4,241			4,241	211 ● 5.2
Resources	3,221	4,205	4,374			4,374	169 ● 4.0
Directors and Corporate	2,693	1,711	2,526	(1,000)		1,526	(185) ● -10.8
Net Revenue Expenditure	17,324	17,211	18,713	(1,164)	34	17,583	372 ● 2.2
Contributions from Earmarked Reserves	(757)	0	(1,164)				(1,164) ● 0.0
Contributions to Earmarked Reserves	607	0	34				34 ● 0.0
Service Contribution to Reserves	3,015	2,966	2,594				(372) ● -12.5
Budget Requirement (Services)	20,189	20,177	20,177				
Financing:-							
NDR & Council Tax surplus	(7,108)	(4,622)	(5,779)				(1,157) ● 25.0
Government Grant (Non-specific)	(8,404)	(5,855)	(6,333)				(478) ● 8.2
Contribution to/(from) Collection Fund Reserve	3,214	(1,534)	(1,534)				0 ● 0.0
Contribution to/(from) Reserves	14		1,635				1,635 ● 0.0
Council Tax for Huntingdonshire DC	(7,905)	(8,166)	(8,166)				

General Fund Reserve	2016/17		2017/18		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
Balance as at 1st April	2,537	2,568	2,598	30	1.2
Service Contribution to Reserves	3,015	3,032	2,594	(438)	-14.4
Funding Contribution to Reserves	14	0	1,635	1,635	0.0
Transfers to/from Earmarked Reserves	(150)	0	0	0	0.0
Transfer to Earmarked Reserve	(2,818)	(3,018)	(4,190)	(1,172)	38.8
Outturn forecast as at 31 March (15% of Net Revenue Expenditure)	2,598	2,582	2,637	55	2.1

Earmarked Reserves	2016/17		2017/18		Commentary
	Outturn	Addition	Deduction	Forecast	
	£'000	£'000	£'000	£'001	
S106 agreements	1,077			1,077	
Commutated S106 payments	1,322			1,322	
CIL Admin Reserve	282			282	
Repairs and Renewals Funds	1,009	34		1,043	In year budgeted contributions
Collection Fund	1,962		(1,534)	428	
Commercial Investment	3,787			3,787	
Budget Surplus	75	4,190		4,265	To be held to meet future years budget deficit
NDR Reliefs	300			300	
Special Reserve	1,300			1,300	
Transformation Reserve	1,037		(1,000)	37	Funding 2017/18 forecast expenditure on transformation
Other Reserves	2,949		(127)	2,822	Building Control reserve passed to Cambridge City Council
Total Earmarked Reserves	15,100	4,224	(2,661)	16,663	

Definitions

2017/18 Budget
2016/17 Outturn

As approved by Council, February 2017
Final figures for 2016/17, so these may vary slightly to the Provisional Outturn figures reported to Cabinet in June 2017.

3.1 The table below provides the impact of the ZBB savings on the forecast outturn which have subsequently been overturned:

Forecast outturn	£000
2017/18 Forecast outturn	278
ZBB savings reversed	(453)
2017/18 Forecast outturn – if ZBB proposals had not been reversed	(175)

ZBB savings reversed	£000
Closure of Customer Services Centres	(23)
Document Centre (income foregone)	(67)
Car parks (income foregone and rationalisation)	(268)
Grass cutting (income foregone)	(70)
CCTV (income foregone)	(25)
Total	(453)

4. 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 30 June 2017						
Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Community						
Head Of Community	89,875	83,000	6,612	89,612	(263)	
C C T V	(70,393)	(59,258)		(59,258)	11,135	Income forecast lower than expected from Service Level Agreements and Contract work (£11k)
C C T V Shared Service	256,389	265,167		265,167	8,778	
Commercial Team	293,803	293,753		293,753	(50)	
Corporate Health & Safety	102,622	103,902		103,902	1,280	
Licensing	(137,464)	(170,442)		(170,442)	(32,978)	Predicting higher than expected income on licensing at this point in the year, particularly from Licensing Act 2003 licensed premises, and in increase in the number of licensed Hackney Carriage and Private Hire vehicles (£33k)
Community Team	624,634	595,304		595,304	(29,330)	Promotion of the Council's pest control service during 2017/18 seeks to increase income (£5k) along with increased Environmental Enforcement activity resulting from the Community restructure (£2k). Savings predicted from the salaries budget due to part-time working within a number of the Community team posts (£22k)
Environmental Protection Team	379,555	376,978		376,978	(2,577)	
Emergency Planning	11,575	11,460		11,460	(115)	
Environmental Health Admin	139,140	134,209		134,209	(4,931)	
	1,689,736	1,634,072	6,612	1,640,684	(49,052)	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Customer Services						
Head of Customer Services	97,080	97,753		97,753	673	
Local Tax Collection	7,536	10,830		10,830	3,294	
Housing Benefits	685,421	769,495		769,495	84,074	This is a very large budget with £35million in benefit payments moving in/out of it annually. Variation of this amount is not uncommon. Action - Ongoing monitoring will continue, and last financial year the outturn variance was <1%
Council Tax Support	(134,894)	(135,803)		(135,803)	(909)	
Housing Needs	917,332	905,841		905,841	(11,491)	Small salary underspend whilst recruitment into vacant post occurred.
Customer Services	823,404	834,313		834,313	10,909	Variance will need to be reviewed as the plans to close the Customer Service Centres have changed. Likely to be an overspend at year end. Work in hand to assess the scale of this.
Document Centre	263,426	232,500		232,500	(30,926)	Salary underspend within the team.
	2,659,305	2,714,929	0	2,714,929	55,624	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of ICT Shared Service						
ICT Shared Service HDC	1,721,333	1,976,706		1,976,706	255,373	Original budget set in November was not aligned with the business case for the shared service. There is a delta of over £100k omitted from the budget as well as significant problems with salary budgeting approach vs business case. Also, staff budgets were set in advance of changes due to Northgate transition to 3C ICT. The forecast for services is based on actuals from 2016/17 spend with a 2% uplift, hence the excessive variance but this is inline with last years spend profile. Staff salaries are overspent to date due to use of contractors in first quarter which is being phased out over the forthcoming months. Based on actuals from last year forecast is realistic, budget was not set properly in line with business case. This is understood. Action - We will continue to remove dependancy on hired staff to maximise savings vs business case but the budget will remain overrun due to incorrect setup. We will continue to look for savings in the services area but this will have a relatively small effect until large software consolidation takes place for a major line of business system across the 3 partners. We will be inviting suppliers to return and reduce.
	1,721,333	1,976,706	0	1,976,706	255,373	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Development						
Head of Development	81,516	81,004		81,004	(512)	
Building Control	147,670	274,247	(126,577)	147,670	0	Variance relates to HDC paying over to Cambridge City Council the balance on the Building Control Reserve. Action - Variance will be covered from earmarked reserves.
Economic Development	253,389	231,307		231,307	(22,082)	Delay in recruiting to new posts.
Planning Policy	702,734	651,838		651,838	(50,896)	£11k additional cost due to additional overtime for inquiry and local plan & Maternity Leave. £94k due to forecasting increase in CIL admin income. Forecasting £20k decrease in Neighbourhood planning fees. Smaller variances amounting to some £12k.
Transportation Strategy	58,120	58,120		58,120	0	
Public Transport Total	26,100	26,100		26,100	0	
Development Management	(354,962)	(302,553)		(302,553)	52,409	Received £96k for Wintringham Park Appeal Costs (Paid for in 1617) Planning App income - Forecast per Trends sheet using averages to be £118k lower. Appeal overspend of £32k. Action - Within overall Planning budget. Application fee income being kept under review.
Housing Strategy	219,892	232,250	(35,380)	196,870	(23,022)	Reassessed staff costs forecast for 2017/18.
Apprentice Scheme	220,980	220,980		220,980	0	
	1,355,439	1,473,293	(161,957)	1,311,336	(44,103)	
Head of Leisure & Health						
Head of Leisure & Health	80,980	80,847		80,847	(133)	
One Leisure Active Lifestyles	203,274	199,972		199,972	(3,302)	
One Leisure	(444,236)	(508,079)	25,000	(483,079)	(38,843)	The majority of the variance is still due to Impressions income not meeting anticipated budget targets. A previous "recovery plan" was too ambitious and although signs of previous issues being turned around, likelihood of it happening in a short timescale is low. However, this problem is currently being offset by projected savings on staffing (£79k). Action - A full root and branch review of Impressions is underway and as areas are tackled, actions are put in place to correct any issues.
	(159,982)	(227,260)	25,000	(202,260)	(42,278)	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Head of Operations						
Head of Operations	78,789	78,840		78,840	51	
Environmental & Energy Mgt	77,167	77,301		77,301	134	
Street Cleansing	793,949	768,521		768,521	(25,428)	Carrying 3 vacancies for 1st Quarter. 0.75 FTE
Green Spaces	1,163,650	1,131,488		1,131,488	(32,162)	Saving from 3x6 month posts not filled
Public Conveniences	13,400	13,830		13,830	430	Huntingdon PC not being supported by HTC, PC closed so saving cleaning costs to offset
Waste Management *	2,000,856	2,187,097		2,187,097	186,241	£180k Round rescheduling overspend due to complexity of project. Only 2 of the 3 rounds expected to save as indicated to Cabinet in Jan-2017. Action - Full Round Rescheduling not anticipated in this current year
Operations Management	0	0		0	0	
Facilities Management	1,065,592	1,128,839		1,128,839	63,247	£47k Rent to DWP not anticipated to start this year; £6k rates increase due to Solar PV Tax for EFH
Fleet Management	256,247	258,942		258,942	2,695	
Markets	(67,542)	(64,158)		(64,158)	3,384	
Car Parks	(1,352,616)	(1,339,900)		(1,339,900)	12,716	£10k shortfall in excess charges so far this year due to sickness
	4,029,492	4,240,801	0	4,240,801	211,309	
Head of Resources						
Head of Resources	87,865	87,736		87,736	(129)	
Corporate Finance	4,604,336	4,545,853		4,545,853	(58,483)	Main reason is the increased income from loans to Rsls (100k), redundancy payments +33k, less borrowing required (19k)
Legal	218,060	212,206		212,206	(5,854)	
Audit & Risk Management	560,175	638,686		638,686	78,511	Increase in insurance tender +82k, saving from BDO covering seconded staff member (3k)
Procurement	60,226	59,781		59,781	(445)	
Finance	687,208	678,410		678,410	(8,798)	
Commercial Estates	(2,633,916)	(2,477,350)		(2,477,350)	156,566	Unsuccessful bid on CIS properties has resulted in reduced forecasted income as well as reduced forecasted expenditure on MRP and management charge
HR and Payroll Services	620,581	628,732		628,732	8,151	
	4,204,535	4,374,054	0	4,374,054	169,519	

Service	2017/18 Updated Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
	£	£	£	£	£	
Corporate Team Manager						
Democratic & Elections	776,150	723,772		723,772	(52,378)	(£53k) saving from no district elections this year
Directors	499,847	426,233		426,233	(73,614)	(£25k) Corporate Director Vacancy, (£44k) Post trf to Corporate
Corporate Team	434,710	375,708		375,708	(59,002)	(£74k) Several members of staff moved to Transformation; (£29k) Comms moved to HOSLES, £44k Post trf from Directors
Transformation	0	1,000,000	(1,000,000)	(0)	(0)	Not all seconded staff are being backfilled by the service, ergo there could be savings in other services. Action - Overspend will be funded by reserves £1m
	1,710,707	2,525,712	(1,000,000)	1,525,712	(184,995)	
HDC Totals	17,210,565	18,712,306	(1,130,345)	17,581,961	371,396	

* There is a possibility of extra costs of £190,000 due to a supplier erroneously holding onto recycling and subsequently sending it to landfill, meaning that we should not receive the credit - this error affects several councils in the area, currently under dispute

5. Medium Term Financial Strategy

2018/19 to 2021/22 MTFS (Approved February 2017)					
MTFS Service	Budgets				Comment on Variation (Incl if unavoidable, if action to rectify can be taken)
	2018/19	2019/20	2020/21	2021/22	
	£'000	£'000	£'000	£'000	
Head of Community Approved Total	1,648	1,648	1,690	1,724	
<i>Forecast Changes</i>					
Dog Control	(5)	(5)	(5)	(5)	Woodgreen Contract cost reduced.
CCTV					Commercialisation strategy will impact on later years but this is still being evaluated
New MTFS Totals	1,643	1,643	1,685	1,719	
Head of Customer Services Approved Total	2,591	2,615	2,677	2,734	
<i>Forecast Changes</i>					
Currently no changes					
New MTFS Totals	2,591	2,615	2,677	2,734	
Head of ICT Shared Service Approved Total	1,730	1,738	1,753	1,769	
<i>Forecast Changes</i>					
ICT Shared Service					New Business Case being formulated which will provide realistic savings totals and timings. Currently being evaluated.
New MTFS Totals	1,730	1,738	1,753	1,769	
Head of Development Approved Total	1,352	1,411	1,458	1,505	
<i>Forecast Changes</i>					
Currently no changes					
New MTFS Totals	1,352	1,411	1,458	1,505	
Head of Leisure & Health Approved Total	(284)	(298)	(236)	(153)	
<i>Forecast Changes</i>					
One Leisure					Expected recovery of falling membership income currently slower than expected. Root causes to be being tackled. Impact currently being evaluated.
New MTFS Totals	(284)	(298)	(236)	(153)	
Head of Operations Approved Total	3,811	3,817	3,922	4,029	
<i>Forecast Changes</i>					
Facilities Management	6	6	6	6	Increase in rates for Solar Panels
Waste Management	90	90	90	90	Recycling round rescheduling savings cannot be achieved (see Cabinet report January)
New MTFS Totals	3,907	3,913	4,018	4,125	
Head of Resources Approved Total	4,312	4,384	4,414	4,425	
<i>Forecast Changes</i>					
Commercial Investment Strategy	50	50	50	50	Line by line review savings not achievable
New MTFS Totals	4,362	4,434	4,464	4,475	
Directors & Corporate Team Approved Total	1,650	1,662	1,687	1,704	
<i>Forecast Changes</i>					
Currently no changes					
New MTFS Totals	1,650	1,662	1,687	1,704	
MTFS Forecast Total	16,951	17,118	17,506	17,878	
Existing MTFS Total	16,810	16,977	17,365	17,737	
Expected Total Variation	141	141	141	141	

6. Capital Programme

The approved gross Capital Programme 2017/18 is £9.346m. As part of the Quarter 4 Integrated Performance Suite, Cabinet on 22 June 2017 approved the rephasing schemes from 2016/17 to 2017/18 totalling £3.1m.

The gross expenditure to date is £1.119m (9% of Budget, 25% of the year) and the Capital Programme is forecast to have an overall overspend of £0.355m. This forecast overspend is funded from additional grants (DFGs) and contributions (Sports England).

Variation Commentary Summary		£000s
Overspend		
Development – DFGs		363
The overspend is based on the current level of demand from clients. This is partly offset by private donations which are forecast to exceed the budget by £0.119m		
Development – Huntingdon West Development		61
A Community Infrastructure Levy payment has been made to Cambridgeshire County Council, this will be funded from the CIL reserve.		
Underspend		
Operations - Vehicle Fleet Replacement		(61)
A saving has resulted from actual prices of vehicles being less than that estimated at the procurement stage.		
Operations – Salix		(30)
The budget available has been reduced based on the amount of work that was completed in previous years.		
Operations – Refit Projects		(142)
The works at One Leisure St Neots have now been removed from the programme.		
Rephase		
Development – Alconbury Weald		(44)
The Alconbury Weald reserve will now be used to make loans, instead of direct expenditure.		
Other		
Leisure and Health – OL Huntingdon Changing Facilities		208
This scheme was originally netted off against external grant, it has now been grossed up to show the expenditure an income separately.		
Total		355

There is a risk that this level of forecast will not happen as there are schemes that have not started yet. This process is managed by the Finance and Performance Governance Board. 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 next 2 tables provide the following information:

Table 1 – the Capital Programme by scheme with proposed rephasing, expenditure to date and forecast outturn.

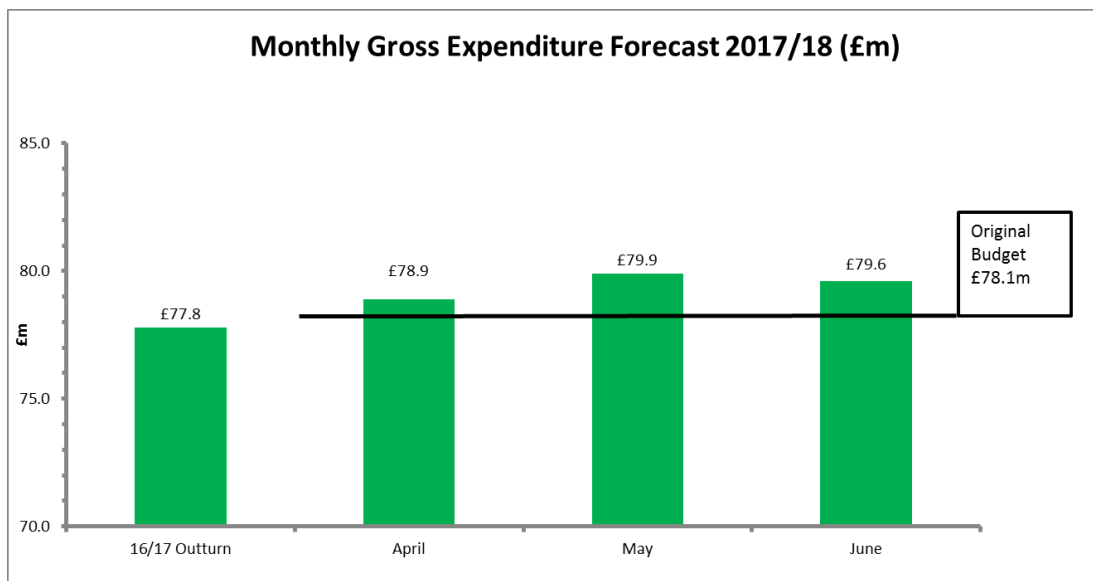
Table 2 – the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing.

Capital Programme Forecast 2017/18		June							
Table 1 Expenditure	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure to date £	Forecast £	Variance £		
Community									
CCTV Camera Replacements	Chris Stopford	190,000	30,000	220,000	0	220,000	0		
CCTV Pathfinder House Resilience	Chris Stopford	20,000		20,000	0	20,000	0		
CCTV Wi-Fi	Chris Stopford	250,000		250,000	0	250,000	0		
Lone Worker Software	Chris Stopford	20,000		20,000	0	20,000	0		
Development									
Disabled Facilities Grants	Caroline Hannon	1,300,000		1,300,000	297,408	1,663,716	363,716		
Huntingdon West Development	Claire Burton		35,000	35,000	61,332	96,332	61,332		
Alconbury Weald Remediation	Sue Bedlow	1,985,000		1,985,000	0	1,940,968	(44,032)		
Leisure and Health									
One Leisure Improvements	Pete Corley	205,000	(40,000)	165,000	26,680	165,000	0		
Burgess Hall	Brian Gray	305,000		305,000	2,028	305,000	0		
One Leisure Huntingdon Changing Facilities	Karen Martin-Peters		72,000	72,000	169,376	280,000	208,000		
One Leisure Huntingdon Development	Paul France	779,000	31,000	810,000	16,750	810,000	0		
One Leisure St Neots Synthetic Pitch	Jon Clarke		390,000	390,000	0	390,000	0		
OL St Neots Pool	Jon Clarke	290,000		290,000	2,027	290,000	0		
Resources									
Phoenix Court Lane Industrial Unit Roof Enhancement	Jackie Golby	157,000	40,000	197,000	0	197,000	0		
Levellers Lane Industrial Unit Roof Enhancement	Jackie Golby	56,000	22,000	78,000	0	78,000	0		
Clifton Road Industrial Unit Roof Enhancement	Jackie Golby	49,000	21,000	70,000	0	70,000	0		
Cash Receiving System	Adrian Forth		26,000	26,000	0	26,000	0		
Financial Management System Replacement	Adrian Forth		27,000	27,000	11,383	27,000	0		
FMS Archive	Adrian Forth	14,000		14,000	0	14,000	0		
VAT Exempt Capital	Adrian Forth	29,000	59,000	88,000	0	88,000	0		
Capital Grant to Huntingdon Town Council	Adrian Forth		338,000	338,000	300,000	338,000	0		
Loan Facility to Huntingdon Town Council	Adrian Forth		800,000	800,000	0	800,000	0		
Investment in Company	Adrian Forth		100,000	100,000	0	100,000	0		
Customer Services									
Printing Equipment	Andy Lusha	176,000		176,000	0	176,000	0		
E-forms	Ian Davies		3,000	3,000	12,541	3,000	0		
3C ICT									
Flexible Working - 3CSS	Emma Alterton	50,000		50,000	0	50,000	0		
Telephones - 3CSS	Emma Alterton		28,000	28,000	26,081	28,000	0		
Virtual Server - 3CSS	Emma Alterton		81,000	81,000	1,950	81,000	0		
Operations									
Building Efficiencies (Salix)	Chris Jablonski	28,000	54,000	82,000	0	52,000	(30,000)		
Wheeled Bins	Heidi Field	231,000		231,000	40,052	231,000	0		
Vehicle Fleet Replacement	David Rook	1,146,000	367,000	1,513,000	148,813	1,452,065	(60,935)		
Operations Back Office Development	Matt Chudley	135,000		135,000	0	135,000	0		
Play Equipment	Helen Lack	24,000		24,000	0	24,000	0		
Re-Fit Buildings	Chris Jablonski	311,000	481,000	792,000	2,340	649,000	(143,000)		
Bridge Place Car Park Godmanchester	Colin Luscombe	218,000	100,000	318,000	0	318,000	0		
Pathfinder House Reception (DWP)	Chris Jablonski	303,000		303,000	0	303,000	0		
In Cab Technology	Matt Chudley	75,000	(75,000)	0	0	0	0		
Civic Suite Audio Equipment	Chris Jablonski		108,000	108,000	0	108,000	0		
Transformation									
Transformation Schemes	Karen Middleton	1,000,000		1,000,000	0	1,000,000	0		
Total Expenditure		9,346,000	3,098,000	12,444,000	1,118,761	12,799,081	355,081		

Capital Programme Forecast 2017/18		June					
Table 2 Funding of Capital Programme	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure to date £	Forecast £	Variance £
Grants and Contributions							
DFGs	Caroline Hannon	1,000,000		1,000,000	(9,560)	1,118,716	118,716
Pathfinder House Reception	Chris Jablonski	278,000		278,000	0	278,000	0
Wheeled Bins	Heidi Field	89,000		89,000	(21,444)	89,000	0
Synthetic Pitch	Jon Clarke		274,000	274,000	0	274,000	0
One Leisure Huntingdon Changing Facilities		0	0	0	0	208,000	208,000
Total Grants and Contributions		1,367,000	274,000	1,641,000	(31,004)	1,967,716	326,716
Use of Capital Reserves							
Alconbury Remediation Works Reserve	Sue Bedlow	1,985,000		1,985,000	0	1,940,968	(44,032)
Total Capital Reserves		1,985,000	0	1,985,000	0	1,940,968	(44,032)
Capital Receipts							
Loan Repayments	Adrian Forth	320,000		320,000		320,000	0
Housing Clawback Receipts	Adrian Forth	500,000		500,000		500,000	0
Total Capital Receipts		820,000	0	820,000	0	820,000	0
Use of Earmarked Reserves							
Financial Management System Replacement	Adrian Forth		27,000	27,000		27,000	0
Capital Grant to Huntingdon Town Council	Adrian Forth		300,000	300,000		300,000	0
Investment in Trading Company	Adrian Forth		100,000	100,000		100,000	0
ICT Transformation	Clive Mason	1,000,000		1,000,000		1,000,000	0
FMS Archive	Adrian Forth	14,000		14,000		14,000	0
CIL Reserve	Andy Moffat					61,332	61,332
To Earmarked Reserves		1,014,000	427,000	1,441,000	0	1,502,332	61,332
Total Funding		5,186,000	701,000	5,887,000	(31,004)	6,231,016	344,016
Net to be funded by borrowing		4,160,000	2,397,000	6,557,000	1,149,765	6,568,065	11,065

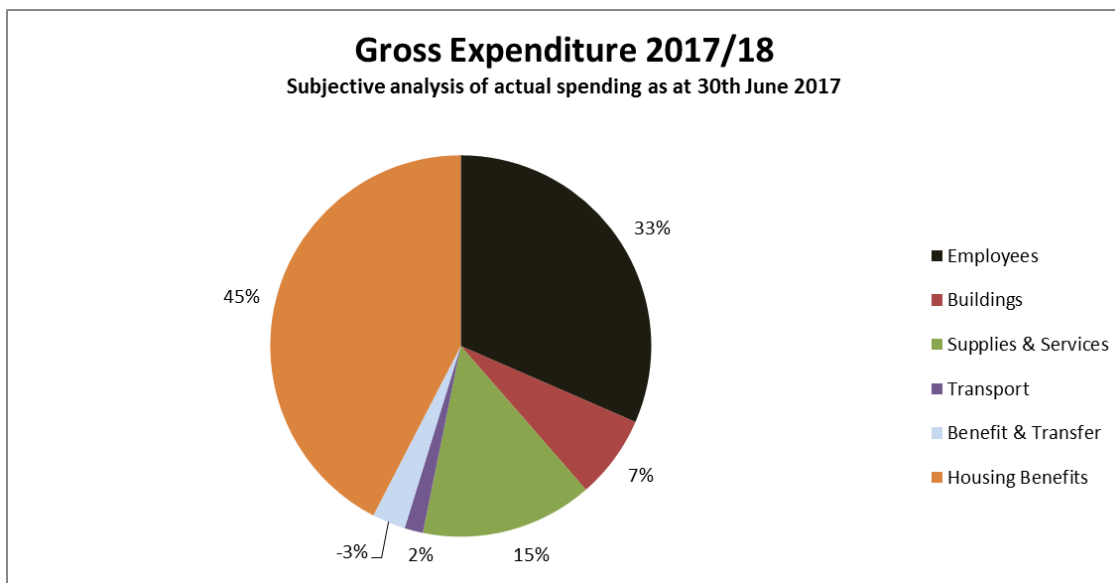
7. Financial Dashboard

Revenue Expenditure

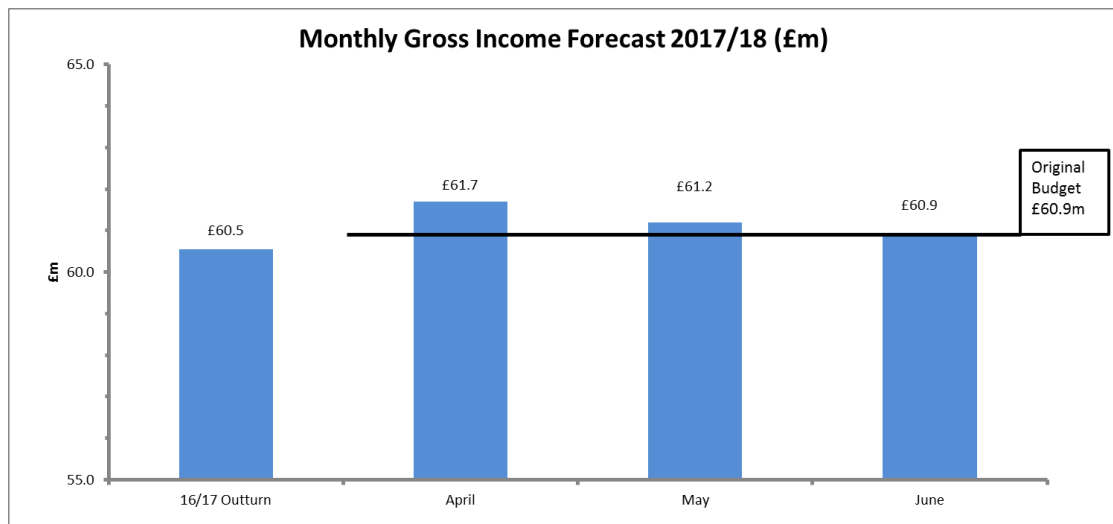


The 2017/18 gross revenue expenditure Budget is £78.1m.

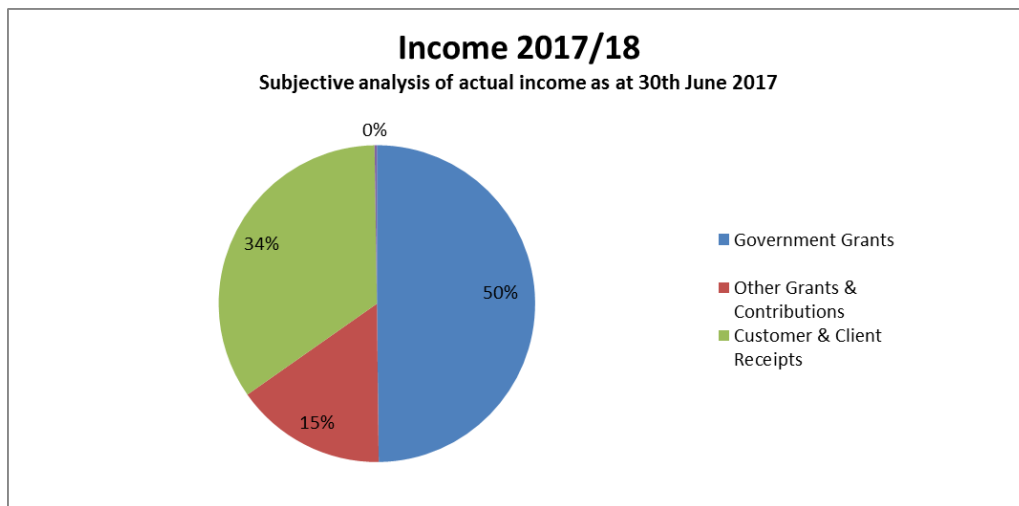
As shown below the main area of expenditure is Housing Benefits and employees.



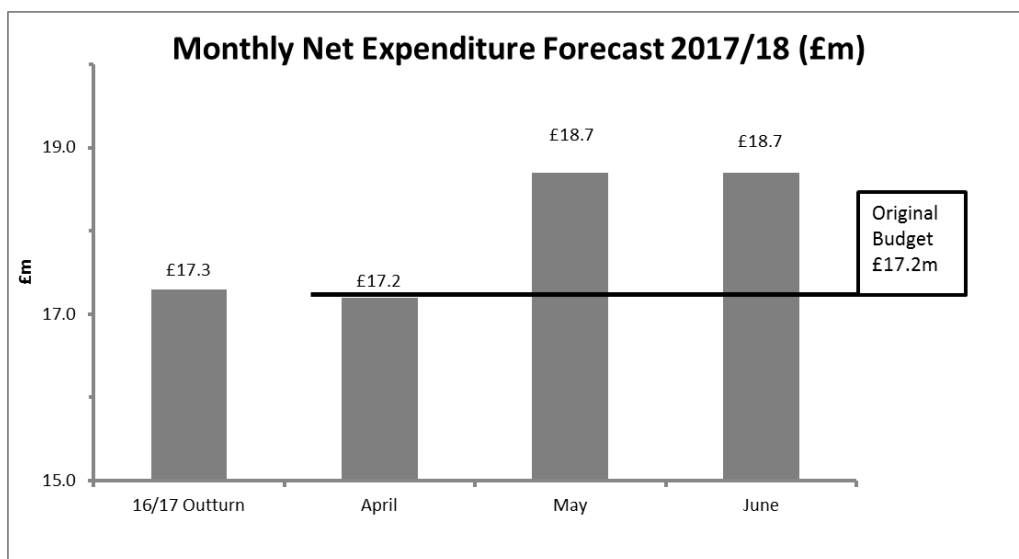
Revenue Income



The gross revenue income Budget is £60.9m,

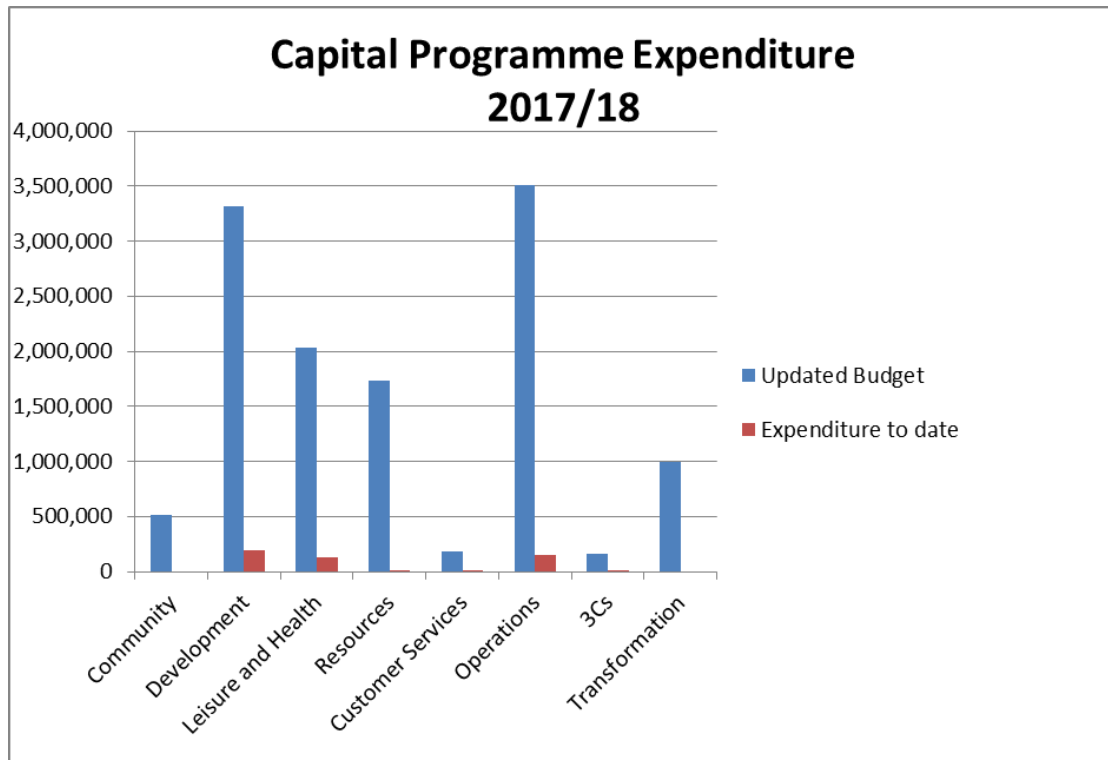


Revenue Net Position



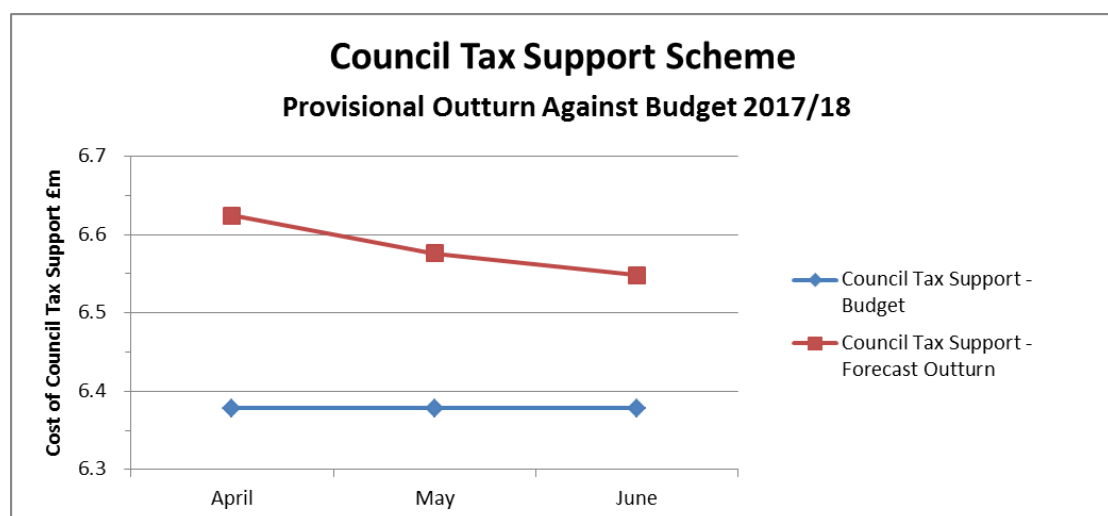
At the end of June 2017 the net revenue expenditure is forecast to be at £18.71m, however, £1.13m of this will be covered by earmarked reserves. Therefore, after allowing for movements to/from reserves the net expenditure is expected to be £0.37m above the net Budget of £17.2m. If this overspend continues then additional savings will have to be identified over and above of what is in the MTFS.

Capital Programme - Expenditure Forecast



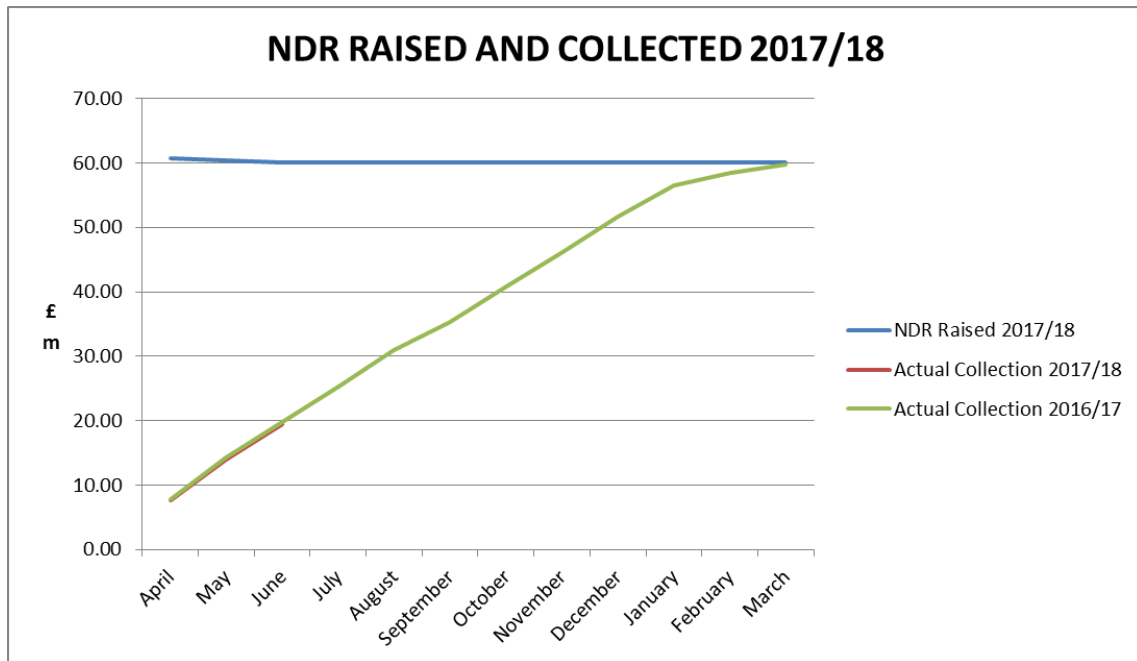
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.17m above the budgeted £6.4m. Any 2017/18 increase in Council Tax Support will impact in 2018/19.



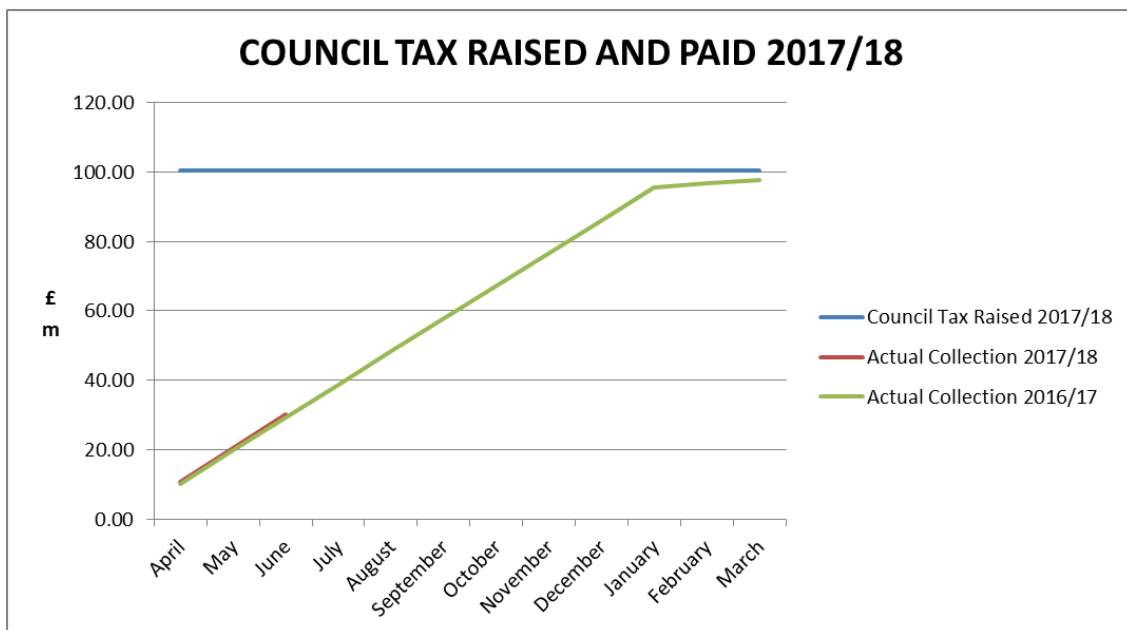
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



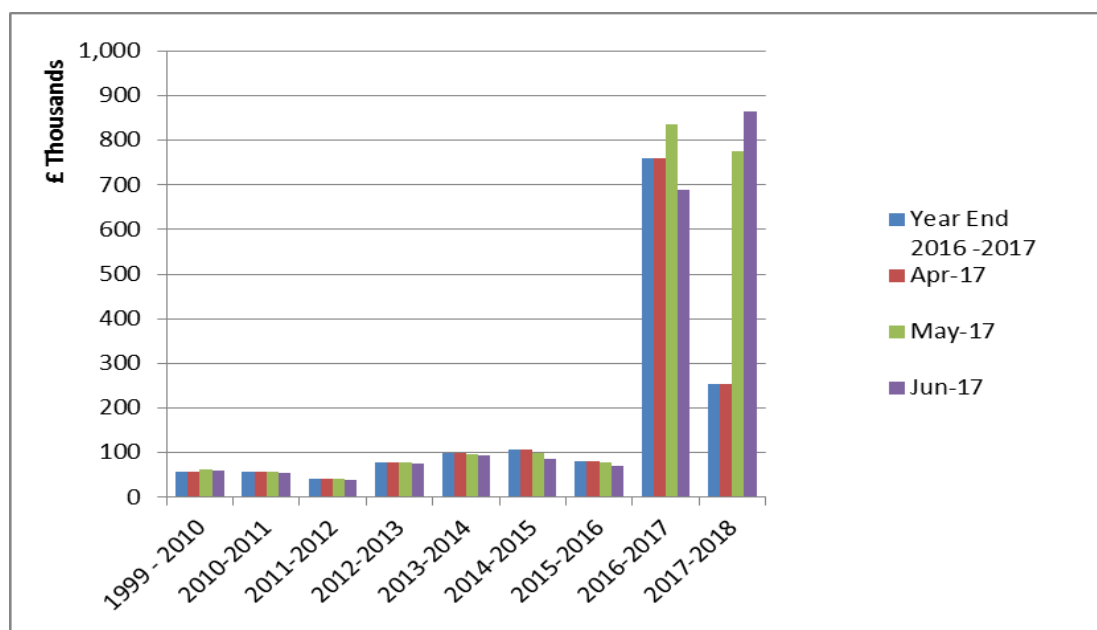
The graph above shows the total amount of NDR bills raised in 2017/18 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £60.15m.

Collection of Council Tax



The graph above shows the total amount of Council Tax bills raised in 2017/18 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £100.5m.

Miscellaneous Debt



The total outstanding debt as at June 2017 is £2.032m, £1.166m is prior year debt of which £0.688m relates to 2016/17.

The graph shows the level of overdue miscellaneous income debt (debt is overdue when it is older than 21 days). The 2016/17 and 2017/18 debt position is currently showing a large outstanding amount, £838k relates to Commercial Rents and £200k relates to schools use of One Leisure facilities. Currently, £779k is being collected via direct debit and will be paid by the end of the current financial year.

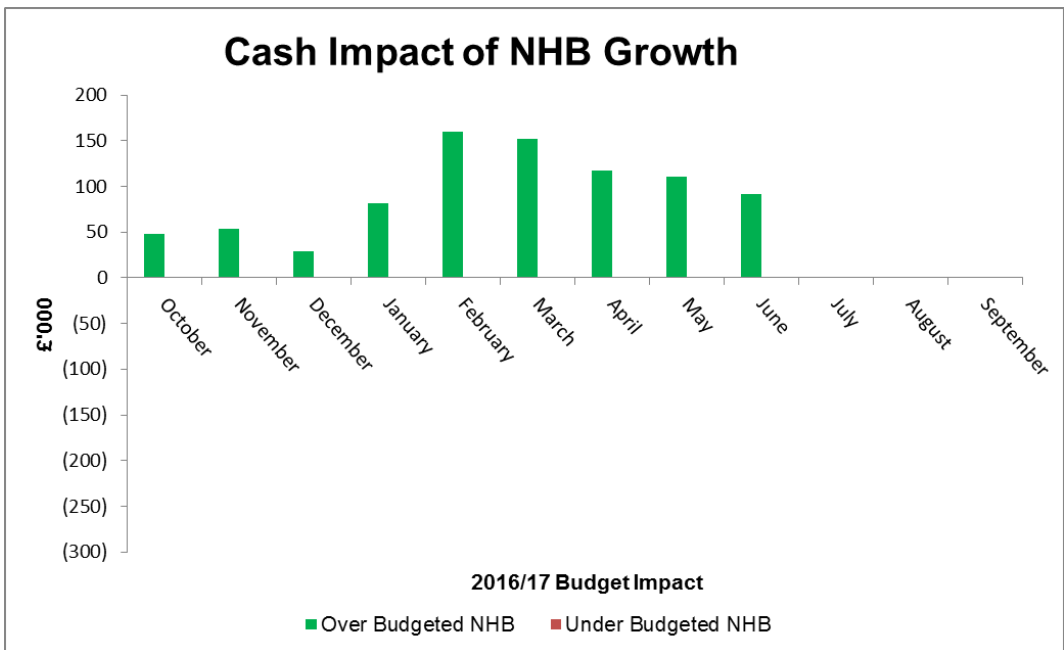
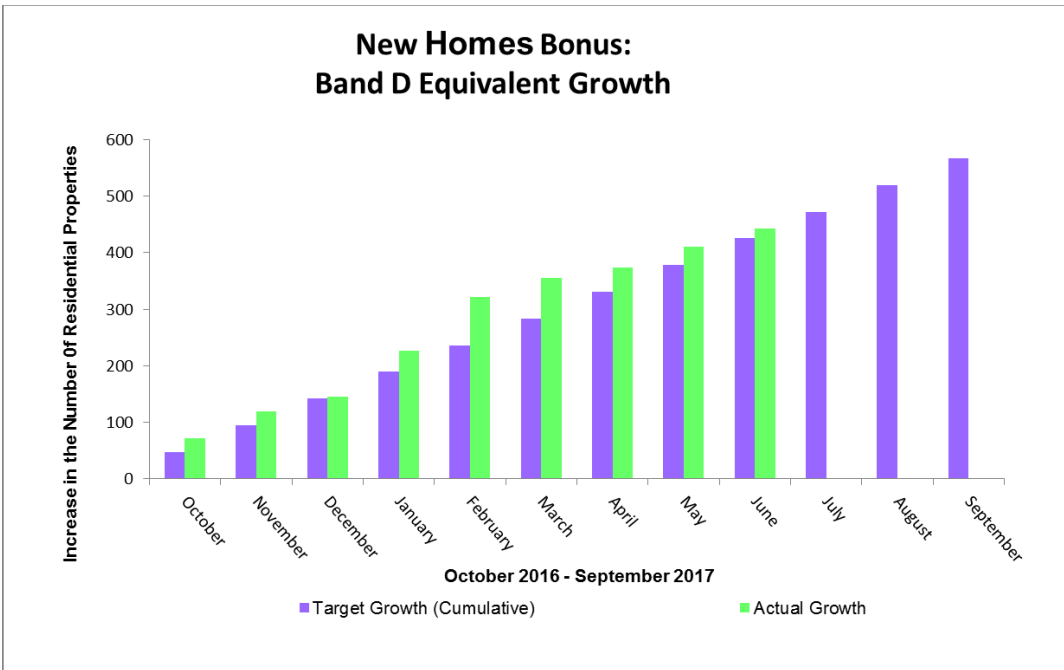
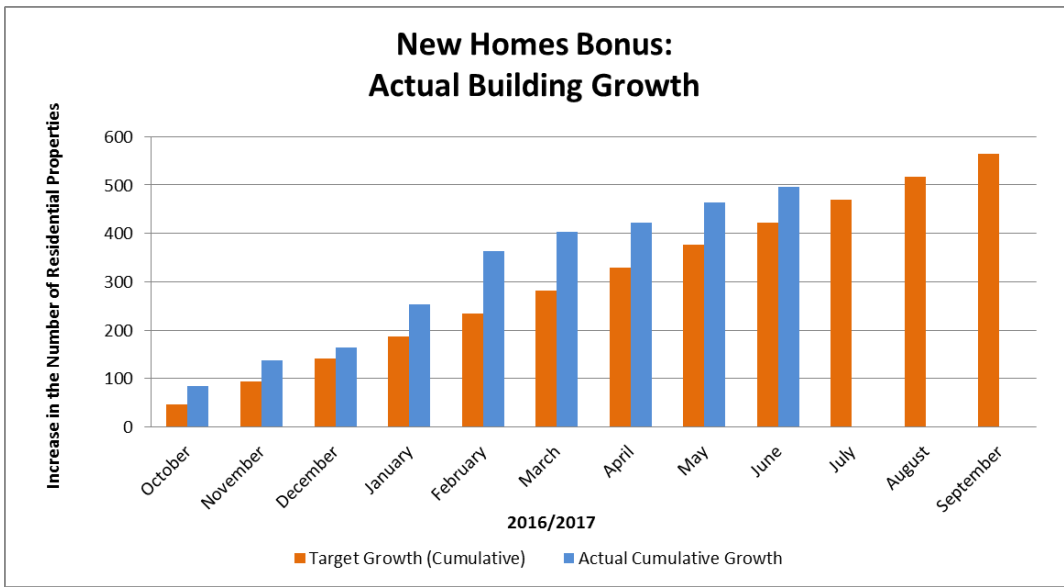
Further details on the age analysis of the debts are shown on page 22 of this report.

New Homes Bonus

The 2015/16 reporting cycle (October 2015 to September 2016) saw 637 completions which was 96 ahead of the target of 541. The impact of these additional units will come through in 2017/18.

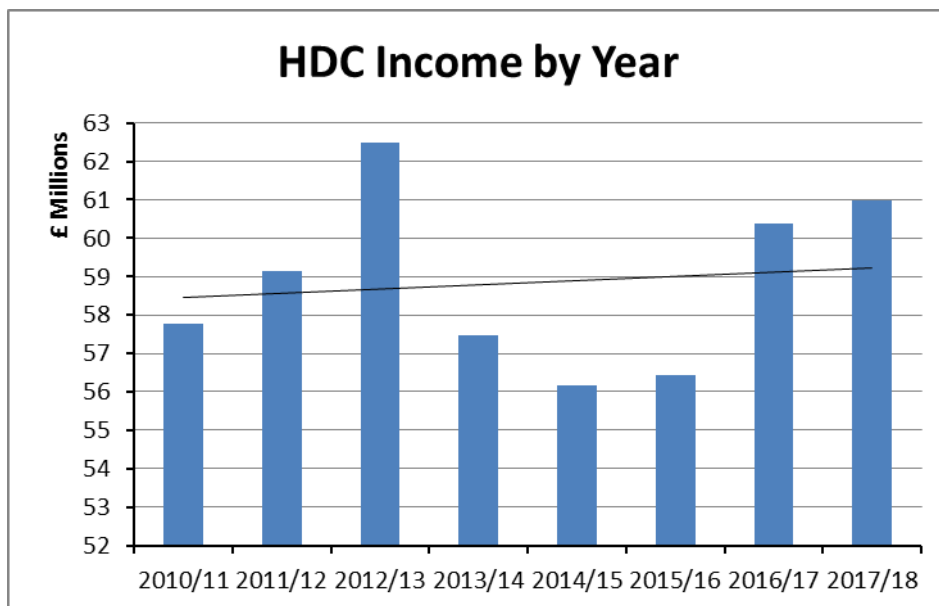
The current reporting cycle (October 2016 to September 2017) has a target number of completions of 567, as published in the draft Planning Annual Monitoring Report (December 2016). Currently, 496 properties have been completed and if completions continue at the recent rate of approximately 30 per month then we will finish slightly ahead of target.

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 has been assessed and is included in the MTFS.



HDC Income and Expenditure Trends:-

Income



Comments on annual changes:-

The income figures used in the graph do not include Council Tax, NDR and Non Specific Government Grants receipts.

Housing Benefits (and previously Council Tax Benefits) account for over half of the income received by HDC. Therefore changes to these income streams have quite an impact on the Councils total income figures.

Housing Benefits (HB) and Council Tax Benefits subsidy increased by £2m between 2010/11 and 2011/12 and by £3m between 2011/12 and 2012/13. In 2013/14 Council Tax Benefits were replaced by the Council Tax Support Scheme and this removed £8m of subsidy from the income figures (Council Tax Support awarded impacts the collection fund not the General Fund revenue account). Housing Benefit Subsidy increased by £0.5m. Housing Benefit subsidy fell by £2m between 2013/14 and 2014/15 it remained at £35m in 2015/16 but fell by £1m in 2016/17.

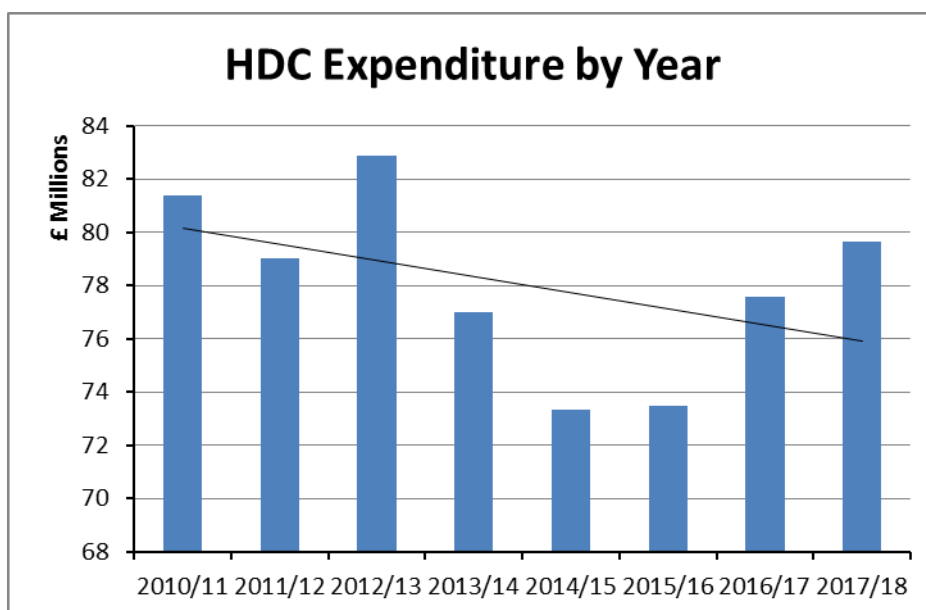
The more recent increases are due to the following:-

- From 2015/16 shared services charges to partners have increased income by £0.75m in 2015/16 and £4.7m in 2016/17.
- Commercial Estates income has risen from £1.9m in 2015/16 to £2.5m in 2016/17 and a forecast £4.6m in 2017/18. This is due to the Commercial Investment Strategy that has led to the acquisition of new commercial sites.

Other items to note are:-

- Planning application fee income has risen steadily over the years from £0.7m to £1.5m in 2016/17 and a forecast £1.6m in 2017/18.
- Car Park income has risen from £1.5m in 2010/11 to £2.4m in 2016/17 and a forecast £2.5m in 2017/18.
- One Leisure income has risen from £5.8m in 2010/11 to £6.8m in 2016/17 and a forecast £7.0m in 2017/18.

Expenditure



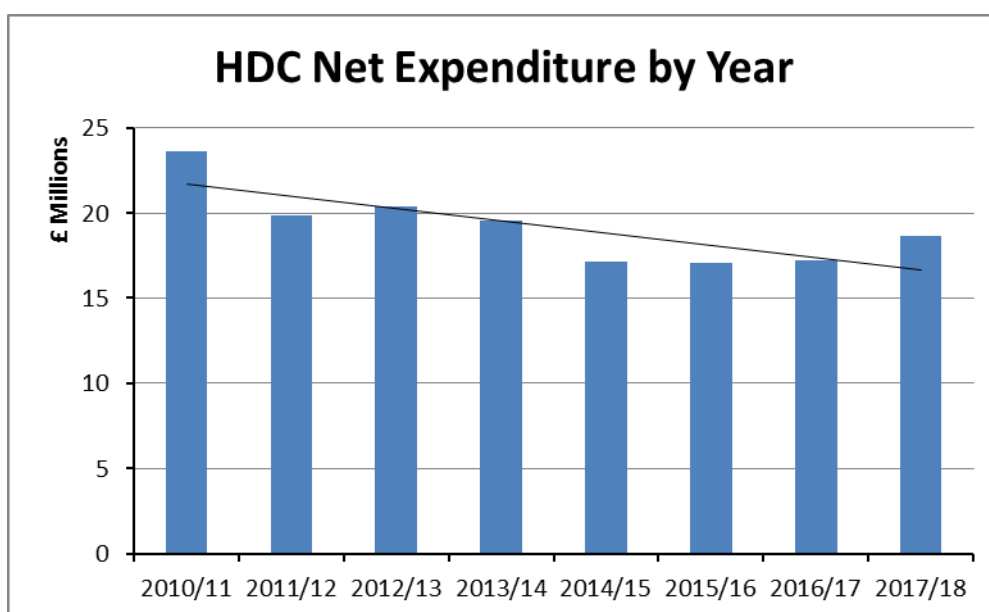
Comments on annual changes:-

The voluntary redundancy scheme offered in 2010/11 increased employee costs in that year.

As with income, Housing Benefit and Council Tax Benefit expenditure rose sharply from 2010/11 to 2012/13 and then fell by a net £7m in 2013/14 when the Council Tax Support scheme replaced the Council Tax Benefits scheme. Since 2014/15, Housing Benefit expenditure has been falling.

The ICT shared service, where the base budget was reduced on merger, impacted on expenditure in 2015/16 but the full impact (£4.0m) was felt in 2016/17.

Net Expenditure



Miscellaneous Debt

The table below provides the analysis of the age of debt each month to date for 2017/18 with some comparative figures for 2016/17.

	Total	21 days	21 to 40 days	41 to 70 days	71 to 100 days	100 + days
First Available Sept 2016	4,885,560.73	3,531,598.80	91,947.82	25,776.57	52,279.75	1,183,957.79
2016 Oct 2016	1,551,528.69	258,334.22	92,006.76	77,810.72	20,962.50	1,102,414.49
Year End Mar 2017	2,313,295.32	608,975.80	894,763.40	83,356.69	24,047.21	702,152.22
2017/18						
Apr-17	2,114,135.25	162,571.40	480,234.88	755,884.91	61,732.78	653,711.28
May-17	2,422,915.69	298,441.12	562,164.60	327,267.33	560,163.89	674,878.75
Jun-17	2,031,792.94	451,782.56	192,838.19	42,189.44	278,680.47	1,066,302.28
Jul-17						
Aug-17						
Sep-17						
Oct-17						
Nov-17						
Dec-17						
Jan-18						
Feb-18						
Mar-18						

Appendix E

ZBB Savings Agreed 2017/18 Budget Setting - RAG Status			
Service		2017/18 £	RAG Status
Community Services			
	CCTV Shared Services Hosting	(28,000)	
Customer Services			
	Council Tax Management	(76,000)	
	Benefits Management	(65,000)	
	Community Centres	(5,500)	
	Printing	(40,000)	
	Call Centre	(1,000)	
	Customer Service Centres	(500)	
Leisure and Health			
	Healthy Walks	(1,200)	
	Exercise Referral	(1,000)	
	Sports Development	(900)	
	Active At 50	(1,000)	
	Dash Sports England	(16,900)	
	Swimming	(10,694)	
	Site & Centre Management	(22,306)	
Operations			
	Recycling Collections	(8,500)	
	Domestic Waste Collection	(60,500)	
	Trade Refuse	(10,000)	
	Street Cleansing	(20,000)	
	Hinchingbrooke Park Cafe	(10,000)	
	Parks & Open Spaces	(30,000)	
	Pathfinder House	(87,600)	
	Car Parks Operational Mgt	(168,000)	
	Projects & Env Imps Management	(6,000)	
Corporate Team			
	Corporate Team	(17,000)	
ICT Services			
	Head Of Ict Shared Service	(500)	
Resources			
	Commercial Properties	(62,000)	
	Hr & Payroll Services	(85,000)	
	TOTAL 2017/18 ZBB SAVINGS	(835,100)	

Line by line review savings Agreed 2017/18 Budget Setting - RAG Status			
Service		Line by Line review Savings Lite	RAG status
Community			
	Head Of Community	(2,000)	
	Head Of Community	(1,500)	
	Dog Control	(500)	
	Dog Control	(2,500)	
	Vehicles and Licences	(20,000)	
	Ramsey Neighbourhood	(2,000)	
	Commercial Team	(11,000)	
	Neighbourhood Intervention	(7,000)	
	Community Safety	(5,500)	
		(52,000)	
Customer			
	Benefits Management	(18,000)	
	Community Centres	(1,546)	
	Call Centre	(3,494)	
	Customer Service Centres	(3,051)	
		(26,091)	
Development			
	Dm Application Processing	(200,000)	
	Renovation/Improvement Grants	(11,000)	
	Development Management	(5,000)	
	Planning Policy	(7,000)	
		(223,000)	
Operations			
	Environmental projects	(16,000)	
	Arboricultural Team	(3,500)	
	Grounds Maintenance	(22,500)	
	Recycling Collections	(37,000)	
	Domestic Waste Collection	(22,000)	
	Bulky Refuse	(3,000)	
	Trade Refuse	(10,000)	
	Street Cleansing	(98,500)	
	Water & Sewerage	(2,000)	
	Buildings	(2,000)	
	Market Income	(5,500)	
	Car Parks Operational Mgt	(25,000)	
	Projects	(3,200)	
		(250,200)	
Corporate Services			
	Apprenticeships	(20,000)	
	Other services	(16,000)	
		(36,000)	
Resources			
	Head Of Resources	(2,850)	
	Commercial Investment Strategy	(50,000)	
	Head Of Resources (Corporate Budgets)	(4,000)	
	Insurance	(57,000)	
		(113,850)	
	TOTAL 2017/18 LINE BY LINE SAVINGS	(701,141)	

Appendix F

Register of Reviews of CIS Propositions 2017/18

The process of considering CIS opportunities is as follows:

Step 1

Property investment opportunities are both introduced by agents and actively sourced by the Commercial Estates Team. An initial review is undertaken against the outline criteria of the CIS such as yield, length of lease, tenant strength etc. and if they are judged to be reasonable investments, further preliminary initial due diligence is undertaken to determine the quality of the leases and an initial financial appraisal is undertaken.

Step 2

If Step 1 is passed, more detailed due diligence is undertaken (including detailed tenant strength review, ownership title, property energy efficiency, market analysis of rents and yield etc), this may lead to a site visit and more robust financial appraisal/modelling and further market scrutiny.

Step 3

If Step 2 is passed, then approval is sought from the members of the Treasury & Capital Management Group, the Managing Director, Corporate Director (Services) and the Head of Resources to submit a formal initial bid, subject to contract and relevant building and condition surveys

Step 4

If the bid submitted at Step 3 is successful, then this progresses to consideration by Overview and Scrutiny and approval for Cabinet.

Step 5

Once approval is given, formal legal and building condition due diligence commences by instruction of lawyers and building/specialist surveys are undertaken. This may take several weeks during which all concerns raised on legal and lease title and building condition are satisfied. If any significant concerns are unsatisfied, these can either be negotiated on price or withdraw from the purchase.

Reviews Undertaken April to June 2017 (Quarter 1)

Over the above period, 14 propositions reached Stage 2, of which 3 reached Stage 3 and formal bids were submitted. By property type, the 14 propositions were as follows:

Industrial	2 (1 estate, 1 stand alone)
Office	4 (2 high grade, 2 low grade), of which 2 were bid on
Business Park	1
Major Shopping Centre	1
Distribution	1, which was bid on
Leisure	1
Retail	3 (1 prime high street, 2 secondary high street)
Trade Counter	1