

**HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Integrated Performance Report, 2017/18 Quarter 3

**Meeting/Date:** Cabinet, 8 February 2018

**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 Finance Manager

**Ward(s) affected:** All

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**Executive Summary:**

The purpose of this report is to brief Members on progress against the Key Actions and Corporate Indicators listed in the Council's Corporate Plan for 2016-18 for the period 1 October to 31 December 2017 and on current projects being undertaken. 'Red' indicators where variance from the target is not acceptable include some where performance results are skewed by short periods of particularly poor performance, e.g. impacts from Quarter 1 and/or 2. These continue to affect results throughout the year even where subsequent performance has exceeded targets. Scheduled performance clinics focus on delivering continuous improvements in all services.

The report also incorporates Financial Performance Monitoring Suite information setting out the financial position at December. It provides forecasts on revenue, the capital programme and the Medium Term Financial Strategy (MTFS). Headlines are:

**Revenue** – the forecast outturn is an estimated overspend of £0.7m.

**MTFS** – some forecast impacts will potentially carry on over the MTFS period.

**Capital programme** – the forecast outturn is an estimated underspend of £1.1m.

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 3 attached at Appendix H.

**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 financial performance at the end of December, as detailed in Appendices D, E, F and G, and the register of reviews of Commercial Investment Strategy propositions at Appendix H.

## 1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan for 2016-18, and project delivery, in the context of the Council's 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** relates to Key Actions and Corporate Indicators listed for 2017/18 and the performance report at **Appendix B** shows performance to the end of Quarter 3.
- 2.2 As recommended by the Project Management Select Committee, progress updates for corporate projects are included at **Appendix C**. There are currently 27 projects which are open, pending approval or pending closure and one recently closed project logged across all programmes.
- 2.3 This report also incorporates financial performance to the end of December. Performance as detailed in sections 4-6 below. Further details are listed in **Appendices D, E, F and G**. A review of the position of Zero Based Budgeting (ZBB) and Line by Line Review savings to date has been carried out and a RAG (Red, Amber or Green) rating for each item is listed at 4.5. Commercial investment propositions reviewed are at **Appendix H**.

## 3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 3 will be circulated to Cabinet following their meeting on 31 January.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators. **Appendix C** provides information about 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 3 progress in delivering Key Actions for 2017/18:

Status of Key Actions	Number	Percentage
Green (on track)	35	81%
Amber (within acceptable variance)	7	16%
Red (behind schedule)	1	2%
Awaiting progress update	0	0%
Not applicable	0	0%

Over four-fifths of Key Actions were on track at the end of Quarter 3, with just one significantly behind schedule. This was the action to maintain clean open spaces, which is subject to seasonal variation but where performance has also been affected by the performance of the Weed Spraying contractor. The number of inspections completed has been increased significantly from the previous Quarter and performance is being rectified with the contractor.

3.5 Quarter 3 results for 2017/18 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	27	54%
Amber (within acceptable variance)	13	26%
Red (below acceptable variance)	8	16%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	2	4%

Excluding the indicators with no results available, this shows that the Council was achieving the majority of its targets at the end of Quarter 3. Eight indicators missed targets by more than acceptable variance, with some still affected by poor performance in previous Quarters. Performance clinics will be focussing on delivering continuous improvements in all services.

The average length of stay of households in B&B accommodation went above the 6 week maximum within the Quarter, with an average length of stay of 7.8 weeks. This is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available. Successful preventions have increased and Quarter 3 saw a reduction in homelessness acceptances compared to the previous year. Alternative sources of temporary accommodation continue to be brought on-line with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. There are c.20 units of this type in use as well as c.20 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.

As in previous quarters, the target has been missed for the average time from the date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000. The new Home Improvement Agency Manager is putting improvement measures in place and presented a performance plan to the Overview & Scrutiny Panel (Communities and Environment) meeting in December 2017. Performance of 41.1 weeks in Quarter 3 was below target but an improvement on Quarter 1 (44.7 weeks) and Quarter 2 (44.4 weeks).

The level of missed bins remains above target but continues to improve, with 0.91 bins missed per 1,000 household collections in Quarter 3 compared to 1.54 in Quarter 1. The waste minimisation team have continued efforts with collection crews to highlight frequently missed households and communication with residents has helped to ensure bins are put out for collection on time and at the appropriate collection point.

The overall sickness absence rate for the year to date is a whole day lower than at the same point last year. While the year-end target of 9 days/FTE will not be achieved, it is now likely that the full year performance will fall below 10 days/FTE for the first time since 2013/14.

The indicator relating to achievement of planned net budget reductions is rated Red due to an overall forecast overspend of £0.7m. Detailed explanations of the revenue budget overspends can be found in section 4 below.

There has been further improvement in the percentage of calls to the Call Centre answered, now reported at 87.4% compared to 76.2% in Quarter 2 and 65% in Quarter 1. The answered rate is likely to go down in the final quarter but Customer Services are working with the Transformation team to reduce calls where advisors can't get through to back offices.

Stage 2 complaints performance remains Red due to three not dealt with in time in Quarter 1.

The website satisfaction rate has fallen to 57% but is based on a small sample with only 10-20 customers rating it each month. The website was rated 4 stars in the Socitm Better Connected Survey last year and the Digital team are considering other methods to measure satisfaction.

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

Corporate project status	Number	Percentage
Green (progress on track)	8	33%
Amber (progress behind schedule, project is recoverable)	6	25%
Red (significantly behind schedule, serious risks/issues)	5	21%
Pending closure	4	17%
Closed (completed)	1	4%

One project has recently been completed with a close-down report signed off and three other projects are currently in the close-down stage. Business cases for a further four projects have not yet been approved. Of the projects currently in the delivery stage, five were Red at the end of Quarter 3 as they were either significantly behind schedule, had serious risks or issues identified or had a lack of governance documentation. Details of all projects can be found in **Appendix C**.

## 4. FINANCIAL PERFORMANCE

### 4.1 Financial Performance Headlines

The Monthly Management Accounts not only include the Forecast position for the current financial year but also over the MTFS period. Revenue statements show gross expenditure by service and where some costs are funded by reserves this is shown to provide the net position.

**Revenue** The approved Budget is £17.2m and the Forecast is £17.9m which is an overspend of £0.7m. This represents a reduction of £0.1m from last month's Forecast overspend and the main reasons are shown on the next page. Action is still needed to be taken to address this level of the forecast overspend.

**MTFS** The MTFS has been updated as part of the 2018/19 Budget setting process and any 2017/18 variations that have an impact on future years has been incorporated into the new MTFS.

**Capital** The approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.446m (£8.818m net, after taking account specific grants and contributions). The net Forecast outturn is £7.715m giving an underspend of £1.103m compared to last month's Forecast overspend of £0.4m. The reasons for this change are detailed in paragraph 5.6.

The Financial Dashboard at **Appendix G** presents information on take-up of Council Tax Support, NDR and Council Tax collection, miscellaneous debt and New Homes Bonus funding.

## 4.2 Summary Revenue Forecast variances by Service

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

	Budget £000	Forecast outturn gross £000	Transfers to / (from) reserves £000	Forecast outturn net £000	Forecast (underspend) / overspend £000	Main reasons for variance
Customer Services	2,396	2,525	13	2,538	142	<ul style="list-style-type: none"> <li>Overspend due to costs relating to homelessness increases and customer service centres remaining open.</li> <li>In addition this budget sees significant variation within year with the cycle of Housing Benefit payments which total c£35million annually – meaning some in year variation is common.</li> </ul>
ICT	1,721	2,031	0	2,031	310	<ul style="list-style-type: none"> <li>The main reasons are the savings have not been identified and a new Business Case is being prepared.</li> </ul>
Leisure and Health	(160)	83	4	87	247	<ul style="list-style-type: none"> <li>Burgess Hall and Impressions are the two main areas where, despite efforts to attract more customers, the income is not achieving the budget target.</li> <li>Revenue impacts of delays in delivering the capital programme for OSLN 3G and swimming pool refurbishment and OLH dryside.</li> <li>Education income down on previous years specifically at OLS.</li> </ul>
Operations	4,032	4,597	(7)	4,590	558	<ul style="list-style-type: none"> <li>Complexity of waste management rounds rescheduling will mean full saving will not be achieved this year, in order to ensure delivery of service.</li> </ul>
Resources	4,426	4,281	16	4,297	(129)	<ul style="list-style-type: none"> <li>Higher insurance premium costs</li> <li>CIS acquisitions behind schedule which is reducing income</li> <li>MRP saving and higher income from existing commercial properties is off-setting the items above</li> </ul>
Directors and Corporate	1711	2105	(725)	1,380	(331)	<ul style="list-style-type: none"> <li>Surplus from Mayoral and County Elections</li> <li>Saving from having no District elections this year</li> <li>staff savings due to some seconded officers not being backfilled and other vacancies held</li> </ul>
Other services	3,085	3,376	(369)	3,007	(78)	Net Underspends for Community and Development
<b>Total</b>	<b>17,211</b>	<b>18,998</b>	<b>(1,068)</b>	<b>17,930</b>	<b>719</b>	

4.3 Further analysis of the revenue variance and service commentary are at **Appendix D**. This 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.

#### 4.4 ZBB Savings Foregone

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		719
ZBB savings reversed:		
- 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)	(453)
2017/18 Forecast outturn – if ZBB proposals had not been reversed		266

#### 4.5 ZBB and Line by Line Review 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.

	ZBB		Line by Line	
	Savings target	Proportion by category	Savings target	Proportion by category
	£000	%	£000	%
<b>Red</b>	88	11	63	9
<b>Amber</b>	297	35	241	34
<b>Green</b>	450	54	397	57
<b>Total</b>	835	100	701	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

#### 4.6 Medium Term Financial Strategy

The current forecast shows an overspend of £0.7m and some of this will impact on the MTFS. Over the last three months the MTFS has been reviewed as part of the Budget setting process and the new MTFS that is being presented to Cabinet and Council for approval has picked up any growth or savings items that are impacting on 2017/18 and that will continue to have an impact over the new MTFS period (2019/20 to 2022/23).

### 5. CAPITAL PROGRAMME

5.1 The approved gross Capital Programme 2017/18 is £9.346m plus the rephrasing of £3.1m giving a revised total Capital Programme for 2017/18 of £12.446m.

5.2 The gross expenditure to date is £4.6m (37% of Budget, 75% of the year) and the Capital Programme is forecast to have a net underspend of £1.103m, this includes underspends, rephasings and other variations. The forecast overspend on DFGs is partly funded from additional grants.

<b>Variation Commentary Summary</b>		<b>£000s</b>
	<b>Overspend</b>	
	<b>Development – DFGs</b> The projected overspend is based on the current and projected level of demand from clients and jobs expected to be completed this year.	750
	<b>Industrial Estate Roofs</b> The tenders have now been received, and they are above estimate. Two options are being examined to mitigate this overspend, deferring one roof repair or use of the repairs fund to finance the additional expenditure.	310
	<b>Underspend</b>	
	<b>Operations - Vehicle Fleet Replacement</b> A saving has resulted from actual prices of vehicles being less than that estimated at the procurement stage.	(144)
	<b>Resources – Loan to Huntingdon Town Council, Medway Replacement</b> Draft drawings have been completed with a Pre-App meeting already held, from which the architect is now completing final drawing ready for submission for Planning Permission during this month. There is a 13 week planning period and 6 week tender period, the anticipated draw down is programmed for June 2018. There is no MRP on this scheme.	(800)
	<b>Resources – Clifton Road Industrial Unit</b> This scheme has been cancelled	(70)
	<b>Rephase</b>	
	<b>Operations – Back Office</b> This scheme has been moved to 2018/19 while options have been considered	(135)
	<b>Resources – Bridge Place Car Park</b> This scheme has been delayed while Secretary of State approval is sought to use common land to park on	(318)
	<b>Leisure – Astro turf Pitch and Pool St Neots One Leisure</b> Lease negotiations between HDC & St. Neots Learning Partnership has now been successfully concluded, with the main sticking point over the Security of Tenure having been resolved. The school have now forwarded the Lease Agreement to the Dept of Education for the authorisation to release the land. The Draft Lease was sent to the Dept of Education in Nov. 2017 and an outcome is anticipated in early 2018. The goal is for the pool works to be completed prior to the 2018 summer holidays and the 3G pitch to be completed in time for the start of the new academic year in Sept. 2018.	(406)
	<b>Operations – Refit Projects</b> Following the finalisation of the lease at One Leisure St Neots, the refit improvements to that centre has now been put back into the programme. Work on the boilers at St Ives and building engineering management at each site has also been rephased.	(370)
	<b>Other</b>	80
	<b>Total</b>	<b>(1,103)</b>

- 5.4 There is a risk that this level of forecast will not happen as there are schemes that are forecasted to overspend or underspend. This process is managed by the Finance and Performance Governance Board.
- 5.5 The net spend on the Council's Capital Programme is financed via borrowing which has a revenue implication through the Minimum Revenue Provision (MRP).

## 5.6 Main Changes to the November Forecast

The November Forecast outturn was an estimated overspend of £0.4m where as at December it is estimated as an underspend of £1.1m giving a movement of £1.5m. The table below shows the main changes:

	Scheme	November 2017 Forecast variance	December 2017 Forecast variance	Change
		£000	£000	£000
1	Loan to HTC, Medway replacement	0	(800)	(800)
2	Astroturf pitch and Pool St Neots	0	(406)	(406)
3	Operations - Refit projects	(104)	(370)	(266)
	<b>Total</b>			<b>(1,472)</b>

- 1. Loan to HTC, Medway replacement** – the completion of the final drawing by the architect will be completed and submitted for planning permission in January. There is a 13 week planning period and 6 week tender period with anticipated draw down of the loan in June 2018.
- 2. Astroturf pitch and Pool St Neots** – rephasing following on from the finalisation of the lease.
- 3. Operations - Refit projects** – rephasing of the refit projects at One Leisure St Neots following on from the finalisation of the lease.

5.7 Appendices E and F provide the following information:

**Appendix E** provides details by scheme with proposed rephasing, expenditure to date and forecast outturn.

**Appendix F** details the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing.

## 6. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

6.1 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.

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

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	(162)	(165)	(3)
Property Rental Income	(5,038)	(3,316)	1,722
Management Charge	144	144	0
MRP	1,896	0	(1,896)
<b>Total</b>	<b>(3,163)</b>	<b>(3,337)</b>	<b>(177)</b>

## 6.3 Investments

Between October 2017 and December 2017, 31 properties have been investigated as potential CIS investment opportunities. The Council successfully completed the purchase on one property at Fareham in Quarter 3. An expectation that the budget would bring restrictions on investment out of district led the team to focus on new leads for Investments within



Huntingdonshire with opportunities at Alconbury Weald, St Neots and Hinchbrook under consideration. A summary of opportunities is included in **Appendix H**.

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 the majority of the Council's investments have been funded from earmarked reserves or cash balances with a £5m loan from PWLB secured for the acquisition at Fareham, the balance of the purchase price and acquisition costs was met from earmarked reserves.

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

- 7.1 At the Overview and Scrutiny (Performance and Customers) Panel meeting on 31 January 2018 it was noted that performance in several areas has improved in quarter 3 however, as the performance of those areas were not good in quarters 1 and 2, the end of year rate is likely to remain red. Concern was raised that the number of missed bins per 1000 households reflects unfavourably on the Council particularly as some are missed as a result of other factors. It was mentioned that some bins could not be collected from certain streets as the refuse vehicle was unable to traverse the street and collect the bins as a result of poorly parked vehicles. Regarding Bridge Place Car Park, concern was expressed that the Secretary of State would not grant approval to construct a car park on common land due to the commercial nature of the proposal.

## **8. RECOMMENDATIONS**

- 8.1 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**.
- 8.2 The Cabinet is also invited to consider and comment on financial performance at the end of December, as detailed in section 4 and in **Appendices D, E, F and G**, and the register of reviews of Commercial Investment Strategy propositions at **Appendix H**.

## **9. LIST OF APPENDICES INCLUDED**

**Appendix A** – Performance Summary, Quarter 3, 2017/18

**Appendix B** – Corporate Plan Performance Report, Quarter 3 2017/18

**Appendix C** – Project Performance, December 2017

**Appendix D** – Revenue Forecast Variance & Service Commentary, December 2017

**Appendix E** – Capital Programme Forecast by Scheme, December 2017

**Appendix F** – Financing of the Capital Programme, December 2017

**Appendix G** – Financial Dashboard, December 2017

**Appendix H** – 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

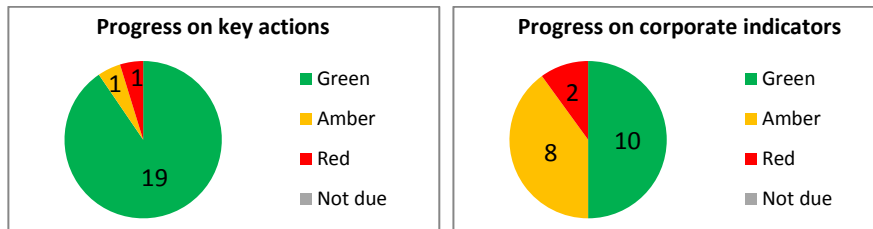
### **Financial Performance (Appendices D, E, F, G and H)**

Adrian Forth, Finance Manager ☎ (01480) 388605

## Performance Summary Quarter 3, 2017/18

### Enabling communities

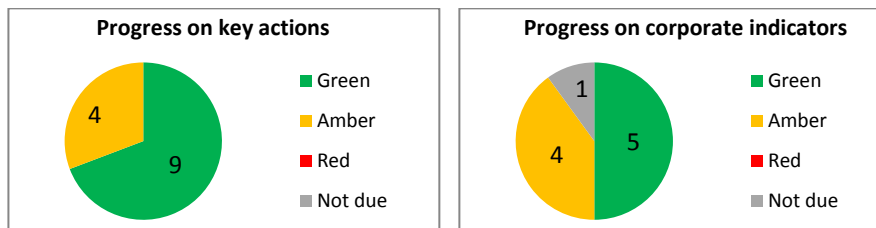
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include the initial phase of One Leisure Huntingdon developments works opening as planned in late December 2017.

### Delivering sustainable growth

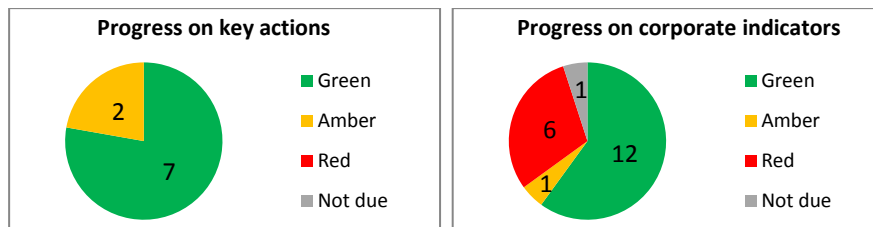
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include an appeal decision received in December confirming that we have a 5 year housing land supply and the Annual Monitoring Report demonstrating a 5.78 year supply.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include the recruitment of 10 apprentices who have joined the Council's Apprenticeship Academy on an 18 month Business Administration Apprenticeship following a successful assessment day in October.

CORPORATE PLAN – PERFORMANCE REPORT

**Appendix B**

STRATEGIC THEME – ENABLING COMMUNITIES

Period October to December 2017

Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	19		1		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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	10		8		2		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
<b>G</b>	KA 1. Continue to manage and enhance the joint CCTV service with Cambridge City Council	Ongoing	Cllr D Brown	Chris Stopford	The new CCTV Manager is settling well into his new role after being recruited in Q2. Business cases are being developed against existing capital programme items.
<b>G</b>	KA 2. Reduce incidences of littering through targeting of enforcement work	Ongoing	Cllr A Dickinson	Chris Stopford	The Community Protection and Enforcement Team conducted targeted patrols in areas where littering and fly tipping had been identified as a concern. A RIPA application was also submitted and approved by the court to utilise covert cameras in a rural area of the District that has been continually targeted by fly tippers. Three files have been submitted for prosecution in relation to fly tipping offences.
<b>G</b>	KA 3. Reduce the level of household waste sent to landfill	Ongoing	Cllr J White	Neil Sloper	Q1 to Q3 cumulative performance shows 58% of household waste has been diverted from landfill via our green waste and dry recycling collections. This is within target.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 4. Support delivery of sustainable community / leisure activities / facilities	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	The initial phase of One Leisure Huntingdon developments works opened as planned in late December 2017. This includes the first floor Impressions, Indoor Cycling Studio and office areas.
<b>R</b>	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	722 inspections have been completed from October 2017 to December 2017, bringing our cumulative pass rate to 70.1%. Although this indicator is impacted by seasonal variation, performance is being rectified with a weed spraying contractor. An increased revenue bid to bring the weed spraying service in house was declined by SMT, so this service will remain with a contractor at the same service level for the foreseeable future.
<b>G</b>	KA 6. Support the delivery of the Sport and Leisure Facilities Strategy	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	The strategy is regularly used to support planning applications and to enhance sporting facilities in areas of need. The strategy is being used in the negotiations with the Wintringham development for onsite provision of this large development.
<b>G</b>	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 Planning to discuss provision within new developments. Development Proposals were updated in the 'Approach to Green Space and Play Provision' report submitted to the Overview and Scrutiny (Communities & Environment) Panel in October 2017.
<b>G</b>	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	The operation of the monitoring network continues to show consistent levels of air pollution. Work has been undertaken to specifically review the Air Quality Management Area in St Neots. The other Air Quality Management Areas are largely the result of road traffic the impact of which is being assessed in preparation for further assessment after completion of the A14 realignment.

**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
<b>A</b>	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	One Leisure Admissions are down slightly across the whole business, but are significantly affected by the lack of investment in St Neots Swimming Pool, re-development at Huntingdon and schools admissions general decline due to budget restraints. Positively, admissions surrounding fitness (Impressions, Creche, Fitness Classes at St Neots & Ramsey) are increasing.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Overall One Leisure Active Lifestyles participation is at 34,410 against a target of 33,600 - 2.5% up and 14% up on last year. Largely group classes and walking sports (despite end of DASH lottery funding).
G	KA 10. Prevent homelessness where possible by helping households to remain in their current home or find alternative housing	Ongoing	Cllr R Fuller	Head of Customer Services	<p>Despite increases in homelessness in Q1 &amp; Q2, Q3 saw a reduction in homelessness acceptances compared to the same quarter in the previous year. This has resulted in the number of households in the first three quarters of this year being comparable to the previous year, over the same period.</p> <p>This was helped by an increase in the number of successful preventions, increasing by 25% over the same period due to interventions by the Advice &amp; Options team at a time when alternative affordable housing options are increasingly difficult to find.</p>
G	KA 11. Work with partners to deliver the homelessness prevention 'Trailblazer Project' across Cambridgeshire	Ongoing	Cllr R Fuller	Head of Customer Services	<p>The Trailblazer Project has continued to develop and introduce pathways for clients through other agencies leading to improved highlighting of potential homelessness issues at earlier stages. The challenge remains to find and develop ways of resolving these issues across a range of agencies, including realistic and affordable housing options for those that need to find a new home.</p> <p>The strand of work covering the delivery of more affordable housing options across a range of tenures links to our Housing Strategy actions. This includes the option of establishing a private housing company to deliver more affordable housing to help prevent homelessness – with a consultant employed to produce a report on this, due in February 18.</p>
G	KA 12. Update the Huntingdonshire District Council Homelessness Strategy	October 2017	Cllr R Fuller	Head of Customer Services	Revised Homelessness Strategy adopted by Cabinet in October 2017.
G	KA 13. Achieve Green Flag (a national standard) status for Priory Park, St Neots	Complete	Cllr J White	Neil Sloper	Portfolios being finalised for Hinchingsbrooke Country Park and Paxton Pits.
G	KA 14. Support and develop play facilities alongside Town and Parish Councils	Ongoing	Cllr J White	Neil Sloper	Business Case prepared for Capital Bid Process for Open Space and Play improvements. We are awaiting feedback from the Capital Bid Process.

**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	Godmanchester Neighbourhood Plan was formally 'made' by full Council on 13 December 2017 and now forms part of the statutory development plan for Huntingdonshire. The Examiner's Report on the examination of alternative modifications for the Houghton and Wyton Neighbourhood Plan was received on 20 November 2017 recommending that the Plan should proceed to referendum with some minor changes.
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	HDC is currently reviewing its designated surplus assets to determine if there are affordable housing opportunities. New community centre at Little Paxton being transferred to HDC under s106 agreement and is to be leased to Community group for 99 years at a peppercorn rent.
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	Over £52k of the £60k available from the 2017-18 Community Chest was allocated in round one. A Grants Panel to allocate the remaining £7,406 is being held on 16 <sup>th</sup> January 2018.
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	Over 900 volunteering days were recorded between October and December and progress is being made on support to be offered to a St Neots Riverside Friends Group.
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 supporting clubs through One Leisure Facilities and through the Active Lifestyles team. Consultation in place with clubs over new facility opportunities such as Ramsey 3G pitch and working in partnership with Hunts Football Association to hold a club information evening.
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 3, Countryside Services had a total of 949 volunteers. (230 admin volunteers and 719 practical volunteers). Progress is being made to support a St Neots Riverside Friends Group.
G	KA 21. Support and encourage community action on litter picking	Ongoing	Cllr J White	Neil Sloper	No litter picks were carried out during Quarter 3. This is standard for the time of year and will pick up again during spring.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 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%	85.96%	80%	70.1%	<b>A</b>	80%	70%	<b>A</b>
Comments: (Operations) Although this indicator is impacted by seasonal variation, performance is being rectified with a weed spraying contractor. An increased revenue bid to bring the weed spraying service in house was declined by SMT, so this service will remain with a contractor at the same service level for the foreseeable future.								
PI 2. Percentage of street cleansing and grounds maintenance service requests resolved in five working days  Aim to maximise	Street Cleansing - 83%	Street Cleansing - 79.29%	80%	92.2%	<b>G</b>	80%	80%	<b>G</b>
	Grounds maintenance - 61%	Grounds maintenance - 68.42%	80%	81.4%	<b>G</b>	80%	80%	<b>G</b>
Comments: (Operations) On target.								
PI 3. Percentage of successful enforcements – dog fouling, litter  Aim to maximise	100%	100%	100%	100%	<b>G</b>	100%	100%	<b>G</b>
Comments: (Community) The Community Protection and Enforcement Team have increased dog fouling patrols in locations highlighted by the public and Parish Councils. Patrols were conducted in Ramsey, Bury, Brampton, Stilton and the Oxmoor. A joint piece of work was carried out in association with the security of the care home on Sallowbush Road following reports of rough sleeping / youths using alcohol and drugs at the location. The management company was contacted and advised of the issues and an agreement reached to improve security and to remove old mattresses and commercial waste from the site. A number of significant fly tipping investigations are ongoing with evidence bundles being prepared ready for PACE interviews and HDC legal guidance.								
PI 4. Number of play spaces created or upgraded  Aim to maximise	7	N/a - was only reported annually	9	12	<b>G</b>	12	13	<b>G</b>

Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
Comments: (Operations) This indicator is dependent on a number of issues that are 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%	41%	45%	42%	G	45%	45%	G
Comments: (Operations) On target.								
PI 6. Average length of stay of all households placed in B&B accommodation Aim to minimise	5.1 weeks	4.6 weeks	6 weeks	7.8 weeks	R	6 weeks	7 weeks	R
Comments: (Customer Services) The average length of stay of households in B&B remains higher than the previous year with Q3 seeing the average length of stay going above the 6 week maximum within the quarter (ave length of stay of 7.8 weeks). The average length of stay for Q1 to Q3 is now 6.3 weeks. The figure is affected by our ability to move households 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). Successful preventions have increased, stemming but not reducing the flow of households into temporary accommodation. Q3 saw a reduction in homelessness acceptances compared to the same quarter in the previous year. This has resulted in the number of households in the first three quarters of this year being comparable to the previous year, over the same period.  Alternative sources of temporary accommodation continue to be brought on-line with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. There are c.20 units of this type in use as well as c.20 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.								
PI 7a. Participation at targeted services for older people Aim to maximise	18,751	N/a (combined total reported)	12,225	13,941	G	16,300	17,000	G
Comments: (Leisure and Health): Group Exercise Classes doing particularly well with attendances up 20% at the same point last year. Increase in provision in both community based and private commissioned classes helping to increase overall attendances and income generated.								
PI 7b. Participation at targeted services for long-term health conditions Aim to maximise	21,647	N/a (combined total reported)	13,050	12,895	A	17,400	17,000	A
Comments: (Leisure and Health) Targets revised due to error in previous reporting being corrected – Tableau was previously over-reporting participant numbers including the 2016/17 total listed here. The Exercise Referral Scheme is still incredibly busy and staff are working hard to manage waiting lists prior to move back to fee-paying scheme in April 2018.								



Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 7c. Participation at targeted services for disability/equity Aim to maximise	4,743	N/a (combined total reported)	2,625	3,815	G	3,500	4,400	G
Comments: (Leisure and Health) Walking sports and disability care homes continue to perform well.								
PI 7d. Participation at targeted services for young people (healthy weight) Aim to maximise	1,721	N/a (combined total reported)	1,875	1,644	A	2,500	2,100	A
Comments: (Leisure and Health) Holiday activities have underperformed due to various reasons. Commitments from schools have been difficult to manage in terms of delivering activities that are charged for. One new session ran with Huntingdon Primary School and mini dribblers is running well at St Ives.								
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 Weeks	28 weeks	41.1 weeks	R	28 weeks	43 weeks	R
Comments: (Development) The Cambs Home Improvement Agency recruited a new manager in Summer 2017. The new manager has introduced a performance plan to improve the time taken to complete DFGs and presented the plan at the December 2017 Overview & Scrutiny Panel (Communities and Environment) meeting. Although the time taken to complete a DFG is still much longer than the target, the service is improving: time taken between referral and completion in Quarter 1 = 44.7 weeks and in Quarter 2 = 44.4 weeks.								
PI 9. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme Aim to maximise	97%	83%	95%	97%	G	95%	97%	G
Comments: (Community) The majority of premises continue to be broadly compliant. Where businesses have FHRS of 0, 1 and 2 further intervention is carried out to improve the score, where this is not successful formal sanctions are instigated. Current enforcement action includes serving hygiene improvement notices on 1 premises in St Ives.								
PI 10. Number of complaints about food premises (per 100 food businesses) Aim to minimise	2.7	3.3	5	2.17	G	5	3	G

Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
Comments: (Community) Complaints against food premises are steady following an increase in numbers reported through the new Food Standards Agency portal. All complaints are triaged according to the allegation and appropriate action taken. This might range from recording detail to follow up at the next inspection, bringing forward a risk based intervention or undertaking a targeted visit to investigate the incident. One complaint has resulted in formal sanctions with a prosecution scheduled for hearing at magistrates court in May 2018.								
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	7,810	6,347	6,127	A	6,604	6,400	A
PI 11b. Increase the number of One Leisure members and users in targeted segments of the community: Older People (55-65) Aim to maximise	2,922	3,185	2,957	2,809	A	3,009	2,900	A
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	7,507	7,079	6,536	A	7,408	6,865	R
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	8,502	6,728	6,325	A	6,949	6,500	A
Comments: (Leisure and Health) Performance in year is difficult to measure as is seasonally affected (metric is members who have visited in the last 9 months). There appears to have been a dip in numbers since Q2, but Q3 takes in the "quietest" time of year and more pertinently excludes the busiest time of year (Jan-Mar). There is however a concern on the Families with Young Children measure – but this has been detrimentally affected by the temporary closure of the Funzone at Huntingdon.								
PI 12. Number of visits to One Leisure – leisure centres Aim to maximise	2,333,072	1,742,821	1,720,056	1,664,154	A	2,324,400	2,227,763	A
Comments: (Leisure and Health) Admissions are adversely affected by falling numbers in swimming admissions (St Neots), Burgess Hall (development) and Huntingdon (development). There have been a significant drop in bookings that utilise the athletics track in the summer at St Ives (due to deterioration) although this does not have such a huge impact on financial performance. Swimming Lesson (apart from St Neots) and Impressions admissions are improving or constant. Schools admissions alone are down by nearly 15,000.								

Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
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	1,370	3,400	G	1,660	4,000	G
Comments: (Resources) The targets set for this year were based on underestimates of volunteering days in previous years.								

## STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period October to December 2017

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>9</b>		<b>4</b>		<b>0</b>			<b>0</b>		<b>0</b>

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

### Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
<b>5</b>		<b>4</b>		<b>0</b>			<b>0</b>		<b>1</b>

### 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
<b>A</b>	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 Fuller	Andy Moffat	In light of the changes currently underway at the LEP and Combined Authority it was agreed between HoS and MD that it would be beneficial to delay this report by 2 months in order that the forward looking element could better take into account changes as their impact becomes clearer.
<b>A</b>	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 Fuller	Andy Moffat	Annual implementation and impact report made to O&S Panel (Economy and Growth) in July 2017. 3 actions on track, 3 amber and 7 red. Progress affected by staffing resource reduced due to secondment to transformation team and delays in approval of new marketing resource – recruitment of which is now on hold.
<b>G</b>	KA 24. Deliver a Car Parking Strategy that is supportive of residents, visitors and local businesses	Dec 2017	Cllr J White	Neil Sloper	Following delivery of a Vision for the parking service, Members of the Strategic Review of Parking Task and Finish Group have begun the process of developing this into a strategy that will provide the service with clear aims and objectives.

**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
<b>G</b>	KA 25. Prepare an infrastructure Delivery Plan alongside the Local Plan	June 2017	Cllr R Fuller	Andy Moffat	The Infrastructure Delivery Plan November 2017 Update was published on 4 December 2017 to support the proposed submission Local Plan to 2036. This forms an Addendum to the June 2017 Infrastructure Delivery Plan and Infrastructure Schedule.
<b>A</b>	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	At the LEP Board meeting on the 19 <sup>th</sup> December 2017 it was resolved that the Company be wound up on a solvent basis by the 31 <sup>st</sup> March 2018. A new LEP is to be established in the form of a Business Board. At the Combined Authority (CA) Board meeting on the 20 <sup>th</sup> December 2017 it was resolved that the CA shall become the Accountable Body for the Business Board and it was noted that the CA Board would receive periodic reports from the new year regarding the arrangements for the future working relationship between the two Boards.  A programme of housing developments continues to be maintained and updated for bids to the CA's Housing Fund. County and District Council Officers are providing support to the CA's scoping of work to explore a third river crossing and improvements to the A141 Huntingdon northern bypass.
<b>G</b>	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	A14 on track. Active input into the A428; Oxford – Cambridge expressway and railway; broader input into wider rail network as and when required.

**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
<b>G</b>	KA 28. Work in partnership to ensure local delivery of training to meet business growth	1/9/2018 for opening of iMET	Cllr R Fuller	Andy Moffat	Construction of the iMET building - completion expected by mid-Feb 2018. New Board to be established to take curriculum development forward. HDC to continue to offer support for the iMET project through business engagement and promotion activities but will no longer be represented on the new Board.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 29. Encourage and support apprenticeships across the district	On-going	Cllr R Fuller	Andy Moffat	Annual EDGE careers fair held on 15 <sup>th</sup> December. 440 students attended from 6 schools, 55 topics exhibited, 19 businesses, 6 public sector employers, 7 providers. 83% of students rated the event at 7 or higher out of 10; 71% stated likelihood of pursuing an apprenticeship at 7 or higher out of 10 and 72% stated that on a score out of 10 they would rate their improved knowledge of careers and apprenticeships at a score of 7 or higher.

**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
<b>G</b>	KA 30. Prepare the submission draft of the Local Plan	Submission by end of March 2018	Cllr R Fuller	Andy Moffat	On 13 December 2017 Full Council approved the proposed submission Local Plan to 2036 and its supporting documents for publication for statutory consultation on the grounds of soundness and legal compliance for 7 weeks from 18 December 2017 to 5 February 2018.
<b>G</b>	KA 31. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>• St Neots</li> <li>• Alconbury Weald</li> </ul>	Ongoing	Cllr R Fuller	Andy Moffat	New application for Wintringham Park received on the 30 <sup>th</sup> October. Officers working pro-actively, having weekly meetings to ensure momentum on the application. It is anticipated that an updated position on the application will be presented to DMC. Officer also continue to work with U&C on the Alconbury scheme albeit it is clear that U&C's primary focus is now Wintringham Park. Grange Farm is still expected in Q1 2018.
<b>G</b>	KA 32. Maintain a 5 year housing land supply position	Ongoing	Cllr R Fuller	Andy Moffat	Appeal decision received in December 2017 confirms we have a 5 year housing land supply and the Annual Monitoring Report, published on 21 <sup>st</sup> December, demonstrates a 5.78 year supply.
<b>G</b>	KA 33. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan	June 2017	Cllr R Fuller	Andy Moffat	Housing Strategy adopted in June 2017. Action Plan being implemented including work with Altair to explore a Housing Delivery Vehicle.
<b>A</b>	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	St Neots Phase 1 report completed in November 2017. Inaugural multiagency Steering Group meeting arranged for 19 <sup>th</sup> January 2018 to be chaired by Cllr Howe to include agreement of Terms of Reference. Delivery programme to be evolved.  Positioning of other Huntingdonshire market towns being led by Cllr Dickinson.  CA continuing to deliberate on how to take other Masterplans forward including discussions with Inner Circle on their capacity.

## 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	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 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)	15 (at Q2 2016/17)	15	13	A	15	14	A
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 but recruitment only completed Job Evaluation and approval by SMT in July. Recruitment is currently on hold pending budget clarification for next year.								
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	G	G
Comments: (Development) Officers have sought to work with CCC and other partners to identify their priorities, but information has not been forthcoming from CCC but every effort continues to be made to overcome that position. In the meantime the Growth & Infrastructure Group has been resurrected, including finalising the Town and Parish Rep on the project board. It is intended to have an inception meeting of the project board in early Feb. The project board will then make recommendations to Cabinet in March 2018.								
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	1,075	860	A	1,200	964	A
Comments: (Development) Q3 2017/18 Target and Performance are total numbers for the 12 months to the end of December 2017. One school pulled out of attendance at December's Careers fair which has adversely affected the total numbers significantly and will impact on the 2017/18 outturn.								
PI 17. Number of EDGE customers supported Aim to maximise	N/a – new measure	N/a – new measure	100	86	A	100	100	G

Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
Comments: (Development) The figures are the number of live client cases at the end of the relevant period. During Q3 a total of 28 people were helped successfully into work reducing the number of active client cases. This is an average of more than 2 people into work for each day that EDGE shop is operational (1 day/week). Many EDGE clients are benefit claimants. This measure was relevant whilst EDGE was in capacity building stage but needs changing for next year.								
PI 18a. Percentage of planning applications processed on target-major (within 13 weeks or agreed extended period)	81%	71%	70%	94%	G	70%	85%	G
Aim to maximise								
Comments: (Development) Performance for Q1-Q3 is 85%.								
PI 18b. Percentage of planning applications processed on target-minor (within eight weeks or agreed extended period)	72%	73%	70%	83%	G	70%	78%	G
Aim to maximise								
Comments: (Development) Performance for Q1-Q3 is 78%.								
PI 18c. Percentage of planning applications processed on target-household extensions (within eight weeks or agreed extended period)	95%	94%	85%	96%	G	85%	97%	G
Aim to maximise								
Comments: (Development) Performance for Q1-Q3 is 97%.								
PI 19. Number of new affordable homes delivered	188	N/a – not previously reported quarterly	35	30	A	167	165	A
Aim to maximise								
Comments: (Development) 30 affordable homes were delivered during Q3 against a target of 35. Although delivery so far this year is behind schedule with 100 affordable homes against a target of 129, we have been assured by Registered Providers that a further 65 homes are due for completion during Q4 so the programme is now on target to deliver 165 homes by the end of the financial year. Whilst this is two fewer than the target, those two additional homes are still being delivered but with their forecast completion dates slipping to early 2018/19.								



Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
PI 20. Net additional homes delivered Aim to maximise	535 (actual for 2015/16)	G – performance is reported annually in arrears				567 (for 2016/17)	682 (actual for 2016/17)	G
Comments: (Development) As at 31 March 2017, 508 dwellings were under construction. Past completions for 16/17 were 682 dwellings due to higher than expected rates of completion on several sites, including Eaton Court, St Neots, The Spires (former St Ives Golf Course), New Horizons, Yaxley (former mushroom factory site), The Orchard, Fenstanton and Romans Edge (former Bearscroft Farm), Godmanchester. Completions in 2017/18 are anticipated to be approximately <b>689</b> dwellings.								
PI 21. Net business-use floor space created Aim to maximise	-12,650m <sup>2</sup> (actual for 2015/16)	G – performance is reported annually in arrears				n/a	+36,161m <sup>2</sup> (actual for 2016/17)	G (due to increase)
Comments: (Development) Total net employment floorspace completions for 2016/17 saw the addition of 36,161 m <sup>2</sup> floorspace which is a considerable increase on the previous year. This is largely due to the amount of completed floorspace at Alconbury Weald, where a new fruit/flower processing facility with ancillary offices was completed, along with B8 units for IKO and John Adams Toys (31,893m <sup>2</sup> ). Future years are expected to see continued net increases. 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 hangars at Alconbury Weald.								

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

Period October to December 2017

### Summary of progress for Key Actions

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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
12		1		6		0		1	

### 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
<b>G</b>	KA 35. Deliver the HDC Transformation Programme; relevant work streams are Workspace, Commercial and Business	Ongoing	Cllr S Cawley	John Taylor, Neil Sloper, Jo Lancaster, Jayne Wisely	<p>LEAN reviews are underway across the Council, with over 20 trained advocates conducting this work.</p> <p>HDC also selected by LGA and Design Council for training on tackling 'wicked issues' – this is great news, as this was a competitive process across all LAs.</p> <p>DC Ventures is now live, and in Q4 business cases for CCTV and Document Centre will come to Members.</p>
<b>G</b>	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 have completed a LEAN review of the taxi and private hire application processes. Changes introduced are working well, e.g. implementation of online DBS processes, and are having a positive impact in reducing the time to process applications.
<b>A</b>	KA 37. Aim to reduce the energy usage in One Leisure by 20% via the Refit energy	Ongoing	Cllr D Brown	Jayne Wisely	The RE:fit project has had a successful year to date with an energy saving in excess of 5%. The forecast outturn

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	efficiency programme				performance for the year is anticipated to be approximately 3.5%. Although savings to date are higher, Q4 is the height of the lighting and heating season and therefore the most energy intensive, which may impact the overall saving.
<b>G</b>	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	3C Digital are working with Mosaic and HDC Customer services to investigate options for the provision of a Customer portal which will give the ability for customers to log and track progress with requests/applications for service. This assessment will result in a recommendation for a project to deliver this functionality during 2018/19 as part of the Mosaic Transformation programme.
<b>A</b>	KA 39. Maximise the income generating potential of One Leisure and all traded activities	Ongoing	Cllr D Brown	Jayne Wisely	One Leisure income is down by £150K on the same period last year. A significant proportion of this is down to the disruption of business at Burgess Hall (£30K), Huntingdon (£80K) and ongoing discussions with Sawtry Village College regarding payment for usage. Impressions continues to recover and is now ahead of last year.
<b>G</b>	KA 40. Implement the HDC apprenticeship programme for 2017/18	31 October 2017	Cllr S Cawley	Clive Mason	10 apprentices were recruited at an assessment day in October and joined the Council's Apprenticeship Academy on an 18 month Business Administration Apprenticeship. We also have 4 existing permanent members of staff undertaking apprenticeships in Team Leading and Business Administration and are currently evaluating other apprentice opportunities for existing staff to maximise the apprenticeship levy.
<b>G</b>	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	The Action Plan was endorsed by the Employment Committee on 30 November 2017. It is currently being implemented with monitoring of progress ongoing. Updates on progress made on actions will be reported to staff and Employment Committee.

**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
<b>G</b>	KA 42. Deliver the HDC Transformation Programme; relevant work streams are Customers and People	Ongoing	Cllr S Cawley	John Taylor, Clive Mason	Employment Committee endorsed a new set of values for HDC. These have been produced by involving staff from across the Council. In Q4, these will be piloted in four parts of the Council so that we can prepare to formally launch these in the 2018/19 appraisal process.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Work on the Customer workstream has progressed well with LEAN reviews improving how we work. Work is on track to look at how HDC uses technology, and we expect progress on Digital services (alongside phone and face to face) to become significant in 18/19.
<b>G</b>	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	31 March 2018	Cllr S Cawley	Head of Customer Services	This is on track. HDC, DWP and CA are working together to deliver this project. Progress in Q3 has focussed on contracts, building tendering and working on the new customer service operational model. In Q4, we will see building work commence as the CSC space at PFH is remodelled. The new service should go-live towards the end of Q4 (subject to building work).

### Corporate Performance and Contextual Indicators

#### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 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	11	14	<b>G</b>	16	16	<b>G</b>
Comments: (Resources) The cohort of newly recruited business support apprentices joined the council in October. The remainder of the target will be made up of existing staff undertaking apprenticeship schemes, including Operations Drivers apprenticeships.								
PI 23. Percentage of grounds maintenance works inspected which pass the Councils agreed service specification Aim to minimise	93.50%	92.96%	80%	81.4%	<b>G</b>	80%	80%	<b>G</b>
Comments: (Operations) On target.								
PI 24. Number of missed bins per 1,000 household collections Aim to minimise	N/A	N/A	0.75	1.16	<b>R</b>	0.75	1.1	<b>R</b>

Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
Comments: (Operations) Calculation errors for Q2 have now been rectified and the accurate data shows a definite improvement in the number of missed bins as follows: Q1=1.54, Q2=1.04 & Q3=0.91. This gives a cumulative figure of 1.16 for the year. The waste minimisation team have continued efforts with collection crews to highlight frequently missed households and communication with residents has helped to ensure bins are put out for collection on time and at the appropriate collection point.								
PI 25. Total amount of energy used in Council buildings Aim to minimise	12,227,550 kWh	8,329,324 kWh	8,162,738 kWh 2% reduction	7,881,958 kWh 5.4% reduction	G	11,982,999 kWh 2% reduction	3.5% reduction	G
Comments: (Operations) The RE:fit project has had a successful year to date with an energy saving in excess of 5%. The forecast outturn performance for the year is anticipated to be approximately 3.5%. Although savings to date are higher, Q4 is the height of the lighting and heating season and therefore the most energy intensive, which may impact the overall saving.								
PI 26. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise	23 days	22 days	25 days	23 days	G	25 days	25 days	G
Comments: (Customer Services) Performance has remained consistent throughout the year and the team is on track to achieve the annual target.								
PI 27. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise	4 days	4 days	5 days	5 days	G	5 days	4 days	G
Comments: (Customer Services) The level of work on the team will increase substantially during Q4 in the run up to annual billing. However, because of the way this work is processed, the forecast outturn performance is likely to be better than target.								
PI 28. Percentage of business rates collected each year Aim to maximise	99%	85.3%	85.3%	86.1%	G	99%	99%	G
Comments: (Customer Services) Performance remains on track to achieve target by the end of the year.								
PI 29. Percentage of Council tax collected in year Aim to maximise	98.6%	87.4%	87.4%	87.3%	A	98.6%	98.6%	G
Comments: (Customer Services) The restructure of the Revenues and Benefits teams meant that there were a number of vacancies during the first half of the year which impacted on recovery activity. Performance improved during Q3 and should be back on track to achieve the annual target but the situation is being constantly monitored.								
PI 30. Percentage of space let on estates portfolio Aim to maximise	97%	96%	95%	96%	G	95%	96%	G

Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
Comments: (Resources) Four vacant units over the quarter on average but, with two under offer, three will be subject to works and/or funding being obtained to enable letting with expected completion this financial year.								
PI 31. Percentage of invoices from suppliers paid within 30 days	98.5%	98.6%	98%	98.7%	G	98%	98.6%	G
Aim to maximise								
Comments: (Resources) The percentage of invoices from suppliers paid within 30 days is above the target and forecast to exceed this at the year end.								
PI 32. Staff sickness days lost per full time employee (FTE)	10.7 days/FTE	8.3 days/FTE	6.5 days/FTE	7.3 days/FTE	R	9.0 days/FTE	9.9 days/FTE	A
Aim to minimise								
Comments: (Corporate Team/Resources) An average 2.4 days per FTE were lost during Q3, which is the best Q3 result since October-December 2013. This has reduced the gap between actual and target and has increased the likelihood of the full year performance falling below 10 days/FTE for the first time since 2013/14.								
PI 33. Commercial Estate Rental & Property Fund Income (Net of MRP)	£2.62m	£2.47m	£2.47m	£2.93m	G	£3.3m	£3.49m	G
Aim to maximise								
Comments: (Resources) Income continues to grow from renewal of existing leases and enhanced rents.								
PI 34. Planned net budget reductions achieved	£1.9m	£1.2m	£1.12m	£0m	R	£1.5m	£0m	R
Aim to maximise								
Comments: (Resources) The planned net budget reductions are not currently being achieved as the Quarter 3 financial performance monitoring shows an overall forecast revenue overspend of £0.7m. However, the overall position includes some savings that have been made as planned where Zero Based Budgeting and Line by Line Review saving items have been achieved. Detailed explanations of the Council's forecast revenue budget overspends by service can be found at Appendix D.								
PI 35c. Percentage of Staff Survey results improved Q3	N/a – one-off measure	92%	50%	67%	G	N/a – one-off measure, another measure will be used in Quarter 4		
Aim to maximise								
Comments: (Corporate Team) Two-thirds of results in 2017 were better than the 2016 results. While the proportion improving between 2015 and 2016 was higher, it is harder to improve on better results. An action plan seeking further improvements was endorsed by Employment Committee in November and is being implemented.								
PI 36. Call Centre telephone satisfaction rate	90%	N/a – was annual measure	80%	97.6%	G	80%	90%	G
Aim to maximise								
Comments: (Customer Services) We are pleased with this satisfaction result and the positive comments customers made regarding our advisors.								

Performance Indicator	Full Year 2016/17 Performance	Q3 2016/17 Performance	Q3 2017/18 Target	Q3 2017/18 Performance	Q3 2017/18 Status	Annual 2017/18 Target	Forecast Outturn 2017/18 Performance	Predicted Outturn 2017/18 Status
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) The Call Centre and CSC teams are mainly cross-trained now so this is a good result for the whole team.								
PI 38a. Percentage of stage 1 complaints resolved within time Aim to maximise	78%	89%	98%	n/a	n/a	98%	n/a	R
Comments: (Corporate Team) Concerns about the lack of stage 1 complaints recorded on the corporate system (5 in Q2 compared to 61 last year and 280 in Q1) have not been resolved so we are still unable to report accurately on this indicator. However, the volume of late responses in Q1 means the annual target will not be achieved.								
PI 38b. Percentage of stage 2 complaints resolved within time Aim to maximise	89%	89%	98%	80%	R	98%	Over 80%	R
Comments: (Corporate Team) 100% responded to on time in Q3. Cumulative year to date performance remains below target due to 3 complaints dealt with late in Q1.								
PI 39. Website satisfaction rate Aim to maximise	75%	56%	75%	57%	R	75%	57%	R
Comments: (ICT Shared Service) Quality of satisfaction data is poor as it is based on an extremely small sample size. The Council's website attracts 45k plus visitors each month but only circa 10-20 customers take part in the survey. The Digital team are considering other methods to obtain this data. The HDC website is ranked as one of the best district sites in the country (rated 4 stars in Socitm's 'Better Connected 2016-17' survey).								
PI 40. Percentage of calls to Call Centre answered Aim to maximise	n/a	n/a	90%	87.4%	R	90%	85%	R
Comments: (Customer Services) This is an improvement on last quarter's figure of 76.2%, but call volumes are low in December which helped us. The answered rate is likely to go down in the January to March quarter but we are working with the Transformation team to reduce the number of calls where advisors can't get through to back offices.								

## Appendix C Project Performance – January 2018

<b>Red =</b> Project is significantly behind schedule, seriously over budget, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, over budget, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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### Projects relating to Huntingdonshire District Council services/facilities only:

Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<b>Leisure Invest to Save Opportunities</b> Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.  <b>Facing the Future</b>  <b>Jon Clarke (Leisure)</b>	30/09/15		31/03/17	12/01/18 The Department of Education send SNLP the decision letter confirming consent had been granted to the lease of the land to HDC under the agreed Heads of Terms.  15/01/18 HDC received, from SNLP, notification that the Department of Education had agreed to the land lease for a 25 year period. On the same date, HCB Group were contacted for a progress report on the Lottery Funding Agreement.	Red	Red	17-Jan-18
<b>In Cab Systems</b> The project will replace the existing manual process for logging waste collection issues and involve delivery of that information in a timely manner from the refuse collection vehicle to the call centre. This will involve the purchase of a new bespoke system including hardware devices for the refuse collection vehicles.  <b>Capital 2016/17</b>  <b>Sharon Connor (Operations)</b>	TBC	31/03/19	31/10/17	Currently in the Procurement Stage, letters are going out to unsuccessful tenderers and then standstill will occur until 26 <sup>th</sup> January 2018.	TBC	Red	19-Jan-18
<b>Refit</b> Energy efficiency project regarding major works across One Leisure sites.	September 2017 - This was	02/04/18	02/04/18	Following the December meeting with BYes and the provision of a new project plan from BYes, there was with agreement with b that the project end date	Red	Amber	17-Jan-18



<b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	<b>Pending Closure =</b> In close-down stage	<b>Pending Approval =</b> Business Case to be approved	<b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<b>Capital 2016/17 (see 2015/16)</b> <b>Julia Blackwell (Operations)</b>	contingent on leases being signed			would be revised. This date covers the current remit of the project and doesn't cover the M+V or any possible extension from the inclusion of St Neots. The end date also relies on external companies completing the work at Sawtry which will allow Canhams to install the BEMS. If lease for St Neots OL is signed, the project will be extended. The project budget has been rephased to take into account the possible extension, carried out with Oliver Colbert	Red	Amber	
<b>Little Paxton Community Centre</b> To manage the delivery of the new Lt Paxton Community Building. <b>Community</b> <b>Claudia Deeth (Community)</b>	01/10/17	01/08/18	01/08/18	The handover was delayed after HDC requested a two stage handover of the hub building and the football pitch due to the pitch having a number of defects. Following a meeting with Taylor Wimpey in Dec 2017, they have agreed to a hand over of the building by 31st Jan 2018 with the pitch being handed over by 1st Aug 2018. The de-s snag of the building is taking place on 22nd Jan 2018 to ensure it is in a satisfactory condition for HDC to take on, the building will be leased immediately thereafter to The Hub community group.	Red	Green	16-Jan-18
<b>Levellers Lane</b> Replace industrial roofs to address H & S and fulfil Council obligations. <b>Capital 2016/17</b> <b>Jackie Golby (Resources)</b>	24/03/17	31/03/18	31/03/18	Planned start on site February 2018 - preparatory works being undertaken to clear secure compound storage area and obtain possession of impending vacant unit for welfare facilities.	Red	Green	04-Jan-18

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Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<b>Council Tax Automated Forms</b> Introduce automated forms into business systems.  <b>Facing the Future</b> <b>Ian Davies (Customer Services)</b>	31/03/17	15/03/18	15/03/18	IEG4 are still working to rectify the situation, to allow the robot to update Northgate system directly. We do not have a target date for resolution. Project Board Meeting scheduled for January 11 <sup>th</sup> 2018.	Red	Green	02-Jan-18
<b>Phoenix Industrial Unit Roof</b> Replace industrial roofs to address H & S and fulfil Council obligations.  <b>Capital 2015/16</b> <b>Jackie Golby (Resources)</b>	28/02/17	13/04/18	30/04/18	Contract (JCT) awarded after legal input to Southern Counties Roofing and detailed clarification of costs, warranties etc.  Planned start still Mid-January but this is dependent on weather conditions.	Red	Green	04-Jan-18
<b>One Leisure Huntingdon Development</b> Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.  <b>Capital 2016/17</b> <b>Paul France (Leisure)</b>	31/7/17	30/05/18	30/05/18	First phase now fully completed which sees the delivery of the fitness facilities (gym, studio and indoor cycling facility). Open weekend (20/21 January) has taken place for the general public and was a major success with much positive feedback.  Work now underway on phase 2 (Funzone, Hospitality and Crèche) which currently is scheduled to open a week early ready for the Easter Holidays).	Red	Green	19-Jan-18
<b>Salix Projects</b> Salix revolving fund to finance energy efficiency measures within Council owned buildings.  Need to have a flow of eligible projects - due to the successes of previous years using Salix funding the scheme has completed may of the easy to achieve projects and the remaining work is harder to	N/A – Yearly Ongoing Project	01/04/20	01/04/20	Yard lighting delayed - the lamps have been delivered; however cabling failed to be delivered, therefore unable to install. Manufacture chased and waiting confirmation of the delivery date.  Project will have completed the full recycling of funds following the completion of the FY 2019/20.	N/A – Yearly Ongoing Project	Amber	18-Jan-18

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Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<p>complete under the Salix criteria. Lighting projects now have a 10 year payback available to them thanks to changes made by BEIS.</p> <p>Original end date was based on the requirement to go to FGB to approve the spending for each financial year and the project site was set up to reflect just one year of work rather than a continuous flow of work to the end of the recycling period</p> <p><b>Capital 2016/17</b> <b>Julia Blackwell (Operations)</b></p>				<p>The original fund of £150K needs to be recycled 3 times so that a total of £450K has been invested in energy efficiency measures. Funding recycled back into the funding pot, indicates that the recycling target will be achieved following the completion of measures in FY2019/20</p> <p>Target spend 2018/19 £30.966 - to be confirmed by Salix</p> <p>Target spend 2019/2020 £24,762 - to be confirmed by Salix</p> <p>Also amount from any underspend in previous years is rolled over into the following financial year.</p>			
<p><b>iMET</b> Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ</p> <p><b>Development</b> <b>Susan Bedlow (Development)</b></p>	N/A*	02/02/18	01/09/18	<p>Construction of the building continues with completion expected within 4 weeks. All partners continue to be concerned that wider issues have delayed the critical development of iMET's curriculum delivery and the business model. An MD for iMET has been appointed and took up her post just before Christmas. This will help with the focus on the development of the curriculum but timelines are very short.</p>	N/A*	Amber	09-Jan-18
<p><b>Building Foundations for growth grant underspend project</b> To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund. The residual grant money must be used for a project on the EZ fitting within the GCGP's economic strategy.</p>	N/A*	-	31/08/27*	<p>The full facility agreement, legal charge, inter creditor agreement, duty of care deed and other associated documents have now been signed by S151 officer and are with our lawyers pending completion.</p>	N/A	Green	09-Jan-18

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Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<b>Development</b> <b>Susan Bedlow (Development)</b>			has been completed. Then it will be moved to Business as Usual.	However a last minute amendment to the inter-creditor agreement has been requested by U&C lawyers. The best way to achieve this is currently being explored but the first drawdown is not likely to take place before February 2018.			
<b>Clifton Road Roofs</b> The capital bid is for funds to replace the roofs at the Clifton Road Industrial Estate, to make weather proof. <b>Capital 2016/17</b> <b>Jackie Golby (Resources)</b>	28/02/17	31/10/17	31/10/17	Project is pending close down report.	Red	Pending Closure	12-Jan-18
<b>Apprenticeships</b> To introduce an Apprenticeship Scheme into Huntingdonshire District Council for both new and existing staff. <b>Resources</b> <b>Laura Gammons (Resources)</b>	TBC		31/03/18	We are now moving forward to plan a longer term strategy for apprentices.  Project has entered closedown phase.	TBC	Pending Closure	05-Jan-18
<b>Waste and Recycling Reconfiguration</b> The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service. <b>Operations</b> <b>Heidi Field (Operations)</b>	TBC		31/07/17	Project has entered closedown phase and results of the reconfiguration are currently being compiled.	TBC	Pending Closure	15-Nov-17

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Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<b>One Leisure Alconbury Weald Club</b> To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building. <b>Leisure &amp; Health</b> <b>Brian Gray (Leisure)</b>	TBC		31/10/16	Closedown Report not yet submitted to Project to Board.	TBC	Pending Closure	31-May-17
<b>One Leisure Huntingdon Changing Facilities</b> To up-grade the Changing facilities at the Swimming Pool at One Leisure Huntingdon. Changing rooms will become a changing village with different options for changing <b>Capital 2016/17</b> <b>Karen Martin-Peters (Leisure)</b>	-	-	31/03/17	The Changing rooms project is now complete and the close down report has been approved by HoS – PMGB have reviewed and approved the closure.	-	Closed	14-Dec-17
<b>CCTV Pathfinder House Resilience</b> <b>Capital 2016/17</b> <b>Chris Stopford (Community)</b>		-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	Pending Approval	
<b>CCTV Wi-Fi</b> <b>Capital 2016/17</b> <b>Chris Stopford (Community)</b>		-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	Pending Approval	
<b>Lone Worker Software</b> <b>Capital 2016/17</b> <b>Chris Stopford (Community)</b>		-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	Pending Approval	

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### 3C IT Projects where HDC are customers

Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<b>Audio Visual in Civic Suite</b>  <b>TBC</b>  <b>Paul Ashbridge (3C ICT)</b>	31/10/2017		09/02/2018	Civic Suite will be upgraded in the last week of January and first week of February.	Red	Green	09-Jan-18
<b>Implementation of Financial Management System</b> To introduce a new Financial Management System across the council.  <b>3C Shared Services</b>  <b>Andrew Buckell (3C ICT)</b>	TBC		31/10/17	Officially, the implementation date is still December; however there are a number of issues pertaining to elements of the overall implementation which means that this date will not be achieved.  There are currently four options the Project Board are considering.	TBC	Red	31-Oct-17
<b>Waste Services Review (SOSP)</b>  <b>3C Shared Services</b>  <b>Tony Allen (3C ICT)</b>	TBC		TBC*	Site visits and final moderations concluded in December. Preferred bidder identified. We're going to speak to Counsel to advise them on our plan.  * 31/01/2018 for Procurement and TBC for Implementation	TBC	Red	09-Jan-18
<b>Mobile Phone Contract Procurement</b> The current HDC contract ended in May 2017; CCC and SCDC are both out of contract.  <b>3C Shared Services</b>  <b>Caroline Huggon (3C ICT)</b>	TBC		31/03/18	Test devices have been set up for SCDC. Councillors will be coming in 11/01 to be set up. 6 test users will also be set up on iPhones. Looking at SCDC roll out plan.	TBC	Red	09-Jan-18

<b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	<b>Pending Closure =</b> In close-down stage	<b>Pending Approval =</b> Business Case to be approved	<b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title / Purpose of Project / Programme / Project Manager	Original End Date (as PID)	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Original Date	RAG Status to Revised End Date	Latest Update Date
<b>Global Protect</b> <b>3C Shared Services</b> <b>Paul Ashbridge (3C ICT)</b>	TBC		01/04/18	Global Protect is ready for CCC with the Windows 10 profiles being worked on.	TBC	Amber	09-Jan-18
<b>Server Room Consolidation Project</b> To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services. <b>3C Shared Services</b> <b>Martin Steadman (3C ICT)</b>	TBC		31/03/2018	The NSX environment is now functional and 3C ICT aim to have all the test servers in as soon as possible.	TBC	Amber	09-Jan-18
<b>Obligation Tracker</b> <b>3C Shared Services</b> <b>Tony Allen (3C ICT)</b>	TBC		30/04/2018	Both process workshop completed and PID redrafted. Currently in discussions with Procurement about the best way forward.	TBC	Amber	09-Jan-18
<b>Council Anywhere Initiative</b> <b>3C Shared Services</b> <b>Louise Slack (3C ICT)</b>	TBC		31/07/2019	This is currently going through the bid process.	TBC	Green	09-Jan-18
<b>Environmental Health System Review</b> <b>3C Shared Services</b> <b>Paul Ashbridge (3C ICT)</b>	TBC		TBC	On hold pending decisions from authorities.	TBC	On Hold	09-Jan-18



## Service Commentary

## Appendix D

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.

Revenue Forecast Outturn	2017/18						
	Budget	Forecast	Use of	Contribution	Net Service	Net Variation	
	£'000	Outturn (Gross) £'000	Reserves to Fund Exp £'000	to Reserves £'000	Forecast £'000	£'000	%
<b>Revenue by Service:</b>							
Community	1,953	1,919		7	1,926	(27) <span style="color: green;">●</span>	-1.4
Customer Services	2,396	2,525	(13)	26	2,538	142 <span style="color: red;">●</span>	5.9
ICT Shared Service	1,721	2,031			2,031	310 <span style="color: red;">●</span>	18.0
Development	1,132	1,457	(378)	2	1,081	(51) <span style="color: orange;">●</span>	-4.5
Leisure & Health	(160)	83	(21)	25	87	247 <span style="color: red;">●</span>	154.4
Operations	4,032	4,597	(125)	118	4,590	558 <span style="color: red;">●</span>	13.8
Resources	4,426	4,281	(80)	96	4,297	(129) <span style="color: green;">●</span>	-2.9
Directors and Corporate	1,711	2,105	(725)		1,380	(331) <span style="color: orange;">●</span>	-19.3
<b>Net Revenue Expenditure</b>	<b>17,211</b>	<b>18,998</b>	<b>(1,342)</b>	<b>274</b>	<b>17,930</b>	<b>719</b> <span style="color: red;">●</span>	<b>4.2</b>
Contributions to/(from) Earmarked Reserves	0	(1,068)				(1,068)	0.0
Service Contribution to Reserves	2,966	2,247				(719)	-24.2
<b>Budget Requirement (Services)</b>	<b>20,177</b>	<b>20,177</b>					
<b>Financing:-</b>							
Taxation & Government Grants	(10,477)	(12,198)				(1,721)	16.4
Contribution to/(from) Reserves	(1,534)	187				1,721	-112.2
<b>Council Tax for Huntingdonshire DC</b>	<b>(8,166)</b>	<b>(8,166)</b>					

Note:

**Red** – over spend by 2% or more

**Amber** – underspend by more than 4%

**Green** – overspend up to 2% and underspend up to 4%



**Service Forecasts as at 31 December 2017**

NOVEMBER FORECAST		DECEMBER FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Community</b>						
3,804	Head Of Community Total	89,875	87,237	6,612	93,849	3,974	
3,280	C C T V Total	(70,393)	(65,352)		(65,352)	5,041	
(20,760)	C C T V Shared Service Total	256,389	261,310		261,310	4,921	
(13,344)	Commercial Team Total	293,803	333,216		333,216	39,413	Savings from the delayed recruitment to posts vacated during the restructure of the service (-£21k), redundancy costs (+£53k) charged to service, lower than expected income from traded activities including training and primary authority (+7k) <b>Action on Overspend</b> - the redundancy costs are one-off and can be covered by savings within the division.
(7,962)	Corporate Health & Safety Total	102,622	95,232		95,232	(7,390)	
(35,012)	Licensing Total	(137,464)	(164,825)		(164,825)	(27,361)	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 (-£47k). Impacted by process changes including direct payment for DBS checks by the applicants , and increased costs for vehicle inspections (+£20k)
(20,962)	Community Team Total	624,634	601,042		601,042	(23,592)	Promotion of the Council's pest control service during 2017/18 seeks to increase income (-£7k) along with increased Environmental Enforcement activity resulting from the Community restructure. Savings predicted from the salaries budget due to part-time working within a number of the Community team posts (-£35k). Impacted by costs of implementation for the Public Space Protection Order for Dog Control, including the purchase of replacement PSPO signage, and higher than expected rental costs (+£19k)
(18,244)	Environmental Protection Team Total	379,555	356,413		356,413	(23,142)	Savings from the recruitment to posts arising from the restructure of the Community service (-£20k) combined with better than expected income (-£13k), offset by higher than budgetted supplies and services (£10k)
5,880	Emergency Planning Total	11,575	17,476		17,476	5,901	
(5,348)	Environmental Health Admin Total	139,140	133,633		133,633	(5,507)	
(1,424)	Document Centre Total	263,426	263,697		263,697	271	Whilst this variance is currently less than the £10k detailed action threshold, note the fire in the Doc Centre on the 20th October 2017 and the possible impact of uninsured losses, outsourcing of urgent work, and loss of income is being closely monitored
<b>(110,092)</b>		<b>1,953,162</b>	<b>1,919,078</b>	<b>6,612</b>	<b>1,925,690</b>	<b>(27,472)</b>	

NOVEMBER FORECAST		DECEMBER FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Customer Services</b>						
(8,026)	Head of Customer Services	97,080	71,070	25,668	96,738	(342)	One-off savings on vacant post - will be used to fund AD Transformation Post
(5,373)	Local Tax Collection	(226,770)	(232,140)		(232,140)	(5,370)	
76,004	Housing Benefits - Homeless	281,996	338,000		338,000	56,004	Reflects higher numbers of homeless placed in Bed & Breakfast accommodation. This is the net cost to HDC after taking into account customers income and Government subsidy. <b>Action on Overspend</b> - Use of B&B necessary as no alternatives available. Longer term solutions being pursued.
147,133	Housing Benefits - Other	637,731	772,575	(12,700)	759,875	122,144	Additional contribution to bad debt provision of £64k is required. Net £40k increase on benefits payments - this is a very large budget with £33million in benefit payments moving in/out of it annually, a variation of this amount is not uncommon. Of the remaining variation, £13k will be covered by reserves <b>Action on Overspend</b> - Ongoing monitoring will continue, and last financial year the outturn variance was <1%.
(12,036)	Council Tax Support	(134,894)	(151,847)		(151,847)	(16,953)	(£15k) of old Council Tax Benefits overpayments recovered.
(1,482)	Housing Needs	917,332	904,162		904,162	(13,170)	New Burdens grant for Homeless Act implementation (£56k), likely expenditure on implementation £17k. Higher bad debt provision £60k. Staff savings on vacant posts (£30k).
38,081	Customer Services	823,404	823,560		823,560	156	Staff savings in the main CSC (-£34k) are now off-setting additional costs of keeping the satellite offices open £30k.
<b>234,301</b>		<b>2,395,879</b>	<b>2,525,380</b>	<b>12,968</b>	<b>2,538,348</b>	<b>142,469</b>	

NOVEMBER FORECAST	DECEMBER FORECAST OUTTURN VERSUS BUDGET						
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
<b>Head of ICT Shared Service</b>							
310,060	ICT Shared Service	1,721,333	2,031,393		2,031,393	310,060	<p><b>Dec 17 Update</b> - Further analysis of actual costs highlighted costs over and above budget as well as capital items reported as revenue. Further savings were found from ongoing staff vacancies yet to be filled and not being covered by hired staff. There were also additional adjustments for items not in the 3C ICT budget for Cambridge City Council and South Cambs District Council, work is progressing to collate these transactions for recovery. In addition there were over £50k of internal journals to move costs within other HDC internal departments. Invoices to partners to recover costs not within the budget are being progressed. Overall reduction since the August report amounts to £113k for HDC.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Within the period we have updated the forecast to include additional hired staff which have been recruited to cover staff absence due to long term sickness. Overall forecast increase of £48kpa.</p> <p><b>Action on Overspend</b> - Only 2 contractors in post that will join us perm very shortly which will allow the service to maximise staff savings within the business case. We have invited Northgate to provide a joint support proposal and are challenging on cost. Intention is to invite additional suppliers to look for short term savings opportunities. Several savings opportunities lined up for the 2018/19 financial year.</p>
<b>310,060</b>		<b>1,721,333</b>	<b>2,031,393</b>	<b>0</b>	<b>2,031,393</b>	<b>310,060</b>	

NOVEMBER FORECAST		DECEMBER FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
<b>Head of Development</b>							
2,188	Head of Development	81,516	83,628		83,628	2,112	
(277)	Building Control	147,670	273,970	(126,577)	147,393	(277)	Variance relates to HDC paying over to Cambridge City Council the balance on the Building Control Reserve.
(31,823)	Economic Development	253,389	217,583		217,583	(35,806)	Delay in recruiting to new posts.
(69,253)	Planning Policy	657,284	784,281	(214,341)	569,940	(87,344)	£94k due to forecasting increase in CIL admin income. JSPU disbanded and £5.5k contribution no longer required. Forecasting net £9k decrease in Neighbourhood planning fees over costs. £30k additional staff cost but £25K income for Wintringham Park staffing. £214K additional Local Plan consultants costs. Smaller variances amounting to £1.5k. £214K of Local Plan spend, principally on Strategic Transport Study, to be funded from Local Plan Earmarked Reserve.
0	Transportation Strategy	56,120	56,120		56,120	0	
1,600	Public Transport	26,100	27,700		27,700	1,600	
98,790	Development Management	(309,512)	(208,746)		(208,746)	100,766	Received £96k for Wintringham Park Appeal Costs (Paid for in 1617) Planning App income - Forecast per Trends sheet using averages to be £100k lower. Appeal overspend of £88k. Smaller variances amounting to £9K. <b>Action on Overspend</b> - Application fee income being kept under review.
(25,519)	Housing Strategy	219,892	222,485	(35,380)	187,105	(32,787)	£30k Reassessed staff costs forecast for 2017/18, £37k to be paid out and funded from Section 106 Funds. £3k Additional costs at Mobile Home Park.
<b>(24,293)</b>		<b>1,132,459</b>	<b>1,457,020</b>	<b>(376,298)</b>	<b>1,080,722</b>	<b>(51,737)</b>	

NOVEMBER FORECAST		DECEMBER FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
<b>Head of Leisure &amp; Health</b>							
(323)	Head of Leisure & Health	80,980	80,625		80,625	(355)	
(6,092)	One Leisure Active Lifestyles	203,274	197,270		197,270	(6,004)	
194,131	One Leisure	(444,236)	(195,083)	3,500	(191,583)	252,653	The significant variance from this months forecast to the previous month is due reduced forecast Income in the region of £59K. Specifically Burgess Hall performance, with a reduction of £22K for functions and room hire, £7K reduction in bars and catering, Mebership £14K and Fitness Class income down by £4K. Due to the delays in the Lease being signed at OLSN it is unlikely that the works will commence prior to the end of the financial year so the removal of Swimming Lesson Income and Instructor costs has been reversed, however due to the down-turn at swimming attendance at OLSN this does not net itself off. The severe weather during the month is believed to have impacted upon business in the region of £13K in the period leading up to Christmas.
<b>187,716</b>		<b>(159,982)</b>	<b>82,813</b>	<b>3,500</b>	<b>86,313</b>	<b>246,295</b>	<b>Action on Overspend</b> - To mitigate against this - all non-essential expenditure has been stopped, there may be some further savings if nothing 'goes wrong'. The general advertising and raising awareness campaign has started however it is too early to see the impact of this on the business. The annual fitness promotion has started, with early indications showing that there is growth on the previous year. A visioning session is taking place with key personnel to look at Burgess Hall, Events and Functions to identify the key area's of focus to improve commercial returns and drive up income levels. Whilst the results of this may not be immediate - it will provide a strong foundation for the future.

NOVEMBER FORECAST		DECEMBER FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
<b>Head of Operations</b>							
5,064	Head of Operations	78,789	83,860		83,860	5,071	
6,353	Environmental & Energy Mgt	77,167	83,735		83,735	6,568	
(31,906)	Street Cleansing	793,949	764,668		764,668	(29,281)	£40k saving from carrying 3 vacancies for 1st Quarter (0.75 FTE) and other vacancies November to March. Additional income £7k. Higher vehicle maintenance costs £10k
44,638	Green Spaces	1,165,650	1,355,580	(125,331)	1,230,249	64,599	£79k staff saving from 3x6 month posts not filled and other vacancies for part year. £151k funding due from S106 receipts is now expected to reduce to £125k. Additional play equipment maintenance costs £25k. Vehicle costs up £23k. £28k reduced income from Arb and charges to Towns and Parishes. £18k urgent Watercourses work, water courses have been neglected and current budget is too low.
(4,517)	Public Conveniences	13,400	8,263		8,263	(5,137)	
468,910	Waste Management	2,000,856	2,504,275		2,504,275	503,419	Additional staff costs £314k because round rescheduling savings unable to be achieved and transitional costs to the new rounds. Dispute with recycling contractor £47k. Vehicle hire and vehicle maintenance increased due to aging fleet and pending insurance claim £37k. Diesel usage up £74k <b>Action on Overspend</b> - Service Review to be carried out
(1,455)	Facilities Management	1,065,592	1,085,981		1,085,981	20,389	£47k Rent to DWP not anticipated to start this year. £44k NNDR Refund
6,509	Fleet Management	256,247	265,267		265,267	9,020	
14,966	Markets	(67,542)	(49,632)		(49,632)	17,910	
(37,952)	Car Parks	(1,352,616)	(1,504,890)	118,213	(1,386,677)	(34,061)	NDR Refunds £173k. NDR Consultants £15k. Consultants costs to inform parking strategy £41k. Additional income expected £32k.
<b>470,611</b>		<b>4,031,492</b>	<b>4,597,106</b>	<b>(7,118)</b>	<b>4,589,988</b>	<b>558,496</b>	

NOVEMBER FORECAST		DECEMBER FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
<b>Head of Resources</b>							
383	Head of Resources	87,865	88,157		88,157	292	
(247,072)	Corporate Finance	4,604,336	4,401,694	(80,000)	4,321,694	(282,642)	Redundancy payments and strain which will be covered by reserves (+£119k), Income from loans to rsls (-£94k) and reduced MRP (-£164k)
(6,252)	Legal	218,060	226,251		226,251	8,191	
89,350	Audit & Risk Mgmt	560,175	645,175		645,175	85,000	Net saving on Secondment against external supplier costs (-£9k), increased costs relating to insurance premiums (+91k). <b>Action on Overspend</b> - Not possible to reduce in the short-term as this is as a consequence of higher insurance premiums. The largest is as a consequence of recent refuse freighter accident. However, currently investigating alternative insurance provision.
(261)	Procurement	60,226	60,375		60,375	149	
29,747	Finance	687,208	760,091	5,780	765,871	78,663	Delay in FMS has resulted in staffing resources needed for longer and additional temp staff for back filling and covering longterm sickness (+£107k), Delay in new FMS resulting in reduced software licensing costs (-£33k) <b>Action on Overspend</b> - There are one-off costs relating to the implementaiton of the FMS; they should not be repeated next year.
325,253	Commercial Estates	(2,633,916)	(2,521,155)	90,000	(2,431,155)	202,761	Property Maintenance costs and additional insurance (+£70k), higher staffing costs as part of Comm Estates (+£158k), reduced CIS income due to highly competitive market and therefore reduced CIS propositions being acquired (+£158k) (this variance is a mix of reduced MRP expenditure and reduced CIS income). Increased estates income excl CIS (-£332k) <b>Action on Overspend</b> - The service continues to proactively investigate CIS opportunities and will complete on an acquisition during October; however further investments are required to meet income targets. In addition, alternative delivery models for Commercial Estates are being investigated including the potential to place the management element within HDC Futures.
(168,996)	HR and Payroll	841,561	620,709		620,709	(220,852)	Vacancies in HR (-£84k), Saving in Apprenticeship scheme which started in Sept (-£154k)
<b>22,152</b>		<b>4,425,515</b>	<b>4,281,296</b>	<b>15,780</b>	<b>4,297,076</b>	<b>(128,439)</b>	

NOVEMBER FORECAST		DECEMBER FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
(118,346)	Democratic & Elections	776,150	658,771		658,771	(117,379)	(£53k) saving from no district elections this year; (£41k) Electoral Registration; (£59k) surplus on other Elections(Mayoral, County, EU, P&CC); (£21k) Member Allowances; £5k Member Code of Conduct Enquiries; £60k Land Charges
(59,564)	Directors	499,847	440,881		440,881	(58,966)	(£28k) Corporate Director Vacancy, other PA vacancies (£33k)
(134,482)	Corporate Team	434,710	332,468	(52,000)	280,468	(154,242)	(£93k) Several members of staff moved to Transformation; (£30k) Marketing Post moved to One Leisure; (£32k) holding vacancies; £52k 3C Shared Service Hub (Funded from Reserves)
0	Transformation	0	673,347	(673,347)	0	0	Programme streams expenditure profile now shows that some expenditure will slip to later years of the transformation programme. £1m of reserves set aside to fund the transformation programme.
<b>(312,391)</b>		<b>1,710,707</b>	<b>2,105,467</b>	<b>(725,347)</b>	<b>1,380,120</b>	<b>(330,587)</b>	
<b>778,063</b>	<b>HDC Totals</b>	<b>17,210,565</b>	<b>18,999,554</b>	<b>(1,069,903)</b>	<b>17,929,651</b>	<b>719,086</b>	



# Appendix E

Capital Programme Forecast 2017/18		December									
Table 1 Expenditure	Status	RAG	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure to date £	RAG	Forecast £	Net Variance £	
<b>Community</b>											
	Selection Questionnaire for bidders for the procurement have now been received (25th September). Invitation to tender to be issued 2nd October 2017										
	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	
	Lane Worker Software		Chris Stopford	20,000		20,000	0		20,000	0	
<b>Development</b>											
	Over spend forecast due to excess demand										
	Disabled Facilities Grants		Caroline Hannon	1,300,000		1,300,000	1,652,712		2,311,876	1,011,876	
	Disabled Facilities Grants - Grant Funding			(1,000,000)		(1,000,000)	(1,121,243)		(1,261,876)	(261,876)	
	Huntingdon West Development		Clair Burton		35,000	35,000	76,101		35,000	0	
	Alconbury Weald Remediation		Sue Bedlow	1,985,000		1,985,000	0		1,940,968	(44,032)	
<b>Leisure and Health</b>											
	Projects being assessed										
	One Leisure Improvements		Pete Corley	205,000	(40,000)	165,000	114,927		165,000	0	
	Burgess Hall		Brian Gray	305,000		305,000	240,257		305,000	0	
	One Leisure Huntingdon Changing Facilities		Karen Martin-Peters		72,000	72,000	282,309		324,754	252,754	
	One Leisure Huntingdon Changing Facilities - Grant Funding						(208,000)		(248,800)	(248,800)	
									5,954		
	One Leisure Huntingdon Development		Paul France	778,000	31,000	810,000	144,910		810,000	0	
	One Leisure St Neots Synthetic Pitch		Jon Clarke		390,000	390,000	0		0	(390,000)	
	One Leisure St Neots Synthetic Pitch - Grant Funding				(274,000)	(274,000)	0		0	274,000	
										(116,000)	
	Retention from 2011 scheme			0	0	0	44,187		44,187	44,187	
	One Leisure St Ives Redevelopment						8,892		0	(290,000)	
	OL St Neots Pool		Jon Clarke	290,000		290,000	0		0	0	
<b>Resources</b>											
	Phoenix Court Lane Industrial Unit Roof Enhancement		Jackie Golby	157,000	40,000	197,000	0		367,515	170,515	
	Javeliers Lane Industrial Unit Roof Enhancement		Jackie Golby	56,000	22,000	78,000	0		218,246	140,246	
	Clifton Road Industrial Unit Roof Enhancement		Jackie Golby	48,000	21,000	70,000	0		0	(70,000)	
	Specification issued to Capita and testing in progress										
	Cash Receipting System		Adrian Forth		26,000	26,000	0		26,000	0	
	Go live April, development in progress										
	Financial Management System Replacement		Adrian Forth		27,000	27,000	57,582		70,000	43,000	
	FMS Archive		Adrian Forth	14,000		14,000	0		0	(14,000)	
	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		0	(800,000)	
	Company registered, company set up in progress										
	Investment in Company		Adrian Forth		100,000	100,000	0		100,000	0	
<b>Customer Services</b>											
	Printing Equipment		Andy Lusha	176,000		176,000	0		176,000	0	
	E-forms		Amanda Burns		3,000	3,000	54,982		3,000	0	
<b>BC ICT</b>											
	Flexible Working - BCSS		Emma Alterton	50,000		50,000	0		50,000	0	
	Telephones - BCSS		Emma Alterton		28,000	28,000	26,732		27,000	(1,000)	
	Virtual Server - BCSS		Emma Alterton		81,000	81,000	1,950		81,000	0	
<b>Operations</b>											
	Committed to Floodlighting at EFH and OL sites		Chris Jablonski	28,000	54,000	82,000	5,592		52,000	(30,000)	
	Outstanding orders total £21,000		Heidi Field	231,000		231,000	99,891		231,000	0	
	Wheeled Bins - Grant Funding			(89,000)		(89,000)	(42,706)		(89,000)	0	
	Vehicles in excess of £1m have been ordered and are being delivered		David Rook	1,148,000	367,000	1,515,000	1,197,641		1,368,742	(144,258)	
	IT examining business case		Matt Chudley	135,000		135,000	0		0	(135,000)	
	Options being examined for area schemes										
	Play Equipment		Helen Jack	24,000		24,000	7,960		24,000	0	
	Part completed some works to be re phase		Chris Jablonski	311,000	481,000	792,000	272,090		422,000	(370,000)	
	Order with Breheny to produce a design but on hold pending sale of land										
	Bridge Place Car Park Godmanchester		George McDowell	218,000	100,000	318,000	0		0	(318,000)	
	Project manager appointed completion expected Feb 2018										
	Pathfinder House Reception (DWP)		Chris Jablonski	305,000		305,000	0		305,000	0	
	Pathfinder House Reception (DWP) - Grant Funding			(278,000)		(278,000)	0		(278,000)	0	
	In Cab Technology		Matt Chudley	75,000	(75,000)	0	0		0	0	
	Civic Suite Audio Equipment		Emma Alterton		108,000	108,000	0		140,000	32,000	
<b>Transformation</b>											
	Business cases being assessed for CRM upgrade, business process repository, business intelligence software.										
	Transformation Schemes		John Taylor	1,000,000		1,000,000	0		1,000,000	0	
<b>Total Expenditure</b>				<b>7,979,000</b>	<b>2,824,000</b>	<b>10,803,000</b>	<b>3,210,366</b>		<b>9,656,612</b>	<b>(1,146,388)</b>	

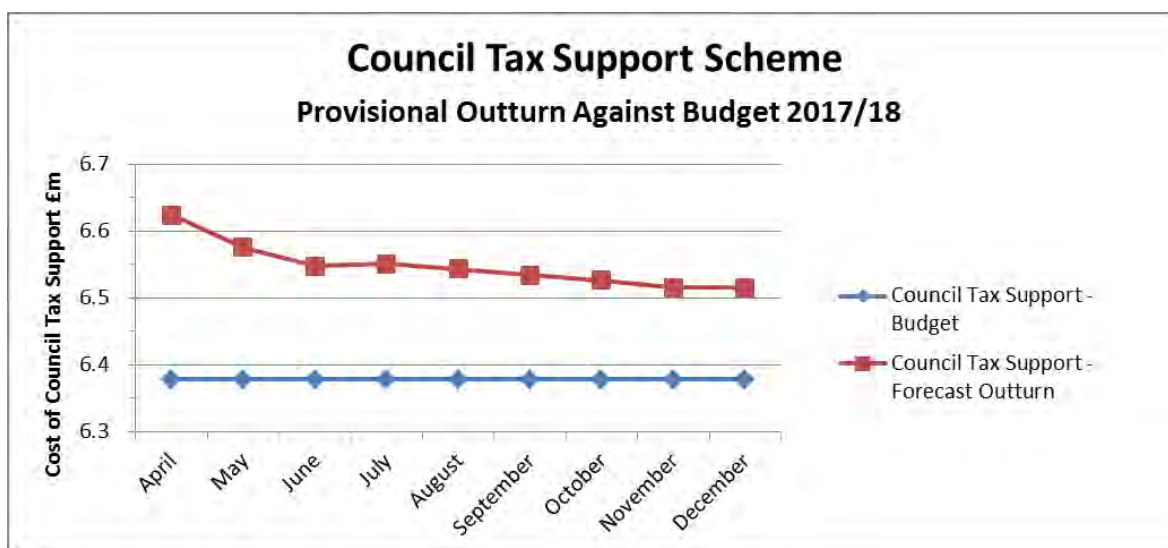
# APPENDIX F

Capital Programme Forecast 2017/18			December						
Table 2 Funding of Capital Programme			Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure to date	Forecast	Variance
				£	£	£	£	£	£
<b>Grants and Contributions</b>									
DFGs			Caroline Hannon			0			0
Pathfinder House Reception			Chris Jablonski			0			0
Wheeled Bins			Heidi Field			0			0
Synthetic Pitch			Jon Clarke			0			0
One Leisure Huntingdon Changing Facilities						0			0
<b>Total Grants and Contributions</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Use of Capital Reserves</b>									
Alconbury Remediation Works Reserve			Sue Bedlow	1,985,000		1,985,000	0	1,940,968	(44,032)
<b>Total Capital Reserves</b>				<b>1,985,000</b>	<b>0</b>	<b>1,985,000</b>	<b>0</b>	<b>1,940,968</b>	<b>(44,032)</b>
<b>Capital Receipts</b>									
Loan Repayments			Adrian Forth	320,000		320,000		320,000	0
Housing Clawback Receipts			Adrian Forth	500,000		500,000		500,000	0
<b>Total Capital Receipts</b>				<b>820,000</b>	<b>0</b>	<b>820,000</b>	<b>0</b>	<b>820,000</b>	<b>0</b>
<b>Use of Earmarked Reserves</b>									
Financial Management System Replacement			Adrian Forth		27,000	27,000		50,000	23,000
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			0		61,332	61,332
<b>To Earmarked Reserves</b>				<b>1,014,000</b>	<b>427,000</b>	<b>1,441,000</b>	<b>0</b>	<b>1,525,332</b>	<b>84,332</b>
<b>Total Funding</b>				<b>3,819,000</b>	<b>427,000</b>	<b>4,246,000</b>	<b>0</b>	<b>4,286,300</b>	<b>40,300</b>
<b>Net to be funded by borrowing</b>				<b>4,160,000</b>	<b>2,397,000</b>	<b>6,557,000</b>	<b>3,210,366</b>	<b>5,330,312</b>	<b>(1,226,688)</b>

## Financial Dashboard

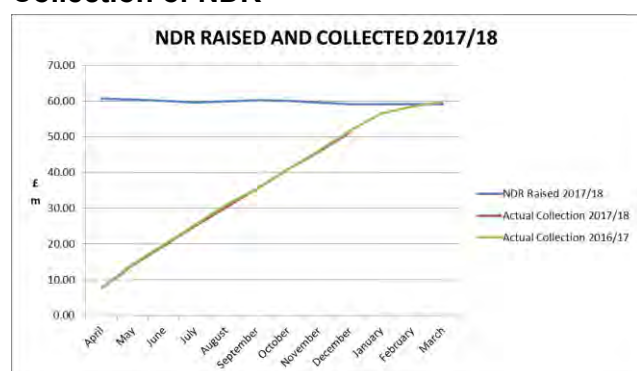
### Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.15m above the budgeted £6.4m. Any 2017/18 increase in Council Tax Support will impact in 2018/19.

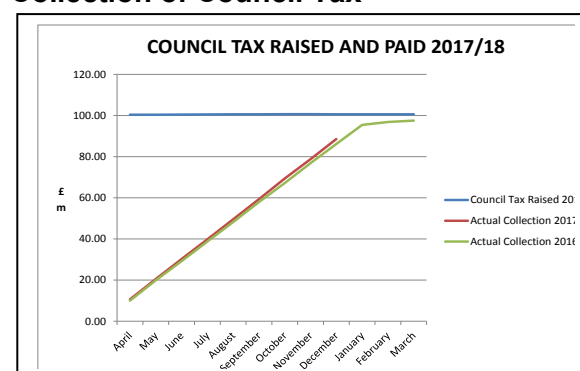


The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

### Collection of NDR



### Collection of Council Tax



The NDR graph shows the total amount of NDR bills raised in 2017/18 and the actual receipts received up to the end of December, with a forecast for receipts through to the end of the year, based on historical collection rates. The Council Tax graph provides the same analysis.

### Miscellaneous Debt

The total outstanding debt as at the end of December 2017 is £1.663m, £0.702m is prior year debt of which £0.296m relates to 2016/17.

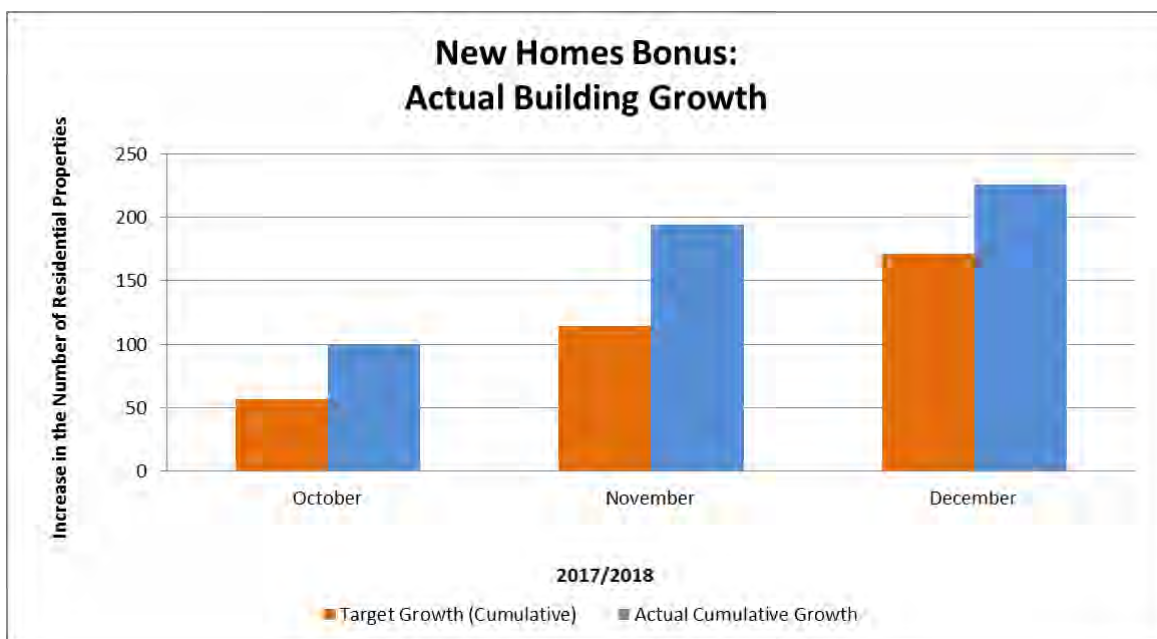
The 2016/17 and 2017/18 debt position is currently showing a large outstanding amount, £484k relates to Commercial Rents, £162k relates to homeless accommodation/prevention and £158k relates to schools and other customers use of One Leisure facilities. Currently, £354k is being collected via direct debit and will be paid by the end of the current financial year.

### New Homes Bonus

The 2016/17 reporting cycle (October 2016 to September 2017) saw 695 completions which was 128 ahead of the target of 567. The impact of these additional units will come through in 2017/18.

The current reporting cycle (October 2017 to September 2018) has a target number of completions of 1,135, as published in the draft Planning Annual Monitoring Report (December 2016). However, this is likely to be revised downwards to 689 in the December 2017 Planning Annual Monitoring Report and so this lower figure has been used as our target for this year. Currently, 226 properties have been completed in the first three months of this new reporting cycle.

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.



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 September – December 2017 (Quarter 3)**

Over the above period, 31 propositions were reviewed up to stage 1, of which 7 reviewed up to stage 2. Almost all opportunities were outside the District. It was anticipated that the Autumn Budget would bring a crackdown on Local Authority investment outside boundaries and therefore focus was redirected to actively seek opportunities within the District. At the end of December detailed due diligence is being undertaken on three properties within HDC boundaries. By property type, the 31 propositions were as follows:

Office	11	Mixed use	3
Retail high street	4	Other (leisure/laboratories/trade counter etc)	8
Retail warehouse	1		
Industrial/warehouse	4		