

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Integrated Performance Report, 2018/19 Quarter 2
Meeting/Date:	Cabinet, 22 November 2018
Executive Portfolio:	Councillor Jonathan Gray, Executive Councillor for Resources Councillor Darren Tysoe, Executive Councillor for Digital and Customer
Report by:	Corporate Team Manager and Finance Manager
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 for the period 1 July to 30 September 2018 and on current projects being undertaken. Scheduled performance clinics focus on delivering continuous improvements in all services.

Key Actions, Corporate Indicators and targets are as included in the final version of the Corporate Plan 2018/22 approved by Council on 17 October.

The report also incorporates Financial Performance Monitoring Suite information setting out the financial position at 30 September 2018. It provides outturn figures for revenue and the capital programme. Headlines are:

Revenue – the forecast outturn shows an overspend of £0.6m.

Capital programme – the forecast outturn shows a net under spend of £0.3m.

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 2 attached at Appendix E.

Recommendations:

The Cabinet is invited to consider and comment on progress made against the Key Actions 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 September, as detailed in Appendices D, and the register of reviews of Commercial Investment Strategy propositions at Appendix E.

1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan 2018/22, and project delivery, in the context of the Council's financial performance.

2. BACKGROUND

- 2.1 The Council's Corporate Plan is currently being refreshed and once adopted will set 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 and the performance report at **Appendix B** details all results at the end of September.
- 2.2 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 29 projects which are open, pending approval or pending closure, and two projects logged which have recently closed.
- 2.3 This report also incorporates financial performance to the end of September. This performance was as shown in sections 4-6 below, with further details listed in **Appendix D**. Commercial investment propositions reviewed are at **Appendix E**.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) 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 2 will be inserted in section 7 following their meeting on 6 November.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 2. **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.
- 3.4 The following table summarises Quarter 2 progress in delivering Key Actions for 2018/19:

Status of Key Actions	Number	Percentage
Green (on track)	37	86%
Amber (within acceptable variance)	6	14%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%
Not applicable	2	

Most were on track at the end of Quarter 2 and none were significantly behind schedule.

- 3.5 Quarter 2 results for 2018/19 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	28	64%
Amber (within acceptable variance)	8	18%
Red (below acceptable variance)	7	16%
Awaiting progress update	1	2%
Not applicable (annual/data unavailable)	5	

There were seven indicators where targets were missed by more than acceptable variance. Details of these Red indicators are shown below. Performance clinics are being held monthly to focus on delivering continuous improvements in all services.

1. The average length of stay of all households placed in B&B accommodation (PI 1) was 6.7 weeks against a target of 6 weeks. Our performance is directly influenced by the number of social rented properties becoming available, which affects our ability to move households into alternative forms of temporary accommodation and ultimately into more settled homes.
2. The average number of staff sickness days lost per full time employee (PI 32) has remained at 10 against a target of 9. More than two-thirds of days lost so far this year are due to long-term sickness absences which relate to a low proportion of all staff employed.
3. Only £0.6m of £0.9m planned net budget reductions have been achieved (PI 34), which is linked to forecast overspend on the revenue budget as detailed in section 4 of this report.
4. 79% of Stage 1 complaints were resolved within time (PI 38a) against a target of 95%, 29 of 36 late responses this year related to complaints about services provided by Operations.
5. Our responses to Stage 2 complaints (PI 38b) were also below target at 85%, with two of them not responded to within time. Both late responses related to complaints about services provided by Community. Based on current trends, and the low number of complaints that progress to Stage 2, it is unlikely we will meet the 95% target this year.
6. The percentage of calls answered by the Call Centre (PI 39) remains below the 90% target, although the 80% answered was an improvement on the 76.2% recorded at the same point last year. Customer Services has experienced a high turnover of staff during this period but has been intensively training 3 staff members during September to get them multi-skilled as quickly as possible.
7. While there has been a 10.6% reduction in avoidable contacts (PI 40), this is below the 25% target. Customer Services work on reducing avoidable contact with the departments they provide services for as well as through Lean projects. They are optimistic that the introduction of new online customer accounts platform will drive further reductions.

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

Corporate project status	Number	Percentage
Green (progress on track)	10	53%
Amber (progress behind schedule, project may be recoverable)	5	26%
Red (significantly behind schedule, serious risks/issues)	4	21%
Pending closure	6	
Closed (completed)	2	

Business cases for a further four projects have not yet been approved.

Of the projects currently in the delivery stage, four were Red at the end of Quarter 2 and two of those were joint partnership or shared service projects. The Project Management Governance Board has held one-to-one meetings with project managers and has identified that unrealistic timeframes have been a common theme for amber/red flags, as well as a lack of up to date governance documentation. Lessons learned are captured through closedown reports and have recently been shared with all project managers. Details of all projects can be found in **Appendix C**.

4. FINANCIAL PERFORMANCE

4.1 Financial Performance Headlines

The Management Accounts include the forecast outturn position for the current financial year and the impact of variations will be incorporated within the MTFS. 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 £17.3m with the forecast outturn being £17.9m which is an overspend of £0.6m. 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 was updated as part of the 2018/19 Budget setting process and is in the process of being updated as part of the 2019/20 Budget setting process which is ongoing. The revision of the MTFS will include 2017/18 outturn variations and others occurring or foreseen in 2018/19 that have an impact on future years.

Capital The approved Budget is £5.6m plus the re-phasing of £5.1m giving a revised total Capital Programme of £10.7m (£7.4m net, after taking account specific grants and contributions). The net forecast outturn is £7.1m giving an under spend and re-phase of £0.3m. The reasons for these variances are detailed in paragraph 5.6.

The Financial Dashboard at **Appendix D, Annex E** 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
Community	1,758	1,682	7	1,689	(69)	<ul style="list-style-type: none"> • CCTV additional camera maintenance • Document Centre external income lower than budgeted • Reduced staffing costs Environmental Protection Team due to vacancies • Reduced costs from delayed recruitment in Business Team • Vacant post in Community Team
Customer Services	2,533	2,573	86	2,659	126	<ul style="list-style-type: none"> • Additional grant allocations • Increased homelessness costs
ICT	2,128	2,106	0	2,106	(22)	
Development	1,071	749	2	751	(320)	<ul style="list-style-type: none"> • Staff savings
Leisure and Health	(190)	306	(134)	172	362	<ul style="list-style-type: none"> • One Leisure income is generally lower than the budget (mainly Burgess Hall) • Expenditure savings are being made where possible to offset the lower income
Operations	3,911	4,692	(108)	4,584	673	<ul style="list-style-type: none"> • Waste Management fuel, staff and recycling expenditure increasing • Delays to staff restructure is impacting on the budget savings • Pathfinder House rental income is down – no tenant for 3rd floor
Resources	4,429	4,419	(69)	4,350	(79)	<ul style="list-style-type: none"> • Expenditure increasing on insurance premiums, FMS implementation and commercial estates management • Savings arising on HR and apprentice staff costs
Directors and Corporate	1,642	1,636	(106)	1,530	(112)	<ul style="list-style-type: none"> • Staff savings • Lower costs on elections, electoral registration and Members Special Duty Allowances
Transformation	0	328	(328)	0	0	
Total	17,282	18,491	(650)	17,841	559	

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 **Medium Term Financial Strategy**

The actual outturn for 2017/18 (post audit) showed an overspend of £0.5m which will have some impact on the MTFs. The new MTFs for the period 2019/20 to 2022/23 which will be compiled during the current budget setting process will be updated where the 2017/18 outturn has an impact.

5. **CAPITAL PROGRAMME**

5.1 The approved gross Capital Programme 2018/19 is £5.6m plus the re-phasing of £5.1m giving a revised total Capital Programme for 2018/19 of £10.7m.

5.2 The forecast net expenditure outturn is £7.1m, an under spend and re-phase of £0.3m. The expenditure to 30 September 2018 was £2.67m (36% of Budget, 50% of the year).

Variation Commentary Summary		£000s
	Overspend	
	Development – DFGs The overspend is based on the current level of demand from clients. It is possible that increased contributions from clients will reduce this overspend, but this is not yet certain.	216
	New FMS Due to the extended implementation period expenditure has increased by £46,000. This will be funded from the earmarked reserve set up for this purpose.	0
	Pathfinder House Reception Costs have exceeded that estimated in the business case. Additionally the costs recovered from the DWP are also lower than estimated.	41
	Wooden Bridge - Hinchingsbrooke Country Park Estimates received for the cost of erecting the bridge are higher than originally estimated.	14
	CIL Payment Huntingdon West A payment of £553,000 has been made for the contribution to Huntingdon West Link Road, this is being funded from the CIL reserve	0
	One Leisure Huntingdon Expansion The final retention payment for the works at One Leisure Huntingdon reception area	21
	Commercial Property Roofs The final payments for the roof works at Levellers Lane St Neots and Phoenix Court Huntingdon, schemes completed in 2017/18. In 2016/17 there was an underspend on this scheme of £48,000.	103
		395
	Growth	
	Re-Fit Projects Additional expenditure was approved by Senior Management Team on the 5 th June 2018, to finance works at One Leisure St Neots. The project was signed off on the 7 th June 2018.	16
		16
	Underspend	
	Health and Safety Works – Commercial Properties It is anticipated that some works will be rechargeable to tenants, as a result this reduces the cost to the council (£20,000), also fewer sites require work resulting in a saving of £6,000.	(26)

Variation Commentary Summary		£000s
	Operations Back Office Software The costs for the shared waste management software are lower than expected, because of sharing with Cambridge City and South Cambridgeshire councils.	(136)
	One Leisure Ramsey 3G Pitch A feasibility study on the pitch construction has indicated that the cost will be higher than estimated (£68,000). The Football Foundation may agree to fund the extra expenditure by increasing their grant. Construction works are expected to start in late 2018/19 and so will need to be rephased to 2019/20.	(150)
	Customer Relationship Management Software One-Vu software has been procured, to be shared with SCDC and Cambridge City Council. As the software is being shared the cost has been reduced.	(100)
		(412)
	Rephase	
	Bridge Place Car Park – Godmanchester Works have been delayed whilst the final design and negotiations over land leases are completed.	(280)
	Building Efficiencies (Salix) The works on replacing the boilers at OL Ramsey and lighting at Pathfinder House are likely to be rephased to 2019/20.	(18)
	Re-fit Buildings Works are expected to be completed in 2018/19, with just the retention to pay in 2019/20.	(37)
		(335)
	Total	(336)

5.3 The net spend on the Council's Capital Programme is financed via borrowing which has a revenue implication through the Minimum Revenue Provision (MRP).

5.4 Appendix D, Annexes C and D provide the following information:

Annex C provides details by scheme with proposed rephasing, expenditure to date and forecast outturn.

Annex D 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 £1.6m.

6.2 At the end of Quarter 2, the financial projections for the CIS are:

CIS Investments	Budget (£'000)	Outturn (£'000)	Variance (£'000)
Cash Investments			
CCLA Property Fund	(162)	(167)	(5)
Total Cash Investments	(162)	(167)	(5)
Property Investments			
Property Rental Income	(5,235)	(3,468)	1,767
MRP	1,896	139	(1,757)
Net Direct Property Income	(3,339)	(3,329)	10

CIS Investments	Budget (£'000)	Outturn (£'000)	Variance (£'000)
Cash Investments			
Management Charge	144	0	(144)
Total Property Investments	(3,195)	(3,329)	(134)
TOTAL	(3,357)	(3,496)	(139)

6.3 Investments

Between July and the end of September 2018, 21 properties have been investigated as potential CIS investment opportunities. Our bid of £7.7m on a leisure property in St Neots, still stands however construction issues were identified as part of the due diligence building surveys. This has been raised with the vendor and original construction contractor, who have accepted liability but to date have not presented a satisfactory plan to remediate the defects. We bid £3.1m (yield 5.8%) in August on Stukeley Meadows Industrial Estate, a small estate of industrial units, but were outbid by two parties with the estate eventually selling for a yield of 5.4%. The long run average yield for this type of property is usually well over 6% and we acquired the neighbouring Stonehill property in 2016 for 9%. There are more properties coming to the market but very few within District, however two opportunities have just arisen in St Neots and being investigated, one is industrial and the other a trade counter opportunity. Legal advice on the ability to buy out of District is looking favourable but subject to final Counsel advice. A summary of opportunities is included in **Appendix E**.

Returns from the CCLA property fund have remained at the 2016/17 level (circa 4.5%). Other investment vehicles such as bank deposits and money market funds interest rates have increased since the Bank of England raised the base rate to 0.75%.

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 The Panel received the Integrated Performance Report 2018/19, Quarter 2 at its meeting on 6th November 2018.
- 7.2 It was clarified, following a query, that the bulk of complaints received by Operations are now business as usual complaints and not as a result of the waste round reconfiguration. Members were informed that a detailed report on complaints was presented to the Overview and Scrutiny Panel (Customers and Partnerships) at their meeting in October 2018.
- 7.3 A question was raised in regards to the high turnover of staff in Customer Services and the reasons for it. In response the Panel was informed that the main issue is not a high turnover but the short notice period and the amount of training a Customer Services Advisor requires, meaning that the service could be lacking trained Advisors for a prolonged period.
- 7.4 In response to a Member asking for progress on the projects rated Red, the Panel was informed that the RAG Status is linked to the anticipated completion date. The issue is that for the projects listed there have been optimistic completion dates set. In addition, it was noted that the projects have experienced significant historical delays due to matters outside the Council's direct control.
- 7.5 A Member asked about the savings arising from the Human Resources and apprentice staff costs. In response, the Panel was informed that the savings achieved are as a result of half of the apprentices now being employed in alternative permanent posts within the Council, therefore meaning that they are no longer being paid from the dedicated apprentice budget.

7.6 Questions arose regarding the Leisure and Health budget position, to which Members were informed that the service is not projected to make as much income as anticipated, particularly through the Burgess Hall.

7.7 The Panel raised a query on New Homes Bonus and were informed that the sooner that developers build out their permissions, the sooner the income is received by the Council. Members were also informed that there is a potential that the New Homes Bonus scheme will be altered in the future.

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 September, as detailed in section 4 and in **Appendix D**, and the register of reviews of Commercial Investment Strategy propositions at **Appendix E**.

9. LIST OF APPENDICES INCLUDED

Appendix A – Performance Summary, Quarter 2, 2018/19

Appendix B – Corporate Plan Performance Report, Quarter 2, 2018/19

Appendix C – Project Performance, September 2018

Appendix D – Financial Performance Monitoring Suite (FPMS) including:

Annex A – Revenue Provisional Outturn and Service Commentary, Sept 2018

Annex B – Capital Programme Provisional Outturn, September 2018

Annex C – Capital Programme Funding 2018/19

Annex D – Financial Dashboard, September 2018

Appendix E – Register of reviews of CIS investment propositions, Quarter 2, 2018/19

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 and E)

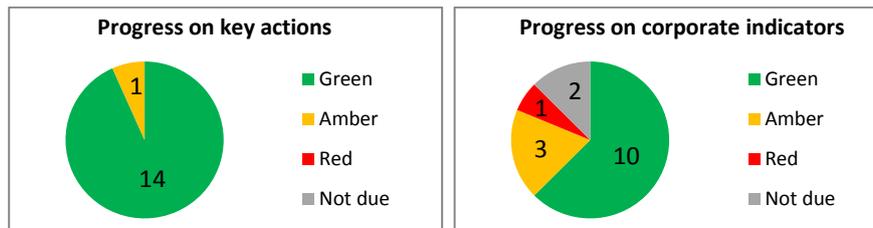
Paul Loveday, Interim Finance Manager ☎ (01480) 388605

Appendix A

Performance Summary Quarter 2, 2018/19

People

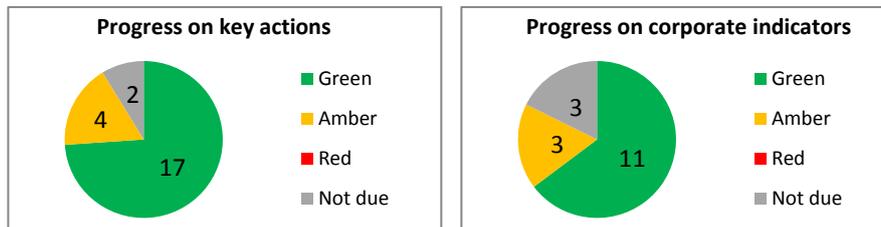
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include a 17% increase in Active Lifestyles attendances compared to the first six months of last year.

Place

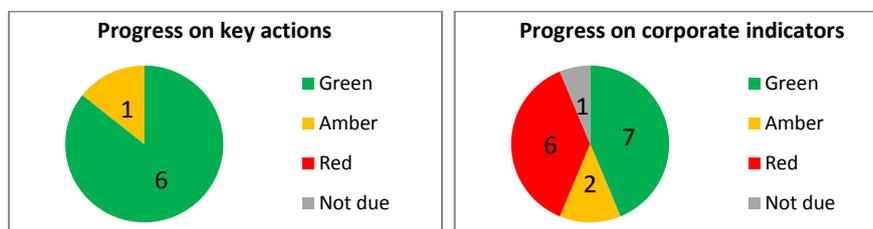
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include Green Flag status being awarded to Hinchingsbrooke Country Park, Paxton Pits and Priory Park.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include a large reduction in energy use across the Council's buildings.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – PEOPLE

Period July to September 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	14		1		0		0		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	10		3		1		1		1

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 1. Improve Leisure facilities stock by delivering the Sport and Leisure Facilities Strategy, achieving actions to support implementation on key priority areas	Ongoing	Cllr Palmer	Jayne Wisely	OL Ramsey 3G project and OLSIO Fitness project progressing following full capital business case approval.
G	KA 2. Increase physical activity levels through the provision of activities at One Leisure sites and in parks, open spaces and community settings	Ongoing	Cllr Palmer	Jayne Wisely	27,752 Active Lifestyles attendances in first 6 months up 17% on previous year. Summer holiday programmes such as parish council sports sessions were well received in the community setting. Group Exercise Classes for older adults exceptional.
G	KA 3. Use enterprising and innovative ideas to promote Leisure and Health facilities and activities to a wide audience	Ongoing	Cllr Palmer	Jayne Wisely	New design of Active Lifestyles Annual Report. Use of social media extended including replay England Goals blog. Attended Care Home Provider Meetings.
G	KA 4. Continue to develop and support early homelessness prevention initiatives	Ongoing	Cllr Fuller	Customer Services –	Early interventions with emphasis on homelessness prevention resulted in 153 successful preventions in the Apr to Sep period

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	in line with the new duties contained within the Homelessness Reduction Act, to help residents remain in their current homes or find alternative housing			Jon Collen	by the Housing Needs Team. Additional preventions achieved by the Trailblazer Team – 70 preventions achieved with Huntingdonshire residents in June 17 to July 18 period.
G	KA 5. Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners	Ongoing	Cllr Fuller	Customer Services – Jon Collen	Two customer group pathways identified for action and improvement: 1. Offender Pathway: Pathway and protocol agreed to improve preventative pathways for this client group to avoid where possible people facing homelessness at the point of release. 2. Health pathway: Q3 and Q4 for this planned work.
G	KA 6. Support the development of volunteer opportunities	Ongoing	Cllr Palmer	Neil Sloper / Jayne Wisely	Volunteering opportunities in Quarter 2 have included roles as Health Walks Volunteer Leaders, Gym Buddies and Right Start Buddies for Active Lifestyles plus Countryside Services roles.
G	KA 7. Continue to work with volunteers to manage and maintain relevant parks and open space	Ongoing	Cllr Palmer	Neil Sloper	In Quarter 2, Countryside Services had a total of 627 volunteers.
G	KA 8. Support Sports Club development e.g. work with a number of clubs over the year	Ongoing	Cllr Palmer	Jayne Wisely	47 separate partners worked with by Active Lifestyles at the end of quarter 2 to support the delivery of sport and physical activity opportunities.
G	KA 9. Provide financial assistance to people on low incomes to pay their rent and Council Tax	Ongoing	Cllr Gray	Customer Services – Amanda Burns	Key benefit PI's show that performance is being maintained in line with targets. Preparation is nearly complete for the roll out of Universal Credit on 17 October and we are working with partners at DWP and CA to provide a joined up solution.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 10. Encourage and support all levels of apprenticeships across the district	Ongoing	Cllr Fuller	Andy Moffat	All live apprenticeship vacancies promoted on a weekly basis at the EDGE shop in Benedict's Court.
A	KA 11. Through business engagement activity, promote links between training and education providers and local business	Ongoing	Cllr Fuller	Andy Moffat	Engagement activity in Q2 has been very limited as Economic Development Officer post has been vacant and Economic Development Manager has not been at work for much of the quarter. Given amber (rather than red) status as engagement activity was taken place in Q1 and into Q2.

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 12. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr Fuller	Andy Moffat	Two new Neighbourhood Plan areas have been designated: Old Weston on 09/07/2018 and Great Gransden on 30/07/2018. Huntingdon consulted on their draft Neighbourhood Plan between 23/07/2018 and 03/09/2018.
G	KA 13. Actively manage Council owned non-operational assets, where mutually beneficial, transfer ownership of assets to the community	Ongoing	Cllr Gray	Clive Mason	Little Paxton community centre - Secretary of State approval now received to grant 99 year lease of centre and football pitch to community hub, completion imminent. Limited other opportunities identified, potential small land transfers in discussion to assist flood alleviation scheme in Godmanchester.
G	KA 14. Manage the Community Chest funding pot and voluntary sector funding to encourage and support projects to build and support community development		Cllr Gray / Cllr Palmer	Chris Stopford	Applications for the 2018/19 Community Chest were considered by the Grants Panel and 22 organisations/ projects were awarded funding totalling £37,534.50.
G	KA 15. Support and encourage community action on litter picking	Ongoing	Cllr Palmer / Cllr Beuttell	Neil Sloper	A total of 9 litter picks have been supported up to the end of Quarter 2.

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 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 1. Average length of stay of all households placed in B&B accommodation Aim to minimise	7 weeks	5.7 weeks	Less than 6 weeks	6.7 weeks	R	Less than 6 weeks	7 weeks	R
Comments: (Customer Services) The average length of stay for the 81 households leaving B&B in Apr to Sep was 6.7 weeks. Our performance in this area 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).								

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
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.55 units of this type in use as well as c.15 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 2. Average time between dates of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000	40.6 weeks	44.4 weeks	Less than 30 weeks	16.5 weeks	G	Less than 30 weeks	22 weeks	G
Aim to minimise								
Comments: (Development) The Cambs Home Improvement Agency recruited a new manager in Summer 2017. The new manager has introduced and is implementing a performance plan to improve the time taken to complete DFGs. The plan was presented to Overview & Scrutiny Panel (Communities and Environment) in December 2017. The time taken to complete a DFG has reduced significantly since the plan was introduced and during Quarter 2 of 2018/19 it was taking 16.5 weeks for minor jobs to complete. During September, the average time taken between referral and practical completion was 20.1 weeks and for the year to date (1/4/18-30/9/18) it has taken 20.8 weeks. However, there are still some historical cases in the system which could affect the average performance time. The improved performance of the CHIA and continuing demand for grants will result in the HDC DFG budget being committed sooner and may result in the budget being overspent. It is possible that HDC may seek to slow down performance to reduce the impact on the budget which could impact upon the forecast outturn for year end outturn but for the time being this is not the case and the predicted outturn performance is Green.								
PI 3. Number of days of volunteering to support HDC service delivery	3,720	2,472	1,050	2,042	G	1,660	3,500	G
Aim to maximise								
Comments: (Countryside & Leisure and Health) Health Walks Volunteer Leaders, Gym Buddies and Right Start Buddies for Active Lifestyles.								
PI 4. Average number of days to process new claims for Housing Benefit and Council Tax Support	24 days	24.6 days	24 days	22.25 days	G	24 days	24 Days	G
Aim to minimise								
Comments: (Customer Services) Work is prioritised to meet targets. The impact roll out of Universal Credit in October will be monitored.								
PI 5. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	4.5 days	5.5 days	5 days	4.2 days	G	5 days	5 Days	G
Aim to minimise								
Comments: (Customer Services) Work is prioritised to meet targets. The impact roll out of Universal Credit in October will be monitored.								

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 6. The number of actions delivered from the Sport and Leisure Facilities Strategy Aim to maximise	N/A	N/A	No target set	All recommendations worked towards	G	No target set	G	G
Comments: (Leisure and Health) New for 18/19. Ramsey 3G project and OLSIO fitness offer progressing following formalised business cases approval.								
PI 7. The amount of developer contributions secured to improve the Leisure and Health facility infrastructure across the district (£'s) Aim to maximise	N/A	N/A	No target set	£53k towards Ramsey Colts project	G	No target set	G	G
Comments: (Leisure and Health) Ramsey Colts accessed S106 funding to support their new changing pavilion to provide some partnership funding to their football foundation application.								
PI 8. The number of Leisure and Health facilities improved because of developer contributions Aim to maximise	N/A	N/A	No target set	Awaiting decisions	A	No target set	A	A
Comments: (Leisure and Health) Both major capital projects at OLR and OLSIO have sought CIL funding but have not been informed of the outcome of applications.								
PI 9a. Participation at targeted services for adults Aim to maximise	N/a – new measure	N/a	N/a – new measure	?	?	No target Set	?	?
Comments: (Leisure and Health) Due to unexpected staff absence, it is not possible to report on this indicator at the current time.								
PI 9b. Participation at targeted services for older people Aim to maximise	19,154	9,168	8,150	10,047	G	16,300	20,000	G
Comments: (Leisure and Health) Group Exercise classes are exceeding all expectation with over 1,000 attendances recorded each month so far this year. Walking Sports also continue to perform strongly.								
PI 9c. Participation at targeted services for long-term health conditions (including exercise referrals) Aim to maximise	17,816	8,707	8,700	9,258	G	17,400	18,000	G

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Leisure and Health) Exercise Referral numbers have slowed as predicted compared to last year with the charge re-introduced from April 2018 but is hitting expected performance targets.								
PI 9d. Participation at targeted services for disability/equality Aim to maximise	4,770	2,695	750	669	A	1,500	1,400	A
Comments: (Leisure and Health) Walking sports numbers have moved into older adults. Some disability commissioned sessions have stopped due to funding.								
PI 9e. Participation at targeted services for young people Aim to maximise	2,231	1,329	1,250	1,710	G	2,500	2,500	G
Comments: (Leisure and Health) Quarter 2 had good performance as a high number of young people were engaged with over the summer holidays through parish council summer sport sessions.								
PI 10. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over previous 12 months) Aim to maximise	1,056	1,011	1,056	1,235	G	1,056	1,200	G
Comments: (Development) Performance is above target.								
PI 11. Number of EDGE customers supported into work Aim to maximise	n/a – new measure	n/a – new measure	48	35	A	96	96	G
Comments: (Development) Footfall continues to be strong. There was limited staff resource to contact visitors over the summer to confirm whether they then found work. The Q2 status is given as amber rather than red as the figure of 35 (for Q1 and Q2 against a target of 48 for these 2 quarters) is only those who proactively contacted EDGE to let us they had found work, which is likely to be less than the total number who were supported into work.								
PI 12. All Neighbourhood Plans 'made' by Council within 8 weeks of a referendum vote in favour of the Plan Aim to maximise	n/a – new measure	n/a – new measure	100% of Plans subject to a positive referendum vote	n/a	n/a	100% of Plans subject to a positive referendum vote	n/a	n/a
Comments: (Development) No referendum votes in Q1 or Q2 of 2018/19.								

STRATEGIC THEME – PLACE

Period July to September 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
17		4		0		0		2	

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

Summary of progress for Corporate Indicators

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

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 16. Continue to manage and enhance the joint CCTV service with Cambridge City Council	Ongoing	Cllr Tysoe / Cllr Beuttell	Chris Stopford	The Shared Service continued to operate efficiently. Works to upgrade the CCTV networks across Cambridge City and Huntingdonshire have now been approved. This will improve the reliability of the CCTV cameras and reduce the reliance on BT fibre communication.
G	KA 17. Reduce incidences of littering through targeting of enforcement work	Ongoing	Cllr Beuttell	Chris Stopford	The team have continued to target hotspot locations and investigate reports of littering. A funding application has been submitted to the Litter Innovation Fund to implement a project with hauliers using the main routes that run through the District. The team continue to focus on the action plan areas and have agreed the wording for deployable roadside signage and livery on HDC vehicles.
G	KA 18. Increase the awareness of Recycling and Green Composting through organising and supporting community initiatives	Ongoing	Cllr Beuttell	Neil Sloper	The Waste Minimisation Team carried out the following awareness raising measures during Q2: <ul style="list-style-type: none"> Recycling promotions around the world cup and Wimbledon theme

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					<ul style="list-style-type: none"> • Press release and social media posts for the Cyclear on the new vehicles. • Additional garden bin renewal • Black plastics - why they currently aren't recycled, • St Ives Carnival - vehicle as part of the parade and a recycling information stall - approx. 110 people spoken to • Promoting the family activity days at Waterbeach during August Textile recycling - old school uniform donation • Collection Crews starting earlier • Paper recycling • Promoting the Family Activity Days at Waterbeach • Wrapping food waste during the warm weather • Attended the Huntingdon Carnival - spoke to approximately 150 residents • Crews starting early during the warm weather • Bank Holiday waste collection arrangements • Launched the Metal Matters Campaign on 24 Sept - Leaflets sent to all properties in Huntingdonshire. Social Media posts, full page in the Hunts Post and Team News, and vehicle livery • Recycle week promotions w/c 24 Sept. • HRC winter opening times • Rebranded to the RecycleNow guidelines of 'Huntingdonshire Recycles' • Supported Zero Waste Week with messages via Social Media w/c 3 Sept
G	KA 19. Support delivery of sustainable community / leisure activities / facilities	Ongoing	Cllr Palmer	Jayne Wisely	27,752 Active Lifestyles attendances in first 6 months, up 17% on the previous year.
A	KA 20. Maintain clean open spaces to DEFRA Code of Practise on Litter and Refuse, compliant with the Environment Protection Act	Ongoing	Cllr Beuttell	Neil Sloper	The monthly pass rate target for inspections to achieve the DEFRA Code of Practice is 80%. This was missed every month in Q1 due to weed growth in the warm wet spring. The target has been achieved every month in Q2, with consistent improvement from 80% to 88%, following a change in management and service delivery.
A	KA 21. Support the delivery of the Open Spaces and Play Provision Strategy	Ongoing	Cllr Palmer	Neil Sloper	Work is concentrated on sustainable development of existing Key Strategic Sites (Paxton Pits and Hinchingsbrooke Park) as a priority, to then be followed with a broader strategy in 2019/20.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 22. 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 Palmer	Chris Stopford	Annual report prepared and submitted to DEFRA. Work underway on reviewing the current Air Quality Management Areas, as suggested by DEFRA.
G	KA 23. Achieve Green Flag (a national standard) status for Hinchingsbrooke Country Park, Paxton Pits and Riverside St Neots by 2020		Cllr Palmer	Neil Sloper	Green Flag status was awarded to Priory Park (maintained from 2017) as well as Hinchingsbrooke Country Park and Paxton Pits (both new awards this year).
G	KA 24. Support and develop play facilities alongside Town and Parish Councils	Ongoing	Cllr Palmer	Neil Sloper	Ongoing.
G	KA 25. Aim to reduce the energy usage in One Leisure by 20% (of the 2015/16 baseline figure)	Ongoing	Cllr Palmer	Jayne Wisely	(Only to end of August) Energy use at those OL sites involved in Re:Fit (excluding St Neots, as we only have the PV and some lighting installed): Q1+July+August 2018/2019 = 1,732,839 kWh = 26% reduction on the same period of the baseline year (2015/16). Energy use all OL sites: Q1 + July + August 2018/19 = 2,581.793kWh = 30% reduction on the same period of the baseline year (2015/16).
G	KA 26. Work in partnership to provide greater leisure opportunities either by delivering/facilitating services or providing a service/facility	Ongoing	Cllr Palmer	Jayne Wisely	Ongoing – working with Clubs and organisations across the district. 3G pitch at Ramsey - bid being prepared to the Football Foundation for funding. Think Healthy : Live Healthy project, delivering activities in conjunction with Ramsey Neighbourhood Trust and the Children's Centre.

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 27. Complete a sector analysis and industrial clusters research to help inform a review of the priorities in the Economic Growth Plan	September 2018	Cllr Fuller	Andy Moffat	'Huntingdonshire: Industry clusters' final report received on the 8 th August 2018.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 28. Deliver Action Plan to implement Off Street Car Parking Strategy		Cllr Beuttell	Neil Sloper	The final document has been reviewed by the new portfolio holder and (following a review by PDG) has been submitted for O&S on the 2nd October 2018.

WE WANT TO: Support development of infrastructure to enable growth

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 29. Continue to work with partners and influence the Combined Authority (CA) and secure resources to facilitate delivery of new housing, drive economic growth and to provide any critical infrastructure	Ongoing	Cllr Fuller	Andy Moffat	CA Cabinet considered Strategic Spatial Framework report at the end of June 2018. The board agreed the scope and budget but also added an addition recommendation (c) Agree that Phase 2 of the non-statutory Strategic Spatial Framework would be developed and delivered in conjunction with the planning policy forum to support the evidence gathering and analysis of spatial implications of the economic and housing projections, key infrastructure and environmental implications and views on strategic sites. The 1 st project meeting since the June report took place in September and it is recognised that personnel changes at the CA led to delays. It is still anticipated that a part 2 of the NSSF will be presented to CA board in December 2018.
G	KA 30. Support the Combined Authority's preparation and delivery of Masterplans for the Market Towns	Ongoing	Cllr Fuller	Andy Moffat	St Neots Masterplan Delivery underway, including the award of the contract for the Business Improvement District feasibility study in August 2018. Draft scoping document prepared for the St Ives and Huntingdon Masterplans.
A	KA 31. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428, the route of the East-West Rail and the local road network to deliver the specific requirements of the Council	Ongoing	Cllr Fuller	Andy Moffat	Officers are actively engaging with Highways England on A14 and A428 matters. A14 remains on target to be open by the end of 2020. More recently officers have input into establishing the Landscape and Visual Impact Assessment points for the A428 and officers attend the A14 legacy groups. A further announcement on the A428 is expected towards the end of the year.
G	KA 32. Work with partners to deliver roll-out of high-speed broadband and mobile phone coverage across the District	Ongoing	Cllr Tysoe	John Taylor	Working across Cambridgeshire with the team from Connecting Cambridgeshire. We are delivering broadband across the District and are creating a joint team with partners to ensure Council assets are used to mount suitable transmitters to increase coverage. Over £30million of funding has been won from Govt, Combined Authority and contributions from Councils.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					A new County wide 'barrier busting' team is in place to remove the obstacles to installing infrastructure – a national first with support from the DCMS.
N/A	KA 33. Make decisions on spend of Community Infrastructure Levy on at least an annual basis	March 2019	Cllr Fuller	Andy Moffat	Further meeting to be held with County Council to discuss its infrastructure requirements and programme.

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 34. Prepare for examination of the Local Plan to 2036 by the Secretary of State	All submissions for hearings in July and September 2018 in accordance with Inspector's timescales	Cllr Fuller	Andy Moffat	The hearings took place on the on the 17th July for 1 week, and resumed on the 10th September for 3 weeks. Those hearings have concluded and we await the Inspectors letter setting out his views on the soundness of our Plan.
N/A	KA 35. Prepare a programme of the next review of The Local Plan	As required by revised National Planning Policy Framework	Cllr Fuller	Andy Moffat	The revised National Planning Policy Framework was launched in July 2018. The programme will need to be prepared in accordance with the Local Plan to 2036 Inspector's findings and the forthcoming further revised standard methodology for calculating Local Housing Need.
G	KA 36. Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots and Alconbury Weald		Cllr Fuller	Andy Moffat	Discussions and delivery continue to be ongoing at Alconbury Weald. There are currently some 400 dwellings under construction at Alconbury Weald. In respect of St. Neots, final discussions are taking place with Cambridgeshire County Council and the S.106 obligations for Wintringham Park and Loves Farm Phase 2 are expected to be concluded imminently and shortly respectively.
G	KA 37. Maintain a five year housing land supply (5YHLS)	Ongoing (with Action Plan within 1	Cllr Fuller	Andy Moffat	The December 2017 Annual Monitoring Report demonstrates that the Council currently has more than a 5 year supply. While this is expected to continue to be challenged at appeal, officers

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
		month if found to have less than a 5 year supply)			provided robust evidence to the Local Plan Inspector that we have a 5YHLS. We await his findings.
G	KA 38. Housing Strategy annual Action Plan adopted and implemented	September 2018	Cllr Fuller	Andy Moffat	Annual Action Plan considered and endorsed by Overview & Scrutiny Panel (Performance and Growth) on the 11 th September 2018, and is being implemented.

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 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 13. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations Aim to maximise	74%	64%	80%	75.16%	A	80%	70%	A
Comments: (Operations) The monthly pass rate target for inspections to achieve the DEFRA Code of Practice is 80%. This was missed every month in Q1 due to weed growth in the warm wet spring. The target has been achieved every month in Q2, with consistent improvement from 80% to 88%, following a change in management and service delivery.								
PI 14a. Percentage of street cleansing service requests resolved in five working days Aim to maximise	93.4%	91.6%	85%	98.58%	G	85%	85%	G
Comments: (Operations) On target.								

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 14b. % of grounds maintenance service requests resolved in five working days Aim to maximise	82.1%	79.1%	85%	96.2%	G	85%	85%	G
Comments: (Operations) On target.								
PI 15. Percentage of successful enforcements – dog fouling, litter Aim to maximise	82.4%	100%	100%	12 served 9 paid 1 disputed 2 unpaid	G	100%		G
Comments: (Community) FPNs have been issued in relation to dog fouling, littering and fly-tipping, all as a result of incidents being reported by members of the public, investigated and then enforced by the team. A high percentage of incidents of fly-tipping are being reported in the northern part of the District which following investigation, officers have identified as coming from Peterborough. Contact made with Peterborough City Council to agree a joint action plan along with the Rural Crime Action Team (RCAT) which has included sharing of vehicle registration numbers which have been used for fly-tips being monitored by ANPR. Covert cameras installed under RIPA resulted in two individuals being caught fly-tipping, interviewed under PACE and two FPNs of £400 issued. An officer from Cambridge City Council also spent a day shadowing officers to enable them to adopt some of the processes that we have in place.								
PI 16. Percentage of household waste sent to landfill Aim to minimise	45%	40.85%	43%	36.95%	G	43%	43%	G
Comments: (Operations) On target.								
PI 17. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme Aim to maximise	97%	96%	95%	97%	G	95%	97%	G
Comments: (Community) Food ratings show how well the business is performing in terms of cleanliness and standards of compliance at the time of inspection. There continues to be a high level of compliance in local food outlets. We are continuing to target those premises with a rating between 0 and 2 by sending a checklist prior to inspection reminding them of their responsibilities and the steps they need to take to ensure a good rating at inspection.								
PI 18. Number of complaints about food premises (per 100 food businesses) Aim to minimise	3.9	4	5	4	G	5	5	G

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Community) There has been a higher number of food complaints received over the summer months including food being off before the sell by date and refrigeration breakdowns. Such complaints may be related to the hot weather and poor temperature control and indicate that some promotional activity may be appropriate when we are experiencing a heat wave. Other service requests included a cockroach infestation, contamination in food, suspected food poisoning and dirty equipment. Sampling at premises following complaints found E.coli present on wooden boards used to serve food and in hot holding dishes used for display of food at a buffet. In both cases officers worked with the food business to remove the risk to consumers.								
PI 19. Percentage of grounds maintenance works inspected which pass the Council's agreed service specification Aim to maximise	81.7%	86.42%	82%	78.1%	A	82%	70%	R
Comments: (Operations) The monthly pass rate target for inspections is 82%. This was missed in April and May due to rapid grass growth due to warm wet spring and recruitment challenges. From June to September the monthly target was exceeded, assisted by the prolonged dry summer.								
PI 20. Number of missed bins per 1,000 households Aim to minimise	1.06	1.53	0.75	0.72	G	0.75	0.75	G
Comments: (Operations) On target.								
PI 21. Number of partners, providers and stakeholders worked with to support sustainable service delivery of One Leisure and Active Lifestyles Aim to maximise	N/a – new measure	N/a – new measure	No target set	47 different organisations	G	No target set	60	G
Comments: (Leisure and Health)								
PI 22. Net business-use floor space created Aim to maximise	+36,161m2 (actual for 2016/17)	n/a – reported annually	No target set	n/a	n/a	No target set	n/a	n/a
Comments: (Development) The net figure for 2017/18 will be published in the December 2018 Annual Monitoring Report.								
PI 23. Community Infrastructure Levy (CIL) collected (£m) Aim to maximise	£6,173,921	£1,668,120	No target set	£1,668,120	n/a	No target set	n/a	n/a
Comments: (Development) Figure of £1,668,120 is for Q2 only.								

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 24a. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) Aim to maximise	76%	76%	70%	80%	G	70%	75%	G
Comments: (Development) Performance above target.								
PI 24b. Percentage of planning applications processed on target – minor (within eight weeks or agreed extended period) Aim to maximise	72%	70%	70%	85%	G	70%	85%	G
Comments: (Development) Performance well above target.								
PI 24c. Percentage of planning applications processed on target – household extensions (within eight weeks or agreed extended period) Aim to maximise	91%	96%	85%	94%	G	85%	92%	G
Comments: (Development) Performance well above target.								
PI 25. Number of new affordable homes delivered in 2018/2019 Aim to maximise	123	17	51	25	A	239	239	G
Comments: (Development) The number of new homes completed during Quarter 2 was anticipated to be 51 bringing the target by the end of quarter 2 to 159. A number of housing completions slipped from quarter 1 to quarter 2. Of the 25 homes that had slipped in quarter 1, 23 were completed during quarter 2 at Bluntisham Road Colne (10 dwellings), RAF Brampton (10 dwellings) and Hill Place Brington (3). Unfortunately some of the 51 homes anticipated to be delivered during Quarter 2 have also slipped (such as at RAF Brampton (38) and Christie Drive Hinchingsbrooke (7)) but the Providers are still expecting these homes to complete by the end of the financial year. Therefore the programme is still on target to deliver 239 homes by 31 st March 2019.								
PI 26. Net additional homes delivered 2017/2018 Aim to maximise	682 (actual for 2016/17)	n/a – reported annually	682 (for 2017/18)	689	G			
Comments: (Development) The projected figure of 689 for 2017/18 comes from the December 2017 Annual Monitoring Report. The number of completions for 2017/18 will be published in the December 2018 Annual Monitoring Report.								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period July to September 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
6		0		0			1		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
7		2		6			0		1

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 39. Deliver the HDC Transformation Programme; focussing on LEAN reviews and maximising the impact of flexible and mobile working	Ongoing	Cllr Tysoe	John Taylor	<p>LEAN reviews have been completed in this quarter on Development Control, Revenues & Benefits and Licensing. Implementation of the actions will be a continuous improvement – but already many improvements have been made.</p> <p>Council Anywhere (mobile technology) is being delivered to HDC. The project is across the 3C partnership meaning we get economies of scale from procurement and ongoing ICT support. The first laptops will be deployed at HDC in Q3, and we expect to see greater efficiency and better used of space as a consequence.</p>
A	KA 40. Maximise the income generating potential of all traded activities	March 2018/19	Cllr Palmer	Jayne Wisely	Income for Burgess Hall is forecast to be behind budget due to staffing changes. This is reported through the financial report, along with the impact of delays to some major products.
G	KA 41. Deliver current apprenticeships programme and develop a revised	Ongoing	Cllr Tysoe	Clive Mason	Many of the Apprentices have secured permanent employment and plans are being considered for the next intake of

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	programme for cohort 2 (second intake) to reflect HDC and its community needs				Apprentices.
G	KA 42. Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members	Action plan to be drafted by November 2018	Cllr Tysoe	Adrian Dobbyne / Clive Mason	Survey undertaken during summer. Results have been shared with staff and Employment Committee and an action plan is being developed by our People Group with additional input from SLT, Management Team and our Communications Champions.
G	KA 43. Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a market return for the Council	Ongoing	Cllr Gray	Clive Mason	£18.04k of additional annual income completed through two transactions (non-operational property) and £66.65k of additional annual income approved through 12 rent reviews and lease renewals on the existing estate. One off back rent of £120k secured from two historic rent reviews.

WE WANT TO: Become a more customer focussed organisation

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 44. Deliver the HDC Transformation Programme; focussing on tackling 'wicked issues', improving online services and delivering the multi-agency Customer Service Centre at Pathfinder House	Ongoing	Cllr Tysoe	John Taylor	<p>Significant progress in this period.</p> <ul style="list-style-type: none"> • Our work in Ramsey (Think Healthy, Live Healthy) with the Design Council has moved forwards and some new approaches are being tested. • A new customer portal is coming to our website. It will feature better online forms, customer accounts and automatic updates to customers. We expect the first services to go-live in Q3. • The CSC at PFH is now open. Customers are seeing HDC, Citizens Advice and Job Centre staff in one location – rather than having to move from one site to another. Ongoing improvement of the service is being delivered.
G	KA 45. Launch the new organisational values in 2018/19 and ensure they become embedded into 'business as usual' for staff	Ongoing	Cllr Tysoe	John Taylor	All staff have been briefed on the values, and we are now featuring them in our 121s across the Council. A new management development programme is being run with all Managers that focusses on the values – it is a significant investment in our staff. The People Group continues to meet, and they are working on a package of activities to ensure the values remain fresh.

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 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 27. Total amount of energy used in Council buildings Aim to minimise	11,480,928 kWh 6.1% reduction	9% reduction	3.5% reduction	4,123,182kWh 14.2% reduction	G	3.5% reduction	3.5%	G
Comments: (Operations) Awaiting data from energy companies for September 18, therefore Q2 data includes September 17 until this can be updated, hopefully early next week. At present, data demonstrates a large reduction in energy use (24%) but works taking place at One Leisure St Neots may impact this reduction. Again, these figures should be confirmed early next week.								
PI 28. Percentage of business rates collected in year Aim to maximise	99%	59%	59%	61.3%	G	99%	99%	G
Comments: (Customer Services) A change in the Rateable Value for RAF Wyton has skewed the collection rates for business rates resulting in a slightly inflated figure for Q2. This will reduce each month over the remainder of 2018/19 so it won't be until the end of Q4 that we will know the true figure but there are no concerns at the moment.								
PI 29. Percentage of Council Tax collected in year Aim to maximise	98.5%	58.7%	58.5%	58.5%	G	98.6%	98.6%	G
Comments: (Customer Services) Collection rate remains on target.								
PI 30. Percentage of space let on estates portfolio Aim to maximise	96.7%	96.7%	95%	91%	A	95%	95%	A
Comments: (Resources) Larger number of void units than usual, particularly on industrial estates due to lease expiries and tenants vacating and business failures (4 units). Four units are already under offer (approved and in legals) with keen interest in a further two which will bring performance back to over 95%. Lost income due to voids has been more than mitigated for the current financial year by undertaking some significant rent reviews and collecting back rent.								
PI 31. Percentage of invoices from suppliers paid within 30 days Aim to maximise	98.75%	98.8%	98%	96.4%	A	98%	97.8%	A

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Resources) The introduction of the new Technology One Financial Management System has led to some initial organisational and training issues around the raising of purchase orders and actioning Goods Received Notes (GRN) that has resulted in some invoice payment delay. The ongoing issue is being addressed and an upturn in the indicator is expected by the end of the 3 rd quarter.								
PI 32. Staff sickness days lost per full time employee Aim to minimise	10.0 days/FTE	5.0 days/FTE	4.0 days/FTE	5.1 days/FTE	R	9.0 days/FTE	10.0 days/FTE	R
Comments: (Resources) More than two-thirds of the days lost in the first two quarters were due to long-term sickness absences. These absences relate to a very low proportion of the staff employed. More details of the sickness absence from July to September will be included in the Workforce Report due to be taken to Employment Committee in November 2018.								
PI 33. Income generated from Commercial Estate Rental & Property Fund Income Aim to maximise	£3.5m	£2.25m	£1.75m	£2.7m	G	£3.3m	£3.6m	G
Comments: (Resources) Income currently at £2.7m (cumulative for the year) and £1m in Q2. Income growth coming from rent reviews and lease renewals, some loss of tenants but income holding up through historic rent reviews.								
PI 34. Value of planned net budget reductions achieved Aim to maximise	£1.1m	£0m	£0.9m	£0.6m	R	£1.8m	£1.2m	R
Comments: (Resources) The underachievement is linked to the forecast overspend on the revenue budget which is predominantly due to variances within Operations.								
PI 35b. Percentage response rate to the Staff Survey – part of a basket of measures that change quarterly Aim to maximise	57%	57%	60%	63%	G	60%	63%	G
Comments: (Corporate Team) There were 395 responses received which resulted in an improvement of 5 percentage points on last year's performance. Most themes saw improvement compared with previous years, with 85% of comparable results better than in 2017.								
PI 36. Call Centre telephone satisfaction rate Aim to maximise	90%	89.2%	80%	89.6%	G	80%	88%	G
Comments: (Customer Services): We are pleased that customers continue to appreciate the service they receive after speaking to our advisors. 5 surveys did flag up excessive waiting times. We have been training 3 to 4 new staff intensively during the period to become fully trained and we should see an improvement going forward.								

Performance Indicator	Full Year 2017/18 Performance	Q2 2017/18 Performance	Q2 2018/19 Target	Q2 2018/19 Performance	Q2 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 37. Customer Service Centre satisfaction rate Aim to maximise	96%	95%	80%	88.9%	G	80%	90%	G
Comments: (Customer Services): A good result for our Face to Face service. 3 surveys did score us down for excessive wait times and one customer thought the office was too small (we now have the DWP and CAB services in our offices).								
PI 38a. Percentage of Stage 1 complaints resolved within time Aim to maximise	n/a (Red)	n/a (Red)	95%	79%	R	95%	81%	R
Comments: (Corporate Team) Of the 168 complaints we know outcomes for, 132 were responded to in time. 29 of the 36 late responses related to complaints about Operations services. Progress has been made in recording reliable complaints data and these figures now include all Leisure & Health complaints.								
PI 38b. Percentage of Stage 2 complaints resolved within time Aim to maximise	78%	77%	95%	85%	R	95%	90%	R
Comments: (Corporate Team) Of 13 Stage 2 complaints received this year, two were not responded to within their time limit. Both late responses related to complaints about services provided by Community. Based on current trends, and the low number of complaints reaching Stage 2, it is unlikely we will meet our target this year.								
PI 39. Percentage of calls to Call Centre answered Aim to maximise	79%	76.2%	90%	80%	R	90%	85%	R
Comments: (Customer Services) Customer Services is experiencing a high turnover of staff during this period. We have been intensively training 3 staff members during September to get them multi-skilled as quickly as possible. The answered rate is an improvement over last year.								
PI 40. Percentage reduction in avoidable contacts Aim to maximise	N/A	N/A	-25%	-10.6%	R	-25%	-25%	A
Comments: (Customer Services) We work on reducing avoidable contact with the departments we provide services for as well as through Lean projects. We are optimistic that the introduction of the new online customer accounts platform will drive further reductions.								
PI 41. Percentage of households with customer accounts generated Aim to maximise	n/a (new measure)	n/a (new measure)	8%	n/a	n/a	8%	n/a	n/a
Comments: (Customer Services): HDC's IEG4 test environments have now been setup and the first batch of admin training has been delivered. The system will be implemented across the next 10-12 months and is not yet live.								

Appendix C: Project Performance – end of September 2018

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

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status	Latest Update Date
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots. Programme: Facing the Future Project Manager: Jon Clarke (Leisure) Project Sponsor: Cllr John Palmer	30/09/15	Red Historical delays due to legal issues with the lease.	31/12/18	31/12/18	Update from Project Sponsor: Waiting for lottery funding grant to be signed off on, there have been issues with drawing up the plan with the estates team and we are currently awaiting approval from legal. Once approved, we expect works to start in late November 2018.	Red	22-Oct-18
Council Tax Automated Forms Introduce automated forms into business systems. Programme: Facing the Future Project Manager: Ian Davies (Customer Services) Project Sponsor: John Taylor	31/03/17	Red Restructure and lack of resources to test caused delays.	31/12/18	31/12/18	We are busy testing the V2 forms, Direct Debits and Single Person Discounts should go live very soon. • The Blue Prism (robotics) software has been updated in our test system so is ready to go as soon as we are live with the V2 forms. • On-site meeting arranged with IEG4 on 4th October to talk about the robotics testing and looking at the best way of dealing with issues encountered so as to enable prompt resolution. Also hope to discuss use of a possible 2 nd robot. Programme Office: Project Board to meet to discuss End Date and New Project Manager	Red	01-Oct-18
Refit Energy efficiency project regarding major works across One Leisure sites.	September 2017 - This was	Red	21/12/18	21/12/18	Contract variation to cover the changes for St Neots lighting has been signed, work to commence shortly. Work has commenced on replacing the	Amber	18-Oct-18

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status	Latest Update Date
Programme: Capital 2016/17 (see 2015/16) Project Manager: Julia Blackwell (Operations) Project Sponsor: Chris Jablonski / Neil Sloper	contingent on leases being signed	Red			boilers at St Ives Outdoor, all the work on the site is scheduled to complete by the end of October - some work delayed to accommodate half term activities. PV installation completed and registered for FiT payments. Due to the technical nature of the work to install the CHP and adaptations of the boilers, it is currently anticipated that the project will be completed by the end of January 2019, rather than December 2018. Change to the end date of the project to be confirmed by the Project board, as a result the project is currently set at amber.		
Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations. Programme: Capital 2015/16 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	28/02/17	Red	30/11/2018	30/11/2018	Specialist fire compartmentalisation surveys are delayed due to consultant ceasing trading and alternative consult being sought, meeting on site w/c 8/10/18 to progress. Programme Office: Enquiry sent to PM regarding end dates.	Green	06-Oct-18
Little Paxton Community Centre To manage the delivery of the new Lt Paxton Community Building. Programme: Community Project Manager: Claudia Deeth (Community) Project Sponsor: Finlay Flett	01/10/17	Red	30/11/18	30/11/18	The final pitch inspection has taken place and been signed off as complete and ready for use. A maintenance schedule has been provided in preparation for handover. A meeting is planned with 'The Hub' charity for the next couple of weeks to agree a handover date resulting in the pitch and building becoming the responsibility of the charity on a 99 year lease.	Green	01-Oct-18

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status	Latest Update Date
Development of Land at Alms Close, Huntingdon Programme: Resources Project Manager: Carl Egonu (Resources) Project Sponsor: Clive Mason	31/10/19	Amber (Due to Pre-Construction Costs increasing by £40k)	31/10/19	31/10/19	Project Board Meeting scheduled for 25th Oct It is anticipated a planning application will be submitted within October. Subject to any adverse matters arising the application should be approved in December or early January 2019. Pre-construction costs will be higher and approval has been obtained via the project sponsor to progress. Costs increasing from 95K to 135K. Programme Office: RAG Status for Original End Date set to Amber as original costs have increased but could be recovered by Project Close. The Quantity Surveyors will be appointed first week in November and their first task is to prepare a detailed breakdown of costs to allow HDC to have firm costs with relation to construction.	Green	22-Oct-18
Dementia Friendly Workplace Programme: Corporate Team Project Manager: Amanda Elphick (Customer Services) Project Sponsor: Adrian Dobbyne	28/12/18	Green	28/12/18	28/12/18	Holding DF sessions after icare cohorts through Oct-Nov (all managers been sent invites), discussed ways to still promote DF after project team comes to an end - quarterly sessions	Green	19-Sep-18
Salix Projects Salix revolving fund to finance energy efficiency	N/A – Yearly	N/A – Yearly	01/04/20	01/04/20	Boiler installed at St Neots. Waiting on indicative quotes for the boilers at Ramsey.	Green	05-Oct-18

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<p>measures within Council owned buildings.</p> <p>Need to have a flow of eligible projects - due to the successes of previous years using Salix funding the scheme has completed many of the easy to achieve projects and the remaining work is harder to 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>Programme: Capital 2016/17</p> <p>Project Manager: Julia Blackwell (Operations)</p> <p>Project Sponsor: Chris Jablonski/ Neil Sloper</p>	Ongoing Project	Ongoing Project			<p>-----</p> <p>Project will have completed the full recycling of funds following the completion of the FY 2019/20. 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>Commercial Estates – Energy Performance Certificates</p> <p>Programme: Capital 2018/19</p> <p>Project Manager: Jackie Golby (Resources)</p> <p>Project Sponsor: Clive Mason</p>	31/03/19	Green	31/03/19	31/03/19	<p>Programme of surveys underway to assess energy efficiency rating of commercial estate units, with priority being given to units being marketed or subject to lease renewal where an energy performance certificate with a rating of E or better must be in place before the transaction can complete. Fewer units than expected are failing to meet the standard, in part due to recent improvements at properties at Phoenix Court and Levellers Lane. Works orders are being</p>	Green	06-Oct-18

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					implemented to carry out works to bring properties up to a level C rating where required (3 to date).		
Commercial Estates – Health and Safety Programme: Capital 2018/19 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	31/03/19	Green	31/03/19	31/03/19	Programme of capital works is being assembled to address issues identified by recent health and safety audits of the common areas of the commercial estate. Major works commence on shops at Mayfield Road on 08.10.18 to address safety concerns on the walkways to the residential flats and replacement of canopy roof coverings at a cost of c £29k, together with some revenue repair works. Works completed on renewing surface of car park at Clifton Road due to trip hazards, cost £9k Costs being obtained for fire stop works at Caxton Road.	Green	06-Oct-18
Levellers Lane Replace industrial roofs to address H & S and fulfil Council obligations. Programme: Capital 2016/17 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	24/03/17	Red	31/08/18	31/08/18	Project closedown report in preparation.	Pending Closure	06-Oct-18
St Neots Pool Project	09-Jul-18	Amber	16-Jul-18	09-Jul-18	Snagging meeting took place 23rd July which identified a quantity of small tasks that can be	Pending Closure	12-Sep-18

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<p>Programme: Capital 2017/18</p> <p>Project Manager: Jon Clarke (Leisure)</p> <p>Project Sponsor: Jayne Wisely</p>					<p>completed over the coming weeks. Only 1 major item was found and this was an area of water ponding resulting from the floor falls being incorrect.</p> <p>This will require a 3-4 day closure to the public whilst a section of flooring is taken up and relayed. The period between Christmas and New Year has been identified as the most appropriate time for this, as this will have no impact upon the clubs, schools or lessons and minimal impact upon the public as public participation at this time is very low.</p> <p>Snagging works will be moved to Business as Usual and project will now be entering Closedown. Programme Office: Project Sponsor will be discussing Pending Closure Report status with Project Manager due to snagging works.</p>		
<p>Building Foundations for growth grant underspend project</p> <p>To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund. The residual grant money must be used for a capital project on the EZ and which fits within the GCGP's economic strategy.</p> <p>Programme: Development</p> <p>Project Manager: Susan Bedlow (Development)</p> <p>Project Sponsor: Nigel McCurdy</p>	<p>N/A*</p> <p>*No retrospective request for a PID</p>	<p>N/A</p> <p>*No retrospective request for a PID</p>	-	31/08/27*	<p>Three drawdowns of this loan facility have now been transacted and one more is due to take place to complete the drawdown of the full amount expected by the end of July. Finance have been asked to prepare the first of the quarterly interest statements to be issued to U&C. Once the final draw down has transacted and the first interest statement issued is proposed that a project close down report is prepared and that this project is then treated as BAU.</p> <p>Programme Office: Andy Moffat has advised that he is working on a Closedown Report for this project in Susan Bedlow's absence.</p>	Pending Closure	30-Aug-18

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DWP Co-Location at Pathfinder House Programme: Customer Services Project Manager: Michelle Greet (Customer Services) Project Sponsor: John Taylor	TBC	TBC	31/05/18	31/05/18	The project Close Down Meeting took place on 1.8.18 and all parties were happy that the project be closed down with a few snagging items still outstanding that are being worked through with regular meetings with all parties to keep good communication. The Final Close Down report will be updated and shared as soon as all final costs have come through linked to the final snagging. This is expected to be within budget. Regular meetings will continue under BAU to look at how we can improve the customer journey by working together more effectively.	Pending Closure	3-Oct-18
CCTV Pathfinder House Resilience Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)		Pending Approval	-	-	Business Case not yet approved by Finance Governance Board. Programme Office: Chris Stopford has reported that these Projects will be merged into a single Project and a Project Approval Request will be submitted in due course.	Pending Approval	N/A
CCTV Wi-Fi Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)			-	-			N/A
Lone Worker Software Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)			-	-			N/A

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One Leisure St Ives – Outdoor Fitness Facility Programme: Capital 2018/19 Project Manager: Daniel Gammons (L&H) Project Sponsor: Jayne Wisely		Pending Approval			Pending approval by Finance Governance Board Programme Office: Requested by Paul France	Pending Approval	N/A
Apprenticeships To introduce an Apprenticeship Scheme into Huntingdonshire District Council for both new and existing staff. Programme: Resources Project Manager: Laura Gammons (Resources)	TBC	TBC	-	31/03/18	Closedown reviewed by PMGB and approved.	Closed	13-Jul-18
One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building. Programme: Leisure & Health Project Manager: Brian Gray (Leisure) Project Sponsor: Jayne Wisely	TBC	TBC	-	31/10/16	Closedown report reviewed by Programme Office and additional information has been requested, will review in the August PMGB meeting,	Closed	21-Aug-18

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3C ICT Projects where HDC are customers

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status	Latest Update Date
Server Room Consolidation Project To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services. Programme: 3C Shared Services Project Manager: Emma Alterton (3C ICT) Project Sponsor: Fiona Bryant	12/12/2017	Red	31/04/2018	30/09/2018	Testing of new SCDC Remote systems signed off by all departments except Planning. Virgin Media Business (VMB) Issues escalated to Oliver Morley. They have now committed to the 22 nd Oct for completion. Work continues in the background at SCDC to ready all systems for moving over the weekend of the 27 th following successful completion of the VMB work. An additional request has been submitted to VMB to allow the CCity migrations to carry on in parallel. 3C ICT: Progress on HDC's side is Green RAG Status; Main project is Red due to progress at the other 2 councils.	Red	10-Oct-18
Global Protect Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Emma Alterton	TBC	TBC	31/04/2018	CCC – Complete SCDC – Oct 18 HDC – Jan 19	SCDC – we are currently in proof of concept testing. The Application Support Team are testing that all business applications work with the system. 3CSS – work to be completed by Virgin Media	Red	10-Oct-18

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					and 3C ICT. Awaiting confirmed timeline from Virgin Media. 3C ICT: Progress on HDC's side is Green RAG Status; Main project is Red due to progress at the other 2 councils.		
Waste Services Implementation Phase 2 Programme: 3C Shared Services Project Manager: Tony Allen Project Sponsor:	TBC	TBC	TBC	TBC	CCC – 50% of the as-is Business Analysis workshops have been completed. HDC – 2 processes have been mapped with 18 still in progress.	Amber	10-Oct-18
Mobile Phone Contract Procurement The current HDC contract ended in May 2017; CCC and SCDC are both out of contract. Programme: 3C Shared Services Project Manager: Caroline Huggon (3C ICT) Project Sponsor: Emma Alerton	30/09/2017	Red	28/09/2018	28/09/2018	HDC – 176 mobiles have been rolled out with 1 left still to roll out. SCDC – 112 mobiles have been rolled out with 2 left still to roll out. CCC – 140 mobiles have been rolled out with 137 still to roll out. 3C ICT: Progress on HDC's side is almost complete with only 1 mobile left to roll out.	Amber	10-Oct-18
Waste Services Implementation Phase 1 (SOSP) Programme: 3C Shared Services	TBC	TBC	29/08/2018	29/08/2018	Domestic and Trade Waste have gone live. Continuing to work on remaining issues before closing this project phase.	Amber	10-Oct-18

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Project Manager: Tony Allen (3C ICT) Project Sponsor: Mike Hill Council Anywhere							
Programme: 3C Shared Services Project Manager: Louise Slack (3C ICT) Project Sponsor: Oliver Morley	29/01/2019	TBC	31/07/2019	31/07/2019	Council Anywhere has delivered a series of Art of the possible workshops and drop in sessions throughout September and October to identify some of the key benefits and technical barriers faced at each organisation. There are additional drop in sessions scheduled for October and all FAQs will be listed on the Council Anywhere intranet pages.	Amber	10-Oct-18
Payment Card Industry Data Security Standards (PCIDSS) Programme: 3C Shared Services Project Manager: Katrina Huggon (3C ICT) Project Sponsor: Nigel Brown	31/07/2018	Red	01/02/2019	01/02/2019	Still in the test phase for HDC V10 release 4. Delays have been caused with this testing due to issues with beginning testing, however this doesn't have an impact on the project completion date. The smart client has been upgraded at SCDC and HDC which is currently in the test phase. CCC has upgraded to V11 on the test server and are currently testing.	Green	10-Oct-18
Obligation Tracker Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Clara Kerr	TBC	TBC	13/06/2019	13/06/2019	This project is still in the test phase. Testing is due to be complete in October. Once this is complete, go-live and deployment can be planned.	Green	10-Oct-18

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status	Latest Update Date
Aruba ClearPass (Council Anywhere) Programme: 3C Shared Services Project Manager: Tony Allen Project Sponsor:	TBC	TBC	N/A	TBC	The statement of works from the supplier has now been signed off by 3C ICT and resources have been allocated to the project. The project plan should be completed in October and aligned with Council Anywhere.	Green	10-Oct-18
Facilities Management Software Programme: 3C Shared Services Project Manager: Katrina Huggon (3C ICT) Project Sponsor: Chris Jablonski	TBC	TBC	TBC	TBC	Project artefacts still haven't been signed off by the board and no expected dates received from the supplier. Project cannot progress until supplier has come back with more information about the system. Meeting booked for 12th October with supplier.	Pending Approval - Green	10-Oct-18
HDC MFD Replacement Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Chris Stopford	31/03/2018	Red	30/04/2018	30/04/2018	Working with Konica on the outstanding issues with Wide Format Printers. Additional works packages have been added to the project as a result of the Server Room Consolidation project. Regular calls have been set up with the supplier to manage the remaining issues.	Pending Closure	10-Oct-18

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

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status	Latest Update Date
<p>Implementation of Financial Management System To introduce a new Financial Management System across the council. Programme: 3C Shared Services Project Sponsor: Clive Mason</p>	TBC	TBC	For HDC: 31/08/18	31/08/18	Informed by Nicky Daish that Project Closedown report is now being drafted.	Pending Closure	09-Oct-18
<p>CCTV Camera Replacements Programme: TBC Project Sponsor: Chris Stopford</p>	TBC	TBC	TBC	TBC	Pending investigation by the Programme Office	TBC	TBC

Financial Performance Monitoring Suite September 2018

Executive summary

This report sets out the financial position at the end of September, Quarter 2, and provides forecasts on revenue, the capital programme and the Medium Term Financial Strategy (MTFS). The headlines are:

Revenue - the forecast outturn is an estimated overspend of £0.6m. This level of overspend was forecast at the end of Quarter 1, however, there has been significant changes when looked at on a service level basis. This level of overspend is also continuing the trend from 2017/18.

Capital programme – the forecast outturn is an estimated net under spend of £0.3m.

MTFS – The MTFS was previously updated as part of the 2018/19 Budget setting process. However, following the completion of the audit of the outturn for 2017/18, and as part of the ongoing budget setting process for the financial year 2019/20 and onwards it is being reviewed and will be updated.

Service Commentary

Annex A

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 may have provided details of the actions they are undertaking to address the overspend.

Revenue Forecast Outturn	2017/18		2018/19					
	Outturn	Budget	Forecast Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Forecast	Net Variation	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Revenue by Service:								
Community	1,697	1,758	1,682	0	7	1,689	(69) ●	-3.9
Customer Services	2,816	2,533	2,573	0	86	2,659	126 ●	5.0
ICT Shared Service	1,972	2,128	2,106	0	0	2,106	(22) ●	-1.0
Development	578	1,071	749	0	2	751	(320) ●	-29.9
Leisure & Health	55	(190)	306	(159)	25	172	362 ●	190.5
Operations	4,292	3,911	4,692	(108)	0	4,584	673 ●	17.2
Resources	3,221	4,429	4,419	(69)	0	4,350	(79) ●	-1.8
Directors and Corporate Transformation	2,693	1,642	1,636	(106)	0	1,530	(112) ●	-6.8
	0	0	328	(328)	0	0	0	
Net Revenue Expenditure	17,324	17,282	18,491	(770)	120	17,841	559 ●	3.2
Contributions to/(from) Earmarked Reserves	(757)	0	(650)				(650)	0.0
Service Contribution to Reserves	3,015	3,026	2,467				(559)	-18.5
Budget Requirement (Services)	19,582	20,308	20,308					
Financing:-								
Taxation & Government Grants	(15,512)	(10,892)	(10,892)				0	0.0
Contribution to/(from) Reserves	3,228	(966)	(966)				0	0.0
Council Tax for Huntingdonshire DC	(7,298)	(8,450)	(8,450)					

Note:

Red – over spend by 2% or more

Amber – underspend by more than 4%

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

2018/19 Quarter 2 Service Forecasts

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Community											
91,651	Head of Community	85,288	85,891	603	+0.70		6,612	92,503	7,215	+8.50	
	Environmental Protection Team	342,384	304,510	(37,874)	-11.10			304,510	(37,874)	-11.10	Reduced staffing expenditure, after additional costs incurred of recruitment (-£34k) due to vacant posts offset. Additional income (£4k) generated by new business process registrations.
332,244	Business Team	276,784	220,054	(56,730)	-20.50			220,054	(56,730)	-20.50	Reducing income predictions (£18k) from reduced provision of food hygiene training and reduced income from Primary Authority agreement with Cambridgeshire County Council. Being offset by savings from delayed recruitment to vacant posts (£78k). Expectation of late year expenditure on fatal accident investigation and legal process, costs currently unknown.
260,884	Community Team	615,019	573,896	(41,123)	-6.70			573,896	(41,123)	-6.70	Savings from vacant posts (£38k), and higher than budgeted income (£12k), offset by additional costs in delivery of services (-£9k)
598,341	Environmental Health Admin	143,662	135,959	(7,703)	-5.40			135,959	(7,703)	-5.40	
136,688	Closed Churchyards	2,000	2,000	0	+0.00			2,000	0	+0.00	
2,000	Licencing	(103,951)	(143,108)	(39,157)	+37.70			(143,108)	(39,157)	+37.70	Better than expected income at this point in the year (38k), unlikely to be sustained over future financial years
(90,458)	CCTV	(70,393)	(70,772)	(379)	+0.50			(70,772)	(379)	+0.50	
(70,393)	CCTV Shared Service	155,326	189,797	34,471	+22.20			189,797	34,471	+22.20	Additional costs of maintaining an aged fleet of CCTV cameras (£35k). Formal contract award, within the HDC Ventures commercial development has been completed, project to replace camera and wireless network being commenced
199,884	Corporate Health & Safety	104,997	104,369	(628)	-0.60			104,369	(628)	-0.60	
105,072	Emergency Planning	11,575	10,845	(730)	-6.30			10,845	(730)	-6.30	
11,590	Document Centre	194,849	268,851	74,002	+38.00			268,851	74,002	+38.00	External income significantly lower than expected (£37k) along with reduced demand for internal print (54k) showing reduced level of income to the service. Being offset by reduced costs for materials and equipment maintenance and running costs (12k) and reduced staffing costs due to vacant posts within the Service area (£6k). Impact of the fire in the Print Room still in the hand of the Insurance Company, collating the information to finalise the insurance claim now that the repairs to Eastfield House have been completed.
244,663											
1,822,166		1,757,540	1,682,292	(75,248)	-4.30	0	6,612	1,688,904	(68,636)	-3.90	

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Customer Services											
97,957	Head of Customer Services	98,042	12,286	(85,756)	-87.50		85,756	98,042	0	+0.00	
1,017,460	Housing Needs	1,018,645	1,008,674	(9,971)	-1.00			1,008,674	(9,971)	-1.00	
851,799	Customer Services	851,414	847,072	(4,342)	-0.50			847,072	(4,342)	-0.50	
(127,451)	Council Tax Support	(127,354)	(127,951)	(597)	+0.50			(127,951)	(597)	+0.50	
(227,770)	Local Tax Collection	(227,770)	(225,768)	2,002	-0.90			(225,768)	2,002	-0.90	
	Housing Benefits	919,948	1,058,213	138,265	+15.00			1,058,213	138,265	+15.00	Estimated cost of benefit payments for homelessness accommodation reviewed based on latest expenditure plus adjustments to take account of impact of Universal Credit on caseload. This is on a total budget of £30m+. Offset against new burdens funding from DWP and minor operational adjustments.
850,921											
2,462,916		2,532,925	2,572,526	39,601	+1.60	0	85,756	2,658,282	125,357	+4.90	
3C's ICT											
2,106,741	ICT Shared Service	2,128,103	2,105,806	(22,297)	-1.00			2,105,806	(22,297)	-1.00	
2,106,741		2,128,103	2,105,806	(22,297)	-1.00	0	0	2,105,806	(22,297)	-1.00	
Head of Development											
84,457	Head of Development	84,715	84,092	(623)	-0.70			84,092	(623)	-0.70	
152,540	Building Control	152,540	137,681	(14,859)	-9.70			137,681	(14,859)	-9.70	(£23K recharge for accommodation at PFH). £8K additional cost of service.
151,324	Economic Development	160,822	139,858	(20,964)	-13.00			139,858	(20,964)	-13.00	(£23K) Underspend on staff costs as a result of vacancies being/to be recruited to. £4K of smaller variances.
616,707	Planning Policy	721,388	596,278	(125,110)	-17.30			596,278	(125,110)	-17.30	(£90K) Underspend on staff costs as a result of vacancies being recruited to.
(299,981)	Development Management	(343,260)	(480,004)	(136,744)	+39.80			(480,004)	(136,744)	+39.80	(£48K) Underspend on staff costs as a result of vacancies being recruited to. (£22K) Additional fee income. (£68K) DM Systems Development underspend.
206,924	Housing Strategy	212,478	192,111	(20,367)	-9.60		1,620	193,731	(18,747)	-8.80	(£22K) Underspend of salaries. £4K of smaller variances.
26,100	Public Transport	26,100	23,280	(2,820)	-10.80			23,280	(2,820)	-10.80	
56,120	Transportation Strategy	56,120	56,120	0	+0.00			56,120	0	+0.00	
994,191		1,070,903	749,416	(321,487)	-30.00	0	1,620	751,036	(319,867)	-29.90	

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Leisure & Health											
81,681	Head of Leisure & Health	81,788	81,215	(573)	-0.70			81,215	(573)	-0.70	
196,057	One Leisure Active Lifestyles	205,371	355,307	149,936	+73.00	(159,000)		196,307	(9,064)	-4.40	
104,157	One Leisure St Ives Outdoor Centre	73,106	83,326	10,220	+14.00		25,000	108,326	35,220	+48.20	OLSIO - £35K down on budget. £14 down on hospitality. £16K up on budget outdoor sports. Site down on budget of £11K which maintenance and employee savings of £6K
563,340	Leisure Centres Corporate	442,394	425,563	(16,831)	-3.80			425,563	(16,831)	-3.80	Staff Saving of £21K and the remainder due to supplies and services
(1,800)	The Club Alconbury Weald	126,461	110,474	(15,987)	-12.60			110,474	(15,987)	-12.60	
(242,098)	One Leisure St Neots	(253,048)	(221,632)	31,416	-12.40			(221,632)	31,416	-12.40	£31K down on budget primarily due to the delays in the Swimming pool and 3G capital project delivery. Pitch hire £41K down on budget due to the works having to take place within the playing season. Swimming £83K down on income due to closures being in full financial year, but offset by £109K savings in salary. Net off £32K. Indoor sports income down by £29K - offset in part by employee savings of £13K. Impressions down by £16K (income down £26K on budget) but up by £9K YTD on previous years. Creche is up by £6K which demonstrates the value of the crèche to the membership package. Hospitality up £2K on budget
(151,981)	One Leisure Huntingdon	(192,301)	(101,205)	91,096	-47.40			(101,205)	91,096	-47.40	£90K variance to budget. Hospitality £21K down - employee costs are being reviewed and setting new targets for increased sales. £80K down on indoor sports (income and fees) £44K down on the allocation of membership income due to delay in the capital project and phasing of income. Reduced schools out income by £12K as only delivering out of OLSI and OLSN for the same cost. Fitness classes down by £6K. Party hire reduced by £5K. Plus various other adjustments made to reflect YTD actuals. Swimming income- due to investment up YTD by £22K on previous YTD and just off budget due to the membership re-allocation of income which is £5K down. Savings on utilities of £9K
(692,292)	One Leisure St Ives	(792,101)	(484,849)	307,252	-38.80			(484,849)	307,252	-38.80	OLSI £178K down on previous month forecast and £307K down on budget. A significant proportion of this is due to reduced income from Burgess Hall and Bar - this equates to a reduced forecast on budget figure of £215K. Savings on employee costs of £9K on Burgess bar and £30K Burgess as well as a reduction in supplies and services of £33K bar and hall of £12K. The net position of £144K hall worse and bar of £40K. There is an additional £54K variance on previous month forecast for utilities which is now reporting £54K is up on budget. Hospitality £24K down on budget mainly due to salary costs but this is being managed to reduce the year end impact. Indoor Sport - £25K down on budget, this is due to fitness classes income. Savings on Salary of £8K for Site management. On a positive Ten Pin Bowling net position is up £8k on previous YTD

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
242,341	Fleet Management	238,846	259,080	20,234	+8.50			259,080	20,234	+8.50	
(55,279)	Markets	(60,998)	(59,746)	1,252	-2.10			(59,746)	1,252	-2.10	
	Car Parks	(1,420,054)	(1,384,715)	35,339	-2.50			(1,384,715)	35,339	-2.50	Lost income in Huntingdon (use of old Waitrose Car park as uncontrolled)
(1,377,034)											Lost income St Ives (Park & Ride offering free long-stay parking)
4,581,264		3,910,719	4,692,023	781,304	+20.00	(108,000)	0	4,584,023	673,304	+17.20	Excess Charge Notice Issue lower due to long term sickness (resolved and new staff in place)
Head of Resources											
87,776	Head of Resources	88,705	89,341	636	+0.70			89,341	636	+0.70	
	Corporate Finance	4,747,443	4,600,095	(147,348)	-3.10	(6,714)		4,593,381	(154,062)	-3.20	Increased expected income from CCLA property fund (-£4k), higher interest rates from investments (-£8k), loan payments to PWLB lower than budget (-£65k) and savings from recalculated MRP (-£80k)
4,707,755	Finance	589,930	809,173	219,243	+37.20	(62,000)		747,173	157,243	+26.70	Delay in FMS has resulted in staffing resources needed for longer and additional temp staff for back filling and covering longterm sickness plus savings from vacant posts (+£205k) with (-£88k) to be covered by reserves
680,512	Audit & Risk Management	539,902	653,764	113,862	+21.10			653,764	113,862	+21.10	Action on Overspend - These are one-off costs relating to the implementaiton of the FMS; they should not be repeated next year. Increase in insurance premiums reflecting RTA in 01/17 and EFH Fire in Oct 17 (+£114k), 2 vacant posts with Audit (-£27k), final payment in regards to mesothelioma claim (+33k)
658,265	Legal	223,940	222,577	(1,363)	-0.60			222,577	(1,363)	-0.60	Action on Overspend - Not possible to reduce in the short-term as this is as a consequence of higher insurance premiums.
223,085	HR & Payroll Services	865,695	636,519	(229,176)	-26.50			636,519	(229,176)	-26.50	2 FTE posts vacant (-£72k), savings in apprentice scheme employee costs due to several apprentices gaining permanent employment (-£177k), Increase in DBS checks (+£19k)
610,148	Procurement	30,868	59,967	29,099	+94.30			59,967	29,099	+94.30	Undelivered due to delay in procurement outsourcing (+£30k)
38,726	Commercial Estates	(2,657,038)	(2,652,147)	4,891	-0.20			(2,652,147)	4,891	-0.20	Action on Overspend - Original intention to outsource delayed and alternative provision being investigated with 3C's partners
(2,584,342)											Higher staffing costs (+£170k), reduced CIS income due to highly competitive market (+£87k) (this variance is a mix of reduced MRP expenditure and reduced CIS income), savings in management charge (-£144k), increased estates income excl CIS (-£116k)
4,421,925		4,429,445	4,419,289	(10,156)	-0.20	(68,714)	0	4,350,575	(78,870)	-1.80	Action on Overspend - The service continues to proactively investigate CIS opportunities, further investments are required to meet income targets

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Corporate Team											
	Democratic & Elections	810,780	853,895	43,115	+5.30	(106,012)		747,883	(62,897)	-7.80	Final accounts have been settled on all Elections (incl. EU Referendum and UK Parliamentary from previous years) and this shows an overall surplus to the accounts along with some lower costs in Electoral Registration and Members Allowances Special Duty Allowances.
804,761											
492,195	Directors	492,052	485,456	(6,596)	-1.30			485,456	(6,596)	-1.30	
	Corporate Team	339,256	296,644	(42,612)	-12.60			296,644	(42,612)	-12.60	Vacant posts have been held while staff on secondment to transformation and pending restructure
278,812											
1,575,768		1,642,088	1,635,995	(6,093)	-0.40	(106,012)	0	1,529,983	(112,105)	-6.80	
Transformation											
0	Transformation	0	327,792	327,792	-	(327,792)		0	0	-	
0		0	327,792	327,792	-	(327,792)	0	0	0	-	
17,922,545	HDC Total	17,281,627	18,491,225	1,209,598	+7.00	(769,518)	118,988	17,840,695	559,068	+3.20	

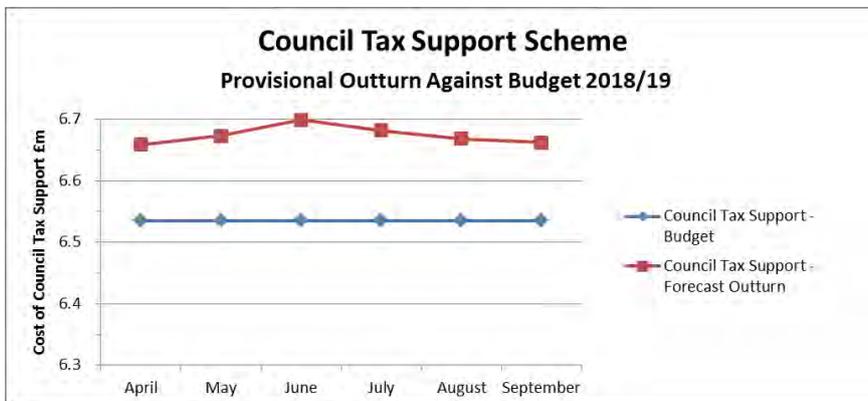
Capital Programme 2018/19		September						
Table 1 Expenditure	Status	Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Net Variance
			£	£	£	£	£	£
Community								
CCTV Camera Replacements		Chris Stopford	0	220,000	220,000	0	220,000	0
CCTV Pathfinder House Resilience		Chris Stopford	0	20,000	20,000	0	20,000	0
CCTV Wi-Fi		Chris Stopford	0	250,000	250,000	0	250,000	0
Lone Worker Software		Chris Stopford	0	20,000	20,000	0	20,000	0
					0			
					0			
Development								
Disabled Facilities Grants		Caroline Hannon	1,900,000	0	1,900,000	836,996	2,235,500	335,500
Huntingdon West CIL		Claire Burton	0	0	0	553,026	553,026	553,026
Alconbury Weald Remediation		Sue Bedlow	0	979,556	979,556	979,556	979,556	0
					0			
					0			
Leisure and Health								
One Leisure Improvements		Pete Corley	366,000	40,000	406,000	44,187	406,000	0
Burgess Hall		Gareth Clark	0	0	0	0	0	0
One Leisure St Ives New Fitness Offering		Daniel Gammons	250,000	0	250,000	0	250,000	0
One leisure Ramsey 3G		Martin Grey	600,000	0	600,000	0	334,000	(266,000)
One Leisure St Neots Synthetic Pitch		Jon Clarke	0	390,000	390,000	0	390,000	0
OL St Neots Pool		Jon Clarke	0	278,957	278,957	26,199	278,957	0
OL Huntingdon Expansion		Paul France	0	0	0	29,498	21,000	21,000
					0			
Resources								
Health and Safety Works on Commercial Properties		Jackie Golby	60,000	0	60,000	0	60,000	0
Energy Efficiency Works at Commercial Properties		Jackie Golby	50,000	0	50,000	0	43,750	(6,250)
Cash Receipting System		Paul Loveday	0	2,103	2,103	0	2,103	0
Financial Management System Replacement		Paul Loveday/Andrew Buckell	0	0	0	56,432	46,000	46,000
FMS Archive		Paul Loveday	0	14,000	14,000	0	14,000	0
VAT Exempt Capital		Paul Loveday	208,000	33,000	241,000	0	241,000	0
Loan Facility to Huntingdon Town Council		Paul Loveday	0	800,000	800,000	(38,000)	800,000	0
Investment in Company		Paul Loveday	0	100,000	100,000	0	100,000	0
Commercial Estates Roofs		Paul Loveday	0	0	0	103,304	103,000	103,000
					0			
Printing Services								
Printing Equipment		Andy Lusha	0	176,000	176,000	0	176,000	0
					0			
					0			
3C ICT								
Flexible Working - 3CSS		Emma Alterton	50,000	14,770	64,770	(6,795)	64,770	0
Telephones - 3CSS		Emma Alterton	0	0	0	0	0	0
Virtual Server - 3CSS		Emma Alterton	0	0	0	0	0	0
					0			
					0			
Operations								
Building Efficiencies (Salix)		Chris Jablonski	0	55,358	55,358	(600)	37,085	(18,273)
Wheeled Bins		Heidi Field	280,000	0	280,000	18,751	280,000	0
Vehicle Fleet Replacement		Andrew Rogan	1,033,000	0	1,033,000	879,187	1,033,000	0
Operations Back Office Development		Matt Chudley	230,000	135,000	365,000	0	229,000	(136,000)
Play Equipment		Helen Lack	25,000	0	25,000	13,260	39,550	14,550
Re-Fit Buildings		Chris Jablonski	0	476,467	476,467	0	455,467	(21,000)
Bridge Place Car Park Godmanchester		George McDowell	318,000	(14,037)	303,963	3,190	25,000	(278,963)
Pathfinder House Reception (DWP)		Chris Jablonski	0	119,853	119,853	120,662	138,603	18,750
Hinchingbrooke Country Park Wooden Bridge		Judith Arnold	32,000	0	32,000	0	46,000	14,000
					0			
					0			
Transformation								
Customer Relationship Management		John Taylor	180,000	0	180,000	0	80,000	(100,000)
Transformation Schemes		John Taylor	0	1,000,000	1,000,000	0	1,000,000	0
					0			
Total Expenditure			5,582,000	5,111,027	10,693,027	3,618,853	10,972,367	279,340

Capital Programme 2018/19		September						
Table 2 Funding of Capital Programme		Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Variance
			£	£	£	£	£	£
Grants and Contributions								
DFGs		Caroline Hannon	(1,100,000)		(1,100,000)	(133,793)	(1,220,000)	(120,000)
Huntingdon West CIL		Claire Burton					(553,026)	(553,026)
Pathfinder House Reception		Chris Jablonski		(278,000)	(278,000)		(256,000)	22,000
Wheeled Bins		Heidi Field	(146,000)		(146,000)	(58,446)	(146,000)	0
Synthetic Pitch		Jon Clarke		(274,000)	(274,000)		(274,000)	0
One Leisure Ramsey 3G		Martin Grey	(300,000)		(300,000)		(184,000)	116,000
Operations Back Office		Matt Chudley	(229,000)		(229,000)		(229,000)	0
Health and Safety Works on Commercial Properties		Jackie Golby			0		(20,000)	(20,000)
Play Equipment		Helen Lack					(13,720)	(13,720)
Total Grants and Contributions			(1,775,000)	(552,000)	(2,327,000)	(192,239)	(2,895,746)	(568,746)
Use of Capital Reserves								
Alconbury Remediation Works Reserve		Sue Bedlow	0	(979,556)	(979,556)	0	(979,556)	0
Total Capital Reserves			0	(979,556)	(979,556)	0	(979,556)	0
Capital Receipts								
Loan Repayments		Paul Loveday	(320,000)		(320,000)	0	(320,000)	0
Housing Clawback Receipts		Paul Loveday	(500,000)		(500,000)	0	(500,000)	0
Total Capital Receipts			(820,000)	0	(820,000)	0	(820,000)	0
Use of Earmarked Reserves								
Financial Management System Replacement		Paul Loveday			0		(46,000)	(46,000)
Investment in Trading Company		Paul Loveday		(100,000)	(100,000)		(100,000)	0
ICT Transformation		John Taylor		(1,000,000)	(1,000,000)		(1,000,000)	0
FMS Archive		Paul Loveday		(14,000)	(14,000)		(14,000)	0
CIL Reserve		Andy Moffat			0		0	0
To Earmarked Reserves			0	(1,114,000)	(1,114,000)	0	(1,160,000)	(46,000)
Total Funding			(2,595,000)	(2,645,556)	(5,240,556)	(192,239)	(5,855,302)	(614,746)
Net to be funded by borrowing			2,987,000	2,465,471	5,452,471	3,426,614	5,117,065	(335,406)
Budget Reconciliation					Updated Budget	Expenditure	Forecast	Variance
		Gross Expenditure			10,693,027	3,618,853	10,972,367	279,340
		Total Grants and Contributions			(2,327,000)	(192,239)	(2,895,746)	(568,746)
		Use of Capital and Revenue Reserves			(979,556)	0	(1,025,556)	(46,000)
		Total			7,386,471	3,426,614	7,051,065	(335,406)

Financial Dashboard

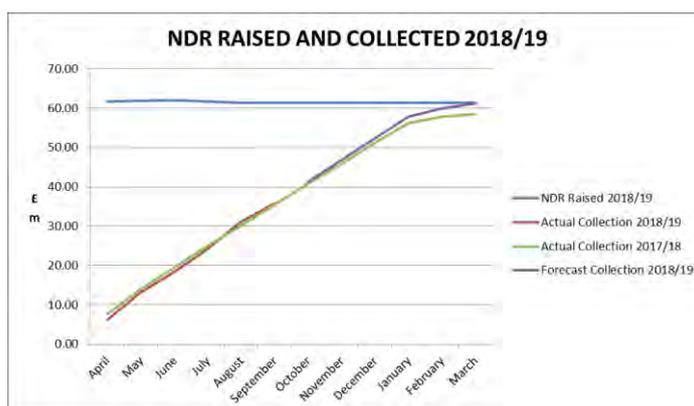
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.13m above the budgeted £6.5m. Any 2018/19 increase in Council Tax Support will impact in 2019/20.



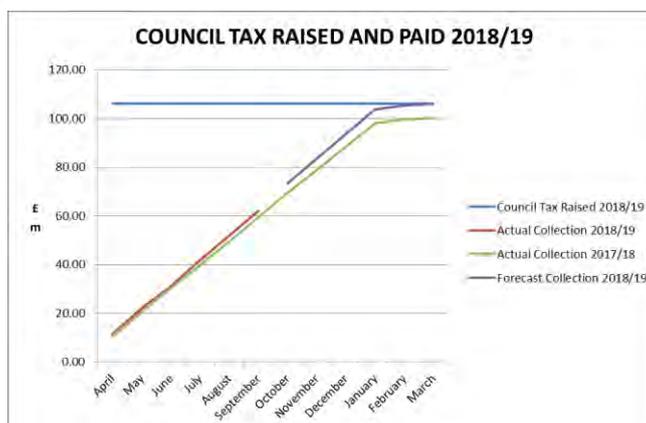
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.5% for HDC including parishes).

Collection of NDR



The NDR graph above shows the total amount of NDR bills raised in 2018/19 and the actual receipts received up to the end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The Council tax graph below provides the same analysis.

Collection of Council Tax



Miscellaneous Debt

The total outstanding debt as at the end of September 2018 is £1.859m (June 2018, £3.546m), £0.709m (June 2018, £1.596m) is prior year debt of which £0.358m (June 2018, £1.104m) relates to 2017/18.

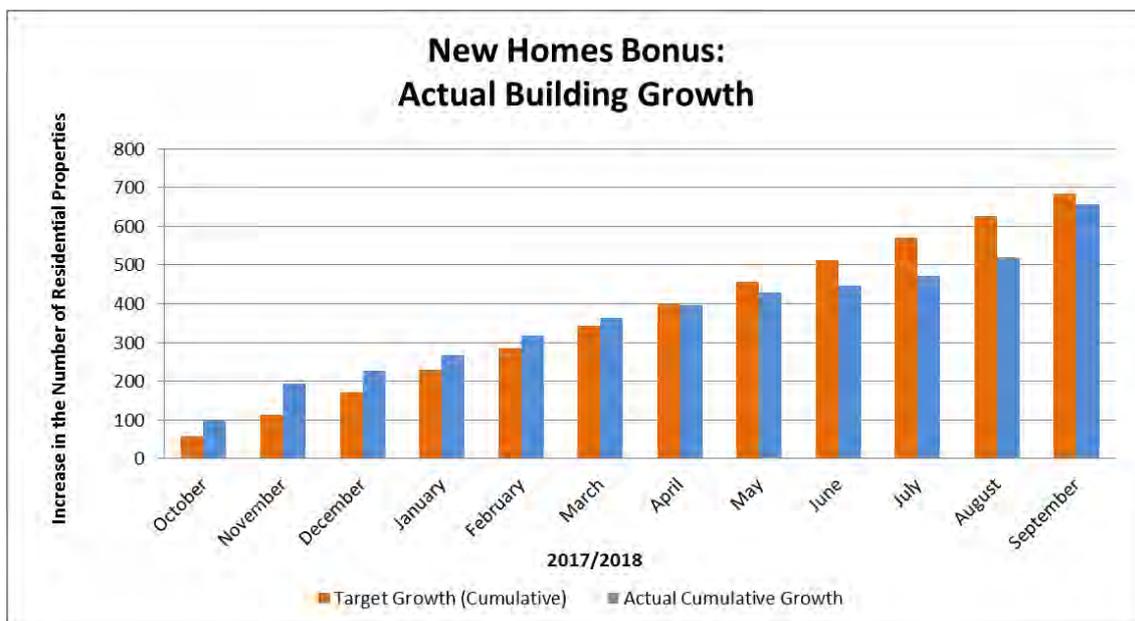
The 2017/18 and 2018/19 debt position is currently showing an outstanding amount of £1,509m (June 2018, £3.055m), £28k relates to Commercial Rents, £168k relates to homeless accommodation/prevention, £43k relates to schools and other customers use of One Leisure facilities and £983k relates to shared services recharges.

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 2018/19.

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 has been 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. This reporting cycle has now been completed and 657 properties have been completed, which is 32 below the target.

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



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 July – September 2018 (Q2)

Over the above period, 21 propositions were reviewed up to stage 1 with all bar three outside the District. A bid was made on Stukeley Meadows Industrial Estate in August (stage 3) and two opportunities in St Neots are being investigated (stage 2). An opportunity from March 2018 has been approved by Cabinet and is in legal hands (stage 5) at St Neots but requires construction works to remediate some defects. We are still in discussions with the vendor.

By property type the investments considered in Q2 are as follows:

Offices	6	Development sites (non-investment)	2
Leisure	1	Retail high street	2
Industrial/warehouse	6	Retail warehouse	2
		Other (trade counter /student housing)	2