

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2018/19 Quarter 3

Meeting/Date: Cabinet, 14 February 2019

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 October to 31 December 2018 and on current projects being undertaken. Scheduled performance clinics focus on delivering continuous improvements in all services.

The report also incorporates Financial Performance Monitoring Suite information setting out the financial position at 31 December 2018. It provides outturn figures for revenue and the capital programme. Headlines are:

Revenue – the forecast outturn shows an overspend of £0.3m.

Capital programme – the forecast outturn shows a net under spend of £1.1m.

An update on the Commercial Investment Strategy includes details of investments to date and the level of returns these are expected to generate, with information on potential investment opportunities reviewed in Quarter 3 attached at Appendix 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 December, 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 December.
- 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, 29 projects are currently open, pending approval or pending closure.
- 2.3 This report also incorporates financial performance to the end of December. 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 5 February.
- 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 3. **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 3 progress in delivering Key Actions for 2018/19:

Status of Key Actions	Number	Percentage
Green (on track)	36	84%
Amber (within acceptable variance)	6	14%
Red (behind schedule)	1	2%
Awaiting progress update	0	0%
Not applicable	2	

Most were on track at the end of Quarter 3 and only one was significantly behind schedule. This was the action to 'maximise the income generating potential of all traded activities', which is behind schedule due to below target income achieved in One Leisure. This is mainly due to underperformance in Burgess Hall and Bar takings. Further details can be found in Annex A of the Financial Performance Management Suite (Appendix D).

- 3.5 Quarter 3 results for 2018/19 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	30	68%
Amber (within acceptable variance)	10	23%
Red (below acceptable variance)	4	9%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	5	

There were four 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 number of EDGE customers supported into work (PI 11) has been recorded at 54 against a target of 72. However, it is understood that this is at least partly due to a lack of follow up with customers so there may be further successes not yet captured in this data.
2. 84% of Stage 1 complaints were resolved within time (PI 38a) against a target of 95%, 39 of 46 late responses this year relate to complaints about services provided by Operations.
3. Our responses to Stage 2 complaints (PI 38b) were also below target at 81%, with three not responded to within time this year. Two previous late responses were about services provided by Community and one late response in Quarter 3 related to Development.
4. While there has been a 5.1% 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. The introduction of the new online customer account portal in January is expected to drive further reductions.

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

Corporate project status	Number	Percentage
Green (progress on track)	11	50%
Amber (progress behind schedule, project may be recoverable)	7	32%
Red (significantly behind schedule, serious risks/issues)	4	18%
On Hold	1	
Pending closure	7	
Closed (completed)	0	

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 3 and three of those were joint partnership or shared service projects (note: progress on delivery at Huntingdonshire District Council is 'Green' for two of the three). The Project Management Governance Board continues to hold one-to-one meetings with project managers where necessary and it has been 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 are 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 Medium Term Financial Strategy (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 £17.6m which is an overspend of £0.3m. 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 in February 2019. 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 £6.3m giving an under spend and re-phase of £1.1m. 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	1,721	7	1,728	(30)	<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	2,562	81	2,643	110	<ul style="list-style-type: none"> • Additional grant allocations • Increased homelessness costs
ICT	2,128	2,102	0	2,102	(26)	
Development	1,071	664	2	666	(405)	<ul style="list-style-type: none"> • Staff savings • Increased planning income
Leisure and Health	(190)	291	(140)	151	341	<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	4,605	(116)	4,489	578	<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	4,352	(4)	4,348	(81)	<ul style="list-style-type: none"> • Expenditure increasing on insurance premiums, FMS implementation and commercial estates management • Savings arising on HR and apprentice costs
Directors and Corporate	1,642	1,604	(106)	1,498	(144)	<ul style="list-style-type: none"> • Staff savings • Lower costs on elections, electoral registration and Members Special Duty Allowances
Transformation	0	284	(284)	0	0	
Total	17,282	18,185		17,625	343	

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 Budget and MTFs for the period 2019/20 to 2023/24 which will be approved in February 2019 will incorporate both the impact of the 2017/18 outturn and any known changes occurring during 2018/19.

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 £6.3m, an under spend and re-phase of £1.1m. The expenditure to 31 December 2018 was £4.8m (45% of Budget, 75% of the year).

Variation Commentary Summary		£000s
	Overspend	
	Development – DFGs	246
	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.	
	New FMS	0
	Due to the extended implementation period expenditure has increased by £60,000. This will be funded from the earmarked reserve set up for this purpose.	
	Burgess Hall	2
	Completion of works to carpeting.	
	Pathfinder House Reception	41
	Costs have exceeded that estimated in the business case. Additionally the costs recovered from the Department for Work and Pensions (DWP) are also lower than estimated.	
	Wooden Bridge - Hinchingsbrooke Country Park	23
	Estimates received for the cost of erecting the bridge are higher than originally estimated.	
	CIL Payment Huntingdon West	0
	A payment of £553,000 has been made for the contribution to Huntingdon West Link Road, this is being funded from the CIL reserve. The cost of the CPOs is still under negotiation, this figure is not yet known but could be up to £2m, this will be funded from the CIL reserve.	
	One Leisure Huntingdon Expansion	36
	The final retention payment for the works at One Leisure Huntingdon reception area	
	Commercial Property Roofs	131
	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.	

Variation Commentary Summary		£000s
		479
	Growth	
	Re-Fit Projects	16
	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
	Underspend	
	Health and Safety Works and Energy Efficiency Works – Commercial Properties	(38)
	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 to meet the compliance requirement, resulting in a saving of £18,000.	
	Customer Relationship Management Software	(80)
	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.	
	Wheeled Bins	(14)
	The bins held in stock and the purchases planned for the remainder of the year will cover demand. Some saving have resulted from a change in supplier	
	Vehicle Fleet Replacement	(21)
	Vehicle replacements have cost less than estimated resulting in a small underspend	
	Printing Equipment	(176)
	Following a change in priorities within the Document Centre, the print equipment is no longer required.	
	Transformation Schemes	480
	The costs for Council Anywhere are being met from this budget, the project will replace IT hardware and move users to new Microsoft products. The roll-out is well underway and the costs are now predicted to be £480,000 lower than first estimated	
		(809)
	Rephase	
	Bridge Place Car Park – Godmanchester	(279)
	Works have been delayed whilst the final design and negotiations over land leases are completed.	
	Building Efficiencies (Salix)	(15)
	The works on replacing the boilers at OL Ramsey and lighting at Pathfinder House are likely to be rephased to 2019/20.	
	Re-fit Buildings	(37)
	Works are expected to be completed in 2018/19, with just the retention to pay in 2019/20.	
	Operations Back Office Software	(136)
	The costs for the shared waste management software are lower than expected, because of sharing with Cambridge City and South Cambridgeshire councils.	
	One Leisure St Ives New Fitness Offering	(125)
	The specification for this fitness offering has taken longer than expected to complete.	

Variation Commentary Summary		£000s
	Therefore some of the expenditure is now expected to take place in 2019/20.	
	One Leisure Ramsey 3G Pitch	(150)
	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. Tenders are still outstanding, the result of these will determine expenditure for the year. In addition the Football Foundation Panel in January will decide whether the project will get the go ahead. There will be a significant amount carried over into 2019/20 budget as a result.	
		(742)
	Total	(1,056)

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 3, 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)	(3,574)	1,661
MRP	1,896	139	(1,757)
Net Direct Property Income	(3,339)	(3,435)	(96)
Management Charge	144	0	(144)
Total Property Investments	(3,195)	(3,435)	(240)
TOTAL	(3,357)	(3,602)	(245)

6.3 Investments

Between October and the end of December 2018, 26 properties have been investigated as potential CIS investment opportunities. We successfully bid on four industrial units on two sites at Little End Road Industrial Estate and completed the purchase on 20th December at a cost of £3.2m, generating a rental income of £214k per year. We are still proceeding with a purchase at St Neots with a bid of £7.7m on a leisure property in St Neots; however construction issues were identified as part of the due diligence building surveys. The seller is currently addressing

the issues and we anticipate proceeding late in Q4 with a small reduction in price to reflect the additional work undertaken. 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 Comments from the Panel's meeting on 5 February 2019 will be published separately on the Cabinet agenda.

8. RECOMMENDATIONS

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

8.2 The Cabinet is also invited to consider and comment on financial performance at the end of December, as detailed in section 4 and in **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 3, 2018/19

Appendix B – Corporate Plan Performance Report, Quarter 3, 2018/19

Appendix C – Project Performance, December 2018

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

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

Annex B – Capital Programme Provisional Outturn, Dec 2018

Annex C – Capital Programme Funding 2018/19

Annex D – Financial Dashboard, Dec 2018

Appendix E – Register of reviews of CIS investment propositions, Quarter 3, 2018/19

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Business Intelligence and Performance Manager ☎ (01480) 388065

Project Performance (Appendix C)

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

Financial Performance (Appendices D and E)

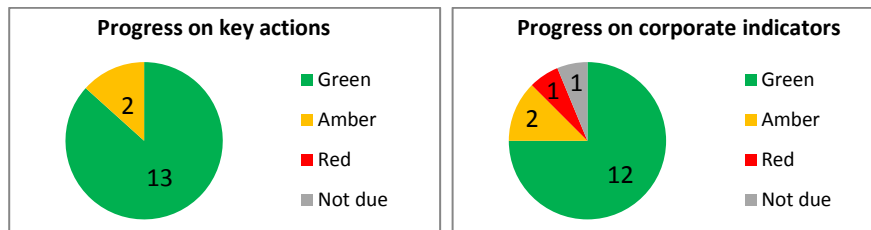
Paul Loveday, Interim Finance Manager ☎ (01480) 388605

Appendix A

Performance Summary Quarter 3, 2018/19

People

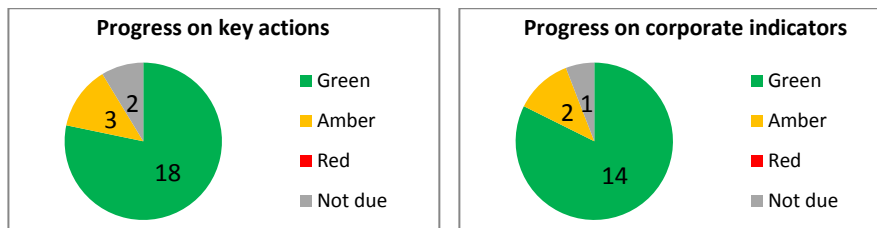
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include the One Leisure Active Lifestyles team launching the ESCAPE Pain Management Course.

Place

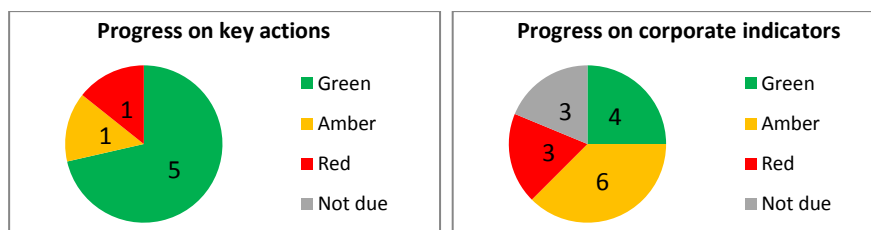
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include filming for a Channel 5 series to raise awareness of how we deal with littering and fly-tipping.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include significant progress with plans for online services and customer accounts, with a soft launch starting in January 2019.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – PEOPLE

Period October to December 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
	13		2		0		0		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	12		2		1		0		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
A	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	One Leisure St Ives Outdoor Project and One Leisure Ramsey 3G project both delayed and being reviewed with the aim to deliver later in the year. One Leisure St Neots Swimming Pool project now open and project status in closedown. One Leisure St Neots 3G ongoing but ahead of time schedule and currently under budget.
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	Launching in January for Active Lifestyles are: ESCAPE Pain Management Course and Right Start Aqua. 'Living with and after Cancer' classes are re-starting this month in partnership with Hunts Community Cancer Network. Target work for under 5s participation has included a review of the Mini Movers session to make them more appealing to families to participate at One Leisure Huntingdon and One Leisure St Neots.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Fitness based activities (Impressions and Fitness Classes) are showing an upward trend at most sites. The instructor review has contributed significantly to this and ongoing monitoring to ensure continued success is now underway of admissions and cancelled classes. Cyclone (Indoor Cycling) now included as part of the full membership package to encourage use with financial coding adjusted to see the effect.
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	Events attended promoting service include St Ives Care Network Christmas Event and the EDGE Employment Fair. Self Care article published in national LGA magazine. New Digital Marketing Assistant has commenced and has significantly raised the social media profile. This will be fed into a new Marketing Plan to be created in Q4 for launch in 2019-20.
G	KA 4. Continue to develop and support early homelessness prevention initiatives in line with the new duties contained within the Homelessness Reduction Act, to help residents remain in their current homes or find alternative housing	Ongoing	Cllr Fuller	Customer Services – Jon Collen	Early interventions with emphasis on homelessness prevention resulted in 279 successful preventions in the April to end of December period by the Housing Needs Team. Working earlier and for longer with residents is helping to minimise the number of households reaching the point of homelessness crisis.
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	A multi-agency protocol was launched with the Criminal Justice system in October to embed the homelessness prevention principles for clients coming through the prison and criminal justice system – aimed at minimising releases from prisons onto the streets.
G	KA 6. Support the development of volunteer opportunities	Ongoing	Cllr Palmer	Neil Sloper / Jayne Wisely	Volunteers continue to deliver and assist with services in Active Lifestyles including undertaking roles as Gym Buddies, Group Class Buddies & Health Walks Leaders. See KA 7 for details of volunteering in Countryside Services.
G	KA 7. Continue to work with volunteers to manage and maintain relevant parks and open space	Ongoing	Cllr Palmer	Neil Sloper	In Quarter 3, Countryside Services had a total of 1,151 volunteers, giving a total of 2,761 volunteers for the year to date.
G	KA 8. Support Sports Club development e.g. work with a number of clubs over the year	Ongoing	Cllr Palmer	Jayne Wisely	Total of 48 partners worked with to develop sport and physical activity.
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	Now Universal Credit (UC) is in place, working age people are claiming UC instead of Housing Benefit for housing costs. We're working with the Department for Work and Pensions & Citizens Advice to ensure support is given to customers where needed.

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	Live vacancy list no longer being received as result of staff changes at the LEP/Combined Authority. A Careers Fair on 18 th December promoted apprenticeships delivered by local training providers and local businesses.
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 Q3 has been very limited as Economic Development Officer post has been vacant. Careers Fair in December 2018 supported.

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	No new designations have been undertaken. However, an inception meeting was held with Buckden PC and further meetings were held with Bury PC and Huntingdon TC. Bury PC are preparing a consultation draft of their neighbourhood plan.
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 - grant 99 year lease of centre and football pitch to community hub, completion imminent. Providing advice to Operations on possible transfer of land at Godmanchester and investigating adoption of a Policy for Community Asset transfers.
G	KA 14. Manage the Community Chest funding pot and voluntary sector funding to encourage and support projects to build and support community development	Ongoing/ Annual	Cllr Gray / Cllr Palmer	Chris Stopford	The 2018-19 round of applications has been received and processed, with a total of £35k grants being awarded. The grants round is now closed until 2019/20.
G	KA 15. Support and encourage community action on litter picking	Ongoing	Cllr Palmer / Cllr Beuttell	Neil Sloper	We are awaiting final confirmation of the number of litter picks that have taken place during quarter 3, but this is naturally a quieter time of year for this.

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	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 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	7.8 weeks	Less than 6 weeks	6.3 weeks	A	Less than 6 weeks	7 weeks	A
Comments: (Customer Services) The average length of stay of the 123 households leaving B&B accommodation in Apr to Dec was 6.3 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). 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.60 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 Aim to minimise	40.6 weeks	41.1 weeks	Less than 30 weeks	21.4 weeks	G	Less than 30 weeks	21.4 weeks	G
Comments: (Development) The figure recorded is the year to date not just for Q3.								
PI 3. Number of days of volunteering to support HDC service delivery Aim to maximise	3,720	3,400	1,370	3,323	G	1,660	3,200	G
Comments: (Countryside & Leisure and Health) Annual target already exceeded, volunteer numbers are in line with the year to date total recorded at Q3 last year.								
PI 4. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise	24 days	23 days	24 days	23 days	G	24 days	24 days	G

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Customer Services) There has been a reduction in the number of Housing Benefit (HB) claims since Universal Credit was fully introduced in October. The HB caseload has reduced by 195 since October.								
PI 5. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise	4.5 days	5 days	5 days	4 days	G	5 days	4 days	G
Comments: (Customer Services) The team is beginning to review cases ready for the new financial year which involves uprating several thousand cases, so to be in a good position at this point of the year should mean that the team will be able to cope with the additional workload without it affecting performance.								
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. Continually working towards the actions of the facility strategy. The Football Association are bringing in a new piece of work to deliver local football facility plans that will support this in a way but without a playing pitch strategy in Huntingdonshire it will mean it will be very football facility specific and other sports will be left out/behind.								
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	No further update from Q2	G	No target set	G	G
Comments: (Leisure and Health) Ongoing discussions on planning applications and recommendations being made but no further funding secured in last period.								
PI 8. The number of Leisure and Health facilities improved because of developer contributions Aim to maximise	N/A	N/A	No target set	No further update from Q2	G	No target set	G	G
Comments: (Leisure and Health) Ongoing discussions on planning applications and recommendations being made but no further funding secured in last period.								
PI 9a. Participation at targeted services for adults Aim to maximise	N/a – new measure	N/a	N/a – new measure	27,743	G	No target Set	27,900	G

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Leisure and Health) This shows the number of adult members (over 18) that have used One Leisure facilities/service over the last 12 months. Numbers are relatively static although they have been affected by closures at St Neots and Huntingdon (pools in Q1 and Q3). The forecast takes into account a full service in Q4.								
PI 9b. Participation at targeted services for older people Aim to maximise	19,154	13,941	12,225	15,242	G	16,300	G	G
Comments: (Leisure and Health) Group Exercise classes for Older Adults have exceeded 10,000 attendances in 9 months which is a best ever result to date and heading to a greater than 10% increase on the previous year.								
PI 9c. Participation at targeted services for long-term health conditions (including exercise referrals) Aim to maximise	17,816	12,895	15,750	16,042	G	17,400	19,000	G
Comments: (Leisure and Health) Exercise Referral continues to be busy and the introduction of an 'Anytime' Option on a soft launch has already proved beneficial. Cardiac Rehab is going well and Postural Stability at St Ives has exceeded expectations. Launching in January for Active Lifestyles are: ESCAPE Pain Management Course and Right Start Aqua. 'Living with and after Cancer' classes are re-starting this month in partnership with Hunts Community Cancer Network.								
PI 9d. Participation at targeted services for disability/equality Aim to maximise	4,770	3,815	1,125	1,002	A	1,500	A	A
Comments: (Leisure and Health) Generally numbers at sessions ok but sessions reduced earlier in the year.								
PI 9e. Participation at targeted services for young people Aim to maximise	2,231	1,644	1,875	2,483	G	2,500	G	G
Comments: (Leisure and Health) Term time activities performing well with mini movers at OLH and OLSN having a revamp and promotion push.								
PI 10. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over previous 12 months) Aim to maximise	1,056	860	1,056	1,046	G	1,056	1,070	G
Comments: (Development) Weekly footfall at the EDGE shop is increasing.								
PI 11. Number of EDGE customers supported into work Aim to maximise	n/a – new measure	n/a – new measure	72	54	R	96	80	A

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Development) With a significant increase in shop footfall and the careers fair in December to prepare for there has not been sufficient resource to make follow up calls to ascertain whether customers have secured work or not. There may be a significant number of successes that are not yet captured by the data.								
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, Q2 or Q3 of 2018/19.								

STRATEGIC THEME – PLACE

Period October to December 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
18		3		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
14		2		0		0		1	

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	A staff consultation exercise is currently underway.
G	KA 17. Reduce incidences of littering through targeting of enforcement work	Ongoing	Cllr Beuttell	Chris Stopford	The team completed two weeks of filming with Channel 5 for a series that will be shown later in 2019 to raise awareness of the District Council's involvement in dealing with littering and fly-tipping. The team were able to take the crew to two particularly serious fly-tips, the first being a HGV load of mulched waste in farmland in Godmanchester and a trailer filled with waste abandoned on the roadside near Alconbury Hill. The Team Leader worked with The Environment Agency following the removal of the trailer to the Waterbeach waste site to sift through its contents for evidence to aid a prosecution. All of which was captured as part of the filming.
G	KA 18. Increase the awareness of Recycling and Green Composting through	Ongoing	Cllr Beuttell	Neil Sloper	The Waste Minimisation Team carried out the following awareness raising measures during Q3:

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	organising and supporting community initiatives				<ul style="list-style-type: none"> Household Recycling Centre (HRC) winter opening times & promotion of items that can be taken for recycling Metal Matters Campaign Information about what can be recycled within the kerbside collections Promotion of the Family Activity days at Waterbeach Winter gardening - creating leaf mulch/Home composting/ what goes into the green bin Halloween communications - Make your own costumes/ giving the used pumpkins for wildlife or home cooking Session with Year 2 students on Metal Matters at Priory Park Infants School Provided Year 3 students with a talk about recycling and a visit from the refuse vehicle Christmas collection communications Recycling poppies #OurDay through our Twitter channel - 19.5k impressions throughout the day Frozen bin advice Christmas communications - tips on presents, sending e-cards, Christmas trees and waste collection dates Information on shredded paper in the green bin Christmas information - bin hangers, parish magazines, HDC webpage and intranet, Team Talk General recycling information and advice with the 12 Festive Resourceful tips sent out via Facebook throughout December which included waste electrical and electronic equipment (WEEE) recycling, using the HRC's, flattening cardboard boxes, food waste within the green bin, eco-friendly gift wrap etc... Revised collection days during Christmas
G	KA 19. Support delivery of sustainable community / leisure activities / facilities	Ongoing	Cllr Palmer	Jayne Wisely	
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 was 80%. This was missed every month in Q1 due to weed growth in the warm wet spring. The target was achieved every month in Q2, with consistent improvement from 80% to 88%, following a change in

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					management and service delivery. Performance remained above 80% during Q3, to give a year to date figure of 77.85%.
G	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.
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	The annual DEFRA report is currently being prepared for a submission in the summer of 2019. A review of the current Air Quality Management Areas will be carried out this year following advice from DEFRA based on ongoing data analysis.
G	KA 23. Achieve Green Flag (a national standard) status for Hinchingsbrooke Country Park, Paxton Pits and Riverside St Neots by 2020	Ongoing	Cllr Palmer	Neil Sloper	Hinchingsbrooke Country Park and Paxton Pits have both achieved Green Flag status. Progress on Riverside St Neots is ongoing.
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	(To end of November) - Energy use at One Leisure sites involved in Re:Fit: Q1+Q2+Oct+Nov 2018/19 = 4,221,678kWh; 24% reduction on the same period of the baseline year (2015/16). - Energy Use for all One Leisure sites: Q1+Q2+Oct+Nov 2018/19 = 4,628,545kWh; 23.5% 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	Active Lifestyles has worked with 48 different partners in delivering, facilitating and enabling services provided.

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	Ongoing	Cllr Beuttell	Neil Sloper	The document presented to Overview a Scrutiny was supported as a framework that provides a clear direction for the service and its future projects. The document was endorsed by Cabinet. The Parking Service is developing future service plans based on goals and objectives outlined within the strategy.

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	<p>Part 2 of the Non-Statutory Strategic Framework (NSSF) has been delayed with a greater focus in the meantime on housing numbers across the CA to inform part 2 of the NSSF. A revised scope and timetable for part 2 will be reported in February. The development of a new Strategic Housing Market Assessment (SHMA) will be a figure for all authorities in the Cambridge Housing Market Area (HMA), which includes West Suffolk but does not include Peterborough. Distribution of housing will be part of that dialogue. Regard is also had to the national requirement for a Statement of Common Ground between authorities for future local plans and is part of that dialogue in respect of housing numbers. Monthly meetings programmed and HDC officers will attend.</p> <p>Officers are helping to shape the Local Industrial Strategy (LIS). It is hoped to have LIS signed off locally by the end of March. Monthly meeting programmed and HDC officers will attend.</p>
G	KA 30. Support the Combined Authority's preparation and delivery of Masterplans for the Market Towns	Ongoing	Cllr Fuller	Andy Moffat	HDC is represented on the St Neots Steering Group and has led in the investigation of the feasibility of establishing a Business Improvement District in the town. Plans for the other market towns in Huntingdonshire scoped.
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 (HE) on A14 and A428 matters. A14 remains on target to be open by the end of 2020. Archaeology works have been completed on Mill Common. A number of requirements insofar as they relate to S6 of the A14 have been addressed and officers are working closely with HE. There will be an update in the Civic Suite in January.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					<p>In relation to the A428, on the 14th December HE published the following on their website: <i>We are in the advanced stages of planning the Preferred Route Announcement and will be in touch to confirm details in Spring 2019. The announcement will be followed by a statutory public consultation, also in 2019, with a number of public events throughout the area. This will provide customers and stakeholders another opportunity to help shape the scheme before the start of the formal Development Consent Order process. To help inform our consultation plans and make sure stakeholders are aware of what's happening, we will engage with you early on in this process. We remain committed to start construction on the scheme between 2020 and 2025 (Roads Period 2). We are currently working towards starting construction in 2021/22 subject to the outcome of the Development Consent Order application. For more information on the scheme, please visit our website: www.highwaysengland.co.uk/A428.</i> HDC officers are seeking to gain further information from HE at the time of submitting this report.</p>
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	<p>Lots of progress within Connecting Cambs – with HDC an active Board Member. Across Cambridgeshire there is 99.6% coverage of superfast broadband coverage, with more work being contracted to reach a further 4.6k properties across Huntingdonshire, Cambridge and South Cambridgeshire. Work has passed a number of checkpoint reviews from Central Government (DCMS) and in total over £25million of funding is being invested across Cambridgeshire.</p> <p>A contract is being let in Q4 to gather data on mobile coverage across Cambridgeshire to provide 'real-life' evidence we can use to work with providers to improve coverage.</p>
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 was held with the County Council in December 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	In November, an initial letter was received from the planning inspector setting out his recommended modifications. The modifications were agreed in accordance with the scheme of delegation from Council and a consultation on those modifications and an all Member seminar was held on the 29 th November. The consultation runs from the 10 th December to the 29 th January 2019. Following closure of the consultation and the return of comments to our Planning Inspectors we can (hopefully) anticipate a detailed report within a number of weeks but we are subject to the Inspector's timetable.
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 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 which was not launches by the end of December 18, as originally suggested.
G	KA 36. Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots and Alconbury Weald	Ongoing	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, planning permission has been granted for Wintringham Park in November. Initial infrastructure is underway (part of the hybrid approval) and the first reserved matters for housing has been submitted. The application for Loves Farm is close to completion, with the final wording for the delivery document and S106 being discussed.
G	KA 37. Maintain a five year housing land supply (5YHLS)	Ongoing (with Action Plan within 1 month if found to have less than a 5 year supply)	Cllr Fuller	Andy Moffat	A new Annual Monitoring Report (AMR) was published in December 2018. As of March 2018, the Council had a 5.33 year land supply (including a 20% buffer). Following the Local Plan examination, and using the Inspector's figures (a capped approach), the Council has a 5.15 year supply. An uncapped position i.e. based solely on information from developers would be 5.59 years.
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	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 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%	70.1%	80%	77.85%	A	80%	75%	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. Performance remained above 80% of inspections in spec during Q3, to give a year to date figure of 77.85%.								
PI 14a. Percentage of street cleansing service requests resolved in five working days Aim to maximise	93.4%	92.2%	85%	97.53%	G	85%	85%	G
Comments: (Operations) On Target.								
PI 14b. % of grounds maintenance service requests resolved in five working days Aim to maximise	82.1%	81.4%	85%	93.5%	G	85%	85%	G
Comments: (Operations) On Target.								
PI 15. Percentage of successful enforcements – dog fouling, litter Aim to maximise	82.4%	100%	100%	100%	G	100%	100%	G
Comments: (Community) The team completed two weeks of filming with Channel 5 for a series that will be shown later in 2019 to raise awareness of the District Council's involvement in dealing with littering and fly-tipping. The team were able to take the crew to two particularly serious fly-tips, the first being a HGV load of mulched waste in farmland in Godmanchester and a trailer filled with waste abandoned on the roadside near Alconbury Hill. The Team Leader worked with the								

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
<p>Environment Agency following the removal of the trailer to the Waterbeach waste site to sift through its contents for evidence to aid a prosecution. All of which was captured as part of the filming.</p> <p>The team was successful in securing a conviction against two dog owners who had repeatedly breached a Community Protection Warning resulting in their dogs straying and causing concern to members of the public. Officers worked with the Parish Council to secure evidence for the case and, on conviction, the owners had to pay £766 each in costs. They were warned that, should there be further incidents, a Criminal Behaviour Order would be awarded which could result in a custodial sentence.</p>								
PI 16. Percentage of household waste sent to landfill Aim to minimise	45%	42%	43%	38.54%	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%	97%	95%	97%	G	95%	97%	G
Comments: (Community) Performance at most food hygiene premises remains broadly compliant. This quarter two premises were found to be operating below standard. One property had no direct electricity supply resulting in inadequate natural and artificial lighting in a food preparation area; lighting levels were so low that food handlers could not see to clean adequately or prepare food in a hygienic manner and a prosecution file is being prepared against the owner. Notices were served at another premises that was not maintained to a standard that could be easily cleaned and food was being stored on the floor leading to a risk of contamination. Routine sampling was undertaken at a premises to check cleaning programmes and inform future decisions on intervention, several sample results were found to be unsatisfactory leading to follow up action and advice to the business.								
PI 18. Number of complaints about food premises (per 100 food businesses) Aim to minimise	3.9	2.17	5	1.2	G	5	3	G
Comments: (Community) Complaints reported over this period relate largely to suspected food poisoning associated with specific food premises (none were confirmed as the source), followed by poor hygiene practices observed by consumers whilst visiting premises and dirty establishments, there was one report of a sighting of a rat outside a food premises.								
PI 19. Percentage of grounds maintenance works inspected which pass the Council's agreed service specification Aim to maximise	81.7%	81.4%	82%	82.8%	G	82%	82%	G

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Operations) On Target.								
PI 20. Number of missed bins per 1,000 households Aim to minimise	1.06	1.16	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	48	G	No target set	>50	G
Comments: (Leisure and Health) Active Lifestyles has worked with 48 different partners in delivering, facilitating and enabling services provided.								
PI 22. Net business-use floor space created Aim to maximise	+36,161m ² (actual for 2016/17)	G – performance is reported annually in arrears				No target set	+80,760m ² (actual for 2017/18)	G
Comments: (Development) The net figure for 2017/18 was published in the December 2018 Annual Monitoring Report. Net employment completions are considerably up on last year, largely due to the amount of completed floorspace at Alconbury Weald, which accounted for +59,711m ² across all B uses (including 42,218m ² B2 use).								
PI 23. Community Infrastructure Levy (CIL) collected (£m) Aim to maximise	£6,173,921	n/a	No target set	£9m	n/a	No target set	n/a	n/a
Comments: (Development) £9m is the total collected in 2018/19 to the end of Q3. Cumulative total of CIL pot is £15.1m.								
PI 24a. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) Aim to maximise	76%	85%	70%	81%	G	70%	70%	G
Comments: (Development)								
PI 24b. Percentage of planning applications processed on target – minor (within eight weeks or agreed extended period) Aim to maximise	72%	78%	70%	78%	G	70%	70	G

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Development)								
PI 24c. Percentage of planning applications processed on target – household extensions (within eight weeks or agreed extended period)	91%	97%	85%	86%	G	85%	85%	G
Aim to maximise								
Comments: (Development)								
PI 25. Number of new affordable homes delivered in 2018/2019	123	100	211	194	A	239	239	G
Aim to maximise								
Comments: (Development) The number of new homes completed during Quarter 3 was anticipated to be 52, bringing the target to end of Quarter 3 to 211. There have been fluctuations in delivery from that initially expected and in this quarter a significant number of the homes at RAF Brampton are delayed until early in the next financial year (after March 2019). However, there have also been some additional homes brought into this year's completions programme as a result of a Provider acquiring homes in Sawtry, Brampton and Ramsey. Delivery in Quarter 3 was therefore ahead of expectations (81 versus 52 forecast) but for the year so far is slightly behind (194 versus 211). Based on the latest information submitted by Providers however, the programme is still on target to deliver 239 homes by 31 st March 2019.								
PI 26. Net additional homes delivered 2017/2018	682 (actual for 2016/17)	G – performance is reported annually in arrears				689 (for 2017/18)	746	G
Aim to maximise								
Comments: (Development) The number of completions for 2017/18 was published in the December 2018 Annual Monitoring Report. The 2017 housing trajectory predicted completions of 689 dwellings in 2017/18. The actual number of completions was in fact 746 . The majority of new dwellings were built in the Key Service Centres of Godmanchester, Yaxley and Warboys. The market towns of Huntingdon, St Neots, St Ives and Ramsey also saw significant completions.								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period October to December 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
5		1		1		0		0	

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
4		6		3		0		3	

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 continue across the Council. Work with Planning, Licensing and Revenues & Benefits is reported to the Senior Leadership Team (SLT) on a monthly basis – with a number of service improvements being produced.</p> <p>Plans for flexible working across the Council are moving ahead. A pilot space of flexible desks is being used - with 20+ staff successfully using 12 desks by working flexibly. In Q4, the roll-out of supporting technology to allow staff to start using Microsoft Office365 products will start to expand flexible working even more.</p>
R	KA 40. Maximise the income generating potential of all traded activities	March 2018/19	Cllr Palmer	Jayne Wisely	Active Lifestyles income for group exercise classes is expected to be 5-8% above last year's outturn. Exercise Referral is on target to hit the new income target of £8k following the change from the free scheme in April 2018. A new programme ESCAPE is being launched in Jan 2019 and is expected to contribute

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					additional income moving forward. Active Lifestyles is forecasting approx. £10k saving on budget for 18-19. One Leisure Facilities is still showing a shortfall against budget target due to the delays of delivering the swimming pool project at St Neots and the under performance of the Burgess Hall and One Leisure Huntingdon. One Leisure Ramsey and Sawtry and One Leisure St Ives (Indoor and Outdoor) are performing well in line with expectations. A surplus of around £130K is the current forecast however TechOne (financial system) inaccuracies are causing difficulties in confirming this.
G	KA 41. Deliver current apprenticeships programme and develop a revised programme for cohort 2 (second intake) to reflect HDC and its community needs	Ongoing	Cllr Tysoe	Clive Mason	Current apprenticeships; being delivered in line with objectives. Cohort 2; there is not to be an apprenticeship programme like the current cohort (see draft budget setting report, Appendix). However, future years apprenticeships to support development/ retraining of current substantive post holders as the Transformation progresses.
A	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	Following the Survey and the presentation of results to Staff and Employment Committee, an Action Plan has been drawn up and will be issued in January 2019.
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	£51k of additional annual income completed to date through six transactions (non-operational property). A substantial number of rent reviews and lease renewals in negotiation likely to generate additional rental income of over £40k per annum. One off prior years back rent of £120k secured from two 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	Q3 saw significant progress with plans for online services and customer accounts. Across the 3C Shared Service the same system is being implemented – and HDC has a dedicated project team working on this. A number of new forms went live in December, and in January we expect to launch the first set of services accessed by secure customer online accounts.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					The Customer Service Centre at Pathfinder House continues to provide services to customers – with roll-out of Universal Credit providing an opportunity to work even more closely together.
G	KA 45. Launch the new organisational values in 2018/19 and ensure they become embedded into 'business as usual' (BAU) for staff	Ongoing	Cllr Tysoe	John Taylor	In December the last icare management training sessions were completed. Every manager at HDC has received training on the impact that icare has for managers, with the final element of the training course being a presentation back to Directors from the cohorts on a project they have tackled. Supporting this, a number of other activities are part of BAU (business as usual) – managers forums are themed around the values, employment committee are receiving regular updates and our icare video continues to be used etc...

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	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 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	5.4% reduction	3.5% reduction	6,901,967kWh 12.79% reduction	G	3.5% reduction	3.5% reduction	G
Comments: (Operations) Although performance is on track, it may be worth noting that the Combined Heat and Power plant at St Ives indoor has been offline for the whole financial year so far as the service charge of £7k was considered too high. This has led to over £42k more electricity use (to November) compared with last year.								
PI 28. Percentage of business rates collected in year Aim to maximise	99%	86.1%	86.1%	87.08%	G	99%	99%	G
Comments: (Customer Services) The collection figure is slightly skewed and will not show the true outcome until March although there are no issues regarding performance. A reduction to a Rateable Value (RV) at the end of the previous financial year resulted in a credit being owed on a hereditament but, rather than refunding this, it was carried forward as a credit into 2018/19 and credits do not show as a cash item.								

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 29. Percentage of Council Tax collected in year Aim to maximise	98.5%	87.3%	87.3%	87%	A	98.6%	98.6%	G
Comments: (Customer Services) No reminders were issued in December but the next run on 14 January should bring the team back on track.								
PI 30. Percentage of space let on estates portfolio Aim to maximise	96.7%	96%	95%	93.08%	A	95%	94%	A
Comments: (Resources) Two lettings concluded in last quarter (Alms Close and Levellers Lane) and a handful are in solicitors hands, most are small business lettings and challenging to conclude. Levellers Lane has shown an upturn in interest in the vacant units but also some tenants still considering leaving (historic low level of rents) so expect some voids for a while longer. The loss of income has been more than compensated for by increased income from lettings, rent reviews and lease renewals of the higher rented units in the portfolio. Priority is being focussed on generating the maximum level of rental income.								
PI 31. Percentage of invoices from suppliers paid within 30 days Aim to maximise	98.75%	98.7%	98%	93.2%	A	98%	96.05%	A
Comments: (Resources) The indicator was temporarily reduced due to the transition from the old Financial Management System (FMS) to the new. Cultural and procedural changes led to a temporary delay in the payment of some invoices. This temporary under-performance is also reflected in the forecast outturn percentage.								
PI 32. Staff sickness days lost per full time employee (FTE) Aim to minimise	10.0 days/FTE	7.3 days/FTE	6.5 days/FTE	7.2 days/FTE	A	9.0 days/FTE	9.5 days/FTE	A
Comments: (Resources) Sickness absence in Q3 was just 2.1 days/FTE, which is the lowest quarterly figure reported since Q3 2013/14. 70% of days lost in the year to the end of Q3 were due to long-term absences. Further details can be found in the Workforce Report on the agenda for February's Employment Committee meeting.								
PI 33. Income generated from Commercial Estate Rental & Property Fund Income Aim to maximise	£3.5m	£2.9m	£2.7m	£3.1m	G	£3.3m		G
Comments: (Resources) Completed purchase of 4 industrial units at Little End Road, St Neots in December 2018 adding £50k of income this financial year and an additional £214k per annum.								
PI 34. Value of planned net budget reductions achieved Aim to maximise	£1.1m	£0m	£1.35m	£1.13m	A	£1.8m	£1.5m	A

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Comments: (Resources) This indicator has improved from the position at quarter 2. The underachievement is still principally due to the adverse variance showing against the forecast outturn for Operations.								
PI 35c. Percentage of Staff Survey results improved – part of a basket of measures that change quarterly Aim to maximise	66.7%	66.7%	50%	85%	G	50%	85%	G
Comments: (Corporate Team) In 2017, 28 of the 42 results that were comparable to 2016 results improved. In 2018, 34 of the 40 results that were comparable to 2017 results improved. There were particularly high improvements relating to the Senior Leadership Team, Managing Change and Transformation and Communications.								
PI 36. Call Centre telephone satisfaction rate Aim to maximise	90%	97.6%	80%	n/a	n/a	80%	90%+	G
PI 37. Customer Service Centre satisfaction rate Aim to maximise	96%	100%	80%	n/a	n/a	80%	90%+	G
Comments: (Customer Services): We will conduct customer satisfaction surveys in January 2019, and we would expect the satisfaction results to be 90% or above.								
PI 38a. Percentage of Stage 1 complaints resolved within time Aim to maximise	n/a (Red)	n/a (Red)	95%	84%	R	95%	85%	R
Comments: (Corporate Team) Out of 296 complaints responded to, 46 of them have been responded to late. Operations still account for the majority of complaints received (172 complaints since April 2018) and they also account for the majority of late responses with 39 of their complaints responded to late.								
PI 38b. Percentage of Stage 2 complaints resolved within time Aim to maximise	78%	80%	95%	81%	R	95%	81%	R
Comments: (Corporate Team) 13 out of 16 Stage 2 complaints have been responded to on time this year. In Q3, one Stage 2 complaint relating to Development was responded to late out of a total of four complaints received across all services. The target set means even a single late Stage 2 complaint would push this target to Red.								
PI 39. Percentage of calls to Call Centre answered Aim to maximise	79%	87.4%	90%	88.5%	A	90%	85%	R
Comments: (Customer Services) Our calls answered figure has improved during this quarter and is almost at our 90% target. We have experienced high staff turnover with three staff leaving during the quarter.								

Performance Indicator	Full Year 2017/18 Performance	Q3 2017/18 Performance	Q3 2018/19 Target	Q3 2018/19 Performance	Q3 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 40. Percentage reduction in avoidable contacts Aim to maximise	N/A	N/A	-25%	-5.1%	R	-25%	-10%	R
Comments: (Customer Services) The OneVu customer accounts portal will have a soft launch on 18 th January 2019 and we expect further reductions in avoidable contact as a result. We work on reducing avoidable contact with the departments we provide service for as well as through Lean projects.								
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): We are planning for a soft launch of the IEG4 OneVu platform on January 18 th 2018. From that point we will start to see customer accounts created.								

Appendix C: Project Performance – end of December 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
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.	31/03/19	31/03/19	All version 2 forms are live and robotics testing has now begun on Direct Debits. Latest tests suggest that two out of the three robotic forms will be live by 31/03/19.	Red	14-Jan-19
Refit Energy efficiency project regarding major works across One Leisure sites. Programme: Capital 2016/17 (see 2015/16) Project Manager: Julia Blackwell (Operations) Project Sponsor: Chris Jablonski / Neil Sloper	September 2017 - This was contingent on leases being signed	Red	28/02/19	28/02/19	The containerised Combined Heat and Power plant was lifted into place during the xmas break. A plan has been received from the contractors to indicate that the system should be connected and commissioned by the end of January 2019. There are just a couple of outstanding issues with the lighting for St Neots, shower lights to be installed and skip removed from the car park. Remaining work includes the installation of the Building Energy Management System (BEMS). The BEMS installation is still required at H'don Dry and I am waiting on re-costing of the kit following changes to the site and number of air conditioners installed during the refurbishment of the site. Confirmation from the Feed in Tariff Provider has confirmed that the St Neots Photovoltaic (PV)	Amber	Green 03-Jan-19

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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
		Red			system has been registered and all One Leisure PV systems had meter readings submitted on time for Q3 FIT payments (due to be received Feb 2019).		
One Leisure St Ives – Outdoor Fitness Facility Programme: Capital 2018/19 Project Manager: Pete Corley (L&H) Project Sponsor: Jayne Wisely	31/01/18	Red	15/07/19	15/07/19	Designs still being worked on. Tender due to be ready to release from mid-December. Briefing taken to Cabinet and will soon go to all Members.	Amber	15-Jan-19
One Leisure Ramsey 3G Artificial Pitch Programme: Capital 2018/19 Project Manager: Martin Grey (Leisure & Health) Project Sponsor: Jayne Wisely	31/12/18	Red	31/07/19	31/07/19	Application has been submitted to the Football Foundation but the panel review has been delayed until March due to issues with the lease and planning. High level timeline produced. Plans to start build now put back to May 2019.	Amber	16-Jan-19
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.	01/03/19	01/03/19	The new shock pad has now been laid and the carpet has been delivered. Carpet installations start 16/01/19. The next project team meeting is scheduled for 29/01/19 to which reps from Ernulf have been invited as operational issues will be discussed. RAG status updated to reflect the projected handover could be earlier than the revised end date and costs remain within budget. An additional positive outcome has been the improvement in the relationship between the centre and the school, with a greater degree of cooperation being developed between both parties.	Green	15-Jan-19

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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
<p>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</p>	28/02/17	Red	31/03/19	31/03/19	Only final retention of £6,226 + VAT to be paid on original roof works contract at end of defects period (April 2019). Original works concluded April 2018 .Fire specialist contractor sourced and order placed for fire safety works at a cost of £19, 705 + VAT (identified as required during roof works and project extended to cover these) Total project costs expected to be £283k + VAT against quote of £303,093 + VAT.	Green	14-Jan-19 Updates every two months
<p>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</p>	01/10/17	Red	28/02/19	28/02/19	The pitch has been signed off and is ready to be handed over. The charity are in a position to sign the long-term lease on the building but have concerns about taking on the pitch due to it not being fenced and their ability to hire it to generate income. We are currently in discussions with them to try and find a solution.	Green	04-Jan-19
<p>Development of Land at Alms Close, Huntingdon Programme: Resources Project Manager: Carl Egonu (Resources) Project Sponsor: Clive Mason</p>	31/10/19	Amber (Due to Pre-Construction Costs increasing by £40k)	31/10/19	31/10/19	A Planning application was made on the 29th November under application number 18/02570/FUL. All consultancy services are on target for completion end Jan 2019 to Mid Feb 2019. Tenders will then be put out to obtain a firm cost and to allow the Council to determine the viability of the scheme. Next Project team meeting to be held on the 24th January 2019.	Green	20-Dec-18
<p>Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings.</p>	N/A – Yearly Ongoing	N/A – Yearly Ongoing	01/04/20	01/04/20	Waiting on data from contractors as to the running costs and indicative replacement costs for boilers and water heaters at OL Ramsey. Potential to	Green	09-Nov-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
<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 Project Manager: Julia Blackwell (Operations) Project Sponsor: Chris Jablonski/ Neil Sloper</p>	Project	Project			<p>replace a number of the boilers using Salix funding.</p> <p>Waiting on a lighting plan to confirm that the lighting units selected to replace the flood lighting at Pathfinder House is acceptable. Following the receipt of the lighting plan, the installation of the new lights can go ahead.</p> <p>-----</p> <p>Project will have completed the full recycling of funds following the completion of the 2019/20 financial year. 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 2019/20</p> <p>Target spend 2018/19 £30,966 – Salix to confirm Target spend 2019/2020 £24,762 – Salix to confirm 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 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason</p>	31/03/19	Green	31/03/19	31/03/19	No new items identified since last report.	Green	14-Jan-19 Updates every two months

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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
Commercial Estates – Health and Safety Programme: Capital 2018/19 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	31/03/19	Green	31/08/19	31/08/19	Total works completed and paid £12.8k (Clifton Rd car par and Oak Tree mansafe system). Final accounts being reconciled for Mayfield Road works (£29k with £26k recoverable). Project will run to August 2019 (1 year from approval). Total commitment to date £47k.	Green	14-Jan-19 Updates every two months
New Customer Portal Programme: Project Manager: Tassie Hookham (Customer Services) Project Sponsor: John Taylor	31/10/19	Green	31/10/19	31/10/19	The Project has been fast-paced; we are currently still on track for a soft launch date of Friday 18 January, this will be with integrated Benefits Service information. To date in January, we have: <ul style="list-style-type: none"> •achieved sign-off for two single tender requests to allow for integration into the Customer Portal for payments and Revenues, scheduled later into the Project Plan. •attended a Build Day, held at Cambridge City, with IEG4 (supplier), to continue work on the Customer Portal. •delivered an interactive demo to Members. 	Green	11-Jan-19
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	Closedown Report received and scheduled to be reviewed at the next Project Management Governance Board (PMGB) meeting.	Pending Closure	14-Jan-19

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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
<p>St Neots Pool Project</p> <p>Programme: Capital 2017/18</p> <p>Project Manager: Jon Clarke (Leisure)</p> <p>Project Sponsor: Jayne Wisely</p>	09-Jul-18	Amber	16-Jul-18	09-Jul-18	<p>Following the re-opening of the pool in July 2018, a number of snagging issues were identified. The most serious of these were the ponding of water in areas of the changing village and some locker bank alterations. To resolve the ponding issue, a section of floor tiles needed to be lifted and relayed and 1 of the 3 banks of lockers had to be reassembled. To minimise the disruption to customers the pool was closed 23/12/18-04/01/19 to allow access to contractors. This period was deemed most appropriate as the swim lesson programme takes a 2 week break, the schools and clubs are not in and public admissions are at their lowest. Both tasks were successfully completed and the pool re-opened as planned on 05/01/19. A retention figure will be withheld until the 12 month defects period is over.</p>	Pending Closure	15-Jan-19
<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>	N/A* *No retrospective request for a PID	N/A *No retrospective request for a PID	-	31/08/27* *The Project will be closed once the paperwork to Urban & Civic has been completed. Then it will be moved to Business as Usual.	<p>Closedown Report received and pending review by PMGB at their next meeting on January 18th 2019.</p>	Pending Closure	11-Jan-19

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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
DWP Co-Location at Pathfinder House Programme: Customer Services Project Manager: Michelle Greet (Cust Services) Project Sponsor: John Taylor	TBC	TBC	31/05/18	31/05/18	There are currently issues relating to the building work, despite weekly meetings, progress is slow which also means that the finances have not been completed. Project Sponsor will be consulted for advice on how to move this forward.	Pending Closure	12-Dec-18
Dementia Friendly Workplace Programme: Corporate Team Project Manager: Amanda Elphick (Cust Serv) Project Sponsor: Adrian Dobbyne	28/12/18	Green	28/12/18	28/12/18	Project Sponsor: Project has entered into close down stage.	Pending Closure	12-Dec-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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3C ICT Projects where customers include HDC

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 22nd Oct for completion. Work continues in the background at SCDC to ready all systems for moving over the weekend of the 27th following successful completion of the VMB work. An additional request has been submitted to VMB to allow the Cambridge City migrations to carry on in parallel.	Overall: Red	10-Oct-18
Global Protect This project will: 1. Make flexible working more viable through better use of existing assets and new technology. 2. Improve levels of cross council partner working. 3. Reduce the security risk of underused laptops which do not come on the network for weeks at a time and hence miss critical and anti-virus updates. Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Emma Alterton	TBC	TBC	31/04/2018	Cambridge City – Complete SCDC – Oct 18 HDC – Jan 19	Cambridge City – sub-project closure report not yet completed due to Office Accommodation Strategy (OAS) moves and other high priority projects requiring resource. SCDC – Proof of Concept testing stalled due to lack of 3C ICT resource. 3CSS – Virgin Media Business and 3C ICT working on issues identified. Exploring new solutions.	Overall: Red	08-Jan-19

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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
<p>Waste Services Implementation Phase 2 Phase 2 of this project is to implement Yotta Alloy for Street Cleansing and Enforcement across the three authorities.</p> <p>Programme: 3C Shared Services</p> <p>Project Manager: Tony Allen</p> <p>Project Sponsor:</p>	14/03/2019	Amber	17/04/2019	17/04/2019	<p>CCC – 100% of 'to be' business analysis completed ready for input in to test.</p> <p>HDC – 100% processes mapped and agreed. Bin data 100% complete.</p> <p>SCDC – Bin data 100% complete. 1 process map (bulky) complete</p>	Amber Due to reliance on Digital Customer Portal project to deliver the integration	08-Jan-19
<p>Mobile Phone Contract Procurement The current HDC contract ended in May 2017; CCC and SCDC are both out of contract. This is an ideal opportunity to negotiate a combined 3C Shared Service contract. By having all of the authorities mobiles on one contract, future management of mobile phone by the 3C Support Team will be made more efficient.</p> <p>Programme: 3C Shared Services</p> <p>Project Manager: Caroline Huggon (3C ICT)</p> <p>Project Sponsor: Emma Alerton</p>	30/09/2017	Red	28/09/2018	28/09/2018	<p>HDC and SCDC rollout are complete. CCC have had 270 mobiles rolled out with 19 left to do.</p> <p>3C ICT: HDC and SCDC project roll out now completed and handed over to BAU.</p>	Amber	08-Jan-19
<p>Payment Card Industry Data Security Standards (PCI DSS) Following recommendation from NCC Group who were invited to analyse what the 3 authorities need to do to become PCI DSS compliant, this project was implemented. This is phase 1 of the project where we will focus on becoming PCI DSS P2PE compliant at the 3 authorities by updating PED (Chip and Pin).</p>	31/07/2018	Red	01/02/2019	01/02/2019	<p>Project at Amber due to lack of resources in the Information Governance Team. The Information Governance Team are required to produce policies for PCI DSS. The P2PE Self-Assessment Questionnaire (SAQ) is not able to be completed until all policies are created and in place.</p>	Amber	08-Jan-19

<p>Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation</p>	<p>Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable</p>	<p>Green = Progress is on track with no impact to delivery</p>	<p>Pending Closure = In close-down stage</p>	<p>Pending Approval = Business Case to be approved</p>	<p>Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.</p>
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Title / 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>Programme: 3C Shared Services Project Manager: Katrina Huggon (3C ICT) Project Sponsor: Nigel Brown</p>					<p>CCC – Capita V11 and P2PE are live. SCDC – P2PE is live. HDC – Capita V10 Rel 4 and P2PE are live.</p>		
<p>Council Anywhere Programme: 3C Shared Services Project Manager: Louise Slack (3C ICT) Project Sponsor: Oliver Morley</p>	29/01/2019	TBC	31/07/2019	31/07/2019	All engagement drop-in sessions have been delivered at the 3 authorities. Office 365 training procured and secured. Next stage for delivery of Outlook has been agreed by the Project Board.	Amber	12-Dec-18
<p>Obligation Tracker This project is to specify, procure and install Section 106 Obligation Tracker. Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Clara Kerr</p>	28/2/2019	TBC	13/06/2019	13/06/2019	Project Board agreed to start roll out after Christmas. Finance integration to be completed in January.	Green	08-Jan-19
<p>Aruba ClearPass (Council Anywhere) Programme: 3C Shared Services Project Manager: Tony Allen Project Sponsor:</p>	TBC	TBC	N/A	TBC	Good progress being made on this project. The supplier implementation stage is nearing completion. Later milestones to be planned in January once first few core sites have been completed.	Green	08-Jan-19

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, 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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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
Environmental Health Replacement Project Project has been broken down into two phases. Selection and Implementation. The Selection project is for the three Councils to choose a single supplier to replace current environmental health systems with a single system. SCDC is leading on the project on behalf of the three Councils. Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Mike Hill (SCDC)	TBC	TBC	TBC	TBC	Options paper was accepted at the Project Board and Business Requirements documentation was completed. Tender documents to be signed off in January. (Not HDC but HDC are involved in the project)	Green	08-Jan-19
Facilities Management Software The aim of this project is to implement a Facilities Management software, CAFM Explorer and integrate it with the current Uniform system. This is following an audit action. We hope that this project will provide a better overview of performance, expenditure, resources and costing of works. Programme: 3C Shared Services Project Manager: Katrina Huggon (3C ICT) Project Sponsor: Chris Jablonski	TBC	TBC	TBC	TBC	This project is currently on hold. We are waiting on a comparison of the two systems from the supplier and pricing before moving forward. No project artifacts have been signed off and no dates set.	On Hold	08-Jan-19
HDC MFD Replacement This project will look at the needs of HDC in terms of its MFD usage and will procure a new contract via a framework agreement for a new fleet of devices.	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	Pending Closure	12-Nov-18

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, 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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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
Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Chris Stopford					to manage the remaining issues.		

Projects run by 3C ICT on behalf of other 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
Waste Services Implementation Phase 1 (SOSP) This phase of the project is to implement Yotta Alloy to the Domestic and Trade teams (Greater Cambridge Shared Waste Service). Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Mike Hill	TBC	TBC	29/08/2018	29/08/2018	The main part of this project is now complete. The project is at Red RAG status because there are two outstanding issues to resolve before the project can be closed which has meant some milestones haven't been met. The outstanding issues are launching the new bin form and a Finance load in to ETL (extract, transform and load data input). We are continuing to work on these issues and significant progress has been made in the New Year.	Red	08-Jan-19

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, 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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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
Implementation of Financial Management System To introduce a new Financial Management System across the council. Programme: 3C Shared Services Project Sponsor: Clive Mason	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
CCTV Control Room, Camera and Network Upgrade Programme: Community Project Sponsor: Chris Stopford	TBC	TBC	TBC	TBC	Details currently being confirmed on SharePoint by Project Manager and Sponsor.	TBC	31-Dec-18

Financial Performance Monitoring Suite As At 31 December 2018

Executive summary

This report sets out the financial forecast for January, based on information at the end of December, for revenue and capital. The headlines are:

Revenue - the forecast outturn is an estimated overspend of £0.3m which is £0.1m lower than the December forecast. The main service that has shown improvement is Operations (£199k). However, Directors and Corporate Team, Development and Community showed an adverse variance that between them has increased the forecast by £110k.

Capital programme – the forecast outturn is an estimated net under spend of £1.1m.

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 in February 2019.

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	1,721	0	7	1,728	(30)	● -1.7
Customer Services	2,816	2,533	2,562	0	81	2,643	110	● 4.3
ICT Shared Service	1,972	2,128	2,102	0	0	2,102	(26)	● -1.2
Development	578	1,071	664	0	2	666	(405)	● -37.8
Leisure & Health	55	(190)	291	(165)	25	151	341	● 179.5
Operations	4,292	3,911	4,605	(116)	0	4,489	578	● 14.8
Resources	3,221	4,429	4,352	(92)	88	4,348	(81)	● -1.8
Directors and Corporate Transformation	2,693	1,642	1,604	(106)	0	1,498	(144)	● -8.8
	0	0	284	(284)	0	0	0	
Net Revenue Expenditure	17,324	17,282	18,185	(763)	203	17,625	343	● 2.0
Contributions to/(from) Earmarked Reserves	(757)	0	(560)				(560)	0.0
Service Contribution to Reserves	3,015	3,026	2,683				(343)	-11.3
Budget Requirement (Services)	19,582	20,308	20,308					
Financing:-								
Taxation & Government Grants	(15,512)	(10,892)	(11,841)				(949)	8.7
Contribution to/(from) Reserves	3,228	(966)	(17)				949	-98.2
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 January (Quarter 3) Service Forecasts

December Forecast (Net)	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		January Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Community											
90,119	Head of Community	85,288	90,054	4,766	+5.60			90,054	4,766	+5.60	
293,708	Environmental Protection Team	342,384	296,272	(46,112)	-13.50			296,272	(46,112)	-13.50	Reduced staffing expenditure (£35k), increased income in year but not sustainable income (£20k), offset by increased costs of enforcement particularly around unauthorised encampments (£9k)
221,002	Business Team	276,784	237,418	(39,366)	-14.20			237,418	(39,366)	-14.20	Reduced staffing expenditure (£78k) and associated savings on transport costs (£2k), offset by lower than expected income (£8k) and increased costs of consultancy support and legal support relating to a fatal accident investigation (£32k)
577,532	Community Team	615,019	579,911	(35,108)	-5.70			579,911	(35,108)	-5.70	Reduced staffing expenditure (£34k) and additional income in year but not sustainable income (£11k), offset by increased costs of supplies and services (£9k)
140,416	Environmental Health Admin	143,662	133,809	(9,853)	-6.90		6,612	140,421	(3,241)	-2.30	
2,000	Closed Churchyards	2,000	2,200	200	+10.00			2,200	200	+10.00	
(147,778)	Licencing	(103,951)	(121,567)	(17,616)	+16.90			(121,567)	(17,616)	+16.90	Increased income in year but not sustainable income (£31k) and savings of transport costs (£2k), offset by increased staffing expenditure (£11k) and increase costs of supplies and services (£5k)
(68,465)	CCTV	(70,393)	(68,318)	2,075	-2.90			(68,318)	2,075	-2.90	
205,585	CCTV Shared Service	155,326	206,972	51,646	+33.30			206,972	51,646	+33.30	Additional costs of maintaining an aged fleet of CCTV cameras across the shared service (£125k), mitigated by increased income from cost recovery on camera maintenance (£74k). The budget represents the shared service across Huntingdonshire and Cambridge City, both Council's are undertaking significant capital investment in the camera network to mitigate against these additional maintenance costs in 2019/20
100,446	Corporate Health & Safety	104,997	99,509	(5,488)	-5.20			99,509	(5,488)	-5.20	
9,878	Emergency Planning	11,575	8,774	(2,801)	-24.20			8,774	(2,801)	-24.20	
252,332	Document Centre	194,849	255,981	61,132	+31.40			255,981	61,132	+31.40	External and internal print demand reducing income to the service (£165k), mitigated by reduced costs of supplies and services in serving the print demand (£99k) and reduced staffing expenditure (£5k)
1,676,775		1,757,540	1,721,015	(36,525)	-2.10	0	6,612	1,727,627	(29,913)	-1.70	

December Forecast (Net)	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		January Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Customer Services											
98,042	Head of Customer Services	98,042	17,443	(80,599)	-82.20		80,599	98,042	0	+0.00	
1,011,676	Housing Needs	1,018,645	1,016,237	(2,408)	-0.20			1,016,237	(2,408)	-0.20	
	Customer Services	851,414	839,152	(12,262)	-1.40			839,152	(12,262)	-1.40	Minor savings on operational costs at Yaxley, Ramsey and at Pathfinder House
834,909											
(127,451)	Council Tax Support	(127,354)	(127,201)	153	-0.10			(127,201)	153	-0.10	
(224,467)	Local Tax Collection	(227,770)	(221,539)	6,231	-2.70			(221,539)	6,231	-2.70	
1,066,541	Housing Benefits	919,948	1,037,817	117,869	+12.80			1,037,817	117,869	+12.80	Estimated cost of benefit payments for homelessness accommodation has increased to £990k (from £950k with corresponding subsidy of £446k. Adjustments have been made to take account of impact of Universal Credit on caseload. Offset against new burdens funding from DWP and minor operational adjustments. This is on a total budget of £30m+.
2,659,250		2,532,925	2,561,909	28,984	+1.10	0	80,599	2,642,508	109,583	+4.30	
3C's ICT											
2,095,842	ICT Shared Service	2,128,103	2,102,419	(25,684)	-1.20			2,102,419	(25,684)	-1.20	Savings on the server room consolidaiton are on track and following further investigation additional savings on applications and software have been identified. This has improved the financil position and a small underspend against budget for 2018/19 is now projected.
2,095,842		2,128,103	2,102,419	(25,684)	-1.20	0	0	2,102,419	(25,684)	-1.20	
Head of Development											
83,825	Head of Development	84,715	84,445	(270)	-0.30			84,445	(270)	-0.30	
129,540	Building Control	152,540	129,540	(23,000)	-15.10			129,540	(23,000)	-15.10	(£23K) recharge for accommodation at PFH.
142,851	Economic Development	160,822	134,151	(26,671)	-16.60			134,151	(26,671)	-16.60	(£22K) Underspend on staff costs as a result of vacancies. (£5K) of smaller variances.
583,743	Planning Policy	721,388	594,706	(126,682)	-17.60			594,706	(126,682)	-17.60	(£25K) saving due to changes to posts across Planning. (£94K) underspend on staff costs as a result of reduced costs and vacancies being recruited to. (£12K) saving on LEP contribution. £4K of smaller variances.
(571,983)	Development Management	(343,260)	(521,467)	(178,207)	+51.90			(521,467)	(178,207)	+51.90	£25K Cost due to changes to posts across Planning. (£70K) Underspend on staff costs as a result of reduced costs and vacancies being recruited to. (£89K) Additional fee income. (£32K) DM Application Processing underspend. (£14K) underspend on appeal costs. £1K of smaller variances.
166,858	Housing Strategy	212,478	160,108	(52,370)	-24.60		1,620	161,728	(50,750)	-23.90	(£42K) Underspend on staff costs as a result of vacancies. (£10K) additional net income from mobile home park. £1K of smaller variances.
26,100	Public Transport	26,100	26,100	0	+0.00			26,100	0	+0.00	
56,120	Transportation Strategy	56,120	56,120	0	+0.00			56,120	0	+0.00	
617,054		1,070,903	663,703	(407,200)	-38.00	0	1,620	665,323	(405,580)	-37.90	

December Forecast (Net)	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		January Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Leisure & Health											
80,946	Head of Leisure & Health	81,788	81,410	(378)	-0.50			81,410	(378)	-0.50	
194,151	One Leisure Active Lifestyles	205,371	353,558	148,187	+72.20	(159,000)		194,558	(10,813)	-5.30	Increases in attendances at Classes and sessions has increased the level of income achieved and reduced the net cost of the service
101,173	One Leisure St Ives Outdoor Centre	73,106	71,818	(1,288)	-1.80		25,000	96,818	23,712	+32.40	a £4K improvement on previous month with improvements to Hospitality and savings on Salaries
422,147	Leisure Centres Corporate	442,394	424,876	(17,518)	-4.00			424,876	(17,518)	-4.00	Savings on Employee costs
110,666	The Club Alconbury Weald	126,461	110,806	(15,655)	-12.40			110,806	(15,655)	-12.40	OL Management Team savings on Employee costs
(153,246)	One Leisure St Neots	(253,048)	(172,857)	80,191	-31.70			(172,857)	80,191	-31.70	Overall - across all facilities, Memberships is up £28K, however the formulae for how the split attributes income to the various elements has resulted in income being up for fitness classes (indoor sports) and creche, with Impressions being reduced. (Except OLR). Behind budget due to the delay in the Capital Works to site. Swimming Pool full effect of closure in current financial year and 3G works taking place during the playing season - whereas budgeted for them in the closed season. An Improving situation from previous month +£19.5K. This is in hospitality (£2.5K), Indoor sports (£5.5K) additional fitness class income and birthday party, and outdoor sports (£11K) now that the date of completion for the 3G has been confirmed by the contractor and due to re-open in early February
(82,533)	One Leisure Huntingdon	(192,301)	(90,031)	102,270	-53.20			(90,031)	102,270	-53.20	Overall the facility is forecasting £100K growth on previous year, however below budget due to the forecast income built into the budget from the redevelopment. There is a £9K improvement on the previous month notably Indoor Sports (£5K), Swimming (£6K), with savings in site and centre management (£9K), with Impressions being down (see comment on split)
(561,333)	One Leisure St Ives	(792,101)	(544,868)	247,233	-31.20			(544,868)	247,233	-31.20	The difference to budget for OLSI is due to the previously reported underperformance of Burgess Hall and Bar. A new interim management structure is in place to steady and start to grow the business again. There is a £17K reduction in the forecast out-turn this month to previous month and this is due to the Burgess Hall with £8K expenditure not previously included in the forecast along with more rigorous forecasting due to the new management structure. There may be an overstatement of Income of £2K for OLSI due to a Tech1 issue that will be reversed next month
(31,908)	One Leisure Ramsey	19,836	(41,046)	(60,882)	-306.90	(6,000)		(47,046)	(66,882)	-337.20	
99,312	One Leisure Sawtry	98,398	97,088	(1,310)	-1.30			97,088	(1,310)	-1.30	
179,375		(190,096)	290,754	480,850	-253.00	(165,000)	25,000	150,754	340,850	-179.30	

December Forecast (Net)	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		January Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Operations											
92,014	Head of Operations	79,568	92,551	12,983	+16.30			92,551	12,983	+16.30	£4k corporate membership to APSE, APSE frontline manager training for whole Council charged £7,600.
1,233,984	Green Spaces	1,138,441	1,287,633	149,192	+13.10	(108,000)		1,179,633	41,192	+3.60	Loss of S106 funding/commuted sums (£108 offset from S106 draw down from reserves leaving £51k over, £28k of which is Hinchingbrooke Park) £10k Consultancy Costs for Hinchingbrooke Business Case. Costs of emergency watercourse works/repairs exceeding budget by £50,000 (annual budget is £34k) (£6k) HCP Events (£13k) Awarded Grant, (£17k) in year budget control to offset impact of Street Cleansing overspend.
64,378	Environmental & Energy Management	82,760	71,543	(11,217)	-13.60			71,543	(11,217)	-13.60	See facilities commentary for net position
850,902	Street Cleaning	772,646	852,544	79,898	+10.30			852,544	79,898	+10.30	£16k standpipe licences new water authority requirement for licence to draw water direct from standpipes, £20k diesel price increase; £10k vehicle hire; £17k vehicle repairs. £10k additional in year cost of road weed spraying contract. £7k temporary staffing. Action on Overspend - Two Team Leaders only.
8,557	Public Conveniences	13,400	6,842	(6,558)	-48.90			6,842	(6,558)	-48.90	Continued Cost Control on Maintenance
2,527,543	Waste Management	2,196,001	2,464,142	268,141	+12.20			2,464,142	268,141	+12.20	£80k Increase cost of recycling due to contamination/processing cost £30k Reduced level of recycling credits from County Council due to contamination levels in recycling £57k Cost of sickness absence cover (current budget provision £30k a year based on 5 days absence a year for agency cover to maintain service) - growth bid made in MTFs. Context annual staffing budget is £2.4 million. Average sickness reduced 7.4 days per employee since April. £14k Staffing cost of additional round to meet growth in recycling volumes - growth bid made in MTFs £50k Trade Waste and WebAspx routing consultancy to evidence growth bids and ensure future rounds fit for purpose £90k Additional cost of diesel fuel as prices reach 4 year high (£52k) Additional income on Trade Waste/Bin recycling

December Forecast (Net)	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		January Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
1,091,180	Facilities Management	870,109	1,061,858	191,749	+22.00			1,061,858	191,749	+22.00	£97k Income expectation for 3rd floor Pathfinder, Estates team responsible for leasing - progressing ideas but none yet successful. £50k Staffing of Energy Role - Role maintained to deliver savings elsewhere in 2018/19. Future annual saving of £28k for St Neots Leisure Centre. Also avoided £36k growth in gas prices (90% of which is One Leisure use). £22k Staffing of Sustainability Role. From Q3 and Q4 role full cost recovery plus 10% from outside work. £22k due to staff saving part achieved in year (achieved fully for 2019/20).
258,803	Fleet Management	238,846	253,078	14,232	+6.00			253,078	14,232	+6.00	Change in cost apportionment of Recycling and Waste Operations Manager to reflect true costs of service management.
(58,183)	Markets	(60,998)	(61,732)	(734)	+1.20			(61,732)	(734)	+1.20	
(1,380,112)	Car Parks	(1,420,054)	(1,423,210)	(3,156)	+0.20	(8,000)		(1,431,210)	(11,156)	+0.80	In year management of costs and enforcement have recovered previously estimated shortfall.
4,689,066		3,910,719	4,605,249	694,530	+17.80	(116,000)	0	4,489,249	578,530	+14.80	
Head of Resources											
89,655	Head of Resources	88,705	90,290	1,585	+1.80			90,290	1,585	+1.80	
4,552,357	Corporate Finance	4,747,443	4,548,036	(199,407)	-4.20	(6,714)	63,000	4,604,322	(143,121)	-3.00	Increased expected income from CCLA property fund (-£5k), higher interest rates from short term investments (-£45k), loan payments to PWLB lower than budget (-£15k) higher bank charges (+£8k) and savings from recalculated MRP (-£80k), interest from loans to other organisation (-£63k) with (+£63k) Urban and Civic loan interest to be moved to reserves
747,103	Finance	589,930	845,921	255,991	+43.40	(85,000)		760,921	170,991	+29.00	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 (+£246k) with (-£85k) to be covered by reserves, due diligence work to be undertaken by Arlingclose (+9k) Action on Overspend - These are one-off costs relating to the implementation of the FMS; they should not be repeated next year.
651,064	Audit & Risk Management	539,902	626,933	87,031	+16.10		25,000	651,933	112,031	+20.80	Increase in insurance premiums reflecting RTA in 01/17 and EFH Fire in Oct 17 (+£110k), 2 vacant posts within Audit (-£27k), final payment in regards to mesothelioma claim after reimbursement from insurers (+8k) with (+£25k) being moved to reserves Action on Overspend - Not possible to reduce in the short-term as this is as a consequence of higher insurance premiums
223,463	Legal	223,940	222,736	(1,204)	-0.50			222,736	(1,204)	-0.50	

December Forecast (Net)	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		January Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
642,288	HR & Payroll Services	865,695	641,412	(224,283)	-25.90			641,412	(224,283)	-25.90	2 FTE posts vacant (-£72k), savings in apprentice scheme employee costs due to several apprentices gaining permanent employment (-£177k), Increase in DBS checks (+£19k)
59,247	Procurement	30,868	59,751	28,883	+93.60			59,751	28,883	+93.60	Undelivered due to delay in procurement outsourcing (+£30k) Action on Overspend - Original intention to outsource delayed and alternative provision being investigated with 3C's partners
(2,650,239)	Commercial Estates	(2,657,038)	(2,682,385)	(25,347)	+1.00			(2,682,385)	(25,347)	+1.00	Higher staffing costs (+£175k), reduced CIS income due to highly competitive market - New income from Little End Road acquisition coming on stream- (+£17k) (this variance is a mix of reduced MRP expenditure and reduced CIS income), savings in management charge (-£144k), increased estates income excl CIS partially offset by slippage due to changes in staff (-£80k), EPC fees and dilapidations schedules for vacating tenants (+£6k)
4,314,938		4,429,445	4,352,694	(76,751)	-1.70	(91,714)	88,000	4,348,980	(80,465)	-1.80	
Corporate Team											
674,554	Democratic & Elections	810,780	833,982	23,202	+2.90	(106,012)		727,970	(82,810)	-10.20	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. There are some lower costs in Electoral Registration. Members Allowances are reduced to reflect new scheme with reduced volume of Special Duty Allowances, but the forecast is greater than last month due to systme errors in previous months postings being corrected.
484,145	Directors	492,052	487,196	(4,856)	-1.00			487,196	(4,856)	-1.00	
278,899	Corporate Team	339,256	282,818	(56,438)	-16.60			282,818	(56,438)	-16.60	Vacant posts have been held while staff on secondment to Mosaic (Transformation) and whilst pending a Restructure which is now being implemented and new structure reflected in Forecast Outturn.
1,437,598		1,642,088	1,603,996	(38,092)	-2.30	(106,012)	0	1,497,984	(144,104)	-8.80	
Transformation											
0	Transformation	0	283,916	283,916	-	(283,916)		0	0	-	
0		0	283,916	283,916	-	(283,916)	0	0	0	-	
17,669,898	HDC Total	17,281,627	18,185,655	904,028	+5.20	(762,642)	201,831	17,624,844	343,217	+2.00	

The approved gross Capital Programme 2018/19 is £5.582m. Schemes totalling £5.111m from 2017/18 have been rephased to 2018/19, to give the total gross Capital Programme for 2017/18 of £10.693m.

The net expenditure to date is £4.800m (45% of the gross budget, 75% of the year) and the Capital Programme is forecast to have a net underspend of £1.057m, this includes underspends, rephasings and other variations. The forecast overspend on DFGs is partly funded from additional grants.

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.	246
New FMS Due to the extended implementation period expenditure has increased by £60,000. This will be funded from the earmarked reserve set up for this purpose.	0
Burgess Hall Completion of works to carpeting.	2
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.	23
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. The cost of the CPOs is still under negotiation, this figure is not yet known but could be up to £2m, this will be funded from the CIL reserve.	0
One Leisure Huntingdon Expansion The final retention payment for the works at One Leisure Huntingdon reception area	36
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.	131
	479
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 and Energy Efficiency 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 to meet the compliance requirement, resulting in a saving of £18,000.	(38)
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.	(80)
Wheeled Bins The bins held in stock and the purchases planned for the remainder of the year will cover demand. Some saving have resulted from a change in supplier.	(14)

Variation Commentary Summary		£000s
	Vehicle Fleet Replacement Vehicle replacements have cost less than estimated resulting in a small underspend.	(21)
	Printing Equipment Following a change in priorities within the Document Centre, the print equipment is no longer required.	(176)
	Transformation Schemes The costs for Council Anywhere are being met from this budget, the project will replace IT hardware and move users to new Microsoft products . The roll-out us well underway and the costs are now preicted to be £480,000 lower than first estimated.	(480)
		(809)
	Rephase	
	Bridge Place Car Park – Godmanchester Works have been delayed whilst the final design and negotiations over land leases are completed.	(279)
	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.	(15)
	Re-fit Buildings Works are expected to be completed in 2018/19, with just the retention to pay in 2019/20.	(37)
	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 St Ives New Fitness Offering The specification for this fitness offering has taken longer than expected to complete. Therefore some of the expenditure is now expected to take place in 2019/20.	(125)
	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. Tenders are still outstanding, the result of these will determine expenditure for the year. In addition the Football Foundation Panel in January will decide whether the project will get the go ahead. There will be a significant amount carried over into 2019/20 budget as a result.	(150)
		(742)
	Total	(1,056)

Capital Programme 2018/19		January (Based on Information as at 31st December)							
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	2,224	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		Kaith Tayler	1,900,000	0	1,900,000	1,502,556	2,350,000	450,000	
Huntingdon West CIL		Claire Burton	0	0	0	553,000	553,000	553,000	
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	63,589	406,000	0	
Burgess Hall		Chris Keeble	0	0	0	0	2,000	2,000	
One Leisure St Ives New Fitness Offering		Daniel Gammons	250,000	0	250,000	3,270	125,000	(125,000)	
One Leisure Ramsey 3G		Martin Grey	600,000	0	600,000	5,693	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	264,138	278,957	0	
OL Huntingdon Channing Room - Retention		Karen Martin-Peters	0	0	0	8,887	8,887	8,887	
OL Huntingdon Expansion		Paul France	0	0	0	36,150	36,150	36,150	
					0			0	
Resources									
Health and Safety Works on Commercial Properties		Jackie Golby	60,000	0	60,000	41,132	60,000	0	
Energy Efficiency Works at Commercial Properties		Jackie Golby	50,000	0	50,000	0	21,875	(28,125)	
Cash Receipting System		Paul Loveday	0	2,103	2,103	0	2,103	0	
Financial Management System Replacement		Paul Loveday	0	0	0	60,273	60,000	60,000	
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			0	0	0	103,304	131,770	131,770	
					0			0	
Printing Services									
Printing Equipment		Andy Lusha	0	176,000	176,000	0	0	(176,000)	
					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)	40,085	(15,273)	
Wheeled Bins		Heidi Field	280,000	0	280,000	83,674	191,000	(89,000)	
Vehicle Fleet Replacement		Andrew Rogan	1,033,000	0	1,033,000	884,052	1,012,230	(20,770)	
Operations Back Office Development		Matt Chudley	230,000	135,000	365,000	1,626	112,000	(253,000)	
Play Equipment		Helen Lack	25,000	0	25,000	19,322	38,066	13,066	
Re-Fit Buildings		Chris Jablonski	0	476,467	476,467	81,748	455,468	(20,999)	
Bridge Place Car Park Godmanchester		George McDowell	318,000	(14,037)	303,963	9,921	24,617	(279,346)	
Pathfinder House Reception (DWP)		Chris Jablonski	0	119,853	119,853	120,899	138,418	18,565	
Hinchingbrooke Country Park Wooden Bridge		Judith Arnold	32,000	0	32,000	0	55,000	23,000	
					0			0	
Transformation									
Customer Relationship Management		John Taylor	180,000	0	180,000	0	100,000	(80,000)	
Transformation Schemes		John Taylor	0	1,000,000	1,000,000	0	520,000	(480,000)	
					0			0	
Total Expenditure			5,582,000	5,111,027	10,693,027	4,779,619	10,155,952	(537,075)	

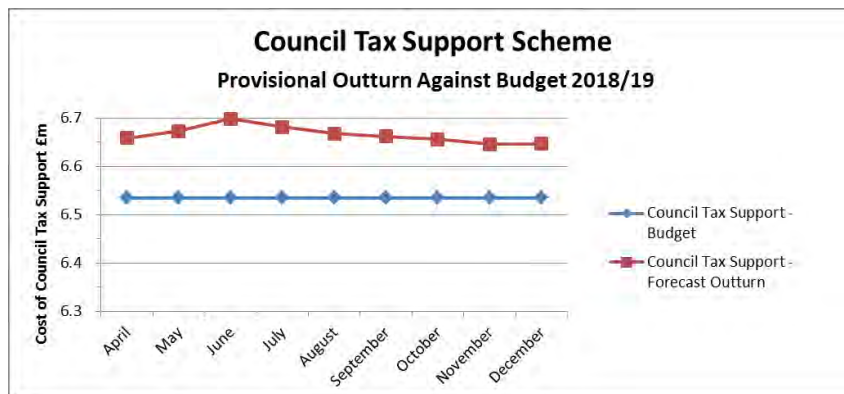
Capital Programme 2018/19
January (Based on Information as at 31st December)
Annex C

Table 2 Funding of Capital Programme	Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Variance
		£	£	£	£	£	£
Grants and Contributions							
DFGs	Keith Tayler	(1,100,000)		(1,100,000)	(1,150,000)	(1,304,000)	(204,000)
Huntingdon West CIL	Claire Burton				(553,000)	(553,000)	(553,000)
Pathfinder House Reception	Chris Jablonski		(278,000)	(278,000)		(256,000)	22,000
Wheeled Bins	Heidi Field	(146,000)		(146,000)	(58,446)	(71,000)	75,000
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)		(112,000)	117,000
Health and Safety Works on Commercial Properties	Jackie Golby			0		(10,000)	(10,000)
Play Equipment	Helen Lack					(13,720)	(13,720)
Total Grants and Contributions		(1,775,000)	(552,000)	(2,327,000)	(1,761,446)	(2,777,720)	(450,720)
Use of Capital Reserves							
Alconbury Remediation Works Reserve	Sue Bedlow	0	(979,556)	(979,556)	(979,556)	(979,556)	0
Total Capital Reserves		0	(979,556)	(979,556)	(979,556)	(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		(60,000)	(60,000)
Investment in Trading Company	Paul Loveday		(100,000)	(100,000)		(100,000)	0
ICT Transformation	John Taylor		(1,000,000)	(1,000,000)		(520,000)	480,000
FMS Archive	Paul Loveday		(14,000)	(14,000)		(14,000)	0
OI Huntingdon Changing Rooms	Karen Martin-Peters		0	0		(8,887)	(8,887)
To Earmarked Reserves		0	(1,114,000)	(1,114,000)	0	(702,887)	411,113
Total Funding		(2,595,000)	(2,645,556)	(5,240,556)	(2,741,002)	(5,280,163)	(39,607)
Net to be funded by borrowing		2,987,000	2,465,471	5,452,471	2,038,617	4,875,789	(576,682)
Budget Reconciliation							
				Updated Budget	Expenditure	Forecast	Variance
	Gross Expenditure			10,693,027	4,779,619	10,155,952	(537,075)
	Total Grants and Contributions			(2,327,000)	(1,761,446)	(2,777,720)	(450,720)
	Use of Capital and Revenue Reserves			(979,556)	(979,556)	(1,048,443)	(68,887)
	Total			7,386,471	2,038,617	6,329,789	(1,056,682)

Financial Dashboard

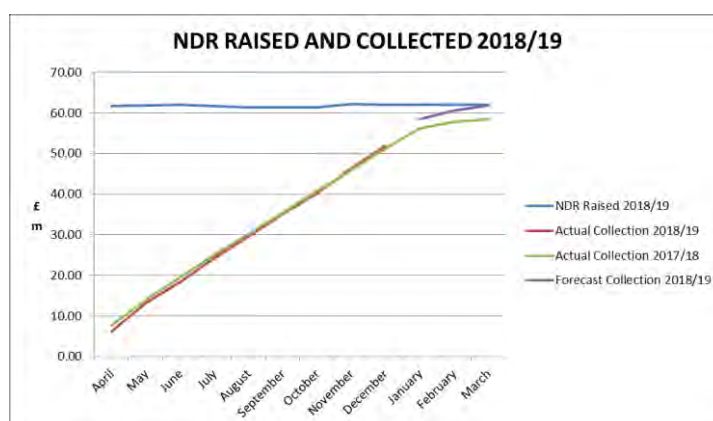
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.11m above the budgeted £6.5m. Any 2018/19 increase in Council Tax Support will impact in 2019/20.



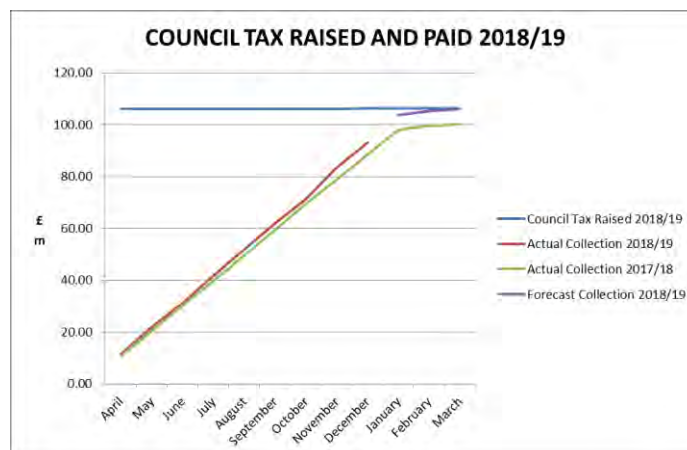
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.5% for HDC including parishes).

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 December, 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

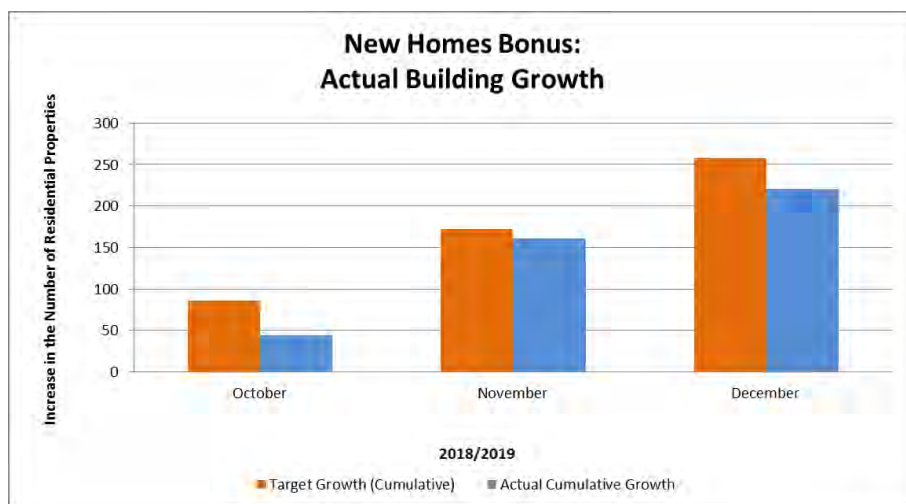
The total outstanding debt as at the end of December 2018 is £1.586m (September 2018, £1.859m), £0.386m (September 2018, £0.709m) is prior year debt of which £62k (September 2018, £0.385m) relates to 2017/18.

The 2017/18 and 2018/19 debt position is currently showing an outstanding amount of £1.262m (September 2018, £1.509m), £63k relates to Commercial Rents, £207k relates to homeless accommodation/prevention, £37k relates to schools and other customers use of One Leisure facilities and £568k relates to shared services recharges.

New Homes Bonus

The 2017/18 reporting cycle (October 2017 to September 2018) saw 657 completions which was 32 below the target of 689. The impact of this shortfall in completed units will come through in 2019/20.

The current reporting cycle (October 2018 to September 2019) had a target number of completions of 1,613, as published in the draft Planning Annual Monitoring Report (December 2017). However, this has been revised downwards to 1,034 in the December 2018 Planning Annual Monitoring Report and so this lower figure has been used as our target for this year. Currently, 221 properties have been completed in the first three months of this reporting cycle and the table below shows performance against the target to date.



As part of the Local Government Financial Settlement 2019/20 issued in December 2018 the Government announced changes to local government financing that included the phasing out of the New Homes Bonus Scheme. After 2018/19 no new NHB will be paid and so the amount we receive will tail off over the next 4 years. The impact of this has been included in the 2019/20 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, October – December 2018 (Q3)

Over the above period, 26 propositions were reviewed up to stage 1 with one to stage 2. In late Q2, a property at Little End Road, St Neots came to the market and, although marginally outbid (there were five bidders), HDC's offer was accepted. The purchase completed on 20th December for £3.2m and generates £214k of annual income. This was purchased initially from cash reserves.

An opportunity at St Neots from March 2018, approved by Cabinet and in legal hands (stage 5), is still in hand but requires construction works to remediate some defects. The seller is undertaking these within the next few weeks and we hope to be in a position to conclude this purchase soon.

By property type, the investments considered in Q3 are as follows:

Industrial/warehouse	11	Mixed portfolios/other	5
Offices	6	Retail	2
Trade counter	2		