

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan & Finance – Integrated Performance Report

Meeting/Date: Overview and Scrutiny (Economic Well-being) Panel,
3 September 2015
Cabinet, 17 September 2015

Executive Portfolio: Executive Leader and all other relevant Portfolio Holders

Report by: Corporate Team Manager and Head of Resources

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2015/16 for the period 1 April 2015 to 30 June 2015. The report also incorporates progress reporting for current projects being undertaken at the Council and details of financial performance on revenue and capital spend as at the end of June.

The Corporate Plan's strategic priorities have been allocated to Overview and Scrutiny Panels as follows:

Social Well-being	1. Working with our communities
Economic Well-being	1. A strong local economy 2. Ensuring we are a customer focused and service-led Council
Environmental Well-being	1. Enable sustainable growth

Recommendations:

Members are recommended 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.

Members are recommended to consider and provide comments on the Council's financial performance to the end of June, as detailed in the Financial Performance Monitoring Suite at Appendix D.

1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2015/16 and updates on current projects.

2. BACKGROUND

- 2.1 The Council's [Corporate Plan](#) was adopted as a two-year plan in 2014, with an update approved in April 2015 setting out what the Council aims to achieve in addition to its core statutory services during 2015/16. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2015/16.
- 2.2 As recommended by the Project Management Select Committee, project updates are now included in this performance report at Appendix C. There are currently 29 open, pending approval or pending closure projects logged on the HDC SharePoint site across various programmes. As explained in the Programmes and Projects report considered by Overview and Scrutiny Panels and Cabinet in June 2015, each project has been aligned with a strategic priority to allow progress to be reported to the relevant Panel. The report for Cabinet covers all of the Council's current and pending projects. Since June's Overview and Scrutiny meetings, all Capital Projects have been set up on SharePoint and aligned with our strategic priorities. No Capital Projects have currently been approved for spend in 2015/16.
- 2.3 The report to the Overview and Scrutiny (Economic Well-being) Panel and Cabinet now also incorporates financial performance to the end of June. Performance is summarised below and details are listed in Financial Performance Monitoring Suite at Appendix D.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny Panels 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.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Overview and Scrutiny Panels each receive separate quarterly performance reports, ordered by strategic priority. Cabinet receive a single report covering all of the Corporate Plan strategic priorities and all Corporate Indicator results.
- 3.4 There is now greater consistency in the quality of the Performance Indicator data which has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service, after discussion with the appropriate Portfolio Holder.

4. FINANCIAL PERFORMANCE

4.1 Attached at Appendix D is the June Financial Performance Monitoring Suite. Highlights from this report are described below.

4.2 Revenue Forecast Outturn and Variations in Revenue Spend

In February 2015, Council approved a:

- Net revenue expenditure budget of £18.881m
- Contribution to reserves of £0.797m, and
- Budget Requirement of £19.678m

As part of the 2014/15 accounts closure process, and approved by Cabinet in June 2015, carry-forward requests of £0.262m were brought into the 2015/16 budget. This adjusted the contribution to reserves to £0.535m with a consequential increase in the net revenue budget to £19.143m.

With regard to the 2015/16 forecast outturn, the net revenue budget is forecast to be £18.993m; £0.150m less than the updated budget of £19.143m. This has the consequential impact of increasing the forecast contribution to reserves to £0.685m. The reduced spend is mainly due to vacant posts and a general reduction in service spend at this point in the financial year. In addition to the service saving, there is a further £0.448m as a consequence of additional Section 31 new-burdens grant (e.g. funding to support reduced business rates for small business); therefore the overall saving against the budget is £1.133m.

4.3 Capital Forecast Outturn and Variations in Capital Spend

The Council approved the 2015/16 capital programme of £11.065m in February 2015. In April 2015, Cabinet approved the Finance Governance Board's (FGB) recommendations that the capital programme be reduced by £1.428m after further scrutiny and challenge. Together with the approved carry forwards of £0.274m, the updated capital budget for 2015/16 is £9.363m as detailed in the table below.

<u>Capital Summary</u>	<u>£'000</u>
Original Approved Budget	11,065
Approved reductions by FGB	1,428
Approved carry forwards from 2014/15	274
Updated Capital Programme	<u>9,363</u>

As at the end of June 2015, the majority of capital projects have not started. However, as a consequence of receiving Disabled Facility Grant, there is currently a new surplus on the capital programme of £0.398m. The main reasons for the current delay on spend in the capital programme are summarised below.

Capital Programme 2015/16 - Commentary on Actuals to May 2015

Budgeted figures shown in brackets.

Head of Community

The camera replacement budget (£87,000) is reactive and will not be spent until cameras breakdown and need replacing. Expenditure on Loves Farm Community Centre will be funded from S106 grants. The final cost of the Huntingdon West Development (£1.2m) has not been finalised, once the final cost has been agreed, CIL payments will be made over the next few years.

Head of Leisure and Health

The synthetic pitch replacement (£118,000) at St Neots has been agreed by Cabinet but has not commenced yet. The expansion at One Leisure Huntingdon (£795,000) and Replacement Fitness Equipment (£200,000) are subject to further review by the Finance Governance Board before commencement. The retention for development works at One Leisure St Ives (£60,000) is still subject to ongoing internal audit review.

Head of Resources

The sale of land at St Marys Street (£420,000) was completed in July 2015. The anticipated £5.0m Housing Association loan is subject to a due diligence process and will not be advanced until that is complete.

Head of Customer Services

The ICT Virtualisation budget (£75,000) is allocated to the Microsoft Enterprise licence, which is due later in the year. The server virtualisation and network budget (£20,000) is for replacement equipment and this will only be spent as the need arises.

Head of Operations

The sale of the Green-House at St Ives was completed in August and the final receipt was £295,000, some £60,000 more than budgeted. Vehicle Fleet Replacement (£761,000) is subject to a long lead time and so will not be spent until later in the year. The Salix Building Efficiency budget will be used to replace the air handling unit at One Leisure Huntingdon. The Environment Strategy budget (£30,000) is planned to be spent on Loves Farm Community Centre for installing energy saving measures. The contribution (£500,000) towards the multi-storey car park is expected imminently.

Head of Development

Expenditure on Disabled Facilities Grants (£1.1m) has commenced, with grant from government received in advance of expenditure (£554,000).

4.4 General Fund Reserve

As noted in paragraph 4.2, the total forecast saving for this financial year is £1.133m, it is proposed that this is split between a contribution of:

- £0.535m to the general fund, thereby reflecting the originally budgeted contribution net of the approved carry-forward requests from 2014/15, and
- £0.598m to the Capital Investment Earmarked Reserve, thereby reflecting the
 - £0.150m which represents the saving from service spend and therefore the reduction in the reliance of government grant (e.g. New Homes Bonus) to support revenue spend, and
 - the £0.448m additional government funding.

The 2015/16 Medium Term Financial Strategy (MTFS) anticipated that the general fund balance at the end of 2015/16 would be £9.334m; with the aforementioned contribution this would give a forecast year-end general fund balance of £9.972m. With regard to the Capital Investment Earmarked Reserve, this would increase to £5.185m.

5. COMMENTS OF OVERVIEW & SCRUTINY PANELS

5.1 Overview and Scrutiny (Economic Well-Being) – 3 September 2015

To be added

6. RECOMMENDATION

- 6.1 Members are recommended to consider and provide comments to Cabinet on progress made against Key Activities and Corporate Indicators in the Corporate Plan 2015/16 and current projects, as summarised in Appendix A and detailed in Appendices B and C.
- 6.2 Members are recommended to consider and provide comments to Cabinet on the Council's financial performance to the end of June.

CONTACT OFFICER

Corporate Plan Performance Monitoring and Projects (Appendices A, B and C)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny)

☎ (01480) 388065

Financial Performance (Appendix D)

Rebecca Maxwell, Accountancy Manager

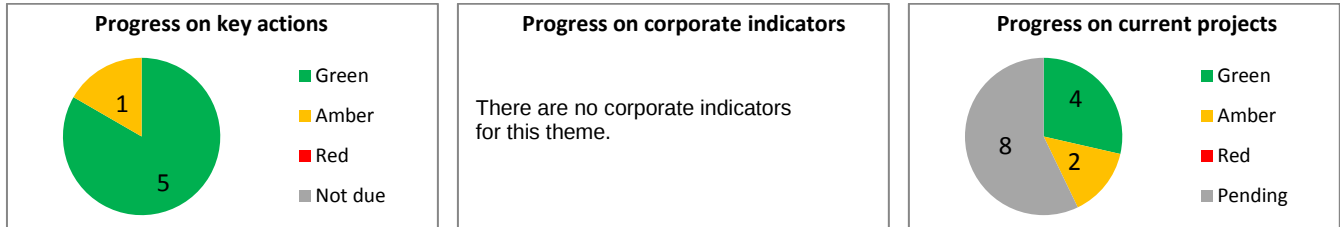
☎ (01480) 388117

Appendix A

Performance Summary Quarter 1, 2015/16

A strong local economy

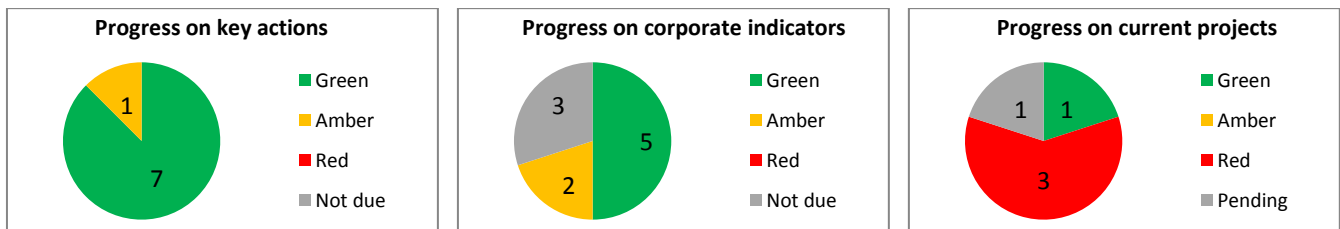
Making Huntingdonshire a better place to live, work and invest



Highlights include the EDGE skills for enterprise scheme now operating from a Huntingdon town centre location.

Enabling sustainable growth

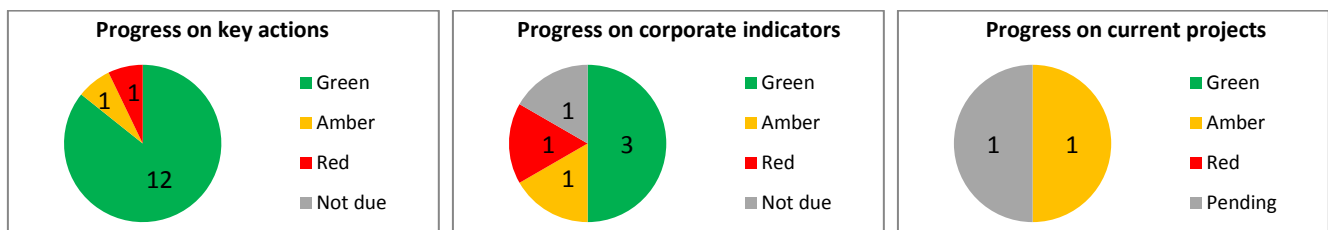
Delivering new and appropriate housing with minimum impact on our environment



Highlights include a planning application for 11 affordable homes on Council land at Hermitage Road, Earith.

Working with our communities

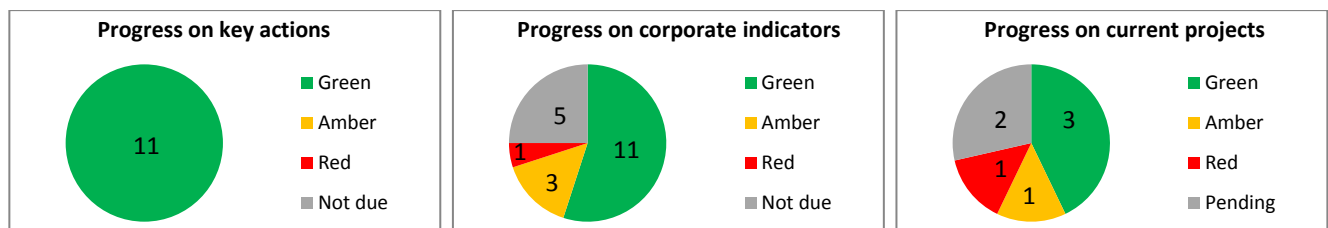
Making sure they thrive and get involved with local decision making



Highlights include an overall increase in admissions across all One Leisure sites

Ensuring we are a customer focused and service led council

Delivering value for money services



Highlights include an above target collection rate for Council Tax.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period April to June 2015

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		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	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
n/a		n/a		n/a		n/a		n/a	

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Deliver a programme of themed business information clinics and events, and measure their impact.	Ongoing	Cllr Harrison	Andy Moffat	<u>Economic Development</u> Preliminary work for information clinics at Alconbury underway, including needs analysis sessions with some existing tenants. Date and speakers confirmed for next main event 'Make it Here' to focus on manufacturing in the district, 29 th September 2015.
G	Report on the effectiveness of the fast track pre-application advice available to potential growing businesses	Quarterly	Cllr Dew	Andy Moffat	<u>Development Management</u> None received in Quarter 1.

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Develop Community Infrastructure Levy	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
	(CIL) governance structure				The scoping of this project is on track, with options under development and including consideration of HDC's potential role in shaping / leading a broader CIL service as part of a shared services project in partnership with other authorities.
A	Influence the Local Enterprise Partnership (LEP) to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth	Ongoing	Cllr Dew and Cllr Harrison	Andy Moffat	<u>Economic Development</u> Meeting held of all LEP area local authority (LA) representatives (Senior Sponsors Group) to identify infrastructure priorities (immediate/critical and longer-term/strategic) over a 30-year period. Local Authority inputs have been provided to the LEP, awaiting the LEP's collation of the information and response.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Commit resources to 'EDGE smarter skills for enterprise', a public/private sector partnership to improve the business/ education-training skills match, ensuring that the agreed business plan targets are met	Ongoing, official launch November	Cllr Harrison	Andy Moffat	<u>Economic Development</u> EDGE is now operational from its Huntingdon town centre location. Planning is underway for an official launch event at the Houses of Commons, to be hosted by MP Jonathan Djanogly in November. Business plan target currently being reviewed.
G	Work in partnership to identify skills and competency gaps in high value manufacturing and develop gap closure strategies.	May 2015	Cllr Harrison	Andy Moffat	<u>Economic Development</u> Institute for Manufacturing report completed in May.

STRATEGIC THEME - ENSURING WE ARE A CUSTOMER FOCUSED AND SERVICE LED COUNCIL

Period April to June 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
11		0		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	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
11		3		1		0		5	

WE WANT TO: Become more business-like and efficient in the way we deliver services

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Continue zero base budgeting (ZBB) for 2016/17 including a 'service challenge' process	December 2015	Cllr Gray	Clive Mason	<u>Accountancy</u> The ZBB process started again in April 2015, with Tranche 2 services being subject to Star Chamber on the 20th & 21st July 2015. The Tranche 3 review has commenced with the Star Chamber scheduled for November 2015.
G	Deliver 'Facing the Future' (FtF)	Ongoing	Cllr Gray for programme / Various for themes and activities	Adrian Dobbyne	<u>Corporate Team</u> Facing the Future activities have now been all fully assessed and broken down into new categorisations as either business as usual, projects or pending. This means that the main reporting on activities is through normal service reporting and the newly established project reporting through Overview and Scrutiny Panels and Cabinet.
G	Develop full business cases for previously identified energy reduction projects across the Council's estates	31 March 2016	Cllr Gray	Head of Operations	<u>Environment Team</u> Desk top assessments of energy saving potential at the Council's main sites are complete. Work to determine which sites require full investment grade proposals to be completed by end of second quarter 2015/16.

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Carry out a staff satisfaction survey	Aug 2015	Cllr Ablewhite	Jo Lancaster	<u>Corporate Team</u> Survey launched in mid-July and due to run until mid-August. Results will be shared with Employment Panel in September.
G	Build and launch a new council website that focuses on customer need	October 2015	Cllr Tysoe	John Taylor	<u>IMD</u> Work is on track. A site has been built and is going through a series of development activities. Alongside that content for the site is being produced – with the new site being written in more customer focussed language. There is also a focus on fewer pages, making it easier for customers to find what they need. The site is also designed to work on tablets and phones –which now make up the majority of visits to the Website.
G	Maximise the income generating potential of One Leisure sites to fully cover the cost of the operation	March 2016	Cllr Howe	Jayne Wisely	<u>One Leisure</u> Income is UP (£20K) on the same period last year and, when factoring in a trend of a general 5% increase for the rest of the year due to price rises, is suggesting that we will exceed income targets. We will have to be very watchful over the next 3 months as this is traditionally when income levels fluctuate the most. Expenditure is DOWN (£140K) which is all down to a reduction in employee costs. This suggests that we are ahead of our net target of £340K surplus. The July to September period is crucial. Income streams from October onwards have been pretty easy to predict and have been good in years gone by.
G	Develop a full business case for a Building Control Shared Service	July 2015	Cllr Dew	Andy Moffat	<u>Building Control</u> A report and Business Case was prepared for July's O&S (Environmental Well-Being) Panel and Cabinet meetings. The business case has been approved by Cabinet.
G	Publish Online Schedule of Proposed Procurements to promote future contract opportunities	September 2015	Cllr Gray	Clive Mason	<u>Procurement</u> This requirement has been incorporated into the new website design and once live will be populated as opportunities arise
G	Provide two training events to local businesses in Public Procurement	January 2016	Cllr Gray	Clive Mason	<u>Procurement</u> Advertised through Economic Development's business contacts and coordinated with preceding economic development events, the first event is booked for 7th October 2015. The second event will piggyback on a major economic development event planned for January 2016.

WE WANT TO: Ensure customer engagement drives service priorities and improvement

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Implement a consultation exercise with residents to inform 2016/2017 budget planning	September 2015	Cllr Gray	Adrian Dobbyne	<u>Corporate Team</u> This is being planned and will take place in Quarter 2.
G	Revisit and relaunch the Customer Service Strategy to ensure it continues to meet the needs of our customers and provide value for money services	Mar 2016	Cllr Tysoe	John Taylor	<u>Customer Services</u> This is on track. The Overview & Scrutiny (Social Well-being) Panel and Cabinet have seen and commented on a simple vision document, and Officers are now working on a final version of the strategy prior to resubmission to Members.

Corporate Performance and Contextual Indicators

Key to status

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
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Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
The percentage of Benefit claims with overpayments where recovery action is taking place Aim to maximise	New indicator for 2015/16	New indicator for 2015/16	n/a	74%	n/a	To be set (see comments)	n/a	n/a
Comments: (Customer Services) This is a new indicator for 2015/16 and shows the work taking place to recover benefit overpayments from customers no longer in receipt of Housing Benefit. The recovery of these overpayments is currently carried out by the Income and Benefits sections and the performance data shown here covers performance across both services. Data will be collected during the year to establish targets for 2015/16 and 2016/17. Performance will never reach 100% as there is a statutory right of appeal against an overpayment decision which the statistics must take into account.								
Telephone satisfaction rates Aim to maximise	98%	96.7%	n/a	n/a	n/a	95%	97%	G
Customer service centre satisfaction rates Aim to maximise	98%	96.7%	n/a	n/a	n/a	95%	97%	G
Comments: (Customer Services) We now plan to carry out the annual customer service customer satisfaction survey in August. We continue to record positive comments we receive from customers.								
Staff sickness - working days lost per Full-Time Employee (FTE) Aim to minimise	11.5 days	2.5 days	2.5 days	2.3 days	G	10 days	10 days	G
Comments: (LGSS HR services/Corporate Team) The average number of days lost through sickness absence per FTE in the first quarter is lower than in the same quarter last year. Last year's Q2 performance was the worst ever recorded but we don't expect that to be repeated this summer. The predicted outturn is expected to be better than the target set and a significant improvement on last year's full year performance of 11.5 days/FTE but to remain higher than benchmark figures reported by the East of England LGA (7.4 days/FTE in 2013/14) and the CIPD public sector average (7.9 days/FTE in their 2014 survey). Further information on sickness absence in Q1 and the actions taken to deal with this will be included in the Q1 Workforce Information Report due to go to Employment Panel in September.								
Subsidy per visit to council owned leisure facilities Aim to minimise	-£0.03	-£0.50	-£0.13	-£0.10	G	£0.15	£0.17	G
Comments: (Leisure and Health) With income levels up and expenditure levels down significantly, there is a large improvement on the Net Cost per Head compared to the same quarter in the previous year. Admissions are also up slightly, improving this figure, although they do sit behind the increased target at this stage of the year. End of year predictions after the first quarter however are that the target of £0.15 profit per admission will be exceeded.								
% of rent achievable on estates portfolio	97%	95%	100%	95%	A	100%	98%	A

Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Aim to maximise								
Comments: (Resources) Target set at 100% as aim is to maximise the rental income by rent and lease reviews (increase the achievable income). The % rent received for the quarter is calculated from the total budgeted potential income for the commercial estate – less lost income from vacant units and rent arrears for the quarter.								
% of space let on estates portfolio	97%	94%	95%	98%	G	95%	98%	G
Aim to maximise								
Comments: (Resources) Target set at 95% as there is allowance for turnover of units and void periods of 3-6 months. % space let calculated by total number of industrial, retail and office premises available minus the number of vacant units in the quarter (note the full year is calculated by an average of the quarters).								
% of rent arrears on estates portfolio	1.3%	1%	<1%	1.8%	A	<1%	1%	A
Aim to minimise								
Comments: (Resources) Ongoing target is to keep the rent arrears below 1% of the total budgeted gross income. There has been an increase in arrears. The rent arrears recovery process/procedures have been reviewed and resources dedicated to recovery are being reviewed to improve performance.								
Total amount of energy used in Council buildings	12,218,851 (kWh)	2,644,037 (kWh)	2,591,156 (kWh) (2%↓)	2,862,440 (kWh)	R	11,974,473 (kWh) (2%↓)	11,974,473 (kWh)	G
Aim to minimise								
Comments: (Operations) Data for this indicator was reported a quarter behind to allow for more accurate reporting. However, due to the introduction of Systems Link Energy Management Software, this data can now be reported accurately within the required timescales (subject to some minor adjustments). Q1 performance has not met the targeted 2% improvement compared to Q1 last year, with energy use higher than last year. However, performance is forecast to be on target by the year end.								
Total fuel used from the Council's fleet of vehicles	552,686 (Litres)	147,865 (Litres)	146,386 (Litres) (1% ↓)	141,370 (Litres)	G	547,159 (Litres) (1% ↓)	547,159 Litres	G
Aim to minimise								
Comments: (Operations)								
% of residents satisfied with the overall waste collection service	n/a	n/a	n/a	n/a	n/a	TBC	n/a	n/a
Aim to maximise								
Comments: (Operations) Satisfaction survey to be undertaken in the third quarter annually.								
Cost per household of waste collection	£44.49	n/a	n/a	n/a	n/a	TBC	n/a	n/a
Aim to minimise								

Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Comments: (Operations) This is an annual indicator, no target reduction for the total cost of waste collection to be set for 2015/16 until the planned reconfiguration of the Waste Collection Service is complete.								
% of green bin debt outstanding after three months	15.46%	26.88%	40%	37.97%	G	0%	0%	G
Aim to minimise								
Comments: (Operations) Full year performance in 2014/15 was higher due to credits not being taken off accounts until April 2015; this then reduced the total outstanding debt to 1.16%. Invoices were issued in May 2015 for 2015/16 so the reporting on debt will commence in the second quarter to allow for the payment terms. The figures shown for 15/16 are for debt outstanding at the end of June 2015.								
% of invoices from suppliers paid within thirty days	98.5%	97.9%	98%	98.8%	G	98%	98%	G
Aim to maximise								
Comments: (Resources) Performance for quarter 1 was above target.								

Appendix C – Project Performance and Projects

Green = Progress is on track	Amber = Progress is within acceptable variance	Red = Progress is behind schedule or lack of governance information	Pending Approval = Business Case to be approved	Pending Closure = In close-down stage
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	30/09/15	Ongoing technical difficulties.	Red	Over 2 months ago
Operations Data Review To resolve issues raised by Operations in using their data through Uniform & GIS	Cross-Cutting	Alterton, Emma (IMD)	30/07/15		Imminent end date. No meeting documentation, but recent activity. No major impact as a result of slippage.	Amber	Within last month
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including conversion of synthetic pitch at St Neots and self-serve gyms at Ramsey and Sawtry	Facing the Future	Davidson, Chris (Leisure)	30/09/15	01/09/15	Awaiting Board decision on delays. Well documented.	Amber	Within last month
Strategic review of Industrial and Commercial stocks Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/2015		Site has been updated, but no risks as yet. Work to be done.	Amber	Within last month
OL Membership Software Procurement To procure a contract to deliver and support a membership management system which covers EPOS, Bookings, Subscriptions, Access Control (this list is not exhaustive)	Leisure & Health	Corley, Pete (Leisure Ser.)	30/09/2015		Lots of documentation. Looks on track.	Green	1-2 months ago
Council Tax Automated Forms Introduce automated forms into business systems	Facing the Future	Woodruff, Paul (IMD)	31/03/16		Lots of documentation. Looks on track.	Green	1-2 months ago
Mobile Working To increase flexibility and assist in mobilising the workforce	Cross-Cutting	Keech, Edward (IMD)	01/12/15		Lots of documentation. Looks on track.	Green	Within last month
IT Shared Service To bring together HDC, SCDC and Cambs City IT departments	Shared Service	Alterton, Emma (IMD)	01/10/15		Documentation largely held elsewhere, but reports, business cases and FAQs on site.	Green	Within last month
Legal Shared Service To bring together HDC, SCDC and Cambs City Legal departments	Shared Service	Cambridge City Council	01/10/15		Documentation largely held elsewhere, but reports, business cases and FAQs on site.	Green	Within last month

Green = Progress is on track	Amber = Progress is within acceptable variance	Red = Progress is behind schedule or lack of governance information	Pending Approval = Business Case to be approved	Pending Closure = In close-down stage
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Building Control Shared Service To bring together HDC, SCDC and Cambs City Building Control departments	Shared Service	Cambridge City Council	01/10/15		Documentation largely held elsewhere, but reports, business cases and FAQs on site.	Green	Within last month
Website Redevelopment To completely re-build a new HDC website in Umbraco	Customer Service	Sexton, Kathryn (Customer Services)	16/10/15		Lots of documentation. Looks on track.	Green	Within last month
Benefits Online Changes To provide an intelligent online form with back office integration for customers to report changes in their Housing Benefit & Council Tax Support	Customer Service	Huggins, Barnes (Rev. Serv.)	30/09/15		Lots of documentation. Looks on track.	Green	Within last month
Debt Recovery Improve the debt recovery process to be efficient and cost effective to maximise financial recovery	Cross-Cutting	Clough, Lucie (Corporate Office)				Pending Approval	Within last month
Resource Booking To explore options and procure a new room booking system for internal and third party use	Cross-Cutting	Clough, Lucie (Corporate Office)				Pending Approval	1-2 months ago
ICT Replacements & Server Virtualisation	Capital					Pending Approval	N/A
Graphical Information System	Capital					Pending Approval	N/A
Salix Projects	Capital					Pending Approval	N/A
Pedals Scheme	Capital					Pending Approval	N/A
One Leisure Future Improvements	Capital					Pending Approval	N/A
One Leisure Replacement Equipment	Capital					Pending Approval	N/A
One Leisure Huntingdon Development	Capital					Pending Approval	N/A
Phoenix Industrial Unit Roof	Capital					Pending Approval	N/A

Financial Performance Monitoring Suite June 2015

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Clive Mason
Head of Resources

Prepared By:

Rebecca Maxwell
Accountancy Manager

Headlines – Financial Performance

The 2015/16 financial performance of the Council, based on June 2015 actuals, is as follows:

- Forecast net spending is £18.993m, which is £0.685m lower than the updated budget.
- Forecast “overall” contribution to reserves is £1.133m; this is made up of the:
 - A. budgeted contribution to reserves of £0.797m,
 - less the 2014/15 carry forward adjustments of £0.262m,
 - plus the service saving of £0.150m, which
 - gives a net forecast revenue surplus of **£0.685m**
 - B. plus additional government funding of **£0.448m**.
- The contribution to reserves will be split between £0.535m to the General Fund Reserve and £0.598m as an additional contribution to the Capital Investment Earmarked Reserve.

Forecast Outturn and General Fund Reserve as at: June 2015

Revenue Forecast Outturn June 2015	2014/15		2015/16		Forecast Variation Compared to :-			
	Provisional	Original	Updated	Forecast	Original Budget		Updated Budget	
	Outturn £'000	Budget £'000	Budget £'000	£'000	£'000	%	£'000	%
Revenue by Service:								
Community	2,487	2,130	2,136	2,132	2	0.1	(4)	-0.2
Customer Services	4,160	4,488	4,719	4,440	(48)	-1.1	(279)	-5.9
Development	1,268	1,691	1,700	1,591	(100)	-5.9	(109)	-6.4
Leisure & Health	320	58	60	33	(25)	-43.1	(27)	-45
Operations	4,546	4,593	4,593	4,609	16	0.3	16	0.3
Resources	2,997	3,930	3,929	3,777	(153)	-3.9	(152)	-3.9
Directors and Corporate	2,845	2,377	2,392	2,411	34	1.4	19	0.8
Technical Adjustments	(452)	(386)	(386)	0	386	-100	386	-100
Net Revenue Expenditure	18,171	18,881	19,143	18,993	112	0.6	(150)	-0.8
Contribution to Reserves	1,693	797	535	685	(112)	-14.1	150	28
Budget Requirement (Services)	19,864	19,678	19,678	19,678				
Financing:-								
NDR & Council Tax surplus	(6,222)	(4,242)	(4,242)	(4,619)	(377)	8.9	(377)	8.9
Government Grant (Non-specific)	(8,022)	(7,668)	(7,668)	(7,739)	(71)	0.9	(71)	0.9
Contribution to Reserves (additional Funding)	2,018	0	0	448				
Council Tax for Huntingdonshire DC	7,638	7,768	7,768	7,768				
General Fund Reserve								
Balance as at 1st April	8,684	8,537	8,537	9,287 A	750	8.8	750	8.8
Contribution to Service Expenditure	603	797	535	535	(262)	-32.9	0	0
Outturn forecast as at 31 March	9,287	9,334	9,072	9,822	488	5.2	750	8.3
Earmarked Reserves					Movement in Earmarked Reserves			
S106 agreements	1,141			1,141	598 Additional Saving in excess of the contribution to General Fund Reserves			
Commuted S106 payments	1,762			1,762				
Repairs and Renewals Funds	1,300			1,300				
Delayed Projects	262			262				
Collection Fund	2,768			2,768				
Capital Investment	4,737			5,335				
Special Reserve	2,500			2,500				
Other Reserves	1,227			1,227				
Total Earmarked Reserves	15,697			16,295	598			

Definitions

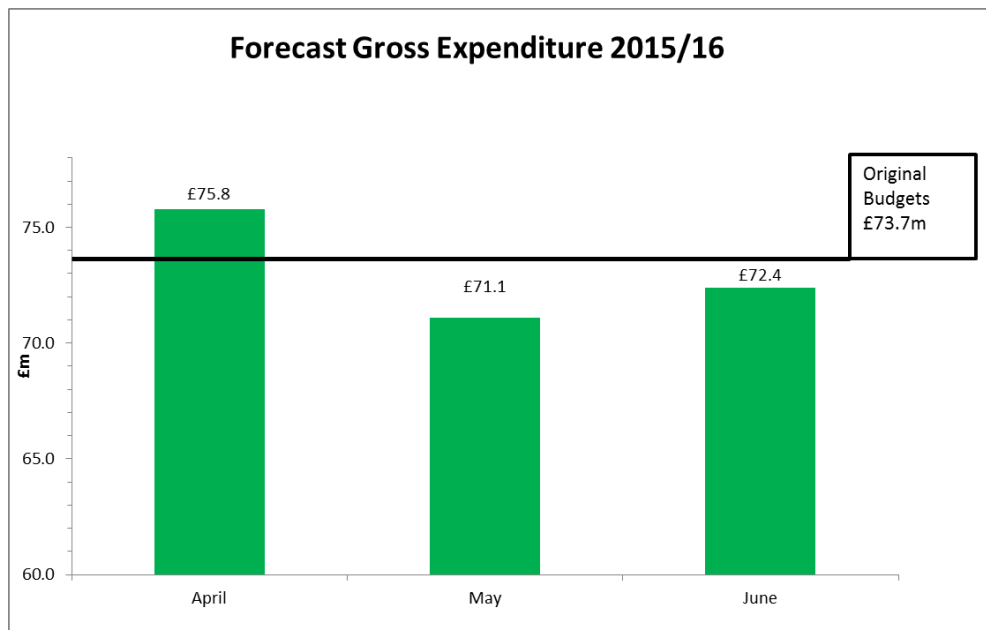
Original Budget
Updated Budget
Provisional Outturn
(A)

As approved by Council, February 2015
The Original Budget including approved carry forwards from 2014/15
Provisional Outturn reported to Cabinet in June 2015.
Actual General Fund Balance as at 31st March 2015

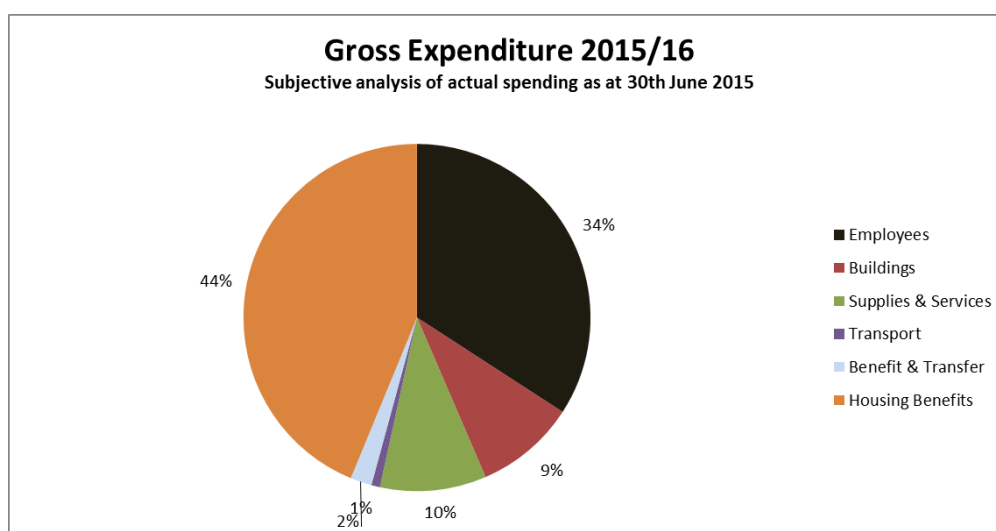
Forecast Outturn commentary for variances over £75,000 against Updated Budget		
Revenue by Service:	No.as above Commentary:	
Customer Services	1	£75,000 lower Housing Benefits costs due to caseload changes and lower use of Bed & Breakfast accommodation, £120,000 savings from 5 vacant posts.
Development	2	£120,000 savings from 5 vacant posts.
Resources	3	£175,000 S31 grant received and £24,000 additional spend for ZBB

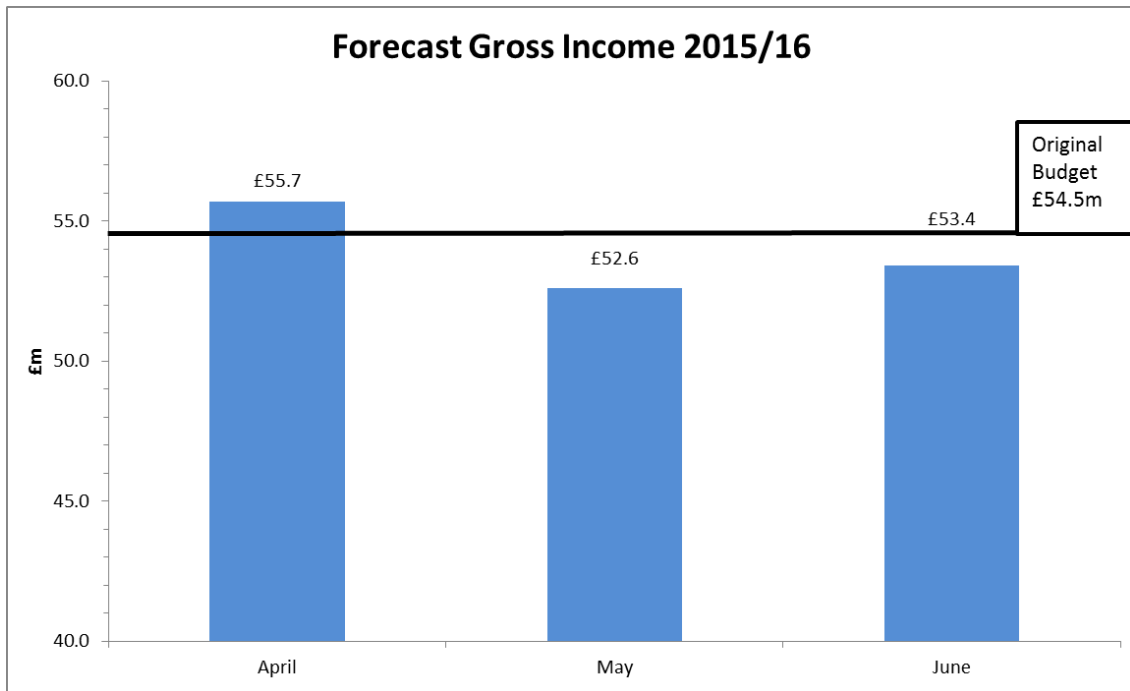
Financial Dashboard (June 2015)

Revenue Income & Expenditure

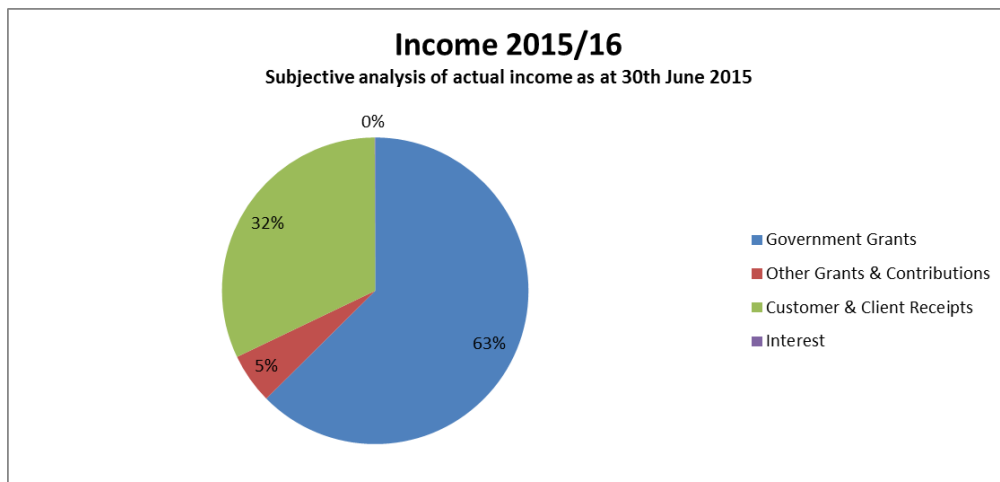


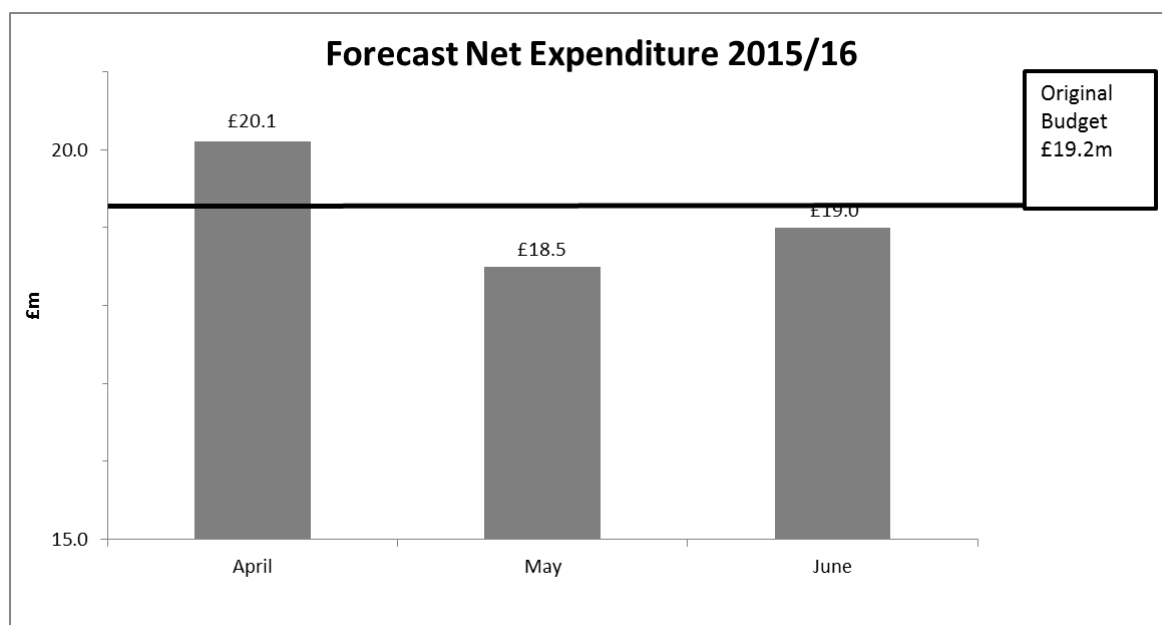
The 2015/16 original gross revenue expenditure budget of £73.7m is combined with the approved carry forwards from 2014/15 to give an updated budget of £74.0m. As shown below the main area of expenditure is Housing Benefits and employees.





The gross revenue income budget as approved in February 2015 has not been affected by the approved carry forward budgets from 2014/15.





At the end of the first quarter (June 2015) net revenue expenditure is forecast to be at £18.993m, £0.150m below the updated net budget of £19.143m. The potential effect on overall balances is to increase the surplus contribution by £0.685m by the year end.

The financial and budgeting process is being revised and now will fall in line with the corporate reporting timetable. These changes have impacted on the time in which to discuss and involve the Heads of Service and the Budget Managers in the new process.

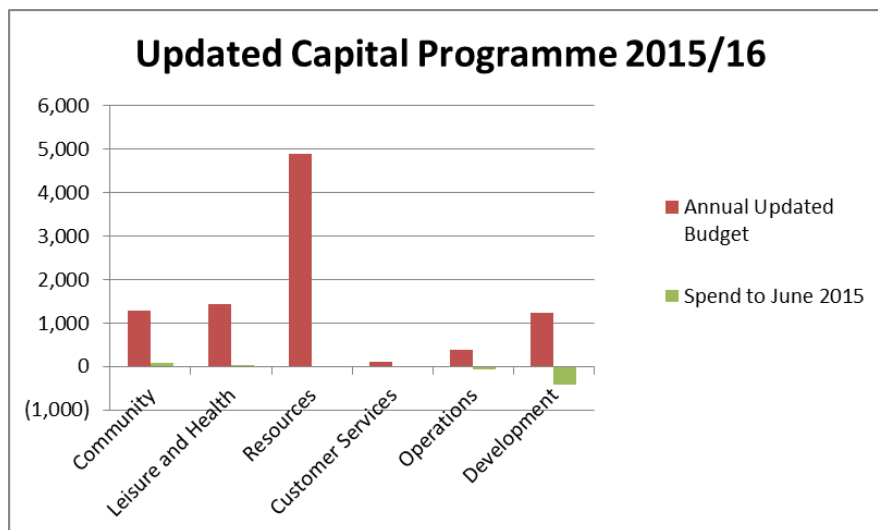
Capital Programme (Property, Plant & Equipment)

The Council approved the 2015/16 capital programme of £11.065m in February 2015. This was following the February 2015 Cabinet that approved the Finance Governance Board's (FGB) recommendations that the capital programme be reduced by £1.428m. Together with the approved carry forwards of £0.274m the updated capital budget for 2015/16 is £9.363m as detailed in the table below.

<u>Summary</u>	<u>£'000</u>
Original Approved Budget	11,065
Approved reductions by FGB	1,428
Approved carry forwards from 2014/15	274
Updated Capital Programme	<u>9,363</u>

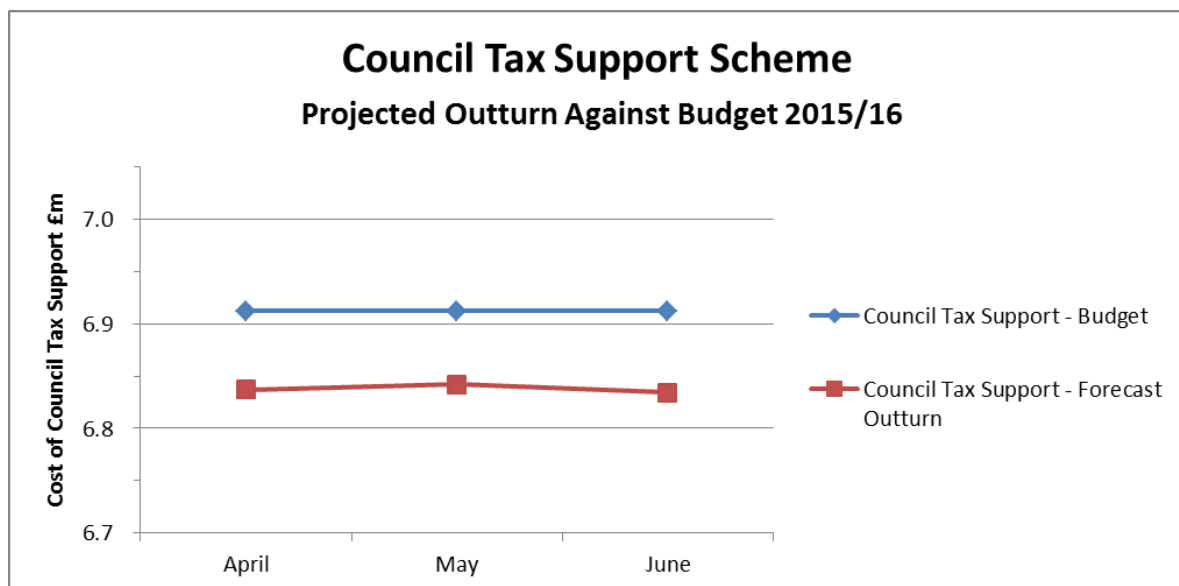
As at the end of June 2015, the capital programme showed a net income of £0.398m due to the receipt of Disabled Facilities grant and the majority of the planned projects not yet starting. The revised process requires business plans to be submitted to the

finance governance board before funds are released, this has slightly delayed the programme.



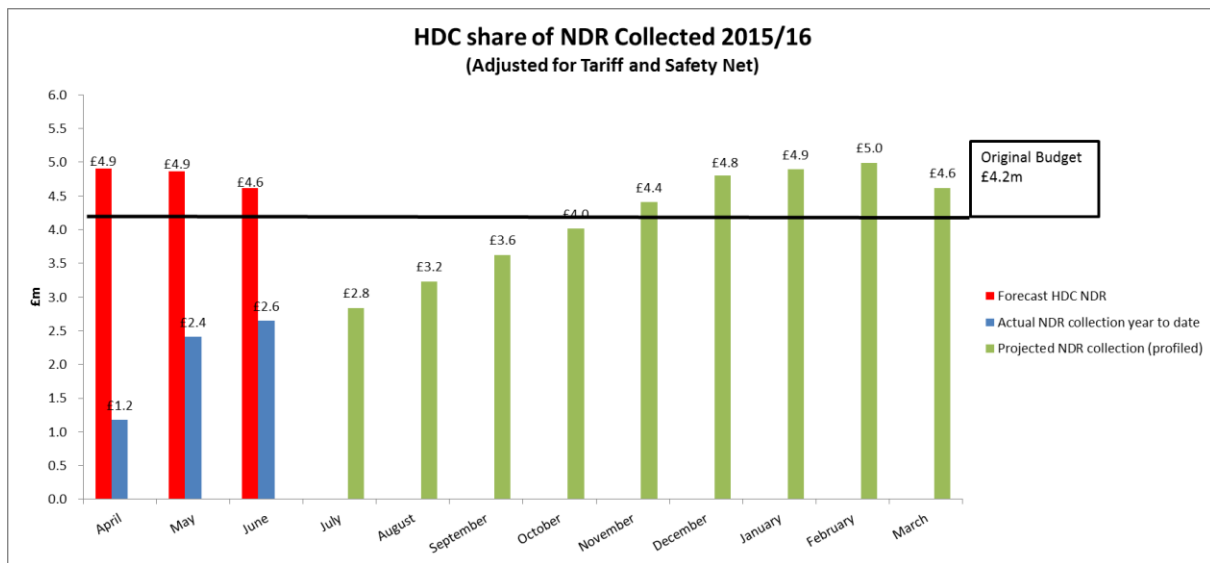
Council Tax Support Scheme

Reflecting improvements in local employment, take-up of the Support Scheme is lower than originally planned. Any 2015/16 saving due to the Support Scheme will impact in 2016/17.



The benefit to HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

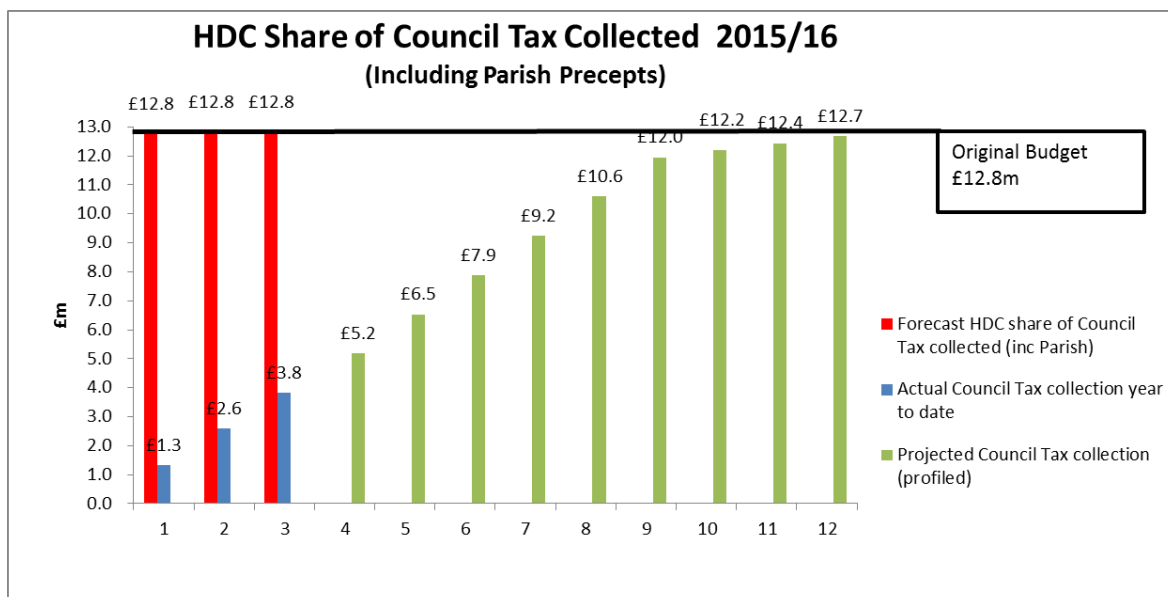
Collection of NDR and Council Tax



Forecast variation to the original budget is £0.4m. This additional funding comes from the new burdens identified during the completion of the NNDR1 submission to DCLG.

It should be noted that:

- the localisation of NDR has made the modelling of collectable NDR problematic; this is due to the fact that the position in respect of appeals is extremely volatile and further appeals could result in a reduced forecast. In May 2015 an appeal of £1.3m was upheld and the Councils share will be £0.520m (40%).
- the uncertainty as to when new premises will come into valuation further increases this volatility,

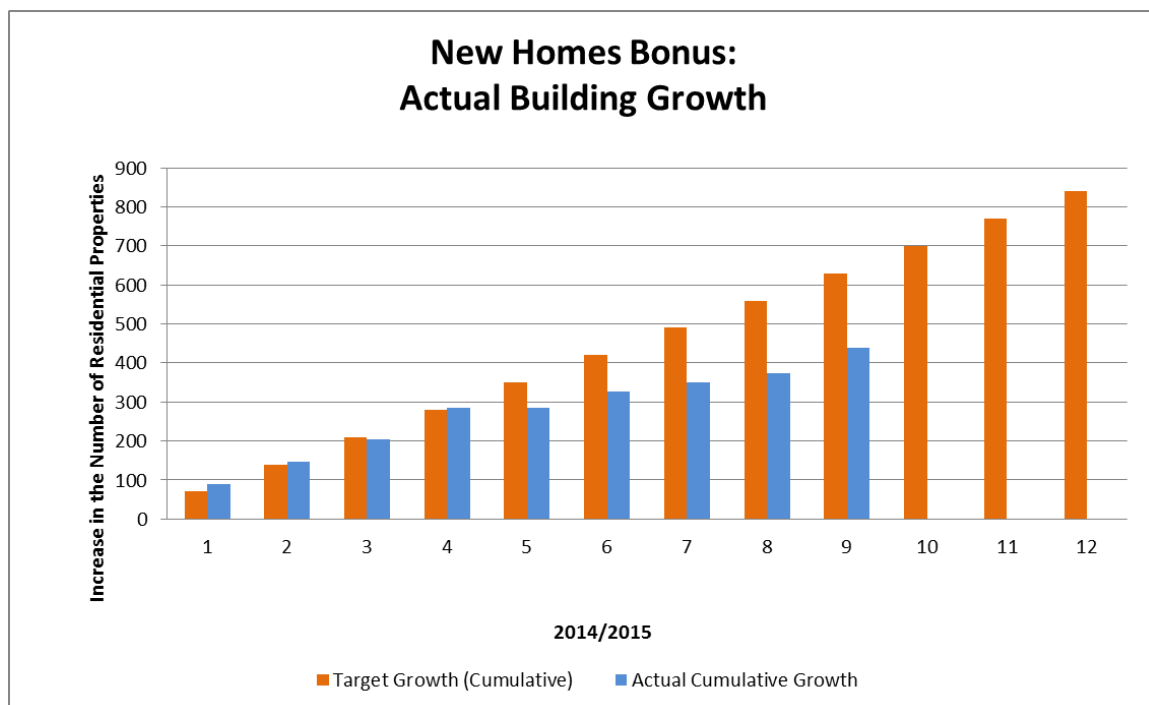


The forecast reflects the actual liability for tax at the time of annual billing compared to the assumptions made at the time the tax base was set. The projection assumes 1% of tax due for 2015/16 will be collected during 2016/17.

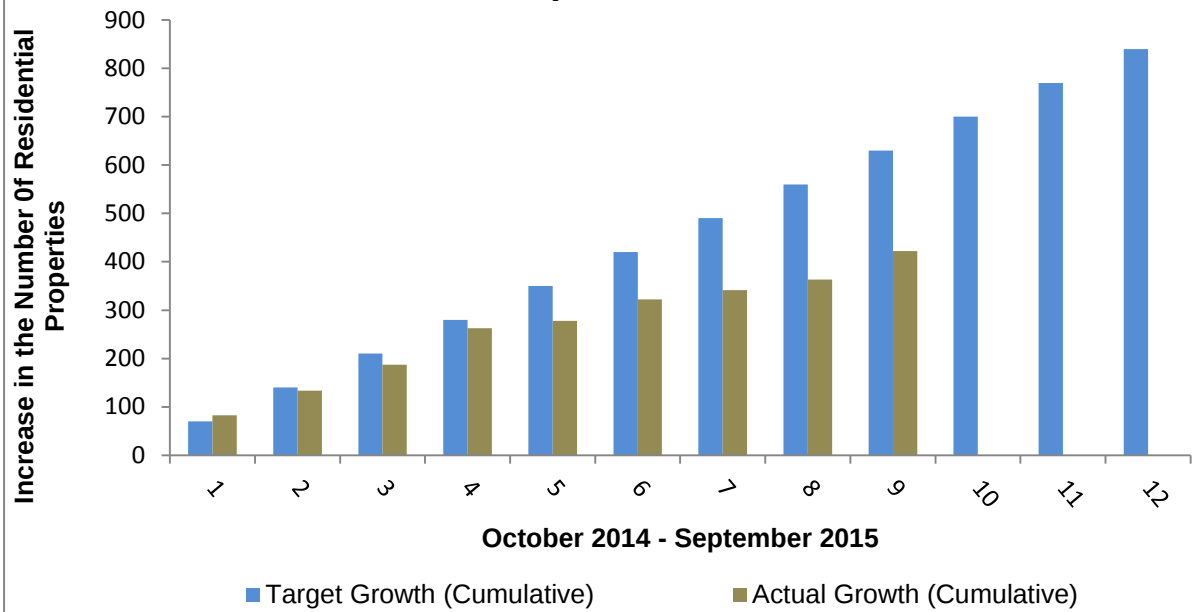
New Homes Bonus

The New Homes Bonus reporting cycle is October to September; consequently any income will be attributable to 2015/16. The following forecasts exclude adjustments for long-term empty properties and affordable homes.

To the end of June 2015, there were 439 new homes, down 191 on the target of 630 for the same period. The target growth of 840 for the year is divided equally into a target of 70 homes per month. However, actual builds are likely to be greater in the summer months due to the improved weather. It is expected that the target growth will be delivered and the programme will catch up over the next few months.



New Homes Bonus: Band D Equivalent Growth



Cash Impact of NHB Growth

