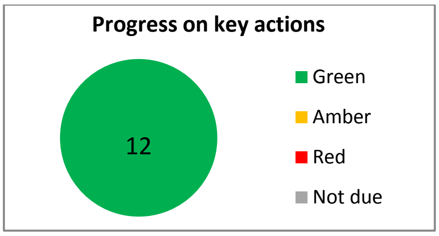
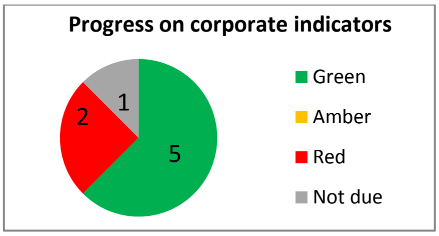
Appendix A

Performance Summary Quarter 1, 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

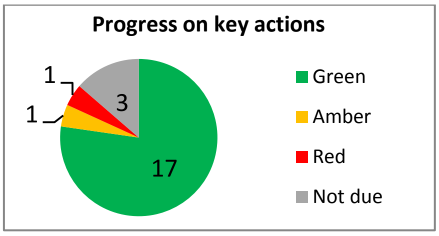


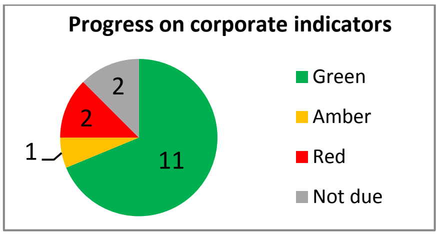


Highlights include the launch of a new Park Run in St Neots and a significant improvement in the average time taken from referral to practical completion of minor (up to £10,000) Disabled Facilities Grants jobs.

Place

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

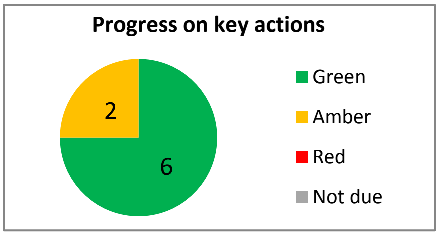


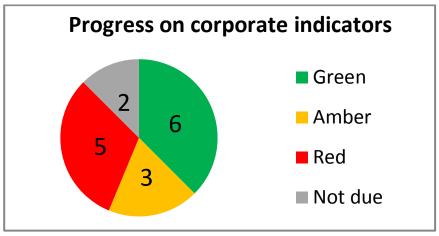


Highlights include the Cambridgeshire and Peterborough Combined Authority approving a £4.1m package of funding to deliver the first phase of the St Neots Masterplan and a reduction in household waste sent to landfill.

Becoming a more efficient and effective council

We want to continue to deliver value for money services





Highlights include a reduction in the amount of energy being used in Council buildings and an improved Call Centre customer satisfaction rate.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – PEOPLE

Period April to June 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
12		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	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
5		0		2		0		1	

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 1. Average length of stay of all households placed in B&B accommodation Aim to minimise	7 weeks	5.9 weeks	Less than 6 weeks	7.2 weeks	R	Less than 6 weeks	7 weeks	R
Comments: (Customer Services) The average length of stay for the 32 households leaving B&B in Q1 was 7.2 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.40 units of this type in use as well as c.20 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.								

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 7. Number of EDGE customers supported into work Aim to maximise	n/a – new measure	n/a – new measure	23	16	**R**	92	92+	**G**
Comments: (Development) Follow up with clients to ascertain whether they have secured work sometimes has to wait if footfall in the shop is busy. This means that the data is sometimes lagging behind reality. For example, in the week following this period (excluded) an additional 4 into work were recorded which would have brought this measure much closer to target. Annual outturn is still anticipated to hit target.								

STRATEGIC THEME – PLACE

Period April to June 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
17		**1**		**1**		**0**		**3**	

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
11		**1**		**2**		**0**		**2**	

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
R	KA 17. Maintain clean open spaces to DEFRA Code of Practise on Litter and Refuse, compliant with the Environment Protection Act	Ongoing	Cllr Beuttell	Neil Sloper	In Q1 575 street cleansing inspections were carried out, with 389 recorded as in specification. This gives a 67.65% pass rate. APSE Inspection training is being carried out in June 18 which will allow validation for us to realign our inspection regime with customer expectations. Current trends would indicate that our inspection standard is far higher than customer expectation.

Corporate Performance and Contextual Indicators

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 9. 80% of sampled areas are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	74%	68.48%	80%	67.65%	R	80%		R

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Aim to maximise								
Comments: (Operations) Second weed treatment is now underway. APSE Inspection training is being carried out in June 18 which will allow validation for us to realign our inspection regime with customer expectations. Current trends would indicate that our inspection standard is far higher than customer expectation. Weed control and clearance undertaken for the County Council, budget assigned by County is insufficient to achieve assessed standards.								
PI 15. 82% of grounds maintenance works inspected will pass the Council's agreed service specification Aim to maximise	81.7%	71.22%	82%	70.1%	**R**	82%	70%	**R**
Comments: (Operations) Weather and staff shortages impacting upon performance. 70% of fails are due to grass being out of specification, unseasonal levels of arisings following heavy rainfall/flooding and then cuts. CRM Customer requests are down 38% year on year indicating that we are meeting customer expectations. APSE Inspection training is being carried out in June 18 which will allow validation for us to realign our inspection regime with customer expectations. Current trends would indicate that our inspection standard is far higher than customer expectation.								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
6		**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
6		**3**		**5**		**0**		**2**	

Corporate Performance and Contextual Indicators

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 29. £1.5m planned net budget reductions achieved Aim to maximise	£1.1m	N/a	£0.45m	£0.29m	**R**	£1.8m	£1.2m	**R**
Comments: (Resources) The underachievement is linked to the forecast overspend on the Revenue budget, which is predominantly due to variance within Operations.								
PI 33a. 95% of Stage 1 complaints resolved within time Aim to maximise	n/a (Red)	26%	95%	89.7%	**R**	95%	90%	**R**
Comments: (Corporate Team) Of the 58 complaints we know the outcomes of, only 52 were responded to within the time limit. There are still issues being encountered in collecting reliable data on the number of Stage One complaints received and our responses to them with at least 27 more complaints received but not tracked. This has been an issue for over a year now and needs to be resolved. Poor performance on responding to complaints also needs to be addressed in some service areas.								
PI 33b. 95% of Stage 2 complaints resolved within time	78%	73%	95%	80%	**R**	95%	90%	**R**

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Aim to maximise								
Comments: (Corporate Team) Of five Stage Two complaints due to be completed, four were responded to on time. Given the low volume, the single complaint dealt with late will cause the indicator to remain Red all year even if all further complaints are responded to on time. The target is being discussed with the Portfolio Holder.								
PI 34. 90% of calls to Call Centre answered Aim to maximise	79%	65%	90%	82.6%	**R**	90%	85%	**R**
Comments: (Customer Services) Customer services is experiencing a high turnover of staff during this period. Whenever staff leave, there is 6-9 months of training to fully skill a new staff member. We also have to use agency staff and temporary staff.								
PI 35. Reduce avoidable contacts by 25% Aim to maximise	N/A	N/A	-25%	-17.7%	**R**	-25%	-25%	**G**
Comments: (Customer Services) We already do work on reducing avoidable contact with the departments we provide services for as well as through Lean work. We are optimistic that the introduction of the new online customer accounts platform will drive further reductions.								

Appendix C: Project Performance (Red only) – end of June 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

Projects relating to Huntingdonshire District Council services/facilities only:

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status	Latest Update Date
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots. **Programme: Facing the Future** **Project Manager: Jon Clarke (Leisure)** **Project Sponsor: Cllr John Palmer**	30/09/15	**Red** Historical delays due to legal issues with the lease.	29/10/18	29/10/18	Emailed Emma Watson (HCB Group) to try and determine the cause of the delay with the Land Registry and to see if any pressure can be brought to bear. No further progress on project possible at this point. **Programme Office: Will be contacting Head of Service to discuss delays and issues with this Project.**	**Red**	9-Jul-18
Council Tax Automated Forms Introduce automated forms into business systems. **Programme: Facing the Future** **Project Manager: Ian Davies (Customer Services)** **Project Sponsor: John Taylor**	31/03/17	**Red** Restructure and lack of resources to test caused delays.	31/07/18	31/07/18	Meeting with the Project Sponsor being arranged to discuss how the Project can move forward at a faster pace.	Red	3-Jul-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.

3C IT Projects where HDC are customers

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status	Latest Update Date
Server Room Consolidation Project To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services. **Programme: 3C Shared Services** **Project Manager: Martin Steadman (3C ICT)** **Project Sponsor: Fiona Bryant**	12/12/2017	Red	31/04/2018	31/04/2018	Currently looking at the budget. Currently reliant on 3rd parties to deliver who haven't been able to give timescales. **3C ICT: Progress on HDC's side is Green RAG Status; Main project is Red due to project at the other 2 councils.**	Red	5-Jul-18
PCIDSS **Programme: 3C Shared Services** **Project Manager: Katrina Huggon (3C ICT)** **Project Sponsor: Paul Sumpter**	TBC	TBC	TBC	TBC	New Project Manager assigned as previous PM left the council. Milestones in red as work is having to be pushed back after the supplier has spoken to the councils.	Red	5-Jul-18
Mobile Phone Contract Procurement The current HDC contract ended in May 2017; CCC and SCDC are both out of contract. **Programme: 3C Shared Services** **Project Manager: Caroline Huggon (3C ICT)** **Project Sponsor: Emma Alterton**	30/09/2017	Red	31/03/2018	31/03/2018	The majority of HDC smartphones have now been rolled out and a rollout plan is being put together for the feature phones. The majority of SCDC smartphones are also rolled out. Phones are currently being rolled out to the test group at CCC before being rolled out to the wider group.	Red	5-Jul-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.

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
Global Protect **Programme: 3C Shared Services** **Project Manager: Paul Ashbridge (3C ICT)** **Project Sponsor: Emma Alterton**	TBC	TBC	31/04/2018	31/04/2018	Global Protect at CCC is being rolled out as part of Council Anywhere. Work continuing at SCDC and revisiting user training **3C ICT: Progress on HDC's side has a Green RAG Status; Main project is Red due to project at the other 2 councils.**	Red	5-Jul-18

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 Manager: Andrew Buckell (3C ICT)**	TBC	TBC	31/10/17	31/10/17	Capita have agreed to a new sign off of 26/1 and implement 6/2 however still 9 items with Capita. Go cash reconciliation to be fully tested. AR data migration issues being addressed and AR fixes arriving 5/2 which is late for UAT to complete 28/2. **Programme Office: FMS has gone live, will discuss with Clive Mason about Project Status.**	Red	15-Jan-18 (Via Bitrix Highlight Report)

Appendix D

Financial Performance Monitoring Suite
June 2018

Executive summary

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

Revenue - the forecast outturn is an estimated overspend of £0.6m. This is £0.1m lower than the previous month's forecast for the year and is continuing the trend from 2017/18.

Capital programme – the forecast outturn is an estimated overspend of £0.6m.

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, it will again be reviewed and updated as part of the 2019/20 budget setting process. Any impacts on future years as a result of the outturn position will be taken into account.

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

Revenue Forecast Outturn	2018/19						
	Budget £'000	Forecast Outturn (Gross) £'000	Use of Reserves to Fund Exp £'000	Contribution to Reserves £'000	Net Service Forecast £'000	Net Variation £'000	Net Variation %
Revenue by Service:							
Community	1,779	1,815		7	1,822	43	2.4
Customer Services	2,533	2,366		97	2,463	(70)	-2.8
ICT Shared Service	2,107	2,107			2,107	0	0.0
Development	1,071	992		2	994	(77)	-7.2
Leisure & Health	(190)	92	(159)	25	(42)	148	77.9
Operations	3,906	4,679	(98)		4,581	675	17.3
Resources	4,434	4,491	(69)		4,422	(12)	-0.3
Directors and Corporate	1,642	1,576			1,576	(66)	-4.0
Transformation	0	373	(373)		0	0	
Net Revenue Expenditure	**17,282**	**18,491**	**(699)**	**131**	**17,923**	**641**	3.7
Contributions to/(from) Earmarked Reserves	0	**(568)**				(568)	0.0
Service Contribution to Reserves	3,026	**2,385**				(641)	-21.2
Budget Requirement (Services)	**20,308**	**20,308**					
Financing:-							
Taxation & Government Grants	(10,892)	(10,892)				0	0.0
Contribution to/(from) Reserves	(966)	**(966)**				0	0.0
Council Tax for Huntingdonshire DC	**(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%

Service Forecasts as at 30th June 2018

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2018/19 Budget	2018/19 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2018/19 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	Head of Community						
(516)	Head Of Community Total	93,900	87,039	6,612	93,651	(249)	
0	C C T V Total	(70,393)	(70,393)		(70,393)	(0)	
82,305	C C T V Shared Service Total	155,326	199,884		199,884	44,558	Additional costs of maintaining an aged fleet of CCTV cameras, schedule for replacement during 2018/19 (£45k)
(9,279)	Commercial Team Total	276,784	260,884		260,884	(15,900)	Reducing income predictions (£8k) from lower than expected take up on training courses, also impact by limited resources to deliver due to vacant posts. Reduction in income from County Council Primary Authority Partnership. Offset by savings in salaries (-£24k)
217	Corporate Health & Safety Total	104,997	105,072		105,072	75	
13,142	Licencing Total	(103,951)	(90,458)		(90,458)	13,493	Additional costs of staffing (£9k), additional costs for vehicle inspections (£5k) offset by additional income of (2k)
(13,171)	Community Team Total	615,019	598,341		598,341	(16,678)	Savings from vacant posts (£14k), and higher that budgetted income (£12k), offset by additional costs in delivery of services (-£9k)
(14,376)	Environmental Protection Team Total	342,384	332,244		332,244	(10,140)	Savings from vacant posts (£18k), offset by additional costs incurred in recruitment to vacant posts within the team (-£8k)
0	Emergency Planning Total	11,575	11,590		11,590	15	
(440)	Environmental Health Admin Total	137,050	136,688		136,688	(362)	
22,869	Document Centre Total	216,211	244,663		244,663	28,452	External income lower than budgeted
80,751		**1,778,902**	**1,815,554**	**6,612**	**1,822,166**	**43,264**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	**Service**	**2018/19 Budget**	**2018/19 Forecast Outturn (Gross)**	**Transfers to/ (from) Earmarked Reserves**	**2018/19 Forecast (Net)**	**Variance (Net)**	**Comments on Variance +/- £10,000**
£		**£**	**£**	**£**	**£**	**£**	
	Head of Customer Services						
(9,619)	Head of Customer Services	98,042	805	97,152	97,957	(85)	Vacant Post and seconded post - savings will be transferred to reserves and used to fund Transformation Posts
0	Local Tax Collection	(227,770)	(227,770)		(227,770)	0	
0	Housing Benefits - Homeless	381,996	381,996		381,996	0	
(68,945)	Housing Benefits - Other	537,952	468,925		468,925	(69,027)	We receive new burdens funding from DWP for additional work undertaken in administering HB. We have received money for extra work due to welfare reform and will get funding for Universal Credit work later in the year (-£89k), Software costs paid for through new burdens funding (+£22k)
70	Council Tax Support	(127,354)	(127,451)		(127,451)	(97)	
4,895	Housing Needs	1,018,645	1,017,460		1,017,460	(1,185)	
2,034	Customer Services	851,414	851,799		851,799	385	
(71,566)		**2,532,925**	**2,365,764**	**97,152**	**2,462,916**	**(70,009)**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	**Service**	**2018/19 Budget**	**2018/19 Forecast Outturn (Gross)**	**Transfers to/ (from) Earmarked Reserves**	**2018/19 Forecast (Net)**	**Variance (Net)**	**Comments on Variance +/- £10,000**
£		**£**	**£**	**£**	**£**	**£**	
	Head of ICT Shared Service						
0	ICT Shared Service	2,106,741	2,106,741		2,106,741	0	
0		**2,106,741**	**2,106,741**	**0**	**2,106,741**	**0**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	**Service**	**2018/19 Budget**	**2018/19 Forecast Outturn (Gross)**	**Transfers to/ (from) Earmarked Reserves**	**2018/19 Forecast (Net)**	**Variance (Net)**	**Comments on Variance +/- £10,000**
£		**£**	**£**	**£**	**£**	**£**	
	Head of Development						
(171)	Head of Development	84,715	84,457		84,457	(258)	
0	Building Control	152,540	152,540		152,540	(0)	
121	Economic Development	160,822	151,324		151,324	(9,498)	Underspend on staff costs as a result of vacancy being recruited to.
(55,087)	Planning Policy	675,938	616,707		616,707	(59,231)	(£69K) underspend on staff costs as a result of vacancies being recruited to. £10K contribution to Combined Authority (LEP).
0	Transportation Strategy	56,120	56,120		56,120	0	
0	Public Transport	26,100	26,100		26,100	0	
1,652	Development Management	(297,810)	(299,981)		(299,981)	(2,171)	
(4,749)	Housing Strategy	212,478	205,304	1,620	206,924	(5,554)	
(58,234)		**1,070,903**	**992,570**	**1,620**	**994,190**	**(76,713)**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2018/19 Budget	2018/19 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2018/19 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	Head of Leisure & Health						
(184)	Head of Leisure & Health	81,788	81,681		81,681	(107)	
(10,583)	One Leisure Active Lifestyles	205,371	355,057	(159,000)	196,057	(9,314)	OLAL To fund St Neots Town FC 3G project £50K received from Mick George Grants and remaining £159K funded through S106 reserves allocated to this project
58,564	One Leisure	(477,255)	(345,165)	25,000	(320,165)	157,090	OLH - Similar to what was reported last month, whilst income to date is up on previous YTD, the significant difference is that of memberships and not yet achieving what was set out in the original business plan and included in the budget. OLSN - the significant difference is the impact upon swimming income lines due to the closure of the pool on general attendance income and swimming lessons - this is to the effect of £63K. The pool is due to re-open 16 July and it is anticipated that there will be a positive impact upon this following the re-opening. OLSI - A full review of Burgess Hall and Burgess Bar has been undertaken for end of Q1, this has resulted in the combined impact of being £144K down on income due to the reduction of bookings and planned events, this has been offset to a degree by a forecast reduction in salary costs of £29K. Following 18/19 the budget setting process there were several personnel changes that meant that the business was not in a position to continue to deliver with the with the same momentum and experience, which the business has suffered financially from, and the impact is being felt in this financial year (as well as last on not hitting budget targets)
47,797		**(190,096)**	**91,573**	**(134,000)**	**(42,427)**	**147,669**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	**Service**	**2018/19 Budget**	**2018/19 Forecast Outturn (Gross)**	**Transfers to/ (from) Earmarked Reserves**	**2018/19 Forecast (Net)**	**Variance (Net)**	**Comments on Variance +/- £10,000**
£		**£**	**£**	**£**	**£**	**£**	
	Head of Operations						
3,835	Head of Operations	79,568	83,492		83,492	3,924	£4k corporate membership to APSE covers whole council
(26,006)	Environmental & Energy Mgt	9,785	54,314		54,314	44,529	£50k saving not realised due to needs to complete energy saving project
1,241	Street Cleansing	750,161	790,152		790,152	39,991	£16k standpipe licences new water authority requirement for licence to draw water direct from standpipes, £10k diesel price increase; £9k vehicle hire; £8k vehicle repairs **Action on Overspend -** Two Team Leaders only.
35,128	Green Spaces	1,140,441	1,283,115	(98,000)	1,185,115	44,674	£151k S106, (only £98k being funded from reserves, see below); £8k Consultancy project
(1,683)	Public Conveniences	13,400	11,851		11,851	(1,549)	
366,681	Waste Management	2,196,001	2,559,973		2,559,973	363,972	£100k increased Gate fees due to contamination; £52k reduced recycling credits; £71k (2.9% of total staff budget) impact to cover long term sickness cases; £60k consultancy for Round efficiency; £100k increase in fuel price, assumes no change from current level **Action on Overspend -** Contract compliance officer across waste partnership in place. Physical Observation of sampling. Working with HR to pilot streamlined sickness absence and disciplinary action.
216,963	Facilities Management	958,791	1,086,339		1,086,339	127,548	£95k Rent for 3rd Floor PFH; £23k delayed staff changes
(312)	Fleet Management	238,846	242,341		242,341	3,495	
2,449	Markets	(60,998)	(55,279)		(55,279)	5,719	
42,109	Car Parks	(1,420,054)	(1,377,034)		(1,377,034)	43,020	£45k reduced income from excess charges (staff absence - recruiting new staff)
640,407		**3,905,941**	**4,679,263**	**(98,000)**	**4,581,263**	**675,322**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	**Service**	**2018/19 Budget**	**2018/19 Forecast Outturn (Gross)**	**Transfers to/ (from) Earmarked Reserves**	**2018/19 Forecast (Net)**	**Variance (Net)**	**Comments on Variance +/- £10,000**
£		**£**	**£**	**£**	**£**	**£**	
	Head of Resources						
(794)	Head of Resources	88,705	87,776		87,776	(929)	
(35,241)	Corporate Finance	4,747,444	4,714,469	(6,714)	4,707,755	(39,689)	Increased expected income from CCLA property fund (-£4k), higher interest rates from investments (-£8k), loan payments to PWLB lower than budget (-£14k)
(1,208)	Legal	223,940	223,085		223,085	(855)	
56,962	Audit & Risk Mgmt	544,679	658,265		658,265	113,586	Increase in insurance premius reflecting RTA in 01/17 and EFH Fire in Oct 17 (+£146k), 2 vacant posts with Audit (-£37k) **Action on Overspend -** Not possible to reduce in the short-term as this is as a consequence of higher insurance premiums.
(407)	Procurement	30,868	38,726		38,726	7,858	
95,484	Finance	589,930	742,512	(62,000)	680,512	90,582	Delay in FMS has resulted in staffing resources needed for longer and additional temp staff for back filling and covering longterm sickness (+£176k), Delay in new FMS resulting in reduced software licensing costs (-£25k) **Action on Overspend -** There are one-off costs relating to the implementaiton of the FMS; they should not be repeated next year.
64,778	Commercial Estates	(2,657,038)	(2,584,342)		(2,584,342)	72,696	Higher staffing costs (+£170k), reduced CIS income due to highly competitive market (+£87k) (this variance is a mix of reduced MRP expenditure and reduced CIS income), savings in management charge (-£144k), increased estates income excl CIS (-£36k) **Action on Overspend -** The service continues to proactively investigate CIS opportunities, further investments are required to meet income targets
(122,404)	HR and Payroll	865,695	610,148		610,148	(255,547)	2 FTE posts vacant (-£62k), savings in apprentice scheme employee costs due to several apprentices gaining permanent employment (-£219k), Increase in DBS checks (+£19k)
57,170		**4,434,223**	**4,490,641**	**(68,714)**	**4,421,927**	**(12,296)**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2018/19 Budget	2018/19 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2018/19 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	Corporate Team Manager						
2,170	Democratic & Elections	810,780	804,761		804,761	(6,019)	£26k reduction in EU refendum settlement. ECU rejected full claim. £4k ongoing costs on code of conduct not budgeted; (£26k) surplus made on Parish elections; (£11k) saving on members special duty allowances.
(215)	Directors	492,052	492,195		492,195	143	
(7,563)	Corporate Team	339,256	278,812		278,812	(60,444)	Holding vacant posts while staff on secondment to transformation and pending restructure
(5,609)		**1,642,088**	**1,575,768**	**0**	**1,575,768**	**(66,320)**	

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2018/19 Budget	2018/19 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2018/19 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	Transformation						
0	Transformation	0	373,258	(373,258)	0	0	Not all seconded staff are being backfilled by the service, ergo there are savings in other services. Expenditure being funded from earmarked reserve
0		**0**	**373,258**	**(373,258)**	**0**	**0**	
690,717	**HDC Totals**	**17,281,627**	**18,491,132**	**(568,588)**	**17,922,544**	**640,917**	

Annex B

Capital Programme 2018/19		June						
Table 1 Expenditure	**Status**	**Budget Manager**	**Approved Budget £**	**Slippage or Supplementary £**	**Updated Budget £**	**Expenditure £**	**Forecast £**	**Net Variance £**
Community								
CCTV Camera Replacements		Chris Stopford	0	220,000	220,000	0	218,557	(1,443)
CCTV Pathfinder House Resilience		Chris Stopford	0	20,000	20,000	0	18,557	(1,443)
CCTV Wi-Fi		Chris Stopford	0	250,000	250,000	0	248,557	(1,443)
Lone Worker Software		Chris Stopford	0	20,000	20,000	0	18,557	(1,443)
					0			0
Development					0			0
Disabled Facilities Grants		Caroline Hannon	1,900,000	0	1,900,000	286,331	2,340,000	440,000
Huntingdon West CIL		Claire Burton	0	0	0	0	553,026	553,026
Alconbury Weald Remediation		Sue Bedlow	0	979,556	979,556	848,109	979,556	0
					0			0
Leisure and Health					0			0
One Leisure Improvements		Pete Corley	366,000	40,000	406,000	44,186	406,000	0
Burgess Hall		Gareth Clark	0	0	0	0	0	0
One Leisure St Ives New Fitness Offering		Daniel Gammons	250,000	0	250,000	0	250,000	0
One leisure Ramsey 3G		Martin Grey	600,000	0	600,000	0	668,000	68,000
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	25,877	278,957	0
					0			0
Resources					0			0
Health and Safety Works on Commercial Properties		Jackie Golby	60,000	0	60,000	0	60,000	0
Energy Efficiency Works at Commercial Properties		Jackie Golby	50,000	0	50,000	0	50,000	0
Cash Receipting System		Paul Loveday	0	2,103	2,103	0	2,103	0
Financial Management System Replacement		Paul Loveday/Andrew Buckell	0	0	0	15,026	50,000	50,000
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	0	800,000	0
Investment in Company		Paul Loveday	0	100,000	100,000	0	100,000	0
					0			0
Printing Services					0			0
Printing Equipment		Andy Lusha	0	176,000	176,000	0	176,000	0
					0			0
3C ICT					0			0
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					0			0
Building Efficiencies (Salix)		Chris Jablonski	0	55,358	55,358	0	55,358	0
Wheeled Bins		Heidi Field	280,000	0	280,000	(33,213)	280,000	0
Vehicle Fleet Replacement		Andrew Rogan	1,033,000	0	1,033,000	134,966	1,033,000	0
Operations Back Office Development		Matt Chudley	230,000	135,000	365,000	0	365,000	0
Play Equipment		Helen Lack	25,000	0	25,000	0	25,000	0
Re-Fit Buildings		Chris Jablonski	0	476,467	476,467	0	492,724	16,257
Bridge Place Car Park Godmanchester		George McDowell	318,000	(14,037)	303,963	0	500,000	196,037
Pathfinder House Reception (DWP)		Chris Jablonski	0	119,853	119,853	91,769	119,853	0
Hinchingbrooke Country Park Wooden Bridge		Judith Arnold	32,000	0	32,000	0	32,000	0
					0	0		0
Transformation					0	0		0
Customer Relationship Management		John Taylor	180,000	0	180,000	0	180,000	0
Transformation Schemes		John Taylor	0	1,000,000	1,000,000	0	1,000,000	0
					0			0
Total Expenditure			**5,582,000**	**5,111,027**	**10,693,027**	**1,406,256**	**12,010,575**	**1,317,548**

Capital Programme 2018/19 — June

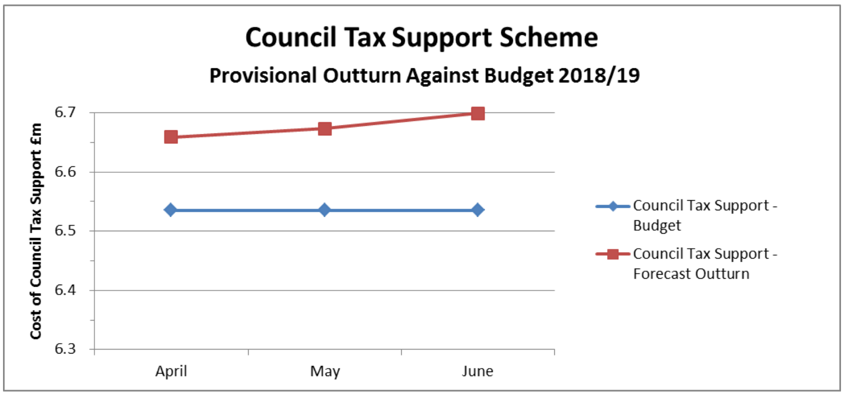
Table 2 Funding of Capital Programme	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure £	Forecast £	Variance £
Grants and Contributions							
DFGs	Caroline Hannon	(1,100,000)		(1,100,000)		(1,220,000)	(120,000)
Huntingdon West CIL	Claire Burton					(553,026)	(553,026)
Pathfinder House Reception	Chris Jablonski		(278,000)	(278,000)		(278,000)	0
Wheeled Bins	Heidi Field	(146,000)		(146,000)		(146,000)	0
Synthetic Pitch	Jon Clarke		(274,000)	(274,000)		(274,000)	0
One Leisure Ramsey 3G	Martin Grey	(300,000)		(300,000)		(300,000)	0
Operations Back Office	Matt Chudley	(229,000)		(229,000)		(229,000)	0
Health and Safety Works on Commercial Properties	Jackie Golby			0		(20,000)	(20,000)
							0
Total Grants and Contributions		**(1,775,000)**	**(552,000)**	**(2,327,000)**	**0**	**(3,020,026)**	**(693,026)**
Use of Capital Reserves							
Alconbury Remediation Works Reserve	Sue Bedlow	0	(979,556)	(979,556)	0	(979,556)	0
Total Capital Reserves		**0**	**(979,556)**	**(979,556)**	**0**	**(979,556)**	**0**
Capital Receipts							
Loan Repayments	Paul Loveday	(320,000)		(320,000)	0	(320,000)	0
Housing Clawback Receipts	Paul Loveday	(500,000)		(500,000)	0	(500,000)	0
Total Capital Receipts		**(820,000)**	**0**	**(820,000)**	**0**	**(820,000)**	**0**
Use of Earmarked Reserves							
Financial Management System Replacement	Paul Loveday			0		(50,000)	(50,000)
Investment in Trading Company	Paul Loveday		(100,000)	(100,000)		(100,000)	0
ICT Transformation	John Taylor		(1,000,000)	(1,000,000)		(1,000,000)	0
FMS Archive	Paul Loveday		(14,000)	(14,000)		(14,000)	0
CIL Reserve	Andy Moffat			0			0
To Earmarked Reserves		**0**	**(1,114,000)**	**(1,114,000)**	**0**	**(1,164,000)**	**(50,000)**
Total Funding		**(2,595,000)**	**(2,645,556)**	**(5,240,556)**	**0**	**(5,983,582)**	**(743,026)**
Net to be funded by borrowing		**2,987,000**	**2,465,471**	**5,452,471**	**1,406,256**	**6,026,993**	**574,522**

Budget Reconciliation		Updated Budget	Expenditure	Forecast	Variance
	Gross Expenditure	10,693,027	1,406,256	12,010,575	1,317,548
	Total Grants and Contributions	(2,327,000)	0	(3,020,026)	(693,026)
	Use of Capital Reserves	(979,556)	0	(979,556)	(50,000)
	Total	**7,386,471**	**1,406,256**	**8,010,993**	**574,522**

Financial Dashboard

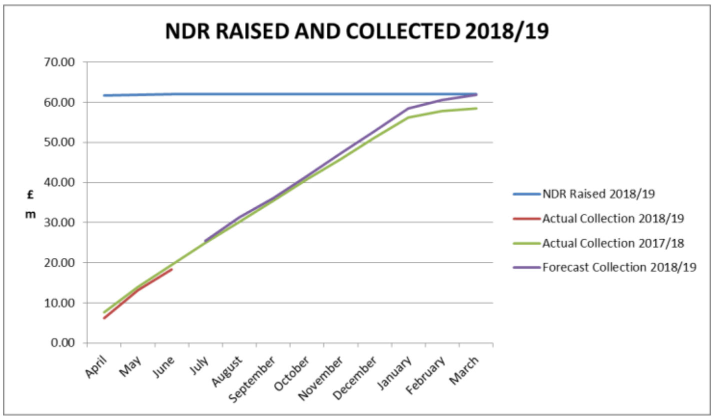
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.16m above the budgeted £6.5m. Any 2018/19 increase in Council Tax Support will impact in 2019/20.



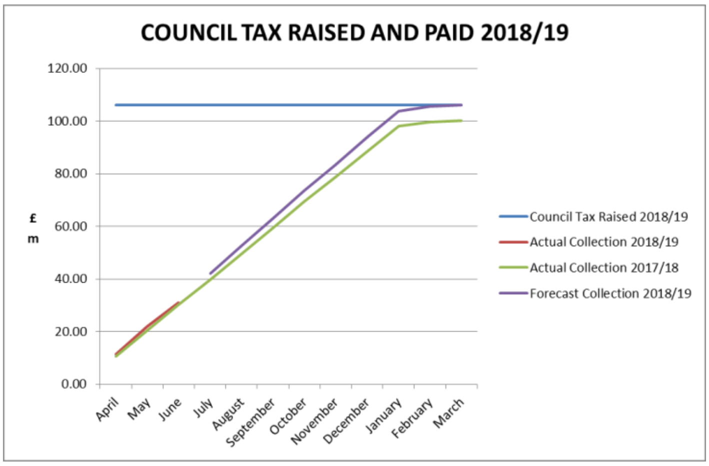
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.5% for HDC including parishes).

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 June, 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 June 2018 is £3.546m, £1.596m is prior year debt of which £1.104m relates to 2017/18.

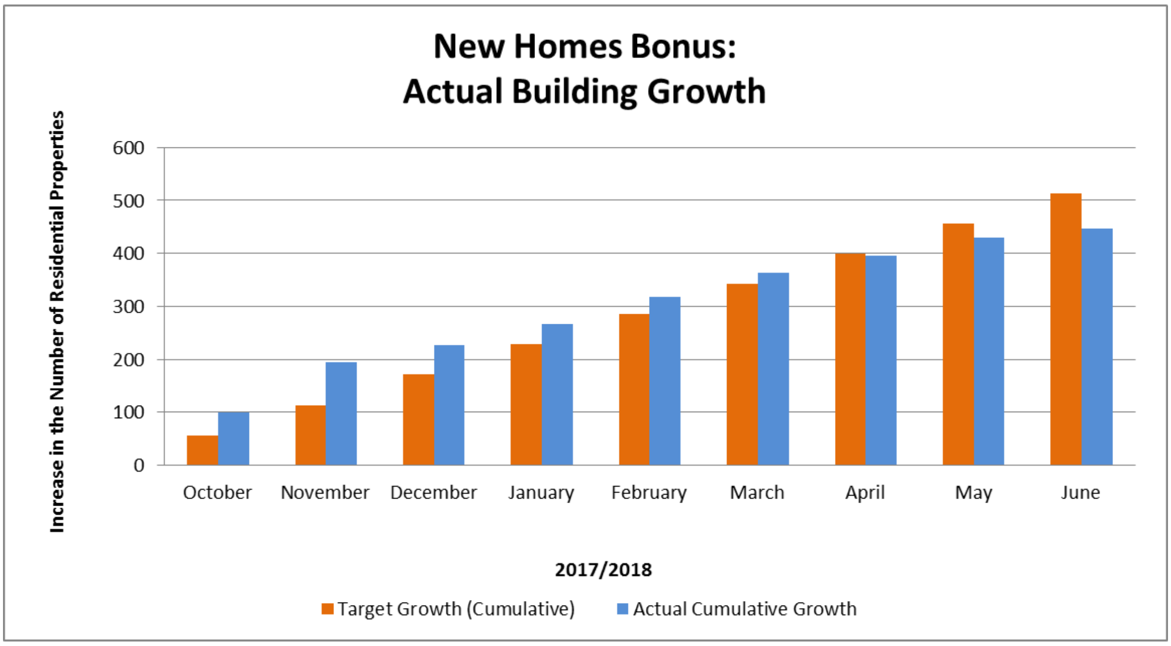
The 2017/18 and 2018/19 debt position is currently showing a large outstanding amount (£3.055m), £894k relates to Commercial Rents, £205k relates to homeless accommodation/prevention, £224k relates to schools and other customers use of One Leisure facilities and £0.983m relates to shared services recharges.

New Homes Bonus

The 2016/17 reporting cycle (October 2016 to September 2017) saw 695 completions which was 128 ahead of the target of 567. The impact of these additional units will come through in 2018/19.

The current reporting cycle (October 2017 to September 2018) has a target number of completions of 1,135, as published in the draft Planning Annual Monitoring Report (December 2016). However, this has been revised downwards to 689 in the December 2017 Planning Annual Monitoring Report and so this lower figure has been used as our target for this year. Currently, 447 properties have been completed in this reporting cycle.

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



Appendix E

Register of Reviews of CIS Propositions 2018/19

The process of considering CIS opportunities is as follows:

Step 1

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

Step 2

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

Step 3

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

Step 4

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

Step 5

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

Reviews Undertaken April – June 2018 (Q1)

Over the above period, 16 propositions were reviewed up to stage 1, of which 1 is in review to stage 2. All bar two opportunities were outside the District. Within District there was a trade-counter opportunity, but with offers showing a yield below 4.75% this was too keenly priced. We are currently appraising an industrial estate on Stukeley Meadows, whilst not providing diversity in the portfolio, it does provide a greater return and is within the boundary. An opportunity from March 2018 has been approved by Cabinet and in legal hands (stage 5) at the Rowley Centre, St Neots.
By property type the investments considered in Q1 are as follows:

Offices	3	Development sites (non-investment)	2
Leisure	1	Distribution	1
Retail high street	2	Industrial/warehouse	4
Retail warehouse	1	Other (trade counter /student housing)	2