

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 2 NOVEMBER 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 12)

To approve as a correct record the Minutes of the meeting held on 7th September 2016.

**A Green
388008**

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 13 - 18)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**M Sage
388007**

4. HDC PEER REVIEW (Pages 19 - 26)

Members are to receive a presentation from the Executive Councillor for Strategic Partnerships and Shared Services on the peer review.

**J Lancaster
388301**

5. INTEGRATED PERFORMANCE REPORT 2016/17 - QUARTER 2
(Pages 27 - 86)

The Integrated Performance Report 2016/17 – Quarter 2 is to be presented to the Panel.

**A Dobbyne 388100 /
C Mason 388157**

6. TREASURY MANAGEMENT SIX MONTH PERFORMANCE REVIEW (Pages 87 - 108)

Members are to receive the Treasury Management Six Month Performance Review.

**C Mason
388157**

7. OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS) MEETING CYCLE (Pages 109 - 110)

A report on the Panel's meeting cycle is to be presented.

**A Green
388008**

8. **REPORT ON EXTERNAL ORGANISATIONS** (Pages 111 - 112)

The Panel is to receive a report on External Organisations.

**A Green
388008**

9. **WORK PLAN STUDIES** (Pages 113 - 114)

To consider the work programmes of the Communities and Environment and Economy and Growth Overview and Scrutiny Panels.

**A Green
388008**

10. **OVERVIEW AND SCRUTINY PROGRESS** (Pages 115 - 118)

To consider a report on the Panel's activities.

**A Green
388008**

Dated this 25 day of October 2016



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it -*

(a) relates to you, or

(b) is an interest of -

(i) your spouse or civil partner; or

(ii) a person with whom you are living as husband and wife; or

(iii) a person with whom you are living as if you were civil partners

and you are aware that the other person has the interest.

(3) *Disclosable pecuniary interests includes -*

(a) any employment or profession carried out for profit or gain;

(b) any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);

(c) any current contracts with the Council;

(d) any beneficial interest in land/property within the Council's area;

(e) any licence for a month or longer to occupy land in the Council's area;

(f) any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or

(g) a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.

Non-Statutory Disclosable Interests

(4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*

(5) *A Member has a non-statutory disclosable interest where -*

- (a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
- (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or
- (c) it relates to or is likely to affect any body –
 - (i) exercising functions of a public nature; or
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

Please contact Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (under Councils and Democracy).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Elections & Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

This page is intentionally left blank

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS) held in Civic Suite 0.1B, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Wednesday, 7th September 2016.

- PRESENT: Councillor M F Shellens – Chairman.
- Councillors Mrs A Dickinson, Mrs L A Duffy,
S Greenall, Mrs R E Mathews,
Mrs D C Reynolds, Mrs S L Taylor,
R G Tuplin, R J West and J E White.
- APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors P L E Bucknell and D Harty.
- IN ATTENDANCE: Councillors R C Carter, S Cawley, J A Gray, J M Palmer, P D Reeve and D M Tysoe.

16. MINUTES

The minutes of the meeting of the Overview and Scrutiny Panel (Performance and Customers) held on 6th June 2016 were approved as a correct record and signed by the Chairman.

17. MEMBERS' INTERESTS

No declarations were received.

18. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st September 2016 to 31st December 2016.

19. RE:FIT PROGRAMME - ENERGY CONSERVATION MEASURES FOR ONE LEISURE

With the aid of a report by the Interim Head of Operations (a copy of which is appended in the Minute Book) the Re:Fit Programme – Energy Conservation Measures for One Leisure report was presented to the Panel. Members were informed that a study has been carried out and identified that carrying out the scheme would produce a significant energy savings with a rate of return on the investment of 9 years.

The Panel was informed that the Council is in negotiation to renew the leases of One Leisure Huntingdon, One Leisure St Neots and One Leisure Ramsey. It is recommended that the scheme should only proceed once those leases have been secured.

Following a query on why shouldn't the Council proceed without

securing the leases, the Panel was informed that in order to maximise the savings the Council receives the scheme needs to be completed as a complete package as the Council will benefit from the economies of scale.

In response to a question on who are the Council negotiating with, the Panel were informed that negotiations for One Leisure Huntingdon are with Huntingdon Town Council and negotiations for One Leisure St Neots and One Leisure Ramsey are with academies.

A conversation ensued regarding training on the building energy management system and Members were informed that training will be thorough and ongoing and will be given to the appropriate members of staff which will increase resilience within the service.

Following a question regarding the breakdown of equipment, it was confirmed that if the equipment breaks during the warranty period then there won't be any cost to the Council. However the Council does have the responsibility to properly maintain equipment.

In terms of the leases, Members were informed that the Council have a long enough lease on four of the seven leisure centres so that the works would be paid back in energy savings. The Council are close to an agreement for the One Leisure St Neots lease for a period of 25 years with the agreement expected in six to eight weeks. In regards to One Leisure Huntingdon there is an agreement on the terms of discussion. The Council are no closer to an agreement on the lease for One Leisure Ramsey.

Members were informed that the scheme was a capital programme with a spend spread over the course of two years. The Panel would receive regular update reports monitoring the progress of the scheme and the savings achieved.

Following a discussion over the footfall, the benefit of upgrading facilities and the rate of return, some Members expressed concern that the rate of return on One Leisure St Ives Outdoor was not sufficient and stated that they would like the project figures reworked to not include facility. The Panel,

RESOLVED

- 1) to recommend to Cabinet that the Council should commit £107,889 to the scheme in order to realise the full potential of the programme however this should be subject to securing the renewal of leases on One Leisure Huntingdon, One Leisure St Neots and One Leisure Ramsey and,
- 2) that the Cabinet should consider the benefits of the scheme without One Leisure St Ives Outdoor.

20. INTEGRATED PERFORMANCE REPORT 2016/17 - QUARTER 1

With the aid of a report by the Head of Resources and the Corporate Team Manager (a copy of which is appended in the Minute Book) the Integrated Performance Report 2016/17 Quarter 1 was presented to the Panel. Members noted that currently 33 out of 39 Key Actions are

rated green which was recognised as a good performance.

In light of updates regarding the status of 3C IT projects, Members were given the up to date information in relation to the Corporate project status which includes 15 projects (39%) rated as green, 5 projects (13%) rated as amber and 7 projects (18%) rated as red.

Following a comment highlighting the increasing level of homelessness as a result of private landlords evicting tenants on benefits, the Executive Councillor for Strategic Resources stated that the Cabinet are eager to find the right solution to the issue.

In response to a question regarding the amount of resources allocated to the commercial investment strategy instead of finding a solution to homelessness, Members were reminded that the commercial investment strategy generates revenue which helps pay for the provision of Council services.

The Panel noted that there was threat to Coneygear Court (homeless shelter), however the Council are reviewing solutions. The Panel were reminded that the Council need to find a solution in the medium to longer term which involved the supply of affordable housing. Members thought that there needs to be a short term solution too and that Members are also responsible in the search for a solution.

Members were reminded that the District is not unique when it comes to the causes of homelessness as private landlords ending tenancies is the biggest cause of homelessness in England. In addition high rents mean that it is difficult for low earners or people on benefits to pay the rent.

Following a comment regarding the Housing Act, the Panel were informed that the Government have placed an emphasis on the creation of starter homes and as a result not enough social housing is being built. The Council do work with around 20 housing associations throughout the District to assist people who find themselves homeless.

The Panel were reminded that the key to finding a solution to homelessness is preventing homelessness to begin with. Members are encouraged to urge residents who find themselves in a situation where they could end up homeless to seek advice.

In response to a question regarding the use of mobile homes as temporary accommodation the Panel was thanked for the suggestion however the Council would face an issue of where to put the mobile homes.

Regarding the financial projections for the commercial investment strategy Members were reminded that property rental income only reflects what has been collected in quarter one.

Following a question on the Sport England investment into One Leisure St Neots 3G Artificial Pitch in relation to the delivery of Key Action 7, the Panel was informed that the funding won't be spent until the lease for One Leisure St Neots has been resolved.

In response to a question regarding why Performance Indicators 6 and 16 are annual measures instead of quarterly measures, Members were informed that Officers would clarify the reason and an explanation will be circulated.

It was highlighted that Performance Indicator 8 was not possible to measure however it was explained that a Housing Needs Analysis is completed once a site comes forward.

The Panel thought that the red status on Performance Indicator 10 was disappointing considering that the target between referral of Disabled Facilities Grants (DFGs) and completion of work is 28 weeks.

Members were concerned about the inclusion of Performance Indicator 17 when it appears the Council have little control over it. In response the Panel were informed that the Performance Indicator relates to the Corporate Priority of Enabling Communities and is designed to show how much support the Council gives to the community.

The Panel was keen to receive an update from those people who attended the EDGE event which assisted with the promotion of Apprenticeships however whilst it is not possible to obtain an update from attendees it is possible to share the feedback ratings that were received.

Following a question in relation to Key Action 22 and specifically the Wintringham Park application, Members were informed that the developer was offering 3% affordable housing so subsequently the Council's Development Management Committee rejected the application. The developer appealed and the planning inspector reviews the application and the decision on 9th May 2017.

In response to a question regarding Key Action 23 and the 5.3 years housing supply, the Panel was informed that the Council can't report sooner than December as the planning department writes to everyone who has planning permission and that is a process that take up to four months. Members were reminded that the Council is required to have a 5 year land supply.

Members believe that Performance Indicator 20 should be amended to only include food businesses that are open for business otherwise the indicator would be more difficult to turn green.

It was clarified to Members that Performance Indicator 26 only relates to grounds maintenance of Council owned land and not County Council land.

The Panel thought that the emphasis of Performance Indicator 28 was incorrect and the indicator should emphasis the successful collection of bins first time around.

In response to a question on why the In CAB Systems project has seen little progress, the Panel was informed that the project has been halted however the site has not been updated.

In response to a question on how long the Council has to spend the funding for the One Leisure St Neots 3G Pitches, Members were informed that the deadline is Christmas otherwise the funding will be lost.

Following a question on the opening of One Leisure Alconbury Weald Club Members were informed that the contract is being finalised and Urban and Civic hope to have it open in the next four weeks.

(At 8.12pm, during the discussion of this item, Councillor J M Palmer left the meeting.)

(At 8.17pm, during the discussion of this item, Councillor J M Palmer joined the meeting.)

(At 8.17pm, during the discussion of this item, Councillor Mrs D C Reynolds left the meeting.)

(At 8.48pm, during the discussion of this item, Councillor J M Palmer left the meeting.)

(At 8.53pm, during the discussion of this item, Councillor J M Palmer joined the meeting.)

(At 9.04pm, after the consideration of this item, Councillors R C Carter, S Cawley, Mrs A Dickinson, J M Palmer and D M Tysoe left the meeting.)

21. RISK STRATEGY

With the aid of a report by the Internal Audit and Risk Manager (a copy of which is appended in the Minute Book) the Risk Strategy was presented to the Panel. Members were informed that with the exception of allowing managers the freedom to decide if a risk should be classified as a corporate or operational risk, the Strategy remained largely unchanged from that agreed in 2015.

In response to a question regarding the identification of risk it was confirmed that Members are able to identify risks that they feel need to be addressed via the Internal Audit and Risk Manager.

Following a question on how does the Council interact with other councils to help identify risks, the Panel was informed that the Internal Audit and Risk Manager works with other Councils to identify risk.

(At 9.12pm, during the consideration of this item, Councillors Mrs A Dickinson, J M Palmer and P D Reeve joined the meeting.)

22. AMENDMENT TO DISPOSALS AND ACQUISITIONS POLICY - RECOMMENDATION FROM CORPORATE GOVERNANCE COMMITTEE

With the aid of a report by the Head of Resources (a copy of which is appended in the Minute Book) the Amendment to Disposals and Acquisitions Policy – Recommendation from the Corporate Governance Committee was presented to the Panel.

Members were informed that if the Council sells a piece of land within a Town or Parish Council and no Community Infrastructure Levy or Section 106 would not be received then the Town or Parish Council will receive 10% of the revenue from the sale.

During the consideration of the matter, the Panel thought the suggestion from the Corporate Governance Committee to replicate a map of assets from the Cambridgeshire County Council website onto the District Council Website would be useful and Members indicated that would like it actioned on.

Members expressed that they wanted reassurance that the full maintenance costs had been considered by the Cabinet when deciding to acquiring assets. The Panel,

RESOLVED

that it supports the revision of the policy and encourages the Cabinet to endorse the continuation of the thresholds and approve the revision to the Policy.

(At 9.16pm, during the consideration of this item, Councillors J A Gray and J M Palmer left the meeting.)

23. EXCLUSION OF PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting because the business to be transacted contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

(At 9.20pm, during the consideration of this item, Councillor P D Reeve left the meeting.)

24. USE OF SPECIAL URGENCY PROVISIONS

Consideration was given to a report by the Democratic Services Officer on behalf of the Cabinet regarding the use of the special urgency provision.

25. RE-ADMITTANCE OF PRESS AND PUBLIC

RESOLVED

that the press and public be re-admitted to the meeting.

26. WORK PLAN STUDIES

The Panel received and noted a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) which contains details of studies being undertaken by the Overview and Scrutiny Panel for Communities and Environment.

27. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Panel reviewed the progress of its activities since the last meeting. During the discussion of this item, Members agreed that they are keen to have the Cambridgeshire County Council Budget meetings again.

Chairman

This page is intentionally left blank

NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by Councillor R B Howe
Date of Publication: 19 October 2016
For Period: 1 November 2016 to 28 February 2017

Membership of the Cabinet is as follows:-

Councillor R B Howe	Executive Leader of the Council	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk
Councillor D Brown	Executive Councillor for Strategic Partnerships and Shared Services	25 Ermine Street Huntingdon PE29 3EX Tel: 07970 462048 E-mail: Daryl.Brown@huntingdonshire.gov.uk
Councillor G J Bull	Executive Councillor for Planning Policy, Housing and Infrastructure	2 Lancaster Close Old Hurst Huntingdon PE28 3BB Tel: 07780 511928 E-mail:- Graham.Bull@huntingdonshire.gov.uk
Councillor R C Carter	Executive Councillor for Environment, Street Scene and Operations	5 The Paddock Bluntisham Huntingdon PE28 3NR Tel: 07986 325637 E-mail:- Robin.Carter@huntingdonshire.gov.uk
Councillor S Cawley	Executive Councillor for Organisation and Customer Services	6 Levers Water Huntingdon PE29 6TH Tel: 01480 435188 E-mail: Stephen.Cawley@huntingdonshire.gov.uk

Councillor S Criswell	Executive Councillor for Community Resilience	23 The Bank Somersham Huntingdon PE28 3DJ Tel: 01487 740745	E-mail: Steve.Criswell@huntingdonshire.gov.uk
Councillor J A Gray	Executive Councillor for Strategic Resources	Vine Cottage 2 Station Road Catworth PE28 OPE Tel: 01832 710799	E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Harrison	Executive Councillor for Business, Enterprise and Skills	55 Bushmead Road Eaton Socon St Neots PE19 8GC Tel: 01480 406664	E-mail: Roger.Harrison@huntingdonshire.gov.uk
Councillor J M Palmer	Executive Councillor for Leisure and Health	149 Great Whyte Ramsey Huntingdon Cambridgeshire PE26 1HP Tel: 01487 814063	E-mail: John.Palmer@huntingdonshire.gov.uk
Councillor D M Tysoe	Executive Councillor for Operational Resources	Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA Tel: 01480 388310	E-mail: Darren.Tysoe@huntingdonshire.gov.uk

Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk.

Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
 Pathfinder House
 St Mary's Street
 Huntingdon PE29 3TN.

- 5
 Notes:- (i) Additions changes from the previous Forward Plan are annotated ***
 (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Cambridgeshire and Peterborough Devolution Proposal ***	Cabinet	17 Nov 2016		Joanne Lancaster, Managing Director Tel No. 01480 388301 or email: Jo.lancaster@huntingdonshire.gov.uk		D Brown	Economy and Growth

Subject/Matter for Decision	Decision/recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Street Cleansing Service Specification - Implementation Update ***	Cabinet	17 Nov 2016		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: Neil.Sloper@huntingdonshire.gov.uk		R Carter	Communities and Environment
Treasury Management 6 Month Performance Review ***	Cabinet	17 Nov 2016		Clive Mason, Head of Resources Tel No. 01480 388157 or email: Clive.Mason@huntingdonshire.gov.uk		J A Gray	Performance and Customers
Contractual Arrangements and Potential Improvement Programme, Hinchingsbrooke Country Park *** ##	Cabinet	17 Nov 2016		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: Neil.Sloper@huntingdonshire.gov.uk		R Carter	Communities and Environment
Approval of Council Tax Base 2017/18	Section 151 Officer	1 Dec 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 or email: Ian.Sims@huntingdonshire.gov.uk		J Gray	Performance and Customers
Review of the Council's Street Markets	Cabinet	15 Dec 2016		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: Neil.Sloper@huntingdonshire.gov.uk		R Carter	Communities and Environment

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Discretionary Rate Relief Policy	Cabinet	15 Dec 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 or email: Ian.Sims@huntingdonshire.gov.uk		D Tysoe	Performance and Customers
Rural Settlement List	Cabinet	15 Dec 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 or email: Ian.Sims@huntingdonshire.gov.uk		D Tysoe	Performance and Customers
Cambridgeshire Housing Adaptations Policy ***	Cabinet	15 Dec 2016		Caroline Hannon, Housing Strategy Manager Tel No. 01480 388203 or email: caroline.hannon@huntingdonshire.gov.uk		G Bull	Communities and Environment
→ Doneygear Court - Lease and Management Arrangement ***	Cabinet	15 Dec 2016		Jon Collen, Housing Needs and Resources Manager Tel No. 01480 388220 email: Jon.Collen@huntingdonshire.gov.uk		D Tysoe	Performance and Customers
Discretionary Council Tax Discount Policy ***	Cabinet	15 Dec 2016		Ian Sims, Local Taxation Manager, Local Taxation Manager Tel No. 01480 388138 email:Ian.Sims@huntingdonshire.gov.uk		D Tysoe	Performance and Customers
Waste Round Reconfiguration - Implementation Update	Cabinet	19 Jan 2017		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: Neil.Sloper@huntingdonshire.gov.uk		R Carter	Communities and Environment

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Annual Review Green Space and Play Provision ***	Cabinet	9 Feb 2017		Neil Sloper, Head of Operations Tel No. 01480 388635 or email: Neil.Sloper@huntingdonshire.gov.uk		R Carter	Communities and Environment
2017/18 Revenue Budget and Medium Term Plan Financial Strategy 2018/19 to 2021/22 ***	Cabinet	9 Feb 2017		Clive Mason, Head of Resources Tel No. 01480 388157 or email: Clive.Mason@huntingdonshire.gov.uk		J A Gray	Performance and Customers
Treasury Management Strategy 2017/18 ***	Cabinet	9 Feb 2017		Clive Mason, Head of Resources Tel No. 01480 388157 or email: Clive.Mason@huntingdonshire.gov.uk		J A Gray	Performance and Customers

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Peer Challenge

Meeting/Date: Overview and Scrutiny (Performance and Customers) –
2 November 2016,
Cabinet – 17 November 2016

Executive Portfolio: Executive Leader and Executive Member for Strategic Partnerships and Shared Services

Report by: Managing Director

Ward(s) affected: All

Executive Summary:

This report accompanies an Action Plan that has been devised based on the 12 recommendations of the Local Government Association (LGA) Peer Challenge Team.

The Action Plan makes clear links between the recommendations of the LGA Peer Challenge Team, the mechanism by which these recommendations are to be delivered, the responsible Officer(s), links to existing policies, the relevant Executive Councillor and the current status of the action.

The Action Plan will be monitored at officer level by the Project Management Governance Board (PMGB) who will request monthly updates as to whether each action remains on track. It will also be included within the Integrated Performance Report as Appendix F for as long as there are open actions, which is considered by this Panel.

Recommendation:

The Overview and Scrutiny Panel is invited to comment on the proposed Action Plan and the future monitoring and recommends that Cabinet –

- i) approve the proposed Action Plan; and
- ii) that future monitoring of the Action Plan be the responsibility of the PMGB with scrutiny from Members as part of the Integrated Performance Report

1. PURPOSE OF THE REPORT

- 1.1 To present the Action Plan that has been devised based on the 12 recommendations of the LGA Peer Challenge Team.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 To ensure Members endorse the approach proposed by the Executive Leader, Executive Member for Strategic Partnerships and Shared Services and Managing Director
- 2.2 The Action Plan attached at Appendix 1 is the proposed approach to addressing the recommendations made by the LGA following the Peer Challenge.

3. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 3.1 Once endorsed, the Action Plan will be embedded into the organisation and responsibility for individual actions given to those detailed in the Plan
- 3.2 The PMGB will assume responsibility for monitoring delivery, with quarterly reports on progress going to Members as part of the Integrated Performance Report.

4. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

- 4.1 The Action Plan has made clear links to the Corporate Plan activity and list of priority policies for review in 2017/18.

5. REASONS FOR THE RECOMMENDED DECISIONS

- 5.1 The recommendations allow Members the opportunity to endorse the proposals.
- 5.2 Further, it allows Members to continually monitor delivery of the Action Plan to ensure the LGA's recommendations are delivered.

6. LIST OF APPENDICES INCLUDED

- 6.1 Appendix 1 – Corporate Peer Challenge – Action Plan

BACKGROUND PAPERS

[Council – 19 October 2016 – Agenda Item No. 4 – Corporate Peer Challenge](#)
[Council – 19 October 2016 – Corporate Peer Challenge Feedback Report, LGA](#)

CONTACT OFFICER

Jo Lancaster – Managing Director
01480 388001
Joanne.Lancaster@huntingdonshire.gov.uk

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Completed
1. Develop a long term narrative of the future of Huntingdonshire to inform place shaping, direct decision making and future forms of partnership working. This should make use of local evidence and context, along with national data of future trends and projections, to underpin this.	1a. Give further consideration to this recommendation once a decision on devolution is made by Council in October 2016.	Jan-17	Jo Lancaster	Cabinet, O&S, Local Stakeholders	Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe)	G	
	1b. Statutory consultation on proposed Local Plan to 2036 submission.	May-July 2017	Andy Moffat	Planning Policy, Cambridgeshire County Council Transport	Local Plan to 2036 (Cllr Bull)	A	
	1c. Analyse a range of data, including Economic, Health, Demography and housing trends to identify future trends and areas of concern that may present barriers to achieving our long term vision for Huntingdonshire.	Apr-17	Adrian Dobbyne	Dan Buckridge	Local Plan to 2036, Housing Strategy (Cllr Bull) and Skills and Enterprise Policy (Cllr Harrison)	G	
	1d. Work with Cabinet to ensure decisions are made based on the evidence and for them to proactively work to inform residents and partners on the vision for Huntingdonshire. For example, providing report writing training for senior officers.	Immediate	Jo Lancaster	Cabinet	Cllr Cawley	G	
2. Ensure the Corporate Plan drives the budget and delivery - this will mean changing the footprint of existing service delivery to focus on new priorities.	2a. Involve Members in reviewing the Corporate Plan and deciding what our key actions and performance indicators should be.	Mar-17	Adrian Dobbyne	O&S/Cabinet	Plan on a Page, Budget and MTFS (Cllr Gray)	G	
	2b. Make clear decisions on what our services standards should be based on cost and customer need, to include reviewing the provision of non-statutory services.	Feb-17	HoS/PFH	Council	Plan on a Page, Budget and MTFS (Cllr Gray)	G	
	2c. Quantify the workstreams on the reworked Plan on a Page to better link finances and delivery.	Oct-17	Clive Mason/Jo Lancaster	PFH Resources	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓
	2d. Introduce charging options for higher levels of service.	Dec-17	HoS/PFH	O&S/Council	Review of Parking Fees and Charges (Cllr Tysoe)	G	
	2e. Use benchmarking data to ensure resources are achieving maximum value within 2017/18 service plans.	Feb-17	HoS/PFH	HoS	Cllr Cawley	A	
	2f. Use the budget challenge process to focus budgets on achieving Corporate Plan priorities.	Nov-16	Anthony Kemp	O&S/Council	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Completed
3. Recast the approach to working in partnership, recognising that this means not always leading, to secure benefits for the wider area and the community.	3a. Build on the decision to award two contracts, one for advice based services and the other for infrastructure services, to the voluntary sector in order to ensure the sector is in the best possible position to support the community.	Mar-17	Nigel McCurdy	Third sector/O&S	Community Resilience Plan (Cllr Criswell)	A	
	3b. Ensure formal contracts with partners are written to protect the interests of the Council and its residents.	Immediate	Clive Mason	Corporate Governance Panel	Cllr Brown	A	
	3c. Develop an asset disposal/asset management plan for HDC land and property.	Immediate	Clive Mason	Cabinet	Use of Council Assets (Cllrs Gray and Howe)	G	✓
	3d. Use the Making Assets Count programme to maximise benefits from colocation or better use of existing assets.	Immediate	Nigel McCurdy	County/Districts/Public Sector	Use of Council Assets (Cllrs Gray and Howe) and County Council Land Swap and Maintainance (Cllrs Carter and Gray)	A	
22 4. Use all Members' democratic position, as ambassadors of the Council, to engage and influence partners and forms of partnership working.	4a. All Members appointed as representatives on organisations to be responsible for reporting to O&S on a quarterly basis.	Apr-17	Adrian Dobbyne	Group Leaders	Cllr Cawley	G	
	4b. Introduce a Council Champion approach and ask all members to sign up to the principle of acting as an ambassador of the Council.	Apr-17	Adrian Dobbyne	Group Leaders	Relationships with County, Town and Parish Councils (Cllr Criswell)	G	
	4c. Encourage all members to keep themselves up to date on HDC decisions via existing mechanisms.	Apr-17	Adrian Dobbyne	Group Leaders	Cllr Howe	G	
	4d. Remind officers of the need to ensure Members are aware of key decisions on service provision in their wards.	Jan-17	Adrian Dobbyne	All Councillors	Cllr Howe	G	
5. Improve the relationship, the Council offer and partnership working with the business sector.	5a. Work with the LEP to improve insight and intelligence into the local economy and businesses based in Huntingdonshire	Apr-17	Jo Lancaster	Leader/ PFH	Skills and Enterprise Policy (Cllr Harrison)	A	

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Completed
6. Retain the Council's focus on continued growth, including meeting the full range of housing need. Growth will be contingent upon increased housing.	6a. Present details of progress indicated in the Annual Monitoring Report to O&S and Cabinet.	Jan-17	Andy Moffat	O&S/Cabinet	5 Year Housing Land Supply and Housing Strategy (Cllr Bull)	G	
	6b. Undertake a longer term assessment of options to generate more affordable housing and temporary accommodation in the district.	Dec-16	Andy Moffat/Jon Collen	O&S/Cabinet	Homelessness Accommodation (Coneygear Court) (Cllr Tysoe) and Housing Strategy (Cllr Bull)	G	
7. Conduct further work on refining the organisational understanding of efficiency that extends beyond just financial savings. This should link efficiency with the other two Council priorities of growth and enabling communities. Key ways of working can lead to outcomes that include redefining models of delivery, service improvement and improved satisfaction.	7a. Commence a programme of work relating to continuous improvement to enable the business to work smarter and achieve more with less.	Dec-16	CMT	SMT/Cabinet	Commercialisation (Cllrs Palmer and Brown), Reconfiguration of Waste Rounds (Cllr Carter) and Use of Council Assets (Cllrs Gray and Howe)	A	
	7b. Develop measures to monitor customer satisfaction and implement the Customer Service Strategy.	Mar-17	Adrian Dobbyne/ John Taylor	O&S/Cabinet	Cllr Cawley	A	
8. Extend benchmarking activity so that the Council can benefit from understanding the 'value for money' of its services compared with other councils. This would assist the Council in its decision making on service cost, quality and performance.	Related actions already listed under 2e, 7a and 7b.					N/A	

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Completed
9. Enhance and develop the organisational understanding of demand management to form the cornerstone of the enabling communities and community resilience priority. Initiate an internal and external debate on what an enabling communities programme might look like and use this to inform the production of an Enabling Communities Strategy. This would guide Council activity on this priority with greater assurance and understanding of resources required.	9a. Engage with internal and external stakeholders to develop a Community Resilience Plan.	Mar-17	Chris Stopford	Clr Criswell	Community Resilience Plan (Clr Criswell)	A	
	9b. Create an action plan to deliver the plan.	Apr-17	Chris Stopford	Clr Criswell	Community Resilience Plan (Clr Criswell) and Relationships with County, Town and Parish Councils (Clr Criswell) and Updated /expanded Community Planning Guide (Clrs Criswell and Bull)	A	
10. Continue to develop the model of Commercial Investment Strategy to produce future income streams. As part of this evaluate how the Strategy could both deliver economic growth and housing priorities within the area while also generating important income streams.	10a. Review options for investment in housing and any savings that could be achieved against housing support costs.	Feb-17	Clive Mason/Andy Moffat	Clr Gray/Clr Bull	Homelessness Accomodation (Coneygear Court) (Clr Tysoe) and Use of Council Assets (Clrs Gray and Howe)	G	
	10b. Start to consider the impact of changes to NNDR retention when making commercial property investment decisions, along with the employment opportunities that may be presented.	Apr-17	Clive Mason/John Taylor	Clr Tysoe	Use of Council Assets (Clrs Gray and Howe)	G	
	10c. Services to review their commercialisation and income generation opportunities.	Feb-17	HoS	Cabinet	Commercialisation (Clrs Palmer and Brown)	A	

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Completed
11. The relationship with the Local Enterprise Partnership needs to be 'reset' and built afresh, taking a different approach from that to date, recognising the constraints both organisations are under.	11a. Use devolution as a catalyst to reset the relationship with the LEP.	Immediate	Nigel McCurdy/Jo Lancaster	LEP/Cllr Harrison	Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe)	A	
12. Produce a formal transformation strategy and implementation plan.	12a. Produce a formal transformation strategy and implementation plan.	Dec-17	Anthony Kemp	Cabinet/SMT	Cllr Cawley	G	
	Related action already listed under 7a.					N/A	

This page is intentionally left blank

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2016/17 Quarter 2

Meeting/Date: Overview and Scrutiny (Performance and Customers)
Panel, 2 November 2016
Cabinet, 17 September 2016

Executive Portfolio: Councillor Jonathan Gray, Executive Councillor for Strategic Resources
Councillor Stephen Cawley, Executive Councillor for Organisation and Customer Services

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 Actions and Corporate Indicators listed in the Council's Corporate Plan for 2016/16 for the period 1 July 2016 to 30 September 2016. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of September.

An update on the Commercial Investment Strategy includes details of the investments to date and the level of returns these are expected to generate.

Recommendations:

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

The Panel is also invited to consider and comment on the Council's financial performance at the end of September, as detailed in Appendices D and E.

1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2016/17 and updates on current projects.

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2016-18 was adopted as a two-year plan in 2016, setting out what the Council aims to achieve in addition to its core statutory services. 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 2016/17.
- 2.2 As recommended by the Project Management Select Committee, project updates are included in this performance report at Appendix C. There are currently 36 open, pending approval or pending closure projects and 3 closed projects logged on the SharePoint site across all programmes. This report covers all of these projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of June. Performance is summarised in sections 4-6 below and details are listed in the Financial Performance Monitoring Suite at Appendix D. A review of the position of Zero Based Budgeting (ZBB) savings to date has been carried out and a RAG (Red, Amber, Green) rating for each item is listed in the table at Appendix E.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 (Q2) can be found in section 7 below.
- 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 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service after discussion with the appropriate Portfolio Holder.
- 3.4 The table below summarises Q2 progress in delivering Key Actions for 2016/17:

Status of Key Actions	Number	%
Green (on track)	27	73%
Amber (within acceptable variance)	9	24%
Red (behind schedule)	1	3%
Awaiting progress update	0	0%
Not applicable	1	n/a

The key action to prevent homelessness where possible by helping households either remain in their current home or find alternative housing is behind schedule. Homelessness is increasing nationally and officers are delivering on short, medium and long-term actions to try to increase the supply of suitable homes and help move homeless households quickly into sustainable homes.

3.5 Q2 results for 2016/17 Corporate Indicators are shown in the table below:

Corporate Indicator results	Number	%
Green (achieved)	18	55%
Amber (within acceptable variance)	11	33%
Red (below acceptable variance)	4	12%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	13	n/a

Excluding the indicators with no Q2 results available, this shows that the Council achieved more than half of its Q2 targets, with targets missed by more than acceptable levels of variance for only four indicators.

Our target to reduce staff sickness absence (under the 'Becoming a More Efficient and Effective Council' strategic theme) was missed as a high level of long-term absence continued in Quarter 2. Further information on this will be included in the Workforce Report due to be considered by the Employment Committee in November. The Council remains committed reducing sickness absence but it is now highly unlikely that the annual target will be achieved.

The target for resolving Stage 1 complaints was missed again in Q2, with eight of 61 complaints not responded to within 20 working days. Four of these relate to Operations, three to Development and one to Community services.

Performance on the time taken to complete minor Disabled Facilities Grants jobs was also below target again. The Q2 performance in Hunts is an improvement on the full year performance for last year and also on the Q1 performance. The Home Improvement Agency has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at their next Board meeting in November.

The percentage of CCTV cameras operational was below target at 90%. This was partly due to one of the cameras being involved in a road traffic collision.

3.6 The status of corporate projects at the end of September is shown below:

Corporate project status	Number	%
Green (progress on track)	13	33%
Amber (progress behind schedule, project is recoverable)	9	23%
Red (significantly behind schedule, serious risks/issues)	6	15%
Pending closure or approval	8	21%
Closed (completed)	3	8%

Three projects have recently been closed down following sign-off of close-down reports by the Project Management Governance Board, with another eight projects currently in the close-down stage. Business cases for four projects have not yet been approved by the Board.

Of the projects currently in the delivery stage, six are either significantly behind schedule, have had serious risks or issues identified or have a lack of governance documentation. Project sites are being kept up to date by project managers in all cases with none of the projects given a 'Red' status because of a lack of updates or missing governance documentation. Details of progress made for all projects can be found in Appendix C.

4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 2 Financial Performance Monitoring Suite (FMPS). With regard to the quarter 2 forecast outturn for 2016/17, key highlights are shown in paragraphs 4.2 to 4.5 below. Other aspects of the FMPS are shown at paragraphs 4.6 to 4.13.

Approved Revenue Budget

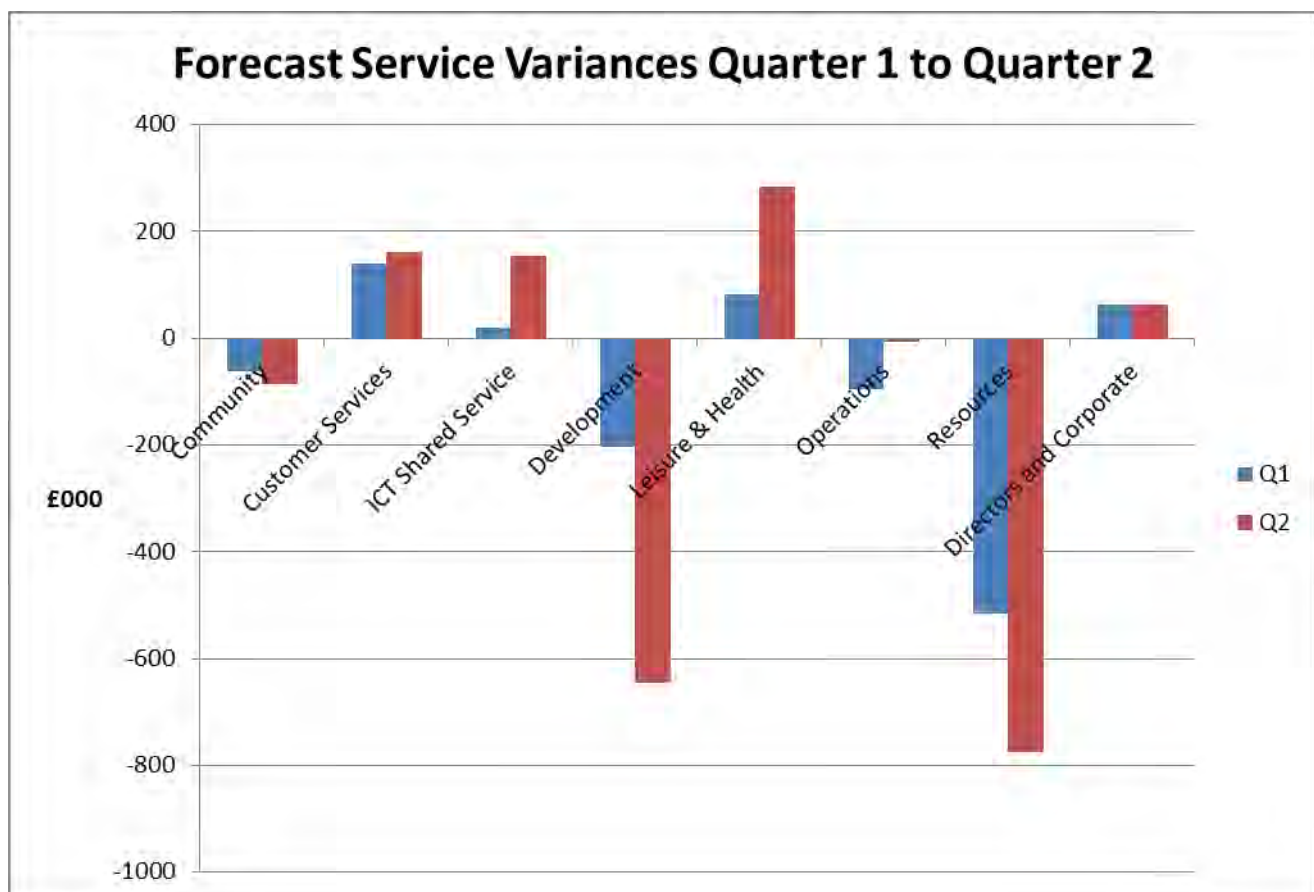
4.2 Following the approval of the Councils budget in February 2016, the Councils budget for 2016/17 was:

- Net revenue expenditure budget of £17.9m
- Contribution to reserves of £2.3m, and
- Budget Requirement of £20.2m

Revenue Forecast Outturn and Variations in Revenue Spend

4.3 As shown in Section 2 of **Appendix D**, the year end forecast outturn revenue position for 2016/17 is a net revenue spend of £17.0m; resulting in a saving against budget of £851,000. Appendix D contains explanations for the main variances across all services.

4.4 The graph below shows how the forecast outturn variances have moved from quarter 1 to quarter 2 (negative numbers indicate a forecast underspend).



4.5 Explanations for the key movements on the above graph are:

- ICT Shared Service – the gross overspend on the service is £431,000 but a proportion of this will be recharged to our partners. The HDC element is £154,000 and is as a result in additional hired staff over and above the current establishment and to date being able to identify savings that were required as part of the establishment of shared services. This position is under constant review and it is anticipated the current position will improve during the year as further savings are identified.
- Development Services – The increased underspend is as a result of additional CIL admin fees (£210k) and additional planning application fees (£373k). The additional CIL admin fees will be moved to an earmarked reserve at year end.
- Leisure and Health – The difference between forecasted surplus out-turn and budget is primarily due to a reduced Impressions direct debit line (220K). The full effect of changing Impressions memberships and additional competition was not apparent at the time of budget setting, however there is a recovery action plan in place to pull back the loss of income within year
- Operational Services – The decreased underspend is primarily as a result of ZBB savings targets for additional income form Car Parking and the County Council for grass cutting not being achieved this year.
- Resources – The increased underspend is primarily a result of an additional asset being purchased under the CIS giving an annual rental of £220k (completed mid September).

ZBB Savings Progress

4.6 As part of the budget setting process for 2016/17 £2.3m of new ZBB savings were approved. A review of the position of these savings to date has been carried out and a RAG (Red, Amber, Green) rating given. There are 2 sets of RAG reporting:

- A RAG status on the implementation plan:
 - Green started and on track or not yet started but will be commenced in line with original timescales,
 - Amber timescales slippage,
 - Red Saving not being implemented in 2016/17
- A RAG status on the achievement of the savings:
 - Green savings will be achieved in full,
 - Amber reduced savings achievable in 2016/17,
 - Red saving not achievable in 2016/17 and possibly future years)

4.7 **Appendix E** shows the RAG status for all individual projects and these are summarised in the table below:

	Achievement of Savings £'000	Achievement of Savings (%)	Achievement of Savings (Numbers)	Implementation	Implementation (%)
Red	372 [60]	16 [3]	3 [1]	1 [0]	3 [0]
Amber	410 [710]	18 [31]	5 [6]	3 [6]	8 [15]
Green	1,478 [1,490]	65 [66]	32 [33]	36 [34]	90 [85]

Figures in brackets are the first quarter's comparators

Risks - Homelessness

4.8 In quarter 2 homelessness continued to be an issue for the Council and its customers, with levels of Temporary Accommodation and B&B running at levels seen in quarter 1. A number of actions are in hand to try to deal with this, from short term tactical solutions through to longer term strategic planning. This work sits within an action plan that is overseen by the Executive Councillor for Operational Resources and the Executive Councillor for Planning Policy, Housing and Infrastructure, and they meet regularly with Officers to monitor progress. Agreed

measures will be included in the new Housing Strategy which will be considered by an Overview and Scrutiny Panel prior to adoption at Cabinet (see KA24).

4.9 For example, officers are:

1. Accelerating occupation of properties by homeless clients by using 'direct lets' outside of the normal bidding/placement cycle
2. Ensuring HDC is accepting homeless cases appropriately, including asking other Councils to review some of our cases as a 'critical friend'
3. Working to maintain current levels of Temporary Accommodation in the District at a time when providers are reviewing their business models. Specific discussions are being held with Metropolitan Housing Association regarding the ongoing use of Coneygear Court.
4. Exploring opportunities with Housing Associations to bring more Temporary Accommodation into the available stock
5. Talking with partners such as MoD, CCC and others to identify potential sites for suitable development, the Council is also looking for development opportunities directly
6. Robustly challenging developers to ensure that they deliver the maximum amount of affordable housing that is viable on sites.

4.10 These actions are tackling an issue that is affecting the Country as a whole. The continued pressures of rented properties becoming less affordable, welfare reform and low levels of supply of new affordable rented homes are all long term strategic factors the Council will continue to deal with.

Capital Forecast Outturn and Variations in Capital Spend

4.11 Following the approval of the Councils "net" capital programme in February 2016 of £9.5m and Cabinet approval of slippage of £1.5m in June 2016, the Council's final 2016/17 "net" capital programme is £11.0m.

4.12 **Appendix D** shows the detailed capital programme budget, spend to date and projected outturn position. Spend to date is £1.492m and the projected outturn is £9.470m, an underspend of £1.517m. Of this £1.346m is anticipated delays in the implementation of schemes and £268,000 is genuine underspends and cancelled schemes.

4.13 It should be noted that for the past few years the capital programme has had substantial scheme slippage in the final quarter resulting in underspends occurring. The implication of this was less borrowing was required and is resulting in an underspend in the current year on MRP in the revenue budget (the current years MRP budget is underspending by £180,000). There is a high risk that this will incur in 2016/17 and will again result in a MRP budget for 2017/18 being set at a level higher than is required.

General Fund Reserve

4.14 Members will recall that in December 2015 Cabinet approved that the minimum level of the General Fund was to be maintained at 15% of net expenditure.

4.15 The 2016/17 opening General Fund balance was £2.5m and is budgeted to increase to £2.7m. As a result of the projected underspend on net revenue expenditure the minimum level requirement has dropped to £2.6m, with the reduced requirement (£100,000) to be transferred into the Budget Surplus Reserve.

Non Domestic Rates (NDR) and Council Tax Income

4.16 Page 14 of **Appendix D** shows the current level of bills raised for NDR (£61.0m) and Council Tax (£97.5m) and the expected level of collection. These represent the total bills raised but the Council's share of this, and any subsequent bad debt, is 40% and 13% respectively.

New Homes Bonus

- 4.17 Page 15 of **Appendix D** shows the current position in relation to New Homes Bonus. The revised target for the number of new homes in the year October 2015 to September 2016 is 541. The number of new homes as at the end of September 2016 is 577, 36 above the target growth.

Miscellaneous Debt

- 4.18 Page 15 shows the current position of outstanding miscellaneous debt. As at 30 September 2016, the total overdue debt is £1.351m. Of this, £0.970m relates to prior years – a reduction of £0.827m on the figure as at 31 March 2016.

5. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

- 5.1 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 £3.6m 2020/21 forecast gap in the revenue budget.

- 5.2 At the end of quarter 2 the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	0	(104)	(104)
Property Rental Income	(875)	(454)	421
Management Charge	144	72	(72)
MRP	885	0	(885)
Total	154	(486)	(640)

5.3 INVESTMENTS

Between April and September 2016, 34 properties have been investigated as potential CIS investment opportunities. The Council has invested in 2 of the properties and the details of these investments are shown below. The reasons for rejecting the other 32 properties are summarised in **Appendix F**. Further investment into the CCLA property fund is being considered, the decision whether to invest will depend on what other property investments emerge.

Property: 80 Wilbury Way, Hitchin.

- Property Type: Office Block
- Purchased on 8th July 2016 (Quarter 2 completion)
- Purchase Cost (excluding completion costs) £2.2m
- Modelled rate of return 7.4%
- Rent reserved £0.175m pa
- Earmarked reserves have been used to finance the purchase of this investment, which means there is no requirement for the council to set aside funds to provide for the future debt repayments (MRP)

Property: Shawlands Retail Park, Sudbury.

- Property Type: Retail Park
- Purchased on 13th September 2016
- Purchase Price (excluding completion costs) £6.5m
- Modelled rate of return 6.9%
- Rent reserved £0.483m pa

- Earmarked reserves have been used to finance the purchase of this investment, which means there is no requirement for the council to set aside funds to provide for the future debt repayments (MRP)

The approval for this purchase was in line with delegated powers.

- 5.4 To date all of the Council's investments have been funded from the earmarked reserves and no new borrowing has been required and it is currently anticipated that this will remain the case for any further investments that are made during 2016/17. The result of this will be a saving in the 2017/18 budget of MRP.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 6.1 Comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 2 November 2016 will be included in this section in the Cabinet report.

7. RECOMMENDATIONS

- 7.1 The Panel 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.

- 7.2 The Panel is recommended to consider and comment on financial performance at the end of September, as detailed in Appendices D and E.

8. LIST OF APPENDICES INCLUDED

Appendix A - Performance Summary Quarter 2, 2016/17

Appendix B – Corporate Plan Performance Report

Appendix C – Project Performance

Appendix D – Financial Performance Monitoring Suite, September 2016

Appendix E – ZBB Savings Agreed 2016/17 Budget Setting - RAG Status

Appendix F – Reasons for rejecting CIS investment opportunities

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny) ☎ (01480) 388065

Projects (Appendix C)

Laura Lock, Programme and Project Manager ☎ (01480) 388086

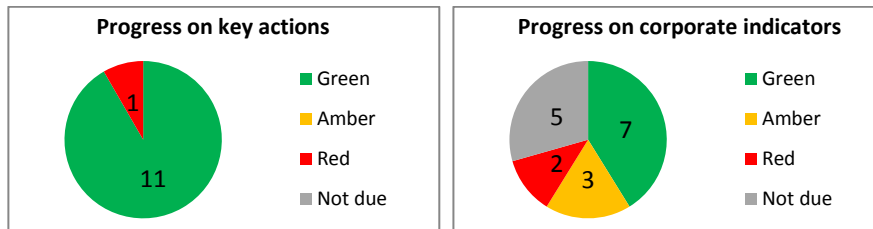
Financial Performance (Appendices D, E and F)

Graham Oliver, Interim Finance Manager ☎ (01480) 388604

Performance Summary Quarter 2, 2016/17

Enabling communities

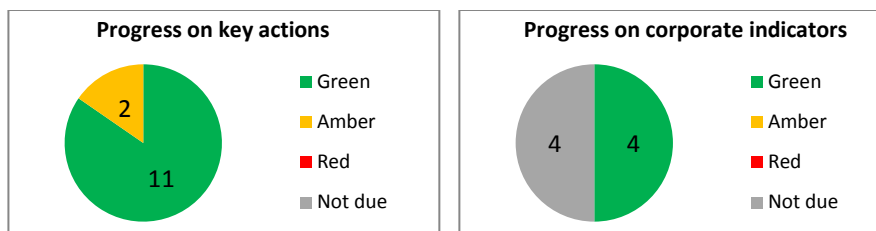
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include rising attendances for swimming-related activities offered at our One Leisure sites.

Delivering sustainable growth

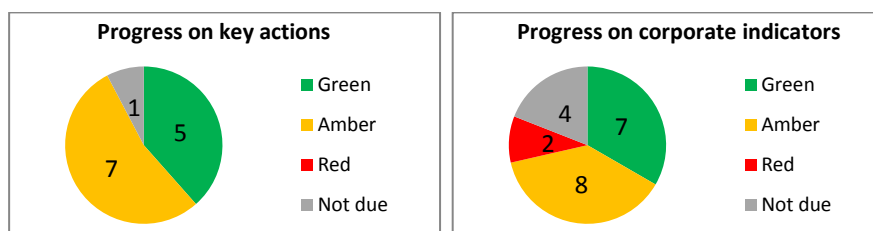
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the opening of a primary school and the first homes being occupied at Alconbury Weald.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include commercial estate rental and property fund income already exceeding the annual target.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period July to September 2016

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		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
	7		3		2		0		5

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA1. Continue to manage and enhance the joint CCTV service with Cambridge City Council	31/03/2017	Cllr Brown	Chris Stopford	The Council continues to manage the Shared CCTV Service with Cambridge City Council. Enhancement works are being discussed with the relevant Executive Councillor, and with partners at Cambridge City. Work has been commenced to repair / replace a damaged camera in Huntingdon, and to review the location of three cameras mounted on buildings.
G	KA2. Reduce incidences of littering through targeting of enforcement work	31/03/2017	Cllr Carter	Chris Stopford	In Q2, 6 FPN's were issued from 9 reports of littering received, of these 4 have been settled with 2 in process. A litter awareness campaign is planned for Q3 to increase reporting and prosecution and inform targeted work.
G	KA3. Reduce the level of household waste sent to landfill	31/03/2017	Cllr Carter	Neil Sloper	In Q2 16/17 55% of household waste was diverted from landfill via our green waste and dry recycling collections.
G	KA4. Support delivery of sustainable community activities / facilities	31/03/2017	Cllr Criswell	Chris Stopford	Support to deliver a community facility in St Neots and discussions in progress to establish a community hub in Yaxley.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA5. Maintain clean open spaces to Environment Protection Act (EPA) standards	Ongoing	Cllr Carter	Neil Sloper	1,013 NI195 audits have been completed from July 2016 to September 2016, of which 85.69% of work was to standard.
G	KA6. Adopt a new Design Guide as Supplementary Planning Document	31/03/17	Cllr Bull	Andy Moffat	Draft being finalised. Still on target for consultation to begin in October.
G	KA7. Support the delivery of the Sport and Leisure Facilities Strategy	31/03/2017	Cllr Palmer	Jayne Wisely	Strategy used in discussions regarding Huntingdon Hockey Club having to play outside the county. Also used to assess provision required for potential new housing sites in Ramsey and St Ives.

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA8. Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings	31/03/2017	Cllr Palmer	Jayne Wisely	One Leisure: Attendances in swimming related activities is bucking the national trend and rising however there is still a decline in fitness admissions. A specific action plan has been developed to address this. Burgess Hall performing well. Record attendances of 918 recorded at the annual Sports Festival in the Park held at Hinchbrooke Country Park.
R	KA9. Prevent homelessness where possible by helping households either remain in their current home or find alternative housing	31/03/2017	Cllr Tysoe	John Taylor	In line with the national picture homelessness is increasing – Officers are delivering on short, medium and long-term actions to try to increase the supply of suitable homes and working to help move homeless households quickly into sustainable homes.

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA10. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr Bull	Andy Moffat	Discussions continue with Houghton and Wyton Neighbourhood Plan to seek to agree how the Plan could be amended to meet the basic conditions. Discussions begun with Godmanchester with a view to public consultation being undertaken by end of 2016.
G	KA11. Review control and management of council owned assets and, where mutually beneficial, transfer ownership of council owned assets to the community	31/03/2017	Cllr Gray	Clive Mason	Where opportunities present themselves, they will be investigated for the mutual benefit of the wider community on a case-by-case basis

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA12. Manage the Community Chest and voluntary sector funding to encourage and promote projects to build and support community development	31/03/2017	Cllr Criswell	Chris Stopford	A total of £61,992 awarded through the Community Chest process to community organisations across Huntingdonshire to support the delivery of community activities and facilities. A presentation evening was held on 19 th October to celebrate the work of the 26 successful voluntary and community groups receiving funding in 2016/17.

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
----------	-------------------------	----------	---	----------	--	---	-----------------------------	-----	--------------------------------------

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI1. Percentage of street cleansing works completed to standard Aim to maximise	n/a	n/a	80%	91.51%	G	80%	80%	G
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI2. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations Aim to maximise	n/a	n/a	80%	85.69%	G	80%	80%	G
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI3. Percentage of street cleansing and grounds maintenance service requests resolved in five working days Aim to maximise	n/a	n/a	80%	Street Cleansing- 78%	A	80%	80%	A
				Grounds maintenance- 62%	A			
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. There are some issues around the data collection which may cause inaccuracies. These are currently under investigation and should be resolved and figures amended before the Q3 reporting deadline.								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI4. Percentage of successful enforcements – dog fouling, litter Aim to maximise	n/a	n/a	90%	100%	G	90%	90%	G
Comments: (Community) New indicator. No historic data is available. 6 FPN's issued with 4 being paid and 2 in process.								
PI5. Percentage of HDC countryside sites self-managed by 'Friends of' groups Aim to maximise	Sites with 'Friends of' groups – 44.66% Self-managed – 0%	n/a	n/a – annual measure			15%	n/a	n/a
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no quarterly historic data.								
PI6. Number of play spaces created or upgraded Aim to maximise	n/a	n/a	n/a – annual measure			7	n/a	n/a
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. Projects tend to be in partnership with other authorities and are for the most part in their hands. Therefore it would be incredibly difficult to realistically set targets for completions by quarter.								
PI7. Average length of stay of all households placed in B&B accommodation Aim to minimise	3.0 weeks	2.2 weeks	Less than 6 weeks	5.5 weeks	G	Less than 6 weeks	5.9 weeks	G
Comments: (Customer Services) There continues to be higher levels of homelessness leading to an increased number of households placed in temporary accommodation, including B&B. This, combined with a shortage of settled affordable rented homes, has led to households staying in B&B for longer periods before their housing needs can be resolved.								
PI9. Admissions or participation at targeted services including older people, long-term health conditions, disability and young people (healthy weight) Aim to maximise	48,292	24,569	27,840	27,298	A	46,400	As target	G
Comments: (Leisure and Health) Q2 target is cumulative 60% of the annual target, Q3 target will be 80% and Q4 target will be 100%. Q2 figures are just under target but above last year's performance. Areas have been highlighted and being addressed to work towards meeting annual target.								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>PI10. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000</p> <p>Aim to minimise</p>	33.4 weeks	33 weeks	28 weeks	31.7 weeks	R	28 weeks	30 weeks	A
<p>Comments: (Development) This reflects the performance of the shared Home Improvement Agency (HIA) service provided by Cambridge City Council on our behalf. The Q2 performance in Hunts is an improvement on the full year performance for last year and also on the Q1 performance, which stood at 32.1 weeks. The Q2 performance in Hunts is better than in South Cambs but worse than in Cambridge City. Concern with performance was raised at the 27th July HIA Board meeting by the Head of Development. The HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting on the 2nd November.</p>								
<p>PI11. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme</p> <p>Aim to maximise</p>	n/a	n/a	80%	83%	G	80%	80%	G
<p>Comments: (Community) New indicator. This is the percentage of food premises within the remit of the Food Hygiene Rating Scheme that score 3 or above, as a percentage of the total number of premises within the remit of the scheme.</p>								
<p>PI12. Number of complaints about food premises (per 100 food businesses)</p> <p>Aim to minimise</p>	n/a	n/a	TBC	2.6	G	5	5	G
<p>Comments: (Community) New indicator. The number of complaints about food premises received by the Council. The indicator is calculated against a baseline number of 1,442 food premises at 1st April 2016.</p> <p>“Complaints about food premises” means complaints about food premises which relate to standards of cleanliness, structural disrepair, hygiene standards and facilities, food handling practices by staff or allegations of food poisoning/foodborne illness. It does not include complaints about the nature, substance or quality of food sold or supplied by food businesses.</p>								
<p>PI13. Percentage of CCTV cameras operational</p> <p>Aim to maximise</p>	99%	n/a	95%	90%	R	95%	95%	G
<p>Comments: (Community) The CCTV cameras are reaching the end of their anticipated life and in need of upgrade and replacement, this work is in progress. In addition, one of the cameras has been involved in a road traffic collision and three on private properties are under review following changes of ownership of the attached property.</p>								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI14. Increase the number of One Leisure members and users in targeted segments of the community. These will be: <ol style="list-style-type: none"> 1. Young people (8 to 14) 2. Older People (55 to 65) 3. Families with young children 4. Young adults 18 to 30 Aim to maximise	n/a	n/a	n/a	1. 5,449 2. 2,548 3. 6,401 4. 6,007	n/a	1. 5,721 2. 2,675 3. 6,721 4. 6,307	n/a (Update Q3)	n/a (Update Q3)
Comments: (Leisure and Health): New indicator. Utilising the Sport England segmental analysis we have identified areas where there is room to increase or market share. In phases through the year we will concentrate marketing efforts to increase participation from listed segments. Data is being collated on a monthly basis to allow us to identify the size of each segment we currently engage with, and to then determine targets for growth. The immediate target groups have been identified to meet both our growth expectations and to meet the Health in the Community targets, the needs of our community and the commercial success of One Leisure. The overall objective is to raise the number in each segment by an average of 5% per sector. This will help drive the overall market penetration to meet Leisure and Health targets and improve commercial performance. Data for Q1 is not available but reports should provide results from Q2 onwards.								
PI15. Customer satisfaction with the Anti-Social Behaviour service Aim to maximise	n/a	n/a	90%	91%	G	90%	90%	G
Comments: (Community) New indicator based on victims perceptions of the service that is offered in response to anti-social behaviour.								
PI16. Number of people accessing Citizens Advice Bureau services Aim to minimise	n/a	n/a	n/a – annual measure			TBC	n/a	n/a
Comments: (Community) New indicator. Information will be collated and presented from the annual report of the Rural Cambridgeshire Citizens Advice Bureau (CAB). The Head of Community will review what information the CAB can provide information more regularly in preparation for reporting on the next quarter.								
PI17. Number of volunteer hours worked in Huntingdonshire Aim to maximise	n/a	n/a	n/a – annual measure			TBC	n/a	n/a
Comments: (Community) New indicator. Information will be collated and presented from the annual report of Hunts Forum and the Huntingdonshire Volunteer Centre.								

STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period July to September 2016

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		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
4		0		0		0		4	

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA13. Deliver the Council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment	Progress report due July 2016	Cllr Harrison	Andy Moffat	Report to July O&S recorded 17 actions on track - 2 more than target. The InvestHunts website has been launched and usage beginning to grow. Two Councillors attended the launch event.
G	KA14. Advertise opportunities for local businesses by publishing the online Schedule of Proposed Procurements to promote future contract opportunities	30/09/2016	Cllr Gray	Clive Mason	Procurement Pipeline schedule reviewed, updated and published online.

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA15. Prepare an infrastructure Delivery Plan alongside the Local Plan	Alongside Local Plan	Cllr Bull	Andy Moffat	Consultants appointed to prepare the Plan in September.

42

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA16. Continue to work with partners and influence the Local Enterprise Partnership's (LEP's) Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth.	Ongoing	Cllr Harrison	Andy Moffat	Initial meeting held in September with the LEP at which agreement in principle reached for a Memorandum of Understanding (MoU) with them which identifies priority projects for collaboration between our organisations. Work on drafting the MoU has commenced.
G	KA17. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 to deliver the specific requirements of the council.	Ongoing	Cllr Bull	Andy Moffat	<p>A14 Construction compounds commenced formation in September 2016 at Brampton, Godmanchester and Swavesey. As Local Planning Authority, HDC has been consulted and responded on Condition Discharge relating to 7 key conditions required before commencement. Only one matter is still outstanding relating to HDC's requirement for weed control. HDC officers continue to service sub-groups relating to such matters as Design, Delivery, Legacy and Environment. Accommodation works are underway with the physical fencing of affected areas and works will commence on the A1 widening between Alconbury and Brampton from December 2016.</p> <p>A428 Central Government has granted funding to Highways England/Jacobs to progress the Black Cat to Caxton Gibbet improvement scheme to Preferred Route announcement stage by Spring 2017. Highways England/Jacobs continue to engage with MP's/cross-border Members at Counties/Districts level, plus Officers.</p> <p>Oxford to Cambridge Expressway DfT/Highways England have now published interim findings, which includes a strong case for corridor interventions at Strategic, Regional and Local in order to meet economy and growth needs. Existing roads are expected to form much of the Expressway (i.e. Black Cat to Caxton Gibbet improvement) although gaps in the network, such as between Milton Keynes and the M40 will need to be addressed</p> <p>A1 – M25 to Peterborough Identification of options to be taken forward now complete. Ongoing Stakeholder meetings with a range of public</p>

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					<p>bodies/interested parties continue and HDC officers service these. DfT/Highways England have now published interim findings, which includes a short-list of three packages:</p> <p>Package A – section of new motorway (mostly offline) in the middle (northern) section i.e. ‘Middle bypass’ – Junctions 10 to 14 (including Buckden)</p> <p>Package B – local improvements (grade separating junctions or creating new grade separated junctions in the middle (northern) section i.e. ‘Improve existing junctions’</p> <p>Package C – upgrade the east-west connectivity of the A1 to avoid ‘hop on/hop off’ behaviour i.e. ‘Modest improvements.</p> <p>The next step for Oxford to Cambridge and the A1 is for Highways England to submit an Option Package Assessment to the DfT during Autumn 2016.</p>

WE WANT TO: Develop a flexible and skilled local workforce

44

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA18. Work in partnership to ensure local delivery of training to meet business growth	August 2016 for start of iMET construction EDGE work is ongoing	Cllr Harrison	Andy Moffat	Concern raised and offer to assist made over delayed signing of land lease and construction contract for iMET. Commercial development director appointed. Arrangements made to make commercial introductions and iMET promoted at Cambridge Business Fair alongside InvestHunts. Still on target for opening in Autumn 2017.
G	KA19. Encourage and support apprenticeships across the district	Ongoing	Cllr Harrison	Andy Moffat	Promotion of apprenticeships via EDGE, EDGE stand at St Neots Learning partnership (SNLP) careers fair, economic awareness raising for teachers at SNLP.
G	KA20. Develop a HDC apprenticeship programme in response to the Apprenticeship Levy	30/09/2016	Cllr Cawley	Adrian Dobbyne	We have identified with Heads of Service the areas where we can develop Apprenticeships within HDC and this will continue to evolve. We are clarifying the status of the existing or developing training providers in the district and beyond, which is constantly changing as new Providers come along. By next quarter, we will have a policy on how we manage Apprentices and the Scheme. This will cover terms and conditions, pay rates, training support, etc. We are also engaging externally with

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					bodies, particularly EELGA, to seek where practical a joined up approach with neighbouring authorities. The new scheme is due to be applicable from April 2017, but confirmation on some key aspects is still to be advised by the Government.

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA21. Prepare the Local Plan	In accordance with approved Local Development Scheme	Cllr Bull	Andy Moffat	Quarterly report was considered by O&S (Economy & Growth) and Cabinet in September. Mott Macdonald has started work on the Strategic Transport Study to model the impacts and mitigation required to deliver 4 potential, alternative development scenarios to form the basis of the Local Plan. The delay in the County Council re-validating its CSRMs means it is not possible to meet the timescale set out in the Local Development Scheme but it is still on target to meet the expected Government requirement to have submitted the Plan by the end of March 2018.
G	KA22. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> St Neots Wyton Alconbury Weald 	Ongoing	Cllr Bull	Andy Moffat	<u>St Neots</u> – Inquiry date set for May 2017 for appeal following refusal based on inadequate proposed level of affordable housing of application for 2800 homes at Wintringham Park. The District Council met the deadline to set out its full Statement of Case by the 30 th September. <u>Wyton</u> – Awaiting the outcome of the Strategic Transport Model which will include modelling of transport impacts and required mitigation of Local Plan allocations including Wyton Airfield (see KA21). <u>Alconbury Weald</u> – First home occupied and primary school opened in September. Work on the first major industrial development well underway.
G	KA23. Maintain a 5 year housing land supply position	Quarterly	Cllr Bull	Andy Moffat	The Annual Monitoring Report 2015 confirms HDC has a 5 year housing land supply of 5.23 years (as at 31 st December 2015). The most recent assessment of permissions granted since that time and progress of developments indicates that HDC continues to have a 5 year housing land supply. Surveys have been sent out to developers/landowners to advise the trajectories in the Annual Monitoring Report 2016.

45

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA24. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan	December 2016 for adoption of Strategy	Cllr Bull	Andy Moffat	Member Workshops held and Draft Strategy considered by O&S Panel (Communities and Customers) in April. Meetings scheduled between officers, Executive Member for Planning Policy, Housing and Infrastructure and Executive Member for Operational Resources to explore all options. On target for decisions to be made in November for inclusion in the Strategy.
G	KA25. Ensure our approach to Community Infrastructure Levy (CIL) is used creatively to enable housing growth	Ongoing	Cllr Bull	Andy Moffat	Options being considered alongside pros and cons of using 2015/16 and 2016 CIL receipts to meet remaining payments for Huntingdon West relief road.

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
----------	-------------------------	----------	---	----------	--	---	-----------------------------	-----	--------------------------------------

46

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI18. Percentage of planning applications processed on target - major (within 13 weeks or agreed extended period) Aim to maximise	81%	77%	65%	73%	G	65%	75%	G
Comments: (Development) The 2016/17 target is 5% higher than the 2015/16 target. Percentages will vary from quarter to quarter as only around 60 major applications are received each year and around 15 each quarter.								
PI19. Number of Marketing Strategy actions on track Aim to maximise	13	n/a	15 (In Q4 and Q1)	n/a	n/a	15 (In Q4, Q1, Q2 and Q3)	17	G
Comments: (Development) Biannual – reported in July (for Q4 and Q1) and January (for Q2 and Q3).								
PI20. Percentage of newly registered food businesses inspected within 28 days of registration	n/a	n/a	TBC	50%	G	50%	50%	G

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to maximise								
Comments: (Community) New indicator.								
PI21. Proportion of Community Infrastructure Levy receipts allocated Aim to maximise	n/a	Receipts earmarked for use towards Huntingdon West Link Road	n/a	Receipts earmarked for use towards Huntingdon West Link Road	G	Profiling to be completed to enable Cabinet to make decisions about any remaining receipts	Profiling to be completed to enable Cabinet to make decisions about any remaining receipts	G
Comments: (Development) A December 2015 Cabinet resolution gave authority to the Head of Resources to profile use of CIL receipts to pay outstanding balance payable for the Huntingdon West Link Road.								
PI22. Percentage of working age population (16-64) who have received job related training in the last 13 weeks in Huntingdonshire Aim to maximise	22.5% (Dec 2015)	21.9% (June 2015)	18.5% (UK average at June 2016)	19.2% (June 2016)	G	19%	n/a	n/a
Comments: (Development) This information is only available one quarter in arrears (source: Annual Population Survey, Office for National Statistics). The measure relates to people surveyed who live in Huntingdonshire regardless of where they may be employed. Local results are consistently above the national average.								
PI23. Number of Council apprenticeships created Aim to maximise	n/a	n/a	TBC	n/a	n/a	TBC	n/a	n/a
Comments: (Corporate Team) No target set yet until the Government confirms the Apprenticeship Scheme (expected Autumn 2016).								
PI24. Gross number of affordable homes delivered Aim to maximise	53	n/a	n/a – annual measure			109	109	G
Comments: (Development) The target figure is based on anticipated programmes and subsequent information from Registered Social Providers.								
PI25. Net additional homes delivered Aim to maximise	515 (for 2014/15)	n/a	n/a – annual measure			541 (projection for 2015/16)	535 (actual for 2015/16)	A

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>Comments: (Development) The figures for the preceding year are published in August and included in the Annual Monitoring Report (AMR) the following December i.e. the figures for 2015/16 were published in August 2016 and will be included in the December 2016 AMR. The figures for 2015/16 and the preceding 4 years were reported to the September 2016 Overview and Scrutiny (Economy and Growth) meeting with the conclusion that that the methods used by the District Council to project completions over the last 5 years have generally been both slightly cautious (as planned) and increasingly accurate. Critical to demonstrating a robust 5 year housing land supply is accurate forward projections as to when developments will be implemented and at what rate.</p>								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period July to September 2016

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		7		0		0		1	

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
7		8		2		0		4	

49

WE WANT TO: Become more efficient in the way we deliver services providing value for money services

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA26. Develop full business cases for previously identified energy reduction projects across the Council's estate.	TBC	Cllr Carter	Neil Sloper	The Re:Fit Investment Grade Proposal for all One Leisure sites has been provided and is currently being developed in consultation with Senior Officers and Cabinet. Measures will not be installed where the future of a site is uncertain due to the lack of a leasehold. It is anticipated that the programme to deliver energy conservation measures will be completed in FY 2017/18.
G	KA27. Improve processes to reduce time taken from receipt to decision on Licencing applications	31/03/2017	Cllr Criswell	Chris Stopford	Work continued to review the processes regarding taxi and hackney carriage licensing. A need to replace the current Driving Standards Agency taxi test, following withdrawal of this service by the Agency is being reviewed. Work to fully map the 'end to end' process has commenced.
A	KA28. Introduce measures to reduce energy costs in One Leisure	31/03/2017	Cllr Palmer	Jayne Wisely	Due to protracted negotiations relating to leases and security of tenure a decision was taken by cabinet to defer entering into a contractual agreement with Bouygues Ltd. A further report is being considered by Cabinet on 20 th October on a proposed way forward that will mitigate the risk associated with the unsigned leases at OL St Neots and OL Huntingdon (Dry-side).

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA29. Introduce more on line self-service delivery on the Council's website ensuring we focus on customer need	31/03/2017	Cllr Cawley	Head of ICT Shared Service	3C ICT in conjunction with HDC services have added/improved a number of e-forms to our website over 2016. We have also improved the usability of our eforms with enhanced validation and average time to complete indicators. Alongside these tradition eforms, our Council Tax team introduced integrated eforms for change of circumstances via a new eform system. We have introduced "super tasks" to the homepage allowing customers to access frequently accessed information without having to navigate away from the page and have this stored for their next visit. We have built a dynamic A to Z of waste to help customers to use the correct bins. 3C's Digital Manager has proposed a radical plan to digitally transform our back office applications and provide greatly enhanced website integration and this is currently being drawn up into a business case.
A	KA30. Maximise the income generating potential of One Leisure and all traded activities	31/03/2017	Cllr Palmer	Jayne Wisely	<p>Income through the Impressions Fitness Direct Debit line is considerably down. This is in part due to the introduction of a new membership package and the removal of the crèche, and other free activities, along with new competition in the market place in St Neots and Huntingdon. To counter act this reduced trading we have returned free crèche places to the membership scheme and are considering further steps to make the membership package attractive against our cheaper competition.</p> <p>Although Q4 is historically our best trading period, this is a significant shortfall at this time of year and although we have reacted throughout this period with a good promotional offering in June and July, and again through October there is still likely to be an end of year shortfall in Impressions income. Membership numbers in October are up and we are confident that we will reclaim some of the lost ground. We still expect to be behind budget at year end but by considerably less than currently forecasted.</p>
A	KA31. Improve residents satisfaction levels measured through a residents survey	31/03/2017	Cllr Howe	Jo Lancaster	Scoping work to establish customer metrics to be completed by March 2017.
A	KA32. Collect money that is owed to HDC	Ongoing	Cllr Gray	Clive Mason	Total sundry debt outstanding at the end of 2015/16 was £1.797m. Amount of debt cleared up to 30 September 2016 £0.826m (30%). New debt raised in 2016/17. Total 2016/17 debt raised £7.469m, total outstanding (more than 21 days old) as at

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					30 September 2016 £0.380m. New policies and procedures being out in place to ensure efficient collection of debt as well as permanently recruiting to establishment to ensure stability within the team.
G	KA33. Identify actions from the Employee Survey to create a more positive environment for staff	2016 survey over summer	Cllr Cawley	Adrian Dobbyne	The 2016 survey results have been analysed and shared with staff across all Services. An action plan has been drafted for the consideration by the Our People Governance Board, who will monitor progress against the plan.
A	KA34. Budget "Plan on a Page" to reduce reliance on Government grants and New Homes Bonus over the next few years, retaining tight budgetary control with affordability and value for money are at the core of the Council's decision making processes	31/03/2017	Cllr Gray	Clive Mason	Budget timetable for 2017/18 process in place and early work to identify savings required has commenced. A four year efficiency plan has been submitted to DCLG in order to qualify for a four year settlement, which sets out how the Council intends to meet the budget gap over the MTFS period.
n/a	KA35. Undertake Zero Based Budgeting (ZBB) Phase 2 to identify further service savings	n/a (see comment)	Cllr Gray	Clive Mason	A decision has been made that a fresh ZBB exercise is not taking place as part of the budget setting process for 2017/18.
A	KA36. Achieve budgeted savings, planning ahead to make savings at the earliest opportunity	Ongoing, quarterly reporting	Cllr Gray	Clive Mason	66% of ZBB approved savings are on course to be implemented with 31% on amber status. Overall Q2 projection is £0.9m below budget.

WE WANT TO: Become a customer focussed organisation

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA37. Implement a consultation exercise with residents and business to inform 2017/18 budget planning	31/12/2016	Cllr Gray	Clive Mason	Consultation exercise to be actioned during the next quarter as part of the budget setting process.
G	KA38. Deliver actions to contribute to the Customer Service Strategy	31/03/2017	Cllr Cawley	John Taylor	All services have actions to deliver in support of the Strategy and these are being monitored as part of the Service Planning timetable and via the performance management reviews of staff by Managers.

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
---	-------------------------	---	---	---	--	---	-----------------------------	-----	--------------------------------------

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI26. Percentage of grounds maintenance targets consistently met Aim to maximise	n/a	n/a	80%	94.66%	G	80%	80%	G
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI27. Percentage of household waste sent to landfill Aim to minimise	44.67%	42.44%	45%	45.47%	A	45%	45%	G
Comments: (Operations) July was 40%, August increased to 54% and September was at 41% sent to landfill.								
PI28. Percentage of missed bins recovered within 48 hours Aim to maximise	n/a	n/a	90%	75%	A	90%	75%	A
Comments: (Operations) New indicator. Working is ongoing with the call centre to get the correct data from CRM as we currently only have the closed date of the call record and not a completion date of the work within the call. The consequence of this is that Operations (Commercial Services) are required to cleanse the data which is time consuming and not sustainable going forward.								
PI29. Total amount of energy used in Council buildings Aim to minimise	12,096,814 kWh	5,318,281 kWh	5,211,915 kWh 2% reduction	5,289,199 kWh 0.6% reduction	A	11,854,877.7 kWh 2% reduction	2% reduction	A
Comments: (Operations) Further works to reduce energy use from HDC estate has been put on hold pending the approval of the REFIT project which will see a coordinated approach to energy reduction across all major HDC buildings.								
PI30. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise	23 days	22.5 days	26 days	23 days	G	26 days	26 days	G

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Performance remains on track to meet annual target. Approximately 230 new claims for benefit are received each month – 97% of these are made using our on-line claim form. Risk Based Verification is used to concentrate resources on those claims most likely to contain fraud and error.								
PI31. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise	4 days	4.4 days	7 days	4.6 days	G	7 days	7 days	G
Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Performance remains on track to meet annual target. Our on-line change of circumstances form was introduced in December 2015. Nearly 75% of customers are now reporting changes on line rather than using a paper form.								
PI32. Number of Disabled Facilities Grants (DFGs) completed Aim to maximise	168	37	45	51	G	180	180	G
Comments: (Development) As PI10, this reflects the performance of the shared Home Improvement Agency (HIA) service which is provided by Cambridge City Council on our behalf.								
PI33. Percentage of business rates collected in year Aim to maximise	99%	56.8%	59.2%	58.9%	A	99%	99	G
Comments: (Customer Services) Collection is just under target at present, with impacts of appeals impacting on the collection of some accounts, although year-end target should still be met. The team are also busy working on the revaluation of business rates the Government have commissioned for implementation from 2017.								
PI34. Percentage of Council Tax collected in year Aim to maximise	98.5%	57.4%	58.3%	58.7%	G	98.6%	98.6%	G
Comments: (Customer Services) Collection is just over target at present, and the team are working hard to collect what is owed to the Council.								
PI35. Percentage of space let on estates portfolio Aim to maximise	98%	97.7%	95%	95.9%	G	95%	96%	G
Comments: (Resources) <ul style="list-style-type: none"> - The demand for industrial units remains high, office remains challenging. - Q2 recorded an average of 5 Vacant units (July - 6 empty properties, August – 5, September – 5). - With an historic estate of 123 properties, the performance for Q2 is 95.93% (123 – 5 = 118, 118/123 x 100 = PI 95.93%). 								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>- % indicators – the 16/17 target is set at 95% as it is recognised vacancy rates are subject to economic conditions.</p> <p>Vacant Units - The nightclub in Huntingdon is being considered for other uses. Unit 14 Caxton Road remains vacant, but recent interest generated by agent appointed to market. 8 Phoenix Court has a strong lease interest and terms under negotiation. Vacancy rates at Alms Close have stabled, with Unit 3 soon to be occupied.</p>								
PI36. Percentage of invoices from suppliers paid within 30 days	98.8%	98.8%	98%	97.5%	A	98%	98%	G
<p>Aim to maximise</p> <p>Comments: (Resources) Performance is marginally below the target rate by 0.5%. It is anticipated that 98% target will be hit by year end.</p>								
PI37. Staff sickness days lost per full time employee	11.7 days/FTE	5.2 days/FTE	4.0 days/FTE	5.6 days/FTE	R	9.0 days/FTE	10.6 days/FTE	R
<p>Aim to minimise</p> <p>Comments: (Corporate Team) The Q2 result (2.7 days/FTE) was better than Q1 (2.9 days/FTE) and further improvement is expected over the rest of the year however it is unlikely that Q3 and Q4 results will be low enough for the challenging annual target to be achieved. 65% of the days lost in Q2 related to just 25 long-term sickness absence cases. Managing sickness absence is a key priority for our Senior Management Team, with management, HR and Occupational Health actions all being monitored closely in order to ensure that appropriate steps are being taken to facilitate prompt return to work wherever this is possible.</p>								
PI38. Commercial Estate Rental & Property Fund Income only	n/a	n/a	£0.85m	£1.88m	G	£1.7m	£2.373m	G
<p>Aim to maximise</p> <p>Comments: (Resources) New indicator. No historic data is available.</p> <ul style="list-style-type: none"> - The historic estate continues to make gains from rent reviews, lease renewals and new leases; the current forecast annual rent role is £1,900,209. The rent patterns vary (annual, quarterly, monthly, other) but income received in Q2 was £566,884 (a) - The income generated from the CIS acquisitions in Q2 was £151,370 (b) (Stonehill, Wilbury Way and Shawlands £148,339) - The income from the CCLA fund was £27,772 (c) <p>This gives a £0.746m Q2 performance (£a+ £b + £c) = £746,026.</p> <p>The cumulative performance for the year to date reported above is £746,026 + Q1 Income £1,083,111 + Q1 CIS £31,250 + Q1 CCLA £19,727 = £1,880,114 (d).</p> <p>This puts the income target in Green and the following total income is expected for the year:</p> <ul style="list-style-type: none"> - £1,900,209 historic estate income - 2 Stonehill £125,000k full year - Wilbury Way, Hitchin (purchased) £87,000 remainder of year (total lease rent £165,000) - Retail park in Sudbury £483,432 per annum rent – expected rent from acquisition date is £1324 per day x 197 days = £260,828 <p>Total forecast = £2,373,037 (e).</p>								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI39. Planned net budget reductions achieved Aim to maximise	n/a	n/a	£0.95m	£0.74m	A	£1.9m	£1.48m	A
Comments: (Resources) A RAG review of the planned 2016/17 ZBB savings has been undertaken showing 65% of savings at green, 18% amber and 16% red. Other savings have been found to compensate slippage, reflecting an overall 2016/17 forecast outturn £0.9m below budget.								
PI40. Change in Band D Council Tax for 2017/18 Aim to minimise	0%	n/a	n/a – annual measure			0%	0%	G
Comments: (Resources) A 0% council tax increase is included in the Council's MTFS but will be confirmed when the Council's 2017/18 budget is set in February 2017.								
PI41. Call Centre telephone satisfaction rate Aim to maximise	94.3%	n/a	n/a – annual measure			95%		
Comments: (Customer Services) This is an annual measure – data to follow in Q4.								
PI42. Customer Service Centre satisfaction rate Aim to maximise	92.2%	n/a	n/a – annual measure			95%		
Comments: (Customer Services) This is an annual measure – data to follow in Q4.								
PI43. Percentage of Stage 1 complaints resolved within time Aim to maximise	n/a	n/a	98%	88%*	R	98%	98%	G
Comments: (Corporate Team) New indicator. Services responded late to 8 of 61 complaints received in Quarter 2 (87%), giving a cumulative year to date result of 88%.								
PI44. Percentage of Stage 2 complaints resolved within time Aim to maximise	n/a	n/a	98%	83%	A	98%	90%	A
Comments: (Corporate Team) New indicator. Q2 performance was 100%, with all five of the Stage 2 complaints received responded to within time. The cumulative performance this year is below target due to one Stage 2 complaint being resolved a day late in Q1.								
PI45. Website satisfaction rate Aim to maximise	n/a	n/a	75%	74%	A	75%		

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Comments: (ICT Shared Service) The new website launched in October 2015 so there is no past data and it is not currently possible to forecast outturn performance.								
PI46. One Leisure Net Promotor Score (NPS) (likelihood of recommending service to others) Aim to maximise	n/a	n/a	n/a – TRP system to be ready for Q3.			10% over system average		
Comments: (Leisure and Health) The Retention People (TRP) system is a communication tool that allows One Leisure to send (direct to users) a series of requests to complete a Net Promoter Score (NPS) questionnaire. The question asked is 'how likely are you to refer your friends to One Leisure. The score is 1-10. Once answered, the participant is asked to give reasons for the score, from which we gain valuable feedback. The system will return an NPS for One Leisure based upon the responses to the questionnaire. Questionnaires will be sent at a rate of 250 per quarter to each major user group, to include Impressions members, Swim members, Casual swimmers, Group Fitness attendees, Lapsed members. This system is bedding in and collating the data required.								

Appendix C – Project Performance

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 and purpose of project	Programme	PM	Target End Date	Expected End Date	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.	Facing the Future	Clarke, Jon (Leisure)	30/09/15	31/03/17	Lease issues are still being negotiated and a new lead officer for HDC is now responsible for the negotiations. Meeting regarding heads of terms is scheduled. Project has a RED status by the PM for issues with leases.	Red	Within last month
Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.	Capital 2015/16	Tilah, Bill (Facilities)	31/05/16	28/01/17	Following Project board meeting March, the project site has been updated with re-organisation of Consultant Project Manager and timeline. Project has a RED status as classified by the PM but working towards amber through October / November.	Red	Within last month
In Cab Systems The project will replace the existing manual process for logging waste collection issues and involve delivery of that information in a timely manner from the refuse collection vehicle to the call centre. This will involve the purchase of a new bespoke system including hardware devices for the refuse collection vehicles.	Capital 2016/17	Gordon, Beth (Operations)	31/01/17	31/10/17	Project has a RED status as classified by the PM due to significant delay arriving from the decision to take a wider corporate approach and consider provision as part of the existing 3C Shared Service.	Red	Within last month

<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>
--	--	---	---	---	---

58

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Refit Energy efficiency project regarding major works across One Leisure sites.</p>	Capital 2016/17	Blackwell, Julia (Environment)	03/04/17	03/04/17	<p>Issues regarding the lack of leases at OL St Neots and OL Huntingdon Dry is considered by Cabinet to be too great a risk for the project to move forward.</p> <p>Site is up to date and contains all necessary documentation.</p> <p>Project has a RED status as classified by the PM due to the complications regarding leases.</p>	Red	Within last month
<p>iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ</p>	Development	Bedlow, Susan (Development)	01/07/17	01/07/17	<p>The signing over of the lease between Urban&Civic (U&C) and HRC has yet to take place and as the contract with Willmott Dixon needs to be finalised simultaneously for insurance purposes, this is delaying the start of the build. It is highly unlikely now that the build programme will be complete for an opening at the start of the academic year in September 2017. Site is up to date and contains all necessary documentation.</p> <p>Project has a RED status as classified by the PM due to the complications regarding insufficient budgets.</p>	Red	Within last month
<p>New Telephone System This project is looking to put a new cloud hosted VOIP telephony system in at Cambridge City Council.</p>	3C Shared Services	Allen, Tony (3C ICT)	31/11/16	31/11/16	<p>New telephone system and customer service centre went live on Saturday 10th September.</p>	Red	Within last month

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.
--	--	---	---	---	---

59

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					Project has a RED status as classified by the PM due to project having issues still outstanding.		
Building Access Control	3C Shared Services	Solanki, Raj (3C ICT)	31/07/16	16/12/16	Some slippage regarding starting dates due to lack of communication from partners involved from other sites. Dates of when works will start have now been agreed by partners. Project has an AMBER status as classified by the PM due to project having ongoing issues with external partners.	Amber	Within last month
Clifton Road Roofs The capital bid is for funds to replace the roofs at the Clifton Road Industrial Estate, to make weather proof.	Capital 2016/17	Tilah, Bill (Estates)	28/02/17	28/02/17	Project Plan reviewed and updated - commission of contracts moved to November - completion date for works brought forward to February 2017 Project has an AMBER status as classified by the PM due to the PM being in the process of updating and bringing project on track and also procurement and tender process under discussion with Board Chair – with actions to be advised.	Amber	Within last month
Levellers Lane Replace industrial roofs to address H & S and fulfil Council obligations.	Capital 2016/17	Tilah, Bill (Operations)	28/02/17	15/03/17	Meeting with board chair to discuss procurement and status of tender / contract aware. Actions from meeting to be agreed and updated on project site.	Amber	Within last month

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.
--	--	---	---	---	---

69

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					Project has AMBER status as classified by the PM due to PM in process of updating and bringing project on track and also procurement and tender process under discussion with Board Chair – with actions to be advised.		
Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes.	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	11/11/16	The project has progressed, with Officers from across the Council trained in using Tableau. The project is shown at Amber due to delays in completing the original scoping of the project, but with clarity on the need to deliver a pilot across elements of the Council - particularly in OneLeisure – the project has moved forward. This pilot has created a number of benefits which have been captured by the Project Manager. A project close report has been commissioned by the Project Board, which will capture the cost/benefits from the work and also identify lessons learnt. The report will also recommend how this technology could be expanded at HDC.	Amber	Within last month
One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building.	Leisure & Health	Gray, Brian (Leisure)	31/12/15	31/10/16	Contract has been reviewed and amendments made based upon Leisure Board meeting. Amendments have been discussed with U&C and clarified. Reporting back to Leisure Board early-mid October.	Amber	Within last month

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.
--	--	---	---	---	---

61

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date.		
Little Paxton Community Centre To manage the delivery of the new Lt Paxton Community Building being built under the S106 by Taylor Wimpey Building is expected to taken over by a new community group based around the Colts Football Club	Community	Allen, Chris (Projects)	31/03/17	31/03/17	Building has started on site and progress is being monitored and site meeting attended. The new Community Interest organisation has not yet being set up and is being chased by Penny Litchfield. A Committee is to be set up to begin the necessary procedures and to evolve into a legal footing. Meeting was held on Wednesday 5 th October. Project has an AMBER status due to project site lacking information. Only recently classified as a Project and PM working hard to ensure site is up to date.	Amber	Within last month
One Leisure Huntingdon Changing Facilities To up-grade the Changing facilities at the Swimming Pool at One Leisure Huntingdon. Changing rooms will become a changing village with different options for changing.	Capital 2016/17	Martin-Peters, Karen (Operations)	17/10/16	31/03/17	Lease and Lottery Agreement not yet signed may need escalating. Appointment of an Architect in conjunction with Project Manager. Tender for building works to be written in conjunction with Project Manager and put to tender. Site is up to date and contains all necessary documentation.	Amber	Within last month

<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>
---	---	--	--	--	--

62

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Council Tax Automated Forms Introduce automated forms into business systems.</p>	Facing the Future	Davies, Ian (Recovery)	30/09/16	31/10/16	<p>STAGE 1 complete - E-Forms went live on HDC website on 21st July 2016. STAGE 2 started 8th August. Robotics is in test environment. The first E-Form to be automated (Direct Debit) is expected to go live in next 2 weeks.</p> <p>Project has an AMBER status due to the PM recognising that the project has now slipped, due to minor technical difficulties, and necessary changes to business rules in the robotics software</p>	Amber	Within last month
<p>Building Control Uniform Project</p>	3C Shared Services	Huggon, Caroline 3C Shared Services	31/10/16	31/10/16	<p>28th September. - Agreed that as there are still some outstanding issues the project will not be closed as yet. Agreed to book another meeting in 4-6 weeks to review the close down report.</p> <p>Will need to purchase some more Uniform spatial user licenses. Building Control's usage has increased significantly from what was initially expected. A quote has been received from Idox for 10 more licenses £12,000. Agreed that Building Control will pay their share for the licenses. Discussion regarding the splitting of costs to take place.</p> <p>Project has AMBER status classified by the PM for the ongoing issues.</p>	Amber	Within last month

<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>
---	---	--	--	--	--

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>Bin Deliveries To reduce Customer Cycle Time with the expectation of increasing customer satisfaction.</p>	LEAN	Wilby, Lauren (Corporate Office)	MT: 31/12/16 LT: linked to in-cab project	N/A	Following successful report out to stakeholders, improvements are in the process of being implemented.	Green	Within last month
<p>Taxi Licensing To review the end-to-end process of taxi licensing and implement changes to reduce the processing time whilst increasing customer satisfaction.</p>	LEAN	Wilby, Lauren (Corporate Office)	31/3/17	31/3/17	Validating previous process maps against updated process and data gathering to understand current state.	Green	Within last month
<p>Switch Replacement To replace the Core and Edge switches for the computer/ telephony network at HDC.</p>	3C Shared Services	Allen, Tony (3C ICT)	31/3/17	31/3/17	Work is ongoing; project site has relevant documentation for this stage. Site is up to date and contains all necessary documentation.	Green	Within last month
<p>Implementation of Financial Management System</p>	3C Shared Services	Buckell, Andrew (3C ICT)	31/05/17	31/05/17	Workshops are being held regularly and issues have been identified and updated regularly by PM. Project is on target to finish on time.	Green	Within last month
<p>Housing System Review A review of the Housing System at SCDC with a view to going out to tender for a new system. CCC to be consulted at all stages may be included in the tender. This does not impact HDC Housing systems.</p>	3C Shared Services	Huggon, Caroline (3C ICT)	31/09/18	31/09/18	Work is ongoing; project site has relevant documentation for this stage. Continued to work on PID, Project Plan and other project documentation to be completed by first Project Board Meeting on 27 th October Arranged meetings with Katie Brown who is now on Project Board to represent Rents at SCDC and Julia Hovells to discuss CCC involvement.	Green	Within last month

63

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.
--	--	---	---	---	---

4

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
OL String Bowling To replace the current problematic bowling mechanism for the Basement Lanes Ten Pin Bowling facility at One Leisure St Ives.	Capital 2016/17	Davidson, Chris (Leisure)	30/06/16	30/09/16	FGB agreed additional capital of £6k on 03.10.16. Completion of RFQ process by 05.10.16. Completion of RFQ process by 07.10.16. Award of contract by 07.10.16. Agree installation date with contractor by 07.10.16.	Green	Within last month
Resource Booking To explore options and procure a new room booking system for internal and third party use	3C Shared Services	Day, Steph (3C ICT)	30/09/16	31/12/16	Site visits September 2016 Procurement October 2016 Minor slippage but with minimal consequence on project.	Green	Within last month
Benefits Landlord Portal To provide an online facility to give landlords (mainly Housing Associations) basic information relating to their tenants in receipt of Housing Benefit.	Customer Services	Huggins, Barnes (Rev. Serv)	30/09/16	30/09/16	Software from Northgate has been procured. Installation is scheduled for 29th September 2016 with onsite consultancy arranged for 7th October 2016 to go over set up etc.	Green	Within last month
Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings.	Capital 2016/17	Blackwell, Julia (Environment)	31/03/17	31/03/17	Salix contribution to cycle path costs transferred to pay invoice Indicative quote received for the replacement of workshop lighting at Hinchingsbrooke Country park (HCP) Site is up to date and contains all necessary documentation.	Green	Within last month

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.
--	--	---	---	---	---

65

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.	Capital 2016/17	France, Paul (One Leisure)	30/06/17	30/06/17	15th September - Team Meeting to include newly appointed Technical PM (External) John Bucher. 2 different concept drawings to be requested to allow TPM to make costs against. PC to discuss with procurement suggestions to run both OLH projects alongside each other for economies of scale. Site is up to date and contains all necessary documentation.	Green	Within last month
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.	3C Shared Services	Keech, Edward (3C IT)	31/12/17	31/12/17	The ITT has been signed off and distributed to the partners of the RM 1058 Framework. We are currently in the Q & A phase. Site is up to date and contains all necessary documentation.	Green	Within last month
Waste and Recycling Reconfiguration The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.	Operations	Field, Heidi (Operations)	31/07/17	31/05/17	Completed round risk assessments Reminder letters sent to customers for review of eligibility where these have not been returned. Databases have been updated. Meetings with refuse and recycling crews completed – crews now checking current round maps to ensure they are accurate.	Green	Within last month

<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>
---	---	--	--	--	--

99

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					Site is up to date and contains all necessary documentation.		
Capita Upgrade Capita payment management system upgrade and migration to cloud.	3C Shared Services	Huggon, Caroline (3C ICT)	31/11/16	31/11/16	Constant testing is taking place and discussions are being held regularly. Test plan finalised and arrangements for Capita engineer on site for test set up have begun. Site is up to date and contains all necessary documentation.	Green	Within last month
Octagon To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.	Capital 2015/16	Tilah, Bill (Estates)	31/03/16	30/06/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Over 2 months ago
Commercial Investment Strategy Review and Implementation Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/15	31/03/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Over 2 months ago
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	01/04/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Over 2 months ago
Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Outstanding grant is to be split between four partners, however waiting on Anglia Revenues Partnership to invoice for their proportion. Project will close as soon as invoice is received.	Pending Closure	Within last month

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.
--	--	---	---	---	---

67

Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
CAB Move to PFH Move Citizens Advice (Rural Cambs) Huntingdon into front and back office space at Pathfinder House.	Accommodation Group	Wilby, Lauren (Corporate Team)	30/06/16	08/07/16	Project completed and closedown report currently with Project Board for approval.	Closed	Within last month
Call Centre & CSC Provision Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams.	Facing the Future	Greet, Michelle (Customer Service)	31/03/16	31/05/16	Project completed and closedown report currently with Project Board for approval.	Closed	Within last month
One Leisure Stationary Cycle and Virtual Fitness Procurement Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use.	Capital 2015/16	Gray, Brian (Leisure)	01/03/16	01/03/16	Project completed and closedown report currently with Project Board for approval.	Closed	Within last month
CCTV Pathfinder House Resilience	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
CCTV Wi-Fi	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
Lone Worker Software	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
Building Foundations for growth grant underspend project 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	Development	Bedlow, Susan (Development)	-	-	TWI have confirmed that, given the EU funding bid knock back, they will not be making an investment at Alconbury in the near future and hence will not be requiring the a capital loan. Focus now needs to be on the	Pending Approval	Within last month

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 and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
which fits within the GCGP's economic strategy.					identification and development of an alternative project within the parameters of the grant determination and state aid compliance.		

Appendix D



Financial Performance Monitoring Suite September 2016

Contents

1. Financial Performance Headlines	1
2. Revenue and Reserve Forecast	2
3. Service Commentary	3
4. Capital programme	7
5. Financial Dashboard.....	10

Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

Revenue	Forecast Net spend - £17.0m, ahead of the budget by £0.9m Financing income is improved by £1.073m due to additional business rates receipts for renewable energy schemes and enterprise zone reliefs that were not budgeted for.
Capital	Forecast capital spend is £9.5m, compared to a budget of £11.0m, a reduction of £1.5m.
Reserves	Total forecast contribution to reserves £3.1m is as follows: <ul style="list-style-type: none">• Budget Surplus Reserve £3.0m – this is the excess of the 15% minimum threshold set for the General Fund reserve and will be held to cover future years budget deficits.• General Fund Reserve £0.1m this maintains the reserve at 15% of Net Expenditure.• Collection Fund Reserve – this has increase by £1.073m in relation to the additional NDR receipts.

2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2015/16		2016/17		
	Outturn £'000	Budget £'000	Forecast £'000	Forecast Variation £'000	%
Revenue by Service:					
Community	1,676	1,911	1,826	(85)	-4.4
Customer Services	3,628	2,355	2,517	162	6.9
ICT Shared Service	494	1,822	1,976	154	8.5
Development	1,204	1,370	725	(645)	-47.1
Leisure & Health	(141)	(280)	3	283	-101.1
Operations	4,173	3,968	3,961	(7)	-0.2
Resources	4,153	4,467	3,691	(776)	-17.4
Directors and Corporate	2,112	2,301	2,364	63	2.7
Technical Adjustments	(177)	0	0	0	0.0
Net Revenue Expenditure	17,122	17,914	17,063	(851)	-4.8
Contributions from Earmarked Reserves	0	0	(45)	(45)	0.0
Contribution to Earmarked Reserve (CIL)	0	0	210	210	0.0
Service Contribution to Reserves	2,555	2,276	2,962	686	30.1
Budget Requirement (Services)	19,677	20,190	20,190		
Financing:-					
NDR & Council Tax surplus	(2,750)	(3,933)	(5,006)	(1,073)	27.3
Government Grant (Non-specific)	(7,668)	(8,351)	(8,351)	0	0.0
Contribution from Collection Fund Reserve	(1,492)	0	1,073	1,073	0.0
Council Tax for Huntingdonshire DC	(7,767)	(7,906)	(7,906)		
General Fund Reserve					
	2015/16		2016/17		
	Outturn £'000	Budget £'000	Forecast £'000	Forecast Variation £'000	%
Balance as at 1st April	9,287	2,537	2,537	0	0.0
Service Contribution to Reserves	2,555	2,276	2,962	686	30.1
Contribution to/(from) Collection Fund Res	(1,492)	0	1,073	1,073	0.0
Transfers to/from Other Reserves	1,055	0	210	210	0.0
Transfer to NDR Reliefs Reserve	(300)	0	0	0	0.0
Transfer to Earmarked Reserve	(805)	(2,126)	(4,223)	(2,097)	98.6
Transfer to Capital Investment Reserve	(7,763)	0	0	0	0.0
Outturn forecast as at 31 March (15% of Net Revenue Expenditure)	2,537	2,687	2,559	(128)	-4.8
Earmarked Reserves					
	2015/16		2016/17		Commentary
	Outturn £'000	Addition £'000	Deduction £'000	Forecast £'000	
S106 agreements	1,233			1,233	To be held to meet future years budget deficit
Commutated S106 payments	1,725			1,725	
Repairs and Renewals Funds	981			981	
Collection Fund	2,702	1,073		3,775	
Capital Investment	12,390			12,390	
Budget Surplus	805	3,150	(45)	3,910	
NDR Reliefs	300			300	
Special Reserve	2,325			2,325	
Other Reserves	1,549			1,549	
Total Earmarked Reserves	24,010	4,223	(45)	28,188	

Definitions

2016/17 Budget

As approved by Council, February 2016

2015/16 Outturn

Final figures for 2015/16, so these may vary slightly to the Provisional Outturn figures reported to Cabinet in June 2016.

3. Service Commentary

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Community				
Head Of Community	79,602	82,481	2,879	
Community Team	706,813	689,476	(17,337)	Combination of overspends on building rental (£14k), and provision of new electricity supply (£5k); savings from vacant posts in the establishment (£40k), reduced demand this year on the pest control service giving a £8k shortfall in income, along with priority Centre income of £5k not being realised.
Commercial Team	349,121	291,964	(57,157)	Combination of underspends (£32k on a vacancy in the team, with associated £5k on transport costs; and £13k on supplies and services); combined with an additional £6k of income
Environmental Protection Team	408,550	348,922	(59,628)	Combination of underspends (£44k for a vacancy within the team, with associated £3k on transport; £5k on supplied and services); combined with an additional £7k of income
Environmental Health Admin	143,779	114,483	(29,296)	Combination of underspends (£20k for a vacant within the team, and £2k on supplied and services), and additional income of £7k
Projects And Assets	140,022	247,028	107,006	Overspending due to small delay in the implementation of the service restructure (£37k), and the impact of service transformation costs (£65k). Action on overspend Offset from other savings within the Division
C C T V	(71,000)	(70,484)	516	
C C T V Shared Service	212,244	220,063	7,819	
Licencing	(161,246)	(196,155)	(34,909)	Additional income in the year of £29k, along with savings within the transport budget of £8k due to savings on taxi inspections; with some small overspends in employees £2k and supplies and services £1k
Corporate Health & Safety	100,608	98,266	(2,342)	
	1,908,493	1,826,044	(82,449)	
Head of Customer Services				
Head of Customer Services	96,477	99,104	2,627	
Local Tax Collection	140,286	135,942	(4,344)	
Housing Benefits	403,556	493,522	89,966	Higher than planned use of B&B to deal with homelessness has resulted in an overspend Action on Overspend Working on options across the short, medium and long-term - but in 16/17 an overspend is likely
Council Tax Support	(122,950)	(137,598)	(14,648)	Grant funding provided by DCLG to HDC, amount not known at the time the budget is set. Forecasting a larger grant than originally expected
Housing Needs	777,737	818,325	40,588	Additional expenditure in year to maintain Coneygear Court temporary accommodation Action on Overspend This will be an overspend at year-end - this site provides 30% of HDC Temporary Accommodation - the alternative is more costly B&B for homeless clients
Customer Services	829,303	836,454	7,151	
Document Centre	230,803	260,826	30,023	Additional external income targets not being met. Action on Overspend Work looking at potential commercial partnership progressing, and new clients being sought
Information Management	0	10,361	10,361	2015/16 items not accrued at year end, not an ICT Shared Service item
	2,355,212	2,516,936	161,724	
Head of ICT Shared Service				
ICT Shared Service	1,822,219	1,976,109	153,890	This is due to differences in the cost of hired staff against saving from salaried staff. It is also made up of additional costs which have presented which were never planned but are now expected to be in the budgets. The total overspend for the ICT service is £431k but the Council's share of this is the £154k shown with the balance being billed to the other strategic partners. Action on Overspend Further work is continuing to ensure any additional charges coming in are agreed with the partners and future budgets adjusted to include all costs.
	1,822,219	1,976,109	153,890	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Development				
Head of Development	77,802	80,433	2,631	
Building Control	91,600	91,600	0	
Economic Development	232,062	233,310	1,248	
Planning Policy	854,715	557,220	(297,495)	£26.4K staff savings resulting from time taken to fill vacancies following restructure and as staff leave. £210K anticipated additional CIL admin invoiced (but not all expected to be received in 2016/17). £7.8K saving from travel expenses. £25.5K S.106 monitoring fees received previously recorded in a non-Planning budget. £20K additional income for Neighbourhood Planning. £32K costs for viability assessment incurred but will be recovered.
Transportation Strategy	65,020	55,518	(9,502)	
Public Transport	19,200	27,202	8,002	
Development Management	(192,510)	(541,523)	(349,013)	£108.7K staff savings resulting from time taken to fill vacancies following restructure and as staff leave. £5.3K saving from travel expenses. £11.9K anticipated additional spend on supplies and services. £373K anticipated additional planning application fee income. £85K anticipated overspend of appeal budget due to Wintringham Park appeal. £32K compensation payment in relation to TPO'd tree
Housing Strategy	222,047	221,165	(882)	
	1,369,936	724,925	(645,011)	
Head of Leisure & Health				
Head of Leisure & Health	77,822	78,886	1,064	
One Leisure Active Lifestyles	222,879	212,689	(10,190)	Additional income received from Grants Public Health and Sport England and a provision for additional income as part of the post DASH business plan
One Leisure	(580,782)	(288,837)	291,945	220K shortfall in Impressions Memberships income across all sites. Hospitality income at OLH & OLSN is 26K behind budget. 21K shortfall on Bowling income as capital project is still yet to take place. 43K Shortfall in Pure due to contract with Indigo and no room rentals. 28K shortfall on St Ives Heat Experience due to operational issues and closures. 17K shortfall on OLSN synthetic pitch due to capital project not taking place. 355K total income shortfall for above reasons however, swimming and Burgess Hall performing well which reduces overall deficit in income to around 160K. Staffing Expenditure has increased due to the living wage increase (affecting a large number of staff) and the pay award increments (60K) Operational costs have risen in equipment maintenance (Impressions) and Burgess Hall - £130K (offset by increased income at Burgess Hall). Other Expenditure savings are being made on general maintenance to attempt to try and balance the books as much as possible but this is having an effect on the ongoing building upkeep. Action on Overspend Action plan to address the membership shortfall issues and equipment failures. Bowling mechanism will be replaced In Nov/Dec and the Heat Experience is being resolved (although there will be no additional income for Heat Experience due to membership refunds in this financial year). Pure Treatment rooms are being rented out so some income will be recouped. The OLSN 3G project is expected to resume shortly. Improved on site Marketing will contribute to a number of re-brands and re-launches of Bowling, Parties and Swimming (OLH)
	(280,081)	2,738	282,819	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Operations				
Head of Operations	78,302	109,681	31,379	£24k HoS interim consultant; £7k Recruitment costs. Action on Overspend Covered by one-off in year service savings
Environmental & Energy Mgt	97,332	63,884	(33,448)	(£17k) Sustainability advice for SCDC; (£14k) County one off energy efficiency grant
Street Cleansing	826,877	780,057	(46,820)	(£12k) Litter Bin saving; (£32k) Weed spraying contract saving
Green Spaces	1,071,021	1,023,786	(47,235)	(£122k) One off in year savings; £44k to recover hedge cutting to standard; £26k Underachievement of ZBB target for CCC income
Public Conveniences	13,400	13,400	(0)	
Waste Management	2,104,683	2,102,206	(2,477)	£170k Round rescheduling delay; (£20k) insurance settlement relating to 2015/16; (£16k) Recycling credits c/f from 2015/16; (£34k) Recycling credit increase; (£34k) Trade waste income increased; (£29k) one off in year saving; (£46k) fuel price maintained low; (£14k) increased 2nd Green Bin income; (£11k) pension saving; £20k Round config Communications Costs
Operations Management	28,891	19,262	(9,629)	
Facilities Management	1,041,289	970,531	(70,758)	(£9k) EFH rent to CAB; (£31k) rent top floor of PFH; (£12.8k) rent top floor for 2015/16; (£16k) NNDR saving
Fleet Management	249,228	248,127	(1,101)	
Markets	(47,885)	(60,656)	(12,771)	(£8k) increased Market income
Car Parks	(1,495,224)	(1,309,216)	186,008	£110k Fee increase delayed until 01st Apr; £10k ZBB Free after 3 reintroduced; £30k Excess charge shortfall; £20k shortfall in season tickets; £20k specialist consultancy to inform car parking strategy in 2017/18 Action on Overspend Introduction of revised fees and charges anticipated 1st April 2017
	3,967,914	3,961,061	(6,853)	
Head of Resources				
Head of Resources	88,022	93,229	5,207	
Corporate Finance	4,413,876	4,066,255	(347,621)	Apprentice Levy not required in 16/17 (73k), CIS interest income (101k), MRP (180k) and temporary loan interest (10k)
Legal	214,838	223,963	9,125	
Audit & Risk Management	611,141	560,512	(50,629)	Insurance retender lower premiums
Procurement	64,431	65,249	818	
Finance	633,049	726,316	93,267	Interim staff required for Finance Manager, debt management and cash related work. Action on Overspend The overspend on the Finance Manager interim appointment can be covered from reserves as it is budget development work. However this is not being used as overall underspends within Resources are off-setting these overspends
Commercial Estates	(1,556,757)	(2,044,698)	(487,941)	Net off of saving from CIS related MRP (£961k) against reduced CIS income £481k because of delays in CIS programme. Saving on employee budget (£31k) due to 0.8 FTE vacant post. Lost Commercial Estate income due to vacancy of nightclub £18k.
	4,468,600	3,690,826	(777,774)	
Corporate Team Manager				
Democratic & Elections	733,932	725,704	(8,228)	
Directors	468,855	509,414	40,559	£25k excess of AK over salary budget; £13k Recruitment costs
Corporate Team	1,097,706	1,129,257	31,551	£20k Devolution; £25k Tupe consultancy; £11k OH increase due to Sick policy; (£22k) general savings Action on Overspend £20k Devolution and TUPE consultancy to be funded from reserves
	2,300,493	2,364,375	63,882	
HDC Totals				
	17,912,786	17,063,013	(849,773)	

4. Capital Programme

The table below shows the position on the capital programme as at quarter 2. As can be seen the spend to date is only £1.492m (13.5% of budget) but the capital programme is forecast to only have an underspend this year of £1.517m. There is a risk that this spend will not happen as the majority of schemes are still waiting to be started, even though plans are in place, contracts let etc. with a number of these.

The net spend on the Council's capital programme is financed via borrowing which has a revenue implication through the Minimum revenue Provision (MRP) the MRP budget will be set based on the period 6 or 7 forecast outturn, therefore any significant further slippage will result in a higher budget for the 2017/18 MRP being set.

Budget Summary	Revised Net Budget	Actual	Forecast Outturn	Variance
	£000s	£000s	£000s	£000s
Services				
Community Services	1,088	1	879	(209)
Development Services	406	(451)	412	6
Leisure & Health	1,547	187	756	(790)
Resources	3,857	1,408	3,867	10
Customer Services	161	28	31	(130)
ICT	370	0	436	66
Operational Services	3,559	318	3,089	(470)
TOTAL	10,987	1,492	9,470	(1,517)
Reason for Variances				
Rephasing to 2017/18				(1,346)
Overspend				36
Underspends				(151)
Cancelled				(117)
Other				117
Increased Grants and Contributions				(56)
				(1,517)

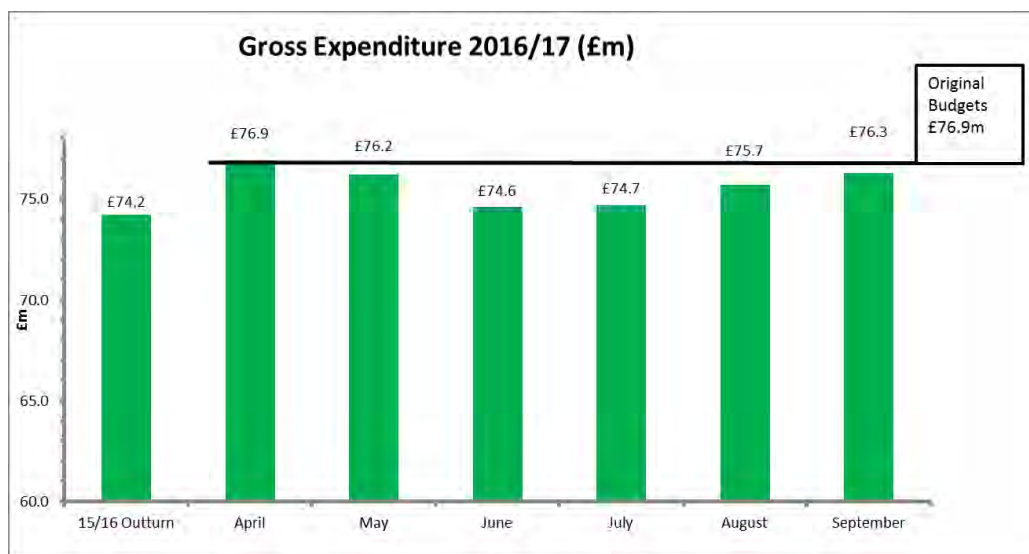
Variation Commentary		£000s
1	Underspends	
	Eforms The contract with the supplier is now agreed and is less than that estimated.	(13)
	One Leisure Replacement Equipment This scheme is now complete, the equipment cost less than anticipated.	(23)
	CCTV Camera Replacements The expected expenditure has been reduced because, there has been no need to replace cameras so far this year.	(10)
	Wheeled Bins Increase use of returned bins, smaller bins for trade waste customers, and less demand as a result of a reduced number of new developments, have reduced expenditure.	(44)
	Vehicle Fleet Replacement A saving as a result of the estimated pre-tender cost being less than the budget.	(26)
	Play Equipment The condition of the equipment has been assessed, and as a result the need for replacements has been reduced.	(5)
	Flexible Working The procurement of this software has been on a cost model that has a higher revenue cost but as a result reduces the upfront capital costs.	(30)
	Total	(151)
2	Cancelled Schemes	
	CRM Software Upgrade The upgrade to this software has been postponed to allow consideration to a scheme covering the 3Cs partnership.	(117)
	Total	(117)
3	Potential Rephasing to 2017/18	
	Huntingdon West Development The amount to be paid in compensation has slipped and is likely to remain unpaid until 2017/18.	(199)
	Alconbury Weald Remediation – Expenditure The planned project will not now proceed, and a new partner is being sought. The most likely partner is Urban and Civic and the expenditure will probably be a loan. In this instance capital sum repayments would still be governed by the grant determination letter. Alconbury Weald Remediation – Grant The planned project will not now proceed, and a new partner is being sought.	0
	One Leisure Huntingdon Development Lease negotiations with regard to the Leisure centre site have delayed the start of the project.	(666)
	One Leisure Improvements Bookings for Burgess Hall mean work cannot be undertaken in 2017/18, and in addition works at St Neots Pool are delayed due to programming issues.	(107)
	Building Efficiencies – Salix Savings to the fund have been at a reduced rate, as a result the amount available to spend has been reduced in this year.	(36)
	Retro-Fitting Buildings Delays to the installation of the energy saving equipment have	(120)

Variation Commentary		£000s
	resulted from protracted lease negotiations at One Leisure buildings, so some expenditure has been delayed to 2017-18. The sites to be completed in 2016-17 are OL St Ives, Huntingdon, and Sawtry. An exclusion clause is to be included in the contract to deal with unresolved site leases, once this is agreed work can commence at these sites.	
	Bridge Place Car Park An analysis of the requirements for parking in Huntingdon is underway, until the results of this are known this scheme will not proceed. Whilst there is still time for the scheme to proceed, it will not complete this year.	(218)
	Total	(1,346)
4	Overspends	
	One Leisure St Ives String Bowling The whole life costs of the scheme have been assessed, there is a cost benefit in spending more on the equipment which will result in lower on-going revenue costs.	6
	Virtual Server Tenders have been received and have been assessed, the costs indicated in the tender are higher than the budget. There are though anticipated saving in the flexible working budget not in the underspends above.	30
	Total	36
5	Other	
	Private Sector Grants (Housing) This scheme of grants is now complete, the expenditure for the remaining commitments exceeds the budget. Whilst there was an underspend in 2015-16 this was not rephased due the small amount.	6
	Capita Software Upgrade Extra work has been identified in addition to the Capita upgrade. This work is required to move interfaces from an in-house system to Capita AIM, and make more efficient use of this software. In addition Capita will train up in-house staff so that they are able to carry out future works.	23
	Doorstep Greens and Neighbourhood Gardens Funds were allocated in accordance with a supplementary planning agreement to provide neighbourhood gardens as a result of the Oxmoor Estate action plan which finished in 2010. Whilst some of the scheme has been funded from an earmarked reserve the remainder of the cost need to be funded from the capital programme. There are sufficient savings in the programme in 2016-17 to fund this expenditure.	22
	Telephony Switches The capital programme includes a scheme to replace telephony switches and infrastructure. This was split £0.100m in 2016-17 and £0.100m in 2017-18. Now that the procurement process has been undertaken, there would be a significant saving if the purchase of the equipment was made in one phase instead of split across two years. The total expenditure will be £0.166m, as opposed to the budget of £0.200m. If the expenditure were phased across two years it would total £0.187m. There are sufficient savings in the programme in 2016-17 to fund this expenditure.	66
	Total	117

Variation Commentary		£000s
6	Contributions and Grants	
	Increased contributions from developers for wheeled bins. Receipts from developers are exceeding that expected.	(4)
	Land Sales The pieces of land identified for sale have achieved higher selling prices than expected.	(13)
	Loves Farm Community Centre Additional s106 contributions have been received for the construction of this facility.	(39)
	Total	(56)

Financial Dashboard

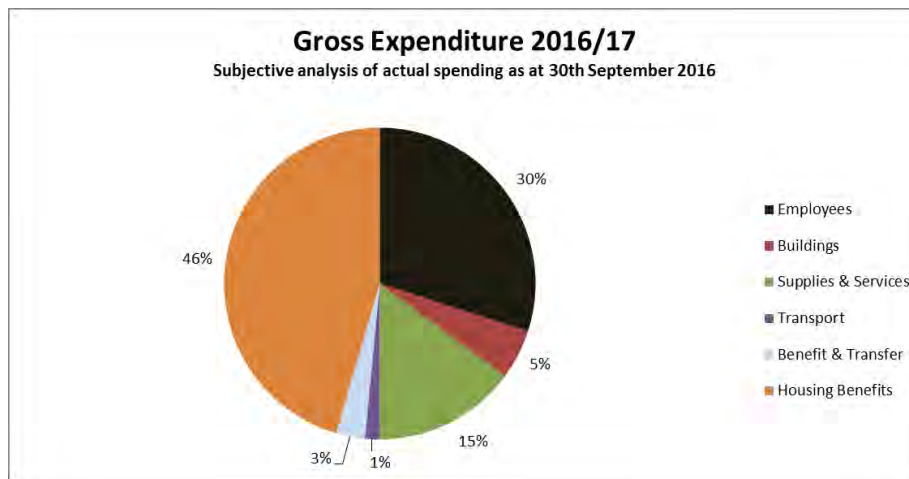
Revenue Expenditure



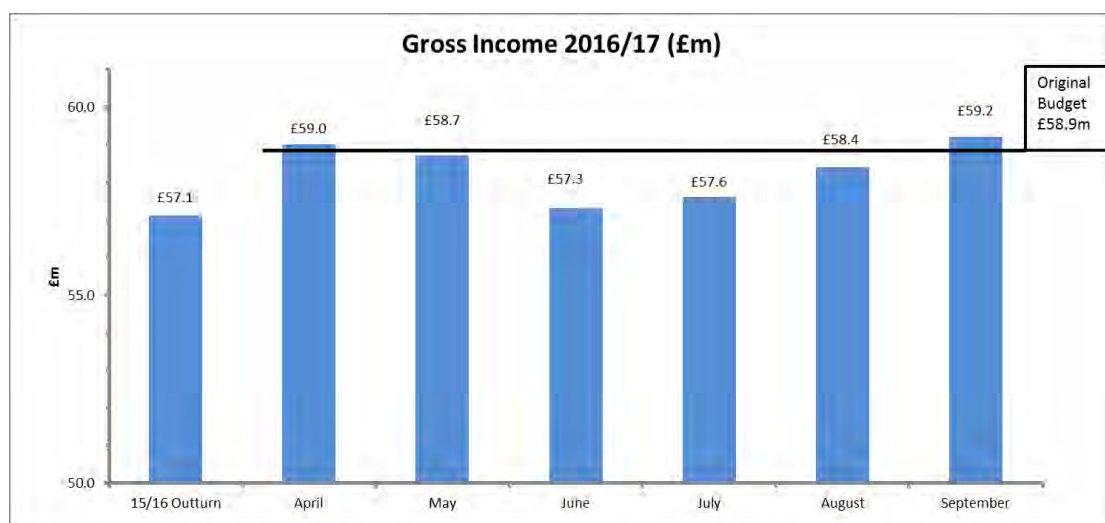
The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted increase to the Minimum Revenue Provision (£1m) mainly due to the Commercial Investment Strategy. These increases have been off-set by savings that services are expected to generate following service reviews.

Currently, expenditure is forecast to be £76.3m which is £0.6m below the budget target. This is £1.7m higher than the June forecast. The main reason for the increase in the forecast since June is that housing benefits payments have increased by £0.85m (the June forecast was based on the Governments expected trend of a 3.5% reduction in expenditure which has not been seen in the first half yearly payments). The ICT Shared Service is also expected to spend £0.43m more than the budget. Both of these items are mostly off-set by higher income (subsidy and partner contributions). The remaining variation is down to general variations across other services, some of the increased costs are matched by higher income.

As shown below the main area of expenditure is Housing Benefits and employees.

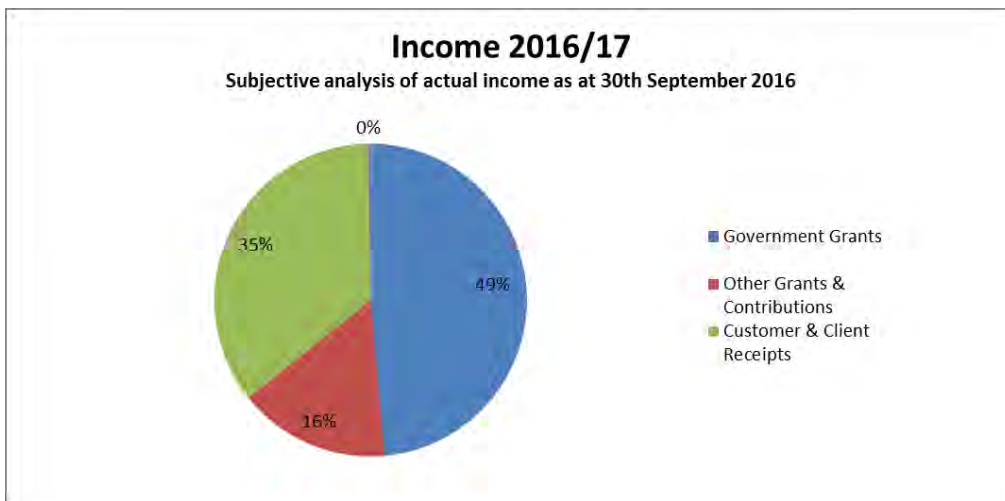


Revenue Income

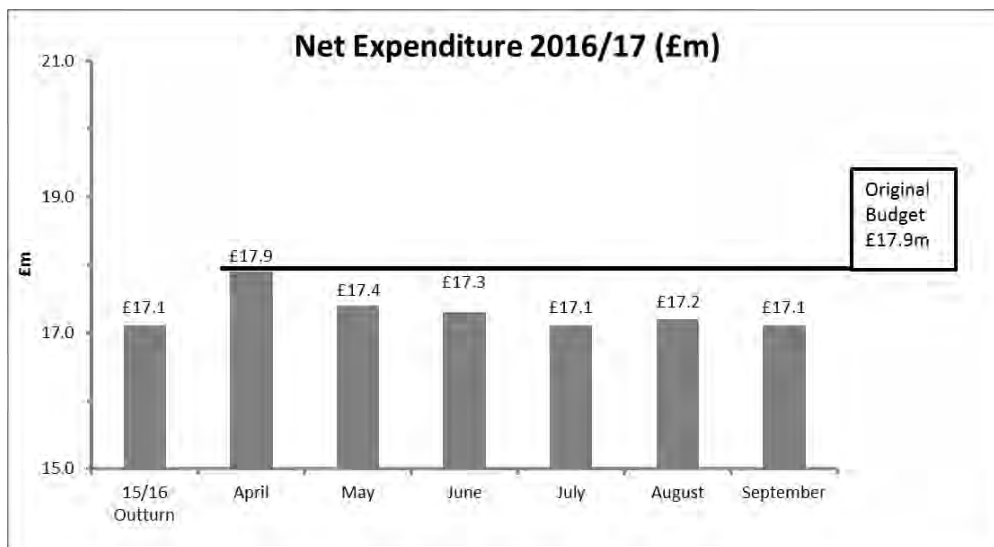


The gross revenue income budget as approved in February 2016 is £58.9m, £1.8m above the outturn for 2015/16. The main reason for this increase is due to the impact of shared services, HDC will receive £2.4m for the ICT shared service but £0.3m of Building Control income will now go to Cambridge City Council. Additional Income will also be generated by the CIS acquisitions but some one-off income items in 2015/16 have not been budgeted for in 2016/17.

Currently, income is expected to be £0.3m above the budget target. This is £1.9m higher than forecast in June. As previously mentioned, part of this increase is as a result of higher subsidy receipts (£0.82m) expected on housing benefits payments, higher contributions from partners for shared services (£0.28m). Other areas of higher income include CIL admin receipts (£0.21m) and planning fees (£0.37m). The CIS rental income (£0.48m) and One Leisure income (£0.16m) is expected to be below budget.



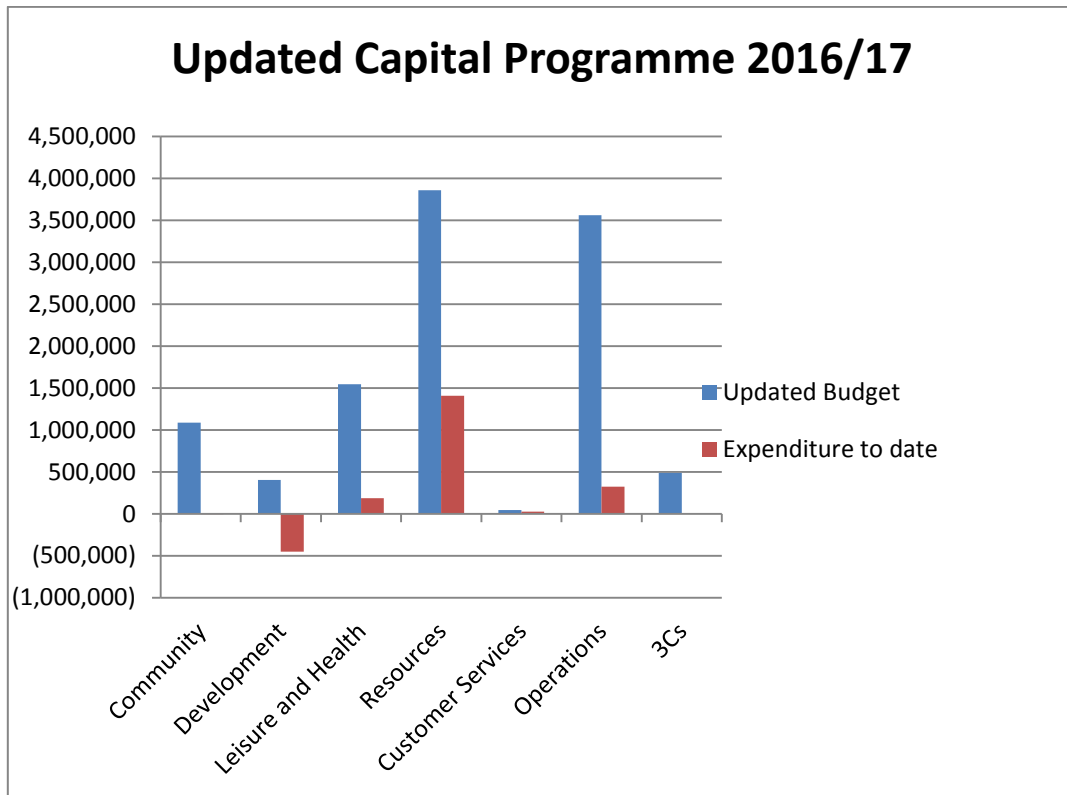
Revenue Net Position



At the end of September 2016 the net revenue expenditure is forecast to be at £17.1m, £0.8m below the net budget of £17.9m. Taking into account the budgeted contribution to reserves, the overall service related surplus is expected to be £2.9m by the year end.

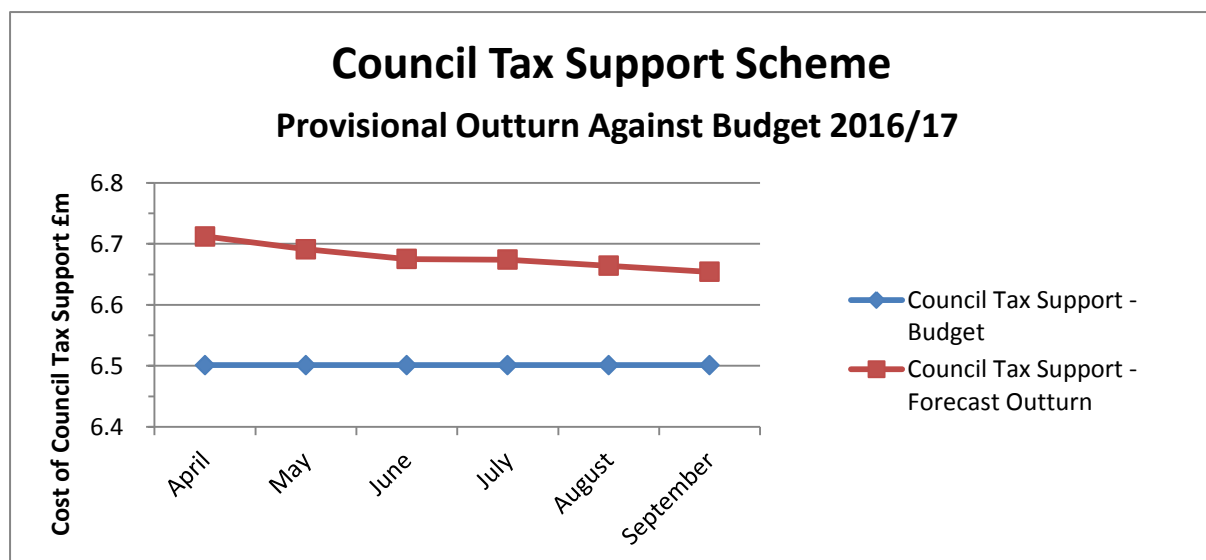
Capital Programme

Budget and Expenditure Update



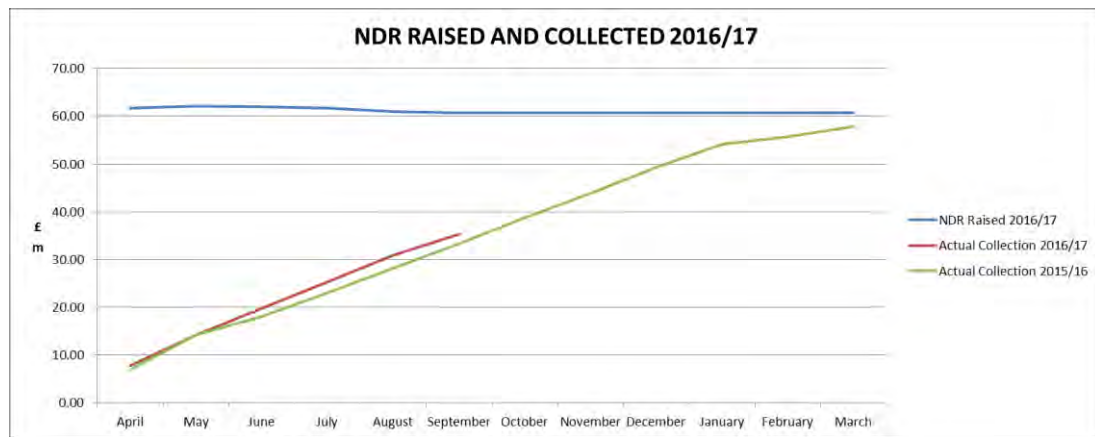
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.2m above the budgeted £6.5m. Any 2016/17 increase in Council Tax Support will impact in 2017/18.



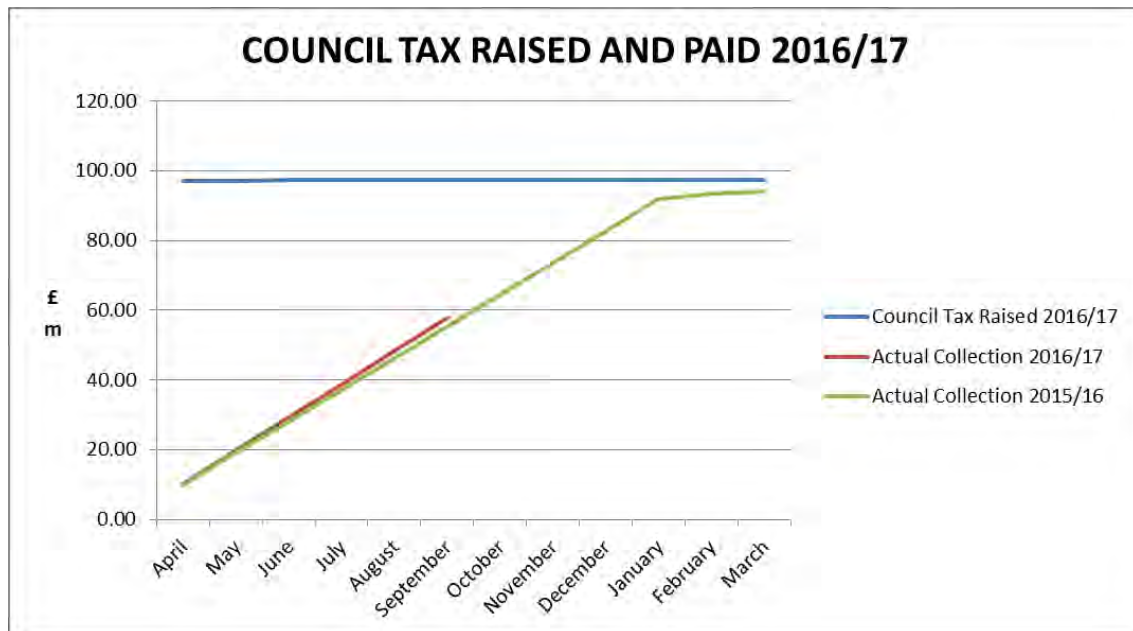
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



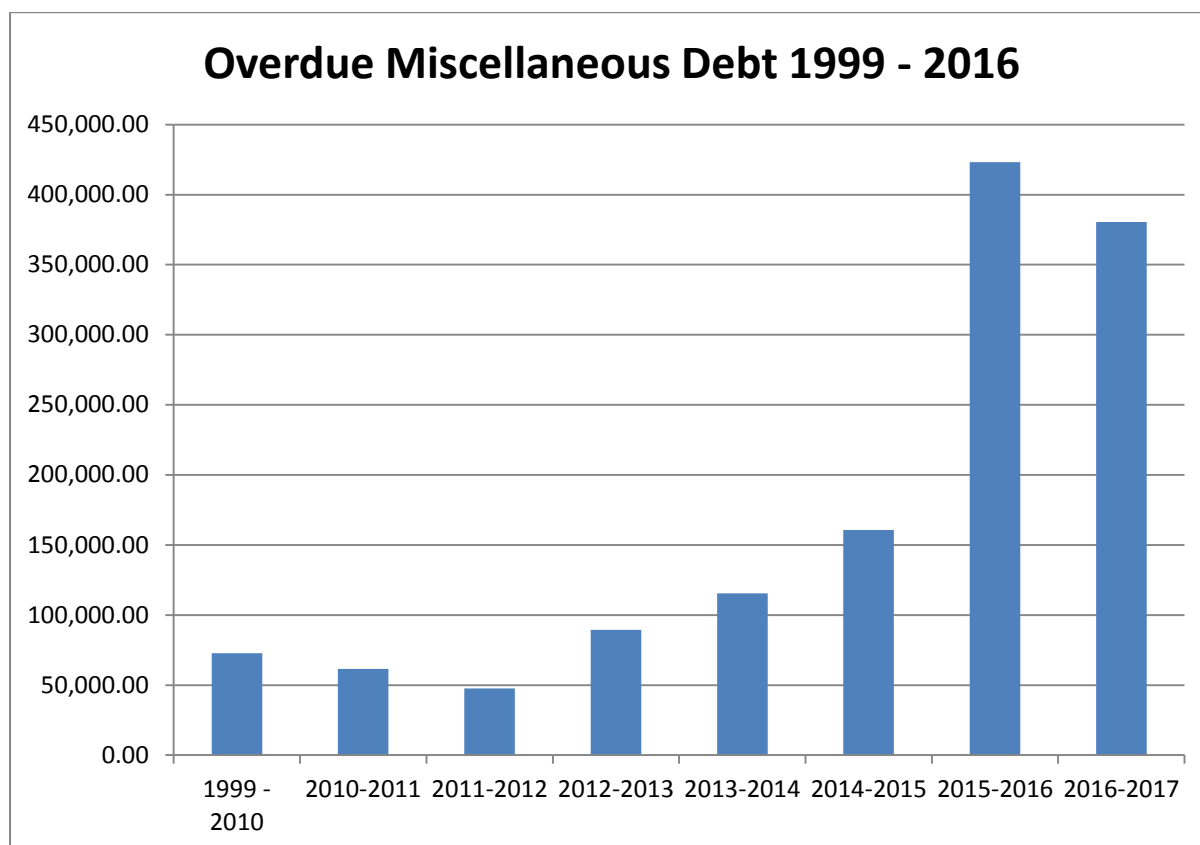
The graph above shows the total amount of NDR bills raised in 2016/17 and the actual receipts received up to end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £60.63m.

Collection of Council Tax



The graph above shows the total amount of Council Tax bills raised in 2016/17 and the actual receipts received up to end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £97.50m.

Miscellaneous Debt



The total outstanding debt as at 30 September 2016 is £1.351m of which £0.970m is prior year debt, down from £1.797m as at 31 March 2016.

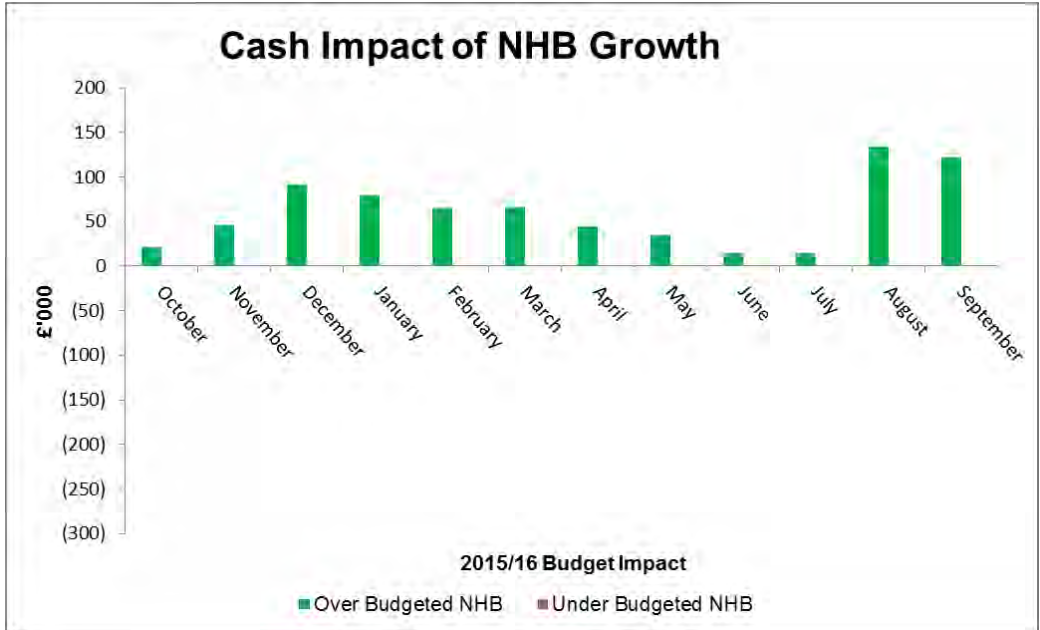
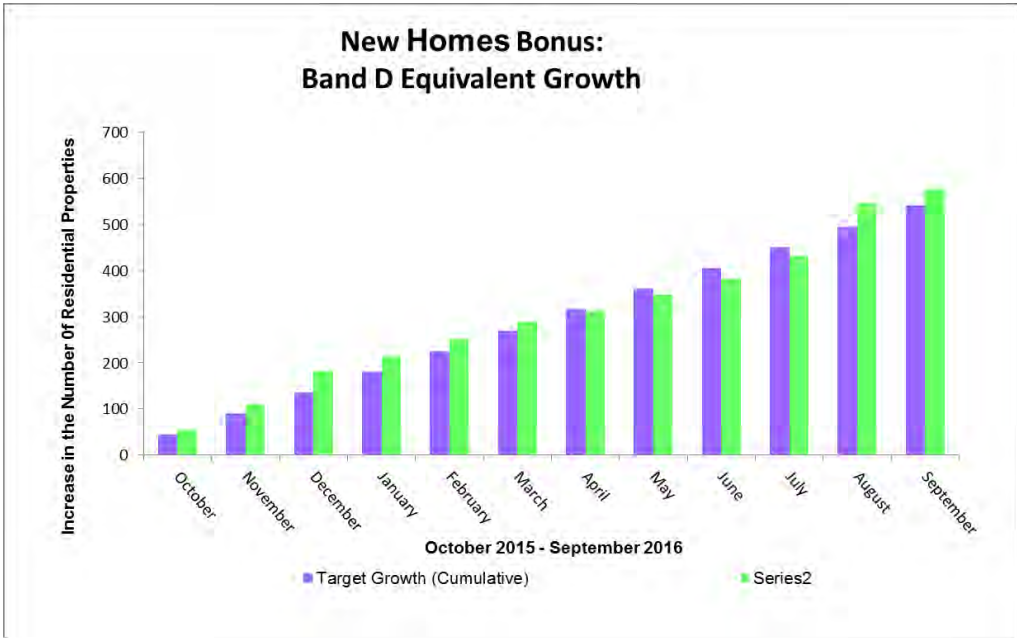
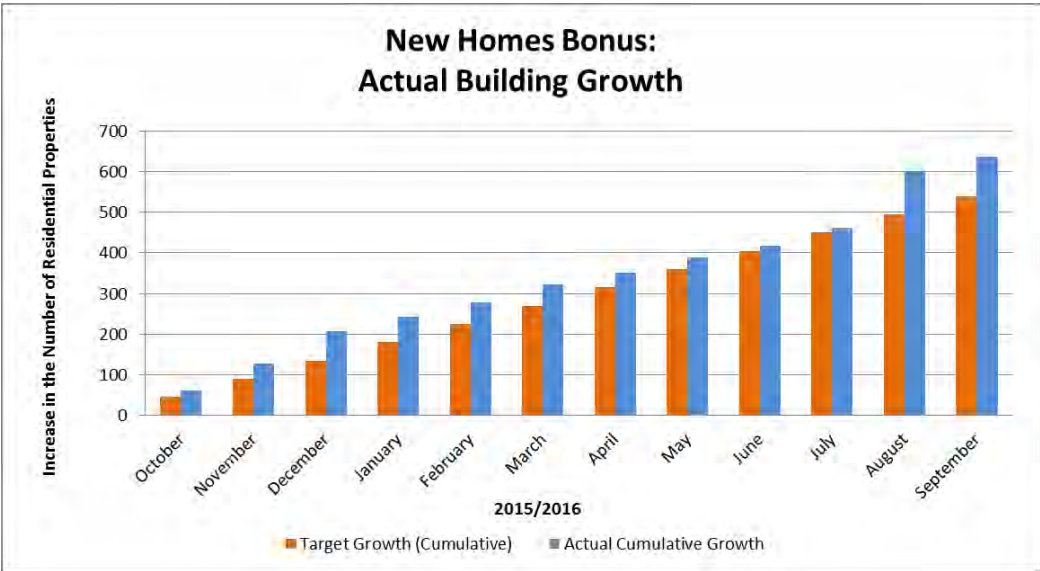
The graph shows the level of overdue miscellaneous income debt (debt is overdue when it is older than 21 days). Even though the 2015/16 debt position is currently showing a large outstanding amount the majority of this (£315k) is being collected via direct debit and will be paid by the end of the current financial year.

New Homes Bonus

The New Homes Bonus reporting cycle is October to September; consequently any variation in income will be attributable to 2017/18. The following forecasts exclude adjustments for long-term empty properties and affordable homes.

In the 12 months to September 2015, 583 new homes were completed. The Planning Annual Monitoring Report (2014) estimated that completions of new homes would be approximately 547 for the New Homes Bonus calculation period (October 2015 to September 2016). The latest Planning Annual Monitoring Report (December 2015) has revised this estimate to 541, a reduction of 6, and this figure has been used to assess the impact actual completions will have on NHB receipts.

We are now at the end of the current reporting cycle, and we are 36 units ahead of the target of 541 completions with a total of 577 new homes having been completed to the end of September. The impact of these additional units will come through in 2017/18 however any growth may be tempered by potential changes to the New Homes Bonus scheme that the Government will be introducing.



ZBB Savings Agreed 2016/17 Budget Setting - RAG Status						Appendix E
Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments	
Operational Services						
Waste Management	Reconfiguration of rounds for residual waste, green waste & recycling to bring about more efficient collection	(207)	AMBER	AMBER	Delayed implementation - now starts february 2017 - reduced saving in 2016/17 £136k. Full saving achieved in 2017/18.	
Whole Service	Staff Restructuring	(300)	GREEN	GREEN		
Whole Service	Income Generation and full cost recovery - Parking Services Trade Waste - Grounds Maintenance - Street Cleansing - Countryside Service	(300)	RED	RED	Car Parking (£120k) proposals for increased fees and charges deferred at members request with anticipated implementation of 1 April 2017. Delays in increases in ECN income due to staff shortages and delays in the introduction of other parking related income. £70k additional income from CCC for grass cutting forgone due to member decisions not to pursue. Additional income for trade waste and GM from Luminous achieved but only accounts for £50k of overall target.	
Grounds Maintenance	Operational efficiencies in the provision of the grounds maintenance service	(50)	GREEN	GREEN		
Facilities	Additional income from external lettings at PFH and EFH	(3)	GREEN	GREEN		
TOTAL OPERATIONAL SERVICES		(860)				
Customer Services						
Customer Services	Reductions in Service offer	(39)	GREEN	GREEN		
	Restructure of Customer Services and relocation of Call Centre to Pathfinder House	(183)	GREEN	GREEN		
	Creation of Multi-Agency Customer Service HUB at Pathfinder House	(17)	GREEN	GREEN	Work looking at potential commercial partnership progressing	
Document Centre	Re-procurement and rationalisation of print and postage services	(31)	GREEN	GREEN		
	Increased income generation from external customers	(60)	AMBER	GREEN		
Housing Needs	Re-procurement of Information Technology Systems	(10)	GREEN	GREEN	2016/17 has seen an increase in homelessness and use of temporary accommodation.	
	Reduction in Homelessness Prevention Budget	(20)	GREEN	GREEN		
	Reduce Homelessness related Housing Benefits due to reduced use of temporary accommodation	(60)	RED	GREEN		
Local Taxation	Changes to billing - single bills with HB and e-billing	(2)	GREEN	GREEN		
	Online self service for customers	(21)	GREEN	GREEN		
	Changes to telephone answering standards	(21)	GREEN	GREEN		
Housing Benefits & Fraud	Online self service for customers	(55)	GREEN	GREEN	Technical issues have delayed start of project, saving should still be achievable	
	Send single annual bill and benefit entitlement	(12)	GREEN	AMBER		
	Review of benefits surgery in St Ives	(5)	GREEN	GREEN		
	Increased recovery of HB Overpayments	(7)	GREEN	GREEN		
TOTAL CUSTOMER SERVICES		(543)				
Leisure & Health						
Leisure & Health	Budget realignment of prior year budget error	(51)	GREEN	GREEN		
Sports & Leisure	Income generation from activities	(8)	GREEN	GREEN		
	Staffing efficiencies through better balance of permanent and casual staffing general efficiency savings and savings following ending of DAS rproject	(21) (22)	GREEN GREEN	GREEN GREEN		
TOTAL LEISURE & HEALTH SERVICES - ALL ZBB HEAVY REVIEWS		(102)				
Community Services						
Strategic Assets & Projects	Restructuring	(88)	AMBER	GREEN	Slippage in delivery, project completion 28th November 2016; £10k reserve to Development Management from 2016/17 (£5k) and 2017/18 (£5k); and 0.5 FTE Grade G permanent post being created in Operations (£18.5k)	
	Reductions in Environmental Improvement Budgets	(10)	GREEN	GREEN		

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
Licensing	Removal of vacant post	(12)	RED	GREEN	This was not delivered as intended, £12k funded from elsewhere in Community salary budgets as part of restructure
	Wireless CCTV cameras	(25)	AMBER	AMBER	Some slippage in the delivery of this project due to delays in the capital programme spend, may not save the full £25k in 2016/17.
TOTAL COMMUNITY SERVICES		(135)			
Development Services					
Economic Development	Various Grants	(30)	GREEN	GREEN	
Development Management & Planning Policy	Changes to working practices	(80)	GREEN	GREEN	
	Pre-Planning Application fee increases	(10)	GREEN	GREEN	
	Reduction in Consultants budgets for redevelopment proposals	(140)	GREEN	GREEN	
Housing Strategy	Changes to working practices	(34)	GREEN	GREEN	
	Procurement Savings	(20)	GREEN	GREEN	
TOTAL DEVELOPMENT SERVICES		(314)			
Resources					
Estates	Reduced Repairs & Maintenance	(8)	GREEN	GREEN	
	Increased and new fees and charges	(77)	GREEN	GREEN	
TOTAL RESOURCES		(85)			
Corporate Services					
	Improved efficiencies within team, through deleting vacant posts and realignment of duties.	(127)	GREEN	GREEN	
	Miscellaneous savings across supplies and services	(30)	AMBER	GREEN	Budget that were due to have savings moved to IMD shared service therefore £10k not achievable in current year. Full £30k will be made in future years.
	Review of LGSS Contract	(4)	GREEN	GREEN	
	Efficiencies through the centralisation of training across the Council.	(60)	GREEN	GREEN	
TOTAL CORPORATE SERVICES - ALL ZBB REVIEWS		(221)			
TOTAL SAVINGS		(2,260)			

Appendix F

CIS Investment Investigations

The following table is a summary of the reasons for rejecting investment opportunities that arose between April and September 2016:-

Rejected because;	
Already under offer	5
Yield too low	6
Leasehold and not freehold	2
Distance too great	3
Risk too high	4
Lack of diversity against current portfolio	1
Too management intensive	1
Concerns about condition	2
Concerns about flats above	1
Concerns about the tenant's business model	1
Too geographically diverse	4
Other	2
Total	32

**Public
Key Decision – No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Treasury Management 6-month Performance Review
Meeting/Date:	Overview & Scrutiny Panel (Performance and Customers) – 2 nd November 2016 Cabinet – 17 th November 2016
Executive Portfolio:	Strategic Resources: Councillor J A Gray (Deputy Executive Leader)
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:

Best practice and prescribed treasury management guidance requires Members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

The main purpose of the Treasury Management is to;

- Ensure the Council has sufficient cash to meet its day to day obligations.
- Borrow when necessary to fund capital expenditure, including borrowing in anticipation of need when rates are considered to be low.
- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.

The key market Treasury Management issues through the first half of 2016/17 influencing the Council's decision-making were;

- Economic growth forecasts are moving towards a more pessimistic position.
- The Bank of England has reduced the Bank Rate to 0.25% from 0.5%, as a response to the increasingly pessimistic growth forecasts and a lack of market confidence.
- Market rates as a whole are very low in response to the fall in the Bank Rate, reducing the Council's ability to earn a return on investments without increasing the riskiness of the investments. The Council's average investing rate was 0.21%
- Whilst no banks were reported to have failed the European Banking Authority stress tests, the forecast deterioration in economic growth, could over time

degrade the bank's profitability and asset holdings.

The Council's response to the key issues was;

- When the Council has surplus funds these will primarily be invested on a short term basis, (the majority on call on a daily basis) in liquidity accounts and money market funds.
- Where possible to take a higher return without sacrificing liquidity.
- When borrowing the Council has used the Public Works Loan Board (PWLB), which offers low fixed rate borrowing, based on gilt yields over a long period. The average interest rate paid was 3.57%.
- Where economic conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating in order to avoid loss of funds.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments that have occurred in the first half of 2016/17 and those investments made in 2015/16 are shown in **Appendix E**.

Major purchases during the first half of 2016/17, include Wilbury Way Hitchin, and Shawlands Retail Park Sudbury. Both of these asset purchases have met the criteria to achieve a return between 6% and 9%. The return for Wilbury Way is **7.6%** and Shawlands Retail Park is **6.9%**.

The returns from the CIS portfolio represent a higher return than those from financial institutions and in addition offer a less risky investment as they are backed by a physical asset.

So far the CIS purchases have been financed from the earmarked CIS Reserve. At the start of 2016/17 the balance on this reserve was £12.4m, it now stands at £3.2m, with decisions to be made about how future purchases should be financed, from the remainder of the reserve or from borrowing.

Recommendation(s):

The Overview and Scrutiny Panel is invited to

- Comment on the contents of this report

The Cabinet is recommended to

- Note the treasury management performance for the first 6 months of 2016/17 and to recommend the report to Council for consideration.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update Members on the Council's treasury management activity for the first 6 months of the year, including investment and borrowing activity and treasury performance.

2. BACKGROUND

- 2.1 It is regarded as best practice and prescribed treasury management practice, that Members are kept up to date in treasury management activity.
- 2.2 The Council approved the 2016/17 Treasury Management Strategy at its meeting on 24th February 2016.
- 2.3 All treasury management activity undertaken during the first half of 2016/17 complied with the CIPFA Code of Practice and relevant legislative provisions.
- 2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. ANALYSIS

Economic Review

- 3.1 An economic review of the year has been provided by our Treasury Management advisors, Arlingclose and is attached with an analysis of the local context implications in **Appendix A**. The main relevance to the Council is
- That since the vote to leave the EU, there have been indications that economic growth is likely to slow. With the result that the Council's trading operations may be adversely effected, and in addition as tax receipts fall, the government may be looking to raise taxes or reduce public funding.
 - That lower economic growth rates will continue for longer, which is likely to entrench and increase any government action in relation to fiscal policy change.
 - Low inflationary increases are likely in the short-term, reducing pressure on Council budgets as a result of price increases.
 - The bank rate was cut to 0.25% in August 2016 by the Bank of England as a result plunging market confidence. As a consequence the Council's borrowing costs will remain low but the opportunities to make significant returns on financial investments remain limited.
 - There have been strong market reactions to the EU exit vote, with bond yields declining to record lows. The consequence being that PWLB lending rates will also remain low.

Performance of Council Funds

- 3.2 The following table summarises the treasury management transactions

undertaken during the first 6 months of 2016/17 financial year and the details of the investments and loans held as at 30th September 2016 are shown in detail in **Appendix B**.

	Principal Amount £m	Interest Rate %
Investments		
at 31 st March 2016	5.3	0.78
less matured in year	-104.7	
plus arranged in year	+109.4	
at 30 th September 2016	10.00	0.74
Average Investments to 30 Sept	12.4	0.47
Borrowing		
at 31 st March 2016	13.4	3.63
less repaid in year	-6.1	
plus arranged in year	+7.9	
at 30 th September 2016	15.2	2
Average Borrowing to 30 Sept	14.6	3.57
Note; Interest rates above are as at dated apart from averages, where these are the average for the half year.		

Investments

- 3.3 The Council's strategy for 2016/17 was based on all investments being managed in-house. The investments were of three types:
- Time deposits, these are deposits with financial institutions that are of a fixed term and mature on an agreed date. In the Council's case usually in 1 to 2 weeks.
 - Liquidity (call) accounts, these are accounts held with banks where there is no fixed term and the money can be deposited or withdrawn on the day.
 - Money Market Funds, these are funds where investor's deposits are aggregated together and invested across a large range of financial products, giving a high degree of diversification.
- 3.4 The average rate of interest on all investments was 0.47%, 0.32% above the 7 day LIBID (London Interbank Bid Rate) benchmark rate of 0.15%, this represents a return of over three times the bench-mark rate. This good performance was due to £1.154m of the investments being locked into higher rates before the year started together with the use of liquidity accounts with major banks and Money Market Funds.
- 3.5 When only short-term cash flow investment activity is considered, the rate of interest on investments was 0.20%, which is around 33% higher than the 7-day benchmark rate of 0.15%.

- 3.6 In September 2015 Cabinet approved a loan facility of up to £5.5m to Luminus to finance the construction of an extra care facility at Langley Court St Ives. During 2015-16 the Council advanced to Luminus £2.250m. As construction work has proceeded the Council has advanced a further £1.875m in the first half of 2016-17. It is expected that the loan advances will be completed in October 2016, and that the Council will earn a marginal rate on this investment of 1.5%.

Borrowing

- 3.7 The Council's exposure to interest rate risk at the end of September was:
- £15.2m long term borrowing from the PWLB, at a weighted average rate of 3.57%.
 - Short term borrowing at 30th September 2016 was nil.
- 3.8 The actual net investment interest payable (after deduction of interest receivable on loans) was £231,300 to 30 September 2016 against a forecast figure of £274,000 and the budget figure of £384,000.
- 3.9 During the first half of the year the Council has borrowed from the PWLB to finance the loans to Luminus, this is over a period of 31 years.
- 3.10 There was short-term borrowing of £6m during 2016-17, in order to meet the Council's cash flow requirements.

The Risk Environment

- 3.11 The changes to the environment in which investing takes place are detailed in **Appendix C** the main points to note are;
- Bail in legislation requiring investors to contribute to bank losses has replaced government bail outs. If a bank were to become insolvent then investors funds (including Councils), will to be used to refinance the bank, in this circumstance the Council would loss a proportion of its investment. To mitigate this risk the Council's funds are invested for short periods, which means that funds can be withdrawn from that institution before it fails.
 - The results and implications of the European Banking Authority stress tests. No bank has failed but Natwest, the Council's banker ratios had fallen (from a high base), for this reason only on-call investments are lodged with Natwest.
 - Counter-party and credit rating updates, taking into account the implications of the UK's vote to leave the EU. The credit ratings of banks though now largely moved to a negative outlook have not changed post the EU exit vote.

Risk Management

- 3.12 The Council's primary objectives for the management of its investments are to give priority to the **security** and **liquidity** (how quickly cash can be accessed) of its funds before seeking the best rate of **return**.
- 3.13 The Council manages security by investing short-term with highly-rated banks and building societies, as well as investing with local authorities in the UK

which are deemed to be intrinsically safe.

- 3.14 In addition to this the Council makes significant use of a number of Money Market Funds, where a large numbers of investors' funds, including the Council's, are aggregated and spread across a wide range of investments. The Council is therefore able to access a spread of investments across a number of funds not available if it were to invest on its own.
- 3.15 In order to manage liquidity the Council invests funds in call accounts or Money Market Funds, which provide instant access to funds.
- 3.16 The Council's priority has been security and liquidity, over the return on investments, which resulted in investments during 2016/17 generally being of short duration (the majority on call). The result of low interest rates across the market is that the margin gained from the benefit of investing for longer period does not out-weigh the potential costs of failure of the investment.

Compliance with Regulations and Codes

- 3.17 All the treasury management activity undertaken during the financial year complied with the approved strategy, the CIPFA Code of Practice, and relevant legislation.
- 3.18 The Code requires the Council to approve both Treasury Management and Prudential Indicators. Those for 2016/17 were approved at the Council meeting on 24th February 2016. **Appendix D** shows the relevant prudential indicators and the actual or forecast for 30th September 2016, the table below is a summary of key indicators.

Prudential Management Indicators			
	2016/17 Estimate	2016/17 Forecast	Impact on the Council
Net capital expenditure	£9.5m	£9.5m	Expenditure less than estimated as a result of 2015/16 rephasings (£1.529m), potential rephasings to 2016/17 (£1.346m), underspends (£0.324m), and other variations (+0.152m).
Expenditure on interest and MRP (Minimum Revenue Provision)	10.2%	9.2%	As a result of underspends in 2015/16 the MRP is lower for 2016/17.
Capital Financing Requirement (CFR)	£46.4m	£44.9m	The CFR is lower due to reduced expenditure detailed above, in addition to a lower CFR in 2015-16.
	31/03/16	30/09/16	
Long-term borrowing total	£13.4m	£15.2m	Borrowing has increased to fund the series of loans to Luminus for the Langley Court development.
Treasury Management Indicators			

	2016/17 Limit	2016/17 Actual	
Authorised Limit for debt	£89.0m	£21.7m	The Council's debt has increased as a result of loans to finance the Luminus loan, but is still within the approved limits
Operational boundary for debt	£84.0m	£21.7m	
Borrowing fixed and variable interest	75%- 100%	100%	All borrowing has been undertaken at a fixed rate to avoid the risk of interest rate increases in the future.
Borrowing repayment profile (10 years)	8%- 100%	87%	The loan repayment profile is shortening compared to previous years as Luminus loans are repaid on an annual basis.
Investments longer than 364 days	£34.5m	£0m	Only short-term or instant access investments.

Commercial Investment Strategy (CIS)

- 3.19 The CIS business plan was approved in December 2015. The implementation of the CIS is a key part of the Council's strategy to generate additional income to assist in closing the Council's forecast gap in the revenue budget.
- 3.20 The initial CIS investments in 2015-16 were the purchase of a unit at Stonehill Huntingdon and an investment of £2.5m in the CCLA Property Fund.
- 3.21 Opportunities for investments are being sought and evaluated on an on-going basis. During the first half of 2016-17, 34 potential CIS purchases have been evaluated. The results of this analysis are shown in table 7 in Appendix E giving if rejected, the reason for rejection.
- 3.22 The two investments of those evaluated that were proceeded with were;
 - 80 Wilbury Way, Hitchin – Office Block £2.31m
 - Shawlands Retail Park, Sudbury - Retail Park, £6.89m

These two assets were purchased on the 8th August 2016 and the 13th September 2016 respectively. The two investments totalled £9.20m, the funding for which was taken from the CIS earmarked reserve. The balance remaining in this reserve is now £3.19m. The Council will need to now consider how to finance further CIS expenditure.

3.23 The yields from the CIS assets are shown in Appendix E, as well as the yield from the existing commercial estate. The CIS Business Plan targeted returns as a minimum for land and building investment of between 6% and 9%. This has been achieved and exceeded in the case of Stonehill, Huntingdon. The returns from these investments are key to closing the Council's revenue funding gap, and represent a significantly higher return than can be achieved on investments with financial institutions.

3.24 A number of the indicators shown in **Appendix E** will not be relevant until the CIS Reserve is fully applied and borrowing is required to continue to purchase assets. When borrowing commences, these indicators will be calculated.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 This report is to be considered at the meeting held on the 2nd of November 2016.

5. RISKS

- 5.1 The risks arising from treasury management activities are highlighted in the report and are measured by reference to the prudential indicators in **Appendix D**.

6. WHAT ACTIONS WILL BE TAKEN

- 6.1 Treasury management activities will continue to be monitored, in order to mitigate security and liquidity risks.

7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

- 7.1 Treasury management activity is a corporate function of the Council and supports the achievement of the Councils three corporate priorities; consequently it is a key element in the budget setting and management process.

- 7.2 In addition, over the last year the Councils Treasury function directly contributed to the "Working with our communities" strategic theme (Corporate Plan 2014-2016) in that it provided loan finance to support an external partner (Luminus) to fund the construction of the Langley Court Extra Care Facility in St. Ives.

8. LEGAL IMPLICATIONS

- 8.1 No direct, legal implications arise out of this report.

9. RESOURCE IMPLICATIONS

- 9.1 The resource implications relating to the net interested due to the council is explained in paragraph 3.7.

10. REASONS FOR THE RECOMMENDED DECISIONS

- 10.1 The treasury management activity continues to be monitored, to ensure that risk arising are mitigated.

11. LIST OF APPENDICES INCLUDED


Appendix A – Economic review (Source: Arlingclose)
Appendix B – Borrowing and Investments as at 30th September 2016
Appendix C – Risk Environment 2016-17
Appendix D – CIPFA Prudential Indicators
Appendix E – Commercial Investment Strategy Indicators
Appendix F – Glossary

BACKGROUND PAPERS


Working papers in Resources
CIPFA Treasury Management Code of Practice

CONTACT OFFICERS

Clive Mason, Head of Resources

 01480 388157

Oliver Colbert, Principal Accountant

 01480 388067

APPENDIX A

<p>Economic Review of 2016/17</p>	
<p>Economic Growth The preliminary estimate of quarter 2 2016 growth, showed reasonably strong growth as the economy grew by 0.7% quarter on quarter compared to 0.4% in quarter 1. Year on year growth was a healthy 2.2%.</p> <p>However the economic outlook has changed significantly since the result of the EU Referendum was announced. Forecasts have been revised downwards as 2016 has progressed. Business investment has decreased and as the risks of exit have become apparent there has been a sharp decline in household, business and investor confidence.</p>	<p>Local Context The slowdown in economic growth has already had an impact on interest rates with the BoE reducing the bank rate to 0.25% from 0.5%. The consequence of this is a lowering of rates across the market. The result of this is a reduction in the amount of interest earned on the Council's cash balances.</p> <p>A reduction in economic activity is likely to have an adverse effect on the Council's trading operations (e.g. Markets, Car Parks, Building Control, Development Control), resulting in reduced income.</p> <p>In addition there is likely to be fiscal tightening by Government due to reduced tax receipts, potentially resulting in a lowering in public sector funding.</p>
<p>Economic Growth – Longer Term Whilst uncertainty remains in relation to the trading relationship with the EU, there is likely to be a dampening effect on economic activity, and a reduction in business investment and a tightening of credit availability. This will lead to lower activity levels and potentially a rise in unemployment. The expectation is that this will reduce economic growth through the second half of 2016 and 2017.</p>	<p>Local Context The negotiations with the EU will continue for some time, as these proceed, there is likely to be good and bad news. The variability in the results of the negotiations will feed into volatility of the market, causing uncertainty, and thereby increasing the length of time that economic growth is subdued.</p>
<p>Inflation Inflation is expected to increase due to a rise in import prices (due to weakening sterling), with a consequent dampening on real wage growth. The BoE forecast a rise in CPI to 0.9% by the end of 2016, and thereafter a rise to 2% over the coming year.</p>	<p>Local Context The low rate of inflation in the short-term and moderately low in the longer term will reduce the need for inflationary increases to budgets, and in particular the need for pay increases.</p>
<p>UK Monetary Policy The plunge in confidence in economic growth were judged by the Bank of England (BoE) to be severe, prompting the Monetary Policy Committee (MPC) to initiate substantial monetary policy easing in an effort to mitigate the worst of the</p>	<p>Local Context Cuts to the bank rate will lead to a general reduction in market interest rates, lowering the rate at which the Council can invest. In addition further cheap funding for banks will reduce the need for funds from investors which will also have an</p>

<p>downside risks. This included a cut in the bank rate to 0.25%, further quantitative easing and cheap funding for banks to attempt to maintain supply of credit. The minutes of the MPC indicate that there was support for a larger cut to nearer zero. At this stage the BoE appears reluctant to do this.</p>	<p>adverse effect on interest rates. It is possible that further adverse economic news could push interest rates down further.</p>
<p>Market Reaction Bond markets reacted strongly to the BoE's action. Money market rates and bond yields declined to record new lows, as investors seek less risky investments. This action was re-enforced by the BoE view that the Bank Rate would remain extremely low for the foreseeable future. Government bond yields fell from 1.37% in June to 0.52% in August.</p> <p>Whereas there was a strong reaction in bond markets, share markets appear to have shrugged off the effects of the referendum vote, with shares values bouncing back despite warnings about the impact of "Brexit" on growth rates.</p>	<p>Local Context Whilst the Council has no direct investments in shares, movements on the stock exchange tend to have an effect on the economy as a whole. With share price increases tending to make investors more confident and consequently aiding economic growth and potentially mitigating some of the growth issues mentioned above.</p> <p>The reduction in gilts yields will have a direct effect on the Council if it wishes to borrow from the PWLB, as the rate of interest is set in relation to gilt yields. Lower yields mean lower borrowing rates.</p>
<p>Interest Rates Forecast The central forecast (most likely) for the period up to December 2019 is for the Bank Rate to remain at 0.25%. There is a possibility of a fall to zero measured at 40%. Government bond yield are expected to be broadly flat with short-term volatility.</p>	<p>Local Context Borrowing costs are likely to remain low for some time, but so are investing rates. Having a direct effect on the amount of interest the Council can earn from its investments. The longer the rates remain lower the rates become on investments as financial institutions strip out any margins.</p>
<p><i>Source of Data: Arlingclose Ltd</i></p>	

APPENDIX B

BORROWING AND INVESTMENTS AT 30 SEPTEMBER 2016

	Short-term Rating		Date Invested/ Borrowed	Amount		Interest Rate	Year of Maturity
	Fitch	Moody's		£m	£m		
Borrowing							
Short-term							
NIL							
Long-term							
PWLB			19/12/08	5.000		3.91%	2057/58
PWLB			19/12/08	5.000		3.90%	2058/59
PWLB			07/08/13	1.085		2.24%	2023/24
PWLB			25/11/15	0.743		3.28%	2046/47
PWLB			19/01/16	0.990		3.10%	2046/47
PWLB			21/03/16	0.495		2.91%	2046/47
PWLB			29/04/16	0.400		3.10%	2047/48
PWLB			02/06/16	0.325		2.92%	2047/48
PWLB			29/07/16	0.650		2.31%	2047/48
PWLB			23/09/16	0.500		2.18%	2047/48
Total Borrowing					15.188		
Investments In-House Investments							
NatWest Current	F2	P2	30/09/16	0.021m		0.00%	On-call
NatWest Liquidity	F2	P2	30/09/16	0.007m		0.25%	On-call
Cambridge Building Society	Not rated		30/09/16	0.100m		0.50%	On-call
Coventry Building Society	F1	P1	30/09/16	1.000m		0.21%	Fixed
Bank of Scotland	F1	P1	28/09/16	1.000m		0.20%	Fixed
Thurrock Borough Council			07/09/16	1.500m		0.18%	Fixed
Santander	F1	P1	30/09/16	0.500m		0.25%	On-call
Barclays	F1	P1	30/09/16	0.900m		0.45%	On-call
Blackrock		AAAmmf	30/09/16	0.800m		0.31%	On-call
CCLA	AAAmf		30/09/16	0.500m		0.30%	On-call
Federated	AAAmf		30/09/16	0.500m		0.32%	On-call
Insight	AAAmf		30/09/16	0.700m		0.35%	On-call
Legal and General	AAAmf		30/09/16	0.700m		0.36%	On-call
Standard Life	AAAmf		30/09/16	0.600m		0.32%	On-call
Total Short Term Investments					8.828		
Loans to Other Organisations							
Huntingdon Regional College	Not rated			1.101m		3.34%	2023/24
Huntingdon Gym	Not rated			0.053m		5.13%	2023/24
					1.154		
Total Investments					9.982		
CCLA Property Fund			28/01/16		2.500		
Loans to Luminus							
Luminus	Not rated			0.750m		4.78%	2047/48
Luminus	Not rated			1.000m		4.60%	2047/48

Luminus	Not rated		0.500m		4.41%	2047/48
Luminus	Not rated		0.400m		4.41%	2047/48
Luminus	Not rated		0.325m		4.42%	2047/48
Luminus	Not rated		0.650m		4.42%	2047/48
Luminus	Not rated		0.500m		4.42%	2047/48
Total Loans					4.125	
Total Investments					16.607	
Net Investments					1.419	

Definition of Credit Ratings

Fitch	Rating	Definition
Short term	F1	Indicates the strongest intrinsic capacity for timely payment of financial commitments; may have an added “+” to denote any exceptionally strong credit feature.
	F2	Good rated intrinsic capacity for timely payment of financial commitments.
	F3	Fair rated intrinsic capacity for timely payment of financial commitments.
Long-term	AAA	Highest credit quality organisations, reliable and stable. 'AAA' ratings denote the lowest expectation of default risk . They are assigned only in cases of exceptionally strong capacity for payment of financial commitments.
	AA	Very high credit quality. 'AA' ratings denote expectations of very low default risk . They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
	AA-	
	A	High credit quality. 'A' ratings denote expectations of low default risk . The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.
	A-	
	BBB	Good credit quality. BBB ratings indicate expectations of low default risk . The capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.
Notes The modifiers “+” or “-” may be appended to a rating to denote relative status within major rating categories.		

APPENDIX C

Risk Environment 2016/17	
<p>Bail In The risk arises from banks failing, regulation places the burden of losses on the banks investors. This is as opposed to a government a bail-out which is what happened at the last financials crisis in 2008.</p>	<p>Local Context Some public bodies will carry higher levels of long-term cash, and as a result need to invest long-term, the Council generally has cash that will be needed in the short-term and as a result places funds where they are accessible in the short-term.</p>
<p>Bank Stress Tests The European Banking Authority released the results of its 2016 round of stress tests on the EU's largest banks on the 29th July. No bank was said to have failed the tests although the economic scenarios may now be more optimistic than previously thought. RBS made headlines as its ratios had fallen but from a relatively high base. Barclays Common Equity Tier 1 ratios were below 8%, as a result in a stressed scenario they would be required to raise more capital (equity).</p>	<p>Local Context The RBS includes NatWest which is the Council's transactional banker. In order to mitigate the risk of losing investments, the Council maintains a balance of less than £1m with NatWest and on the basis of it being instantly accessible.</p>
<p>Counterparty Update Some indicators of credit risk have reacted negatively to the vote to leave the EU. UK bank credit default swaps prices rose but only modestly. However bank share prices fell sharply on average by 20%. UK banks experienced the largest falls, non-UK banks also experienced falls in share price but not as severe as UK banks.</p>	<p>Local Context The Council does not invest in shares, in the main because of the volatility experienced in this market. Credit default swap rates are an indicator along with credit ratings that are used to monitor the financial health of an organisation. So whilst the markets have been fairly volatile it is good news that credit default swaps have only risen slightly in relation to those institutions that the Council is investing with.</p>
<p>Credit Ratings Both Fitch and Standard and Poor's downgraded the UK sovereign rating following the Brexit vote. In addition Standard and Poor's downgraded the rating of the EU, and the ratings of those Local Authorities with a rating. Moody's affirmed the rating of the nine UK banks, although changing the outlook to negative to those institutions more</p>	<p>Local Context The Council monitors credit ratings, these are used to make decision about which institutions to invest with, based on the parameters set within the Treasury Management strategy. The Council's investments are in the majority of short duration as a consequence, any adverse movements in credit ratings would be a signal to remove investments from those institutions.</p>

exposed to the leave vote.	
----------------------------	--

APPENDIX D

CIPFA Prudential Indicators for Capital Finance in Local Authorities Prudential Indications and Treasury Management Indications for 2016/17 Comparison of forecast results with limits.

PRUDENTIAL MANAGEMENT INDICATORS

1. **Actual and Estimated Capital Expenditure.**

	2016/17 Estimate £m	2016/17 Forecast £m
Gross	10.5	10.8
Net	9.5	9.5

2. **The proportion of the budget financed from government grants and council tax that is spent on interest and the provision for debt repayment.**

2016/17 Estimate %	2016/17 Actual %
10.2	9.2

3. **The capital financing requirement.**

This represents the estimated need for the Authority to borrow to finance capital expenditure less the estimated provision for redemption of debt (the MRP).

2016/17 Estimate £m	2016/17 Forecast £m
46.4	44.9

4. **Net borrowing and the capital financing requirement.**

Net external borrowing as at the 30th September 2016, was £15.2m, this is £29.6m less than the forecast capital financing requirement. Thereby confirming that the council has not borrowed for revenue purposes other than in the short-term for cash flow purposes.

5. **The actual external long-term borrowing at 30th September 2016**

£15.2m

6. **Adoption of the CIPFA Code**

The Council has adopted the 2011 edition of the CIPFA Treasury Management Code of Practice.

TREASURY MANAGEMENT INDICATORS

7. The authorised limit for external debt.

This is the maximum limit for borrowing and is based on a worst-case scenario.

	2016/17 Limit £m	2016/17 Actual £m
Short-Term	22.0	6.0
Long Term	47.0	10.0
Other long-term liabilities (leases)	5.0	0.5
Total	74.0	16.5
Long-term for loans to organisations	15.0	5.2
Total	89.0	21.7

8. The operational boundary for external debt.

This reflects a less extreme position. Although the figure can be exceeded without further approval, it represents an early warning monitoring device to ensure that the authorised limit (above) is not exceeded.

	2016/17 Limit £m	2016/17 Actual £m
Short-Term	17.0	6.0
Long Term	47.0	10.0
Other long-term liabilities (leases)	5.0	0.5
Total	69.0	16.5
Long-term for loans to organisations	15.0	5.2
Total	84.0	21.7

Both of these actual results reflect the fact that long term rates were not considered low enough to borrow in anticipation of need

9. Exposure to investments with fixed interest and variable interest.

These limits are given as a percentage of total investments. Investments of less than 12 months count as variable rate.

		Limits		Actual
		Max.	Min.	As at 30.9.16
Borrowing:				
longer than 1 year	Fixed	100%	75%	100%
	Variable	25%	0%	0%
Investments:				
longer than 1 year	Fixed	100%	100%	0%
	Variable	0%	0%	0%

10. Borrowing Repayment Profile

The proportion of 2015/16 borrowing that matured in successive periods.

Borrowing	Upper limit	Lower limit	Actual As at 30.9.16
Under 12 months	91%	0%	1%
12 months and within 24 months	91%	0%	2%
24 months and within 5 years	91%	0%	5%
5 years and within 10 years	92%	1%	5%
10 years and above	100%	8%	87%

11. Investment Repayment Profile

Limit on the value of investments that cannot be redeemed within 364 days.

	Limit £m	Actual £m
Limit on principal invested beyond year end (31 March 2016)	34.5	0

APPENDIX E

Commercial Investment Strategy Indicators

PRUDENTIAL MANAGEMENT INDICATORS

1. Actual and Estimated Capital Expenditure.

	2016/17 Estimate £m	2016/17 Forecast £m
Gross	20.0	9.2
Net	20.0	9.2

2. The proportion of the budget financed from government grants and council tax that is spent on interest and the provision for debt repayment.

2016/17 Estimate %	2016/17 Forecast %
4.7	0.0

3. The capital financing requirement.

This represents the estimated need for the Authority to borrow to finance capital expenditure less the estimated provision for redemption of debt (the MRP).

2016/17 Estimate £m	2016/17 Forecast £m
20.0	0.0

4. Asset Investment and Yields

	Investment £m	Yield %
Existing Commercial Estate	20.80	8.8
Stonehill, Huntingdon	1.36	9.2
Wilbury Way, Hitchin	2.31	7.6
Shawlands Retail Park, Sudbury	6.89	6.9
CCLA Property Fund	2.50	4.0

5. CIS Reserve Balance

	£m
Reserve Balance as at 31st March 2016	12.39
Investments	(9.20)
Balance at 30th September 2016	3.19

6. Loan to Value and Debt to Income Indicators

These indicators will be calculated when the CIS reserve has been exhausted and the CIS investment programme is financed by borrowing.

7. Analysis of Investment Propositions

Potential CIS investments are being continually investigated. The table below lists the 34 opportunities that were examined, and if they were not proceeded with, why.

Action	No. of Cases
Purchased	2
Rejected because;	
Already under offer	5
Yield too low	6
Leasehold and not freehold	2
Distance too great	3
Risk too high	4
Lack of diversity against current portfolio	1
Too management intensive	1
Concerns about condition	2
Concerns about flats above	1
Concerns about the tenant's business model	1
Too geographically diverse	4
Other	2
Total	34

APPENDIX F

GLOSSARY

Bail in Risk

Bail in risk arises from the failure of a bank. Bond-holders or investors in the bank would be expected to suffer losses on their investments, as opposed to the bank being bailed out by government.

Bank Equity Buffer

The mandatory capital that financial institutions are required to hold, in order to provide a cushion against financial downturns, to ensure the institution can continue to meet its liquidity requirements.

Bank Stress Tests

Tests carried out by the European Central Bank on 51 banks across the EU. The tests put banks under a number of scenarios and analyse how the bank's capital holds up under each of the scenarios. The scenarios include, a sharp rise in bond yields, a low growth environment, rising debt, and adverse action in the unregulated financial sector.

Bonds

A bond is a form of loan, the holder of the bond is entitled to a fixed rate of interest (coupon) at fixed intervals. The bond has a fixed life and can be traded.

Call Account

A bank account that offers a rate of return and the funds are available to withdraw on a daily basis.

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically, but has yet to be financed, by for example capital receipts or grant funding.

Counterparty

Another organisation with which the Council has entered into a financial transaction with, for example, invested with or borrowed from.

Credit Default Swaps (CDS)

A financial agreement that the seller of the CDS will compensate the buyer in the event of a loan default. The seller insures the buyer against a loan defaulting.

Credit Ratings

A credit rating is the evaluation of a credit risk of a debtor, and predicting their ability to pay back the debt. The rating represents an evaluation of a credit rating agency of the qualitative and quantitative information, this results in a score, denoted usually by the letters A to D and including +/-.

Gilts

Bonds issued by the Government.

LIBOR

London Interbank Offered Rate, is the rate at which banks are willing to lend to each other.

LIBID

London Interbank Bid Rate, is the rate at which a bank is willing to borrow from other banks.

Liquidity

The degree to which an asset can be bought or sold quickly.

Minimum Revenue Provision (MRP)

An amount set aside to repay debt.

Money Market Funds

An open ended mutual fund that invests in short-term debt securities. A deposit will earn a rate of interest, whilst maintaining the net asset value of the investment. Deposits are generally available for withdrawal on the day.

Public Works Loans Board (PWLB)

The PWLB is an agency of the Treasury, it lends to public bodies at fixed rates for periods up to 50 years. Interest rates are determined by gilt yields.

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Overview and Scrutiny Panel (Performance and Customers) Meeting Cycle
Meeting/Date:	Overview and Scrutiny Panel (Performance and Customers) – 2nd November 2016
Report by:	Democratic Services Officer (Scrutiny)
Wards affected:	All

Executive Summary:

Prior to the current municipal year, the decision was taken to reduce the number of meetings of the Overview and Scrutiny Panel (Finance and Performance) from ten to five based on the Panel's workload and to fit in with the Council's financial and performance reporting cycles.

Since the decision was made, the Panel has had large agendas and long meetings. In order to rebalance the workload it has been suggested that the Panel revert back to ten meetings per municipal year.

The Panel is therefore asked to consider and discuss the options presented before reaching a decision.

Recommendation:

The Overview and Scrutiny Panel is asked to:

- a) select one of the three options presented in Section 3 of the report, and
- b) if either option one or two are selected, note that an additional meeting of the Panel has been arranged for 5th December 2016.

1. PURPOSE OF THE REPORT

- 1.1 This report sets out options for the Overview and Scrutiny Panel (Finance and Performance) to amend the meeting cycle and the number of meetings held.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The number of meetings for the current municipal year was reduced to five from the previous ten per year as most reports received are quarterly updates.
- 2.2 Since the change the workload of the Panel has increased leading to larger agendas and longer meetings.
- 2.3 In order to rebalance the workload and meeting length it has been suggested that the Panel revert back to ten meetings per year.

3. OPTIONS

- 3.1 The Panel are asked to consider the following options:
- 1) No change – Keep number of meetings at five per municipal year, with further work undertaken outside meetings (e.g. by Task and Finish Groups).
 - 2) The introduction of ten meetings per year from June 2017 – Keep the number of meetings this municipal year at five but reintroduce ten meetings in the next municipal year, 2017/18.
 - 3) Immediate increase in the number of meetings scheduled for the current municipal year – This option involves the immediate reintroduction of meetings to match the other Overview and Scrutiny Panels as of December 2016.

4. ADDITIONAL MEETING – DECEMBER 2016

- 4.1 If the Panel select either option 1 or 2 from section 3 then Members are asked to note that an additional meeting of the Panel has already been arranged for 5th December 2016. This additional meeting was agreed by the majority of the Panel via electronic communication.

CONTACT OFFICER

Adam Green, Democratic Services Officer (Scrutiny)

Tel No: 01480 388008

Email: adam.green@huntingdonshire.gov.uk

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Representation on External Organisations
Meeting/Date:	Overview and Scrutiny Panel (Communities and Environment) – 1st November 2016 Overview and Scrutiny Panel (Performance and Customers) – 2nd November 2016 Overview and Scrutiny Panel (Economy and Growth) – 3rd November 2016
Executive Portfolio:	Executive Leader of the Council
Report by:	Democratic Services Officer (Scrutiny)
Wards affected:	All

Executive Summary:

Huntingdonshire District Council has representation on 49 external organisations and this report supplies Overview and Scrutiny with an update from the representatives on those external organisations.

The external organisations have been divided according to where they broadly fit in terms of panel remit in order to allow the panels to focus in on areas of interest. This means that Communities and Environment have 39 under their remit, Economy and Growth have 8 under their remit and Performance and Customers have 2 under their remit.

Out of the 49 external organisations no update has been received in relation to 14 organisations and there was nothing to report from a further 3 organisations.

Recommendation:

The Overview and Scrutiny Panels are invited to comment on the report and identify any individual organisation they would like a verbal update on at a future Panel meeting or receive further detail on.

Performance and Customers

48	Cambridgeshire Chambers of Commerce – Huntingdonshire Chamber
Councillor R Harrison	
<p>The last meeting was on 5th October 2016 however Councillor Harrison was unable to attend. Councillor Harrison only attends once a quarter however the Economic Development Manager, Sue Bedlow, attends monthly. The meeting is an opportunity for a HDC representative to update the chamber on the latest HDC news. There is nothing of note that affects HDC.</p>	

49	Huntingdon Freemens' Trust
Councillor D Brown	
<p>Councillor D Brown was to replace former Councillor L Kadić however after a discussion between the Trust and Ms Kadić it was decided to keep her as the representative. The post is for the duration of 4 years. Therefore Councillor D Brown has not attended any meetings.</p>	

CURRENT ACTIVITIES OF THE COMMUNITIES AND ENVIRONMENT AND ECONOMY AND GROWTH PANELS

STUDY	OBJECTIVES	PANEL	STATUS
Hinchingbrooke Hospital	To review the plans for the merger of the Trusts running Hinchingbrooke Hospital and Peterborough and Stamford Hospitals.	Communities and Environment	<p>Mr McCarthy, Chief Executive Officer at Hinchingbrooke Hospital attended a Panel meeting in February 2016 to discuss Hinchingbrooke's improvement plan and collaboration with Peterborough and Stamford Hospitals NHS Foundation Trust.</p> <p>Mr McCarthy attended a special meeting of the Panel in June 2016 to discuss the Outline Business Case for merger of the Trusts running Hinchingbrooke, Peterborough and Stamford Hospitals. The Panel sent a response to the proposals outlining Members' concerns.</p> <p>Mr McCarthy attended a special meeting of the Panel in October 2016 to discuss the Full Business Case for merger of the Trusts running Hinchingbrooke, Peterborough and Stamford Hospitals. Members still have concerns and have articulated them to Cabinet who will decide if a Council response is appropriate.</p>
Huntingdonshire CCTV Network	Examine the utilisation of CCTV and identify whether they are value for money.	Communities and Environment	At the request of the Executive Leader, Members agreed to examine the utilisation of CCTV in the market towns by Cambridgeshire Constabulary.
Future of Hinchingbrooke Country Park, Paxton Pits, Godmanchester Nursery and Public Rights of Way	To be confirmed.	Communities and Environment	<p>Members agreed at the Scrutiny Work Programming Session in September 2016 that this topic requires further scrutiny. The Panel, at its meeting in October 2016, decided to include the item on to its work programme.</p> <p>The Panel will receive an exempt report at its meeting in November 2016 on the contractual arrangements and potential improvement programme of Hinchingbrooke Country Park.</p>
Car Park Fees	To review all the options for car park fees and determine what option is best for the	Economy and Growth	Following the submission of the Review of Fees and Charges – Car Parks, to its meeting in October 2016, the Panel decided to include the topic of Car Park Fees on to its

STUDY	OBJECTIVES	PANEL	STATUS
	District.		<p>work programme.</p> <p>This work stream is currently on hold until the Cabinet have made a decision on the Review of Fees and Charges – Car Parks report.</p>
Local Plan To 2036	To scrutinise the work of Officers in the delivery of the Council's Local Plan to 2036.	Economy and Growth	The Panel had previously decided that this topic is the number one priority on the work programme. The Panel will continue to receive update reports on the topic. In addition the Chairman has agreed to become the Panel's expert on the topic.
Devolution	To examine the District's role in Devolution.	Economy and Growth	Members decided that before appointing a Panel expert, the Executive Councillor responsible for the topic should attend a future Panel meeting and explain what work has been done so far. To that end the Executive Leader is to update Members on Devolution at its meeting in November 2016.
Community Resilience Plan including relationships with Parish and Town Councils and the County Council	To examine how the Community Resilience Plan will affect the Council's relationships with the wider community.	Economy and Growth	Members decided that before establishing a task and finish group, the Executive Councillor responsible for the topic should attend a future Panel meeting and explain what work has been done so far.
Housing Working Group	The working group want to scrutinise the Housing Strategy.	Economy and Growth	<p>Members decided that a Housing Working Group (formally known as the Affordable Housing Working Group and the Registered Social Providers Working Group) should be resurrected to review housing policy as and when required.</p> <p>The Panel agreed to invite the Executive Councillor responsible for the topic to a future Panel meeting and explain what work has been done so far.</p>
Town Centres/High Street Viability	To scrutinise the effects of the current policies affecting town centres in order to shape future polices and town centre use.	Economy and Growth	Members decided that before establishing a task and finish group, the Executive Councillors responsible for the topic should attend a future Panel meeting and explain what work has been done so far.

Panel Date	Decision	Action	Response	Date for Future Action
	<p><u>Homelessness Accommodation (Coneygear Court)</u></p> <p>Members agreed at the Scrutiny Work Programming session on 20th September that this area requires scrutinising. Members want to create a Task and Finish Group.</p>	<p>Officers to discuss capacity to assist Members with the scrutiny of the topic.</p>	<p>If Officers have capacity to assist, the Panel have to agree to accept the item onto the work programme and appoint to the Task and Finish Group.</p>	
	<p><u>Shared Services Strategy</u></p> <p>Members agreed at the Scrutiny Work Programming session on 20th September that this area requires scrutinising. Members want to create a Task and Finish Group.</p>	<p>Officers to discuss capacity to assist Members with the scrutiny of the topic.</p>	<p>If Officers have capacity to assist, the Panel have to agree to accept the item onto the work programme and appoint to the Task and Finish Group.</p>	
<p>14/01/16</p> <p>19/01/16</p>	<p><u>Cambridgeshire County Council Budget Scrutiny</u></p> <p>The Working Group comprising of Councillors T Alban, D Brown, G Bull, Mrs S J Conboy, S Criswell, M Francis, D A Giles, T Hayward, B Hyland, P Kadewere, T D Sanderson, M Shellens and R J West scrutinised the budget of the Children's, Families and Adult's Directorate.</p> <p>The Working Group scrutinised the budgets of the Economy, Transport and Environmental Services and Corporate Services.</p>		<p>A response to the budget proposals is to be sent to the County Council.</p>	

Panel Date	Decision	Action	Response	Date for Future Action
	<p><u>Commercialisation</u></p> <p>Members agreed at the Scrutiny Work Programming session on 20th September that this area requires scrutinising. Members want to create a Task and Finish Group.</p>	<p>Officers to discuss capacity to assist Members with the scrutiny of the topic.</p>	<p>If Officers have capacity to assist, the Panel have to agree to accept the item onto the work programme and appoint to the Task and Finish Group.</p>	
	<p><u>Trade Union Recognition</u></p> <p>Members agreed at the Scrutiny Work Programming session on 20th September that this area requires scrutinising. Members want to create a Task and Finish Group including Members from the Employment Panel and a representative from Staff Council.</p>	<p>Officers to discuss capacity to assist Members with the scrutiny of the topic.</p>	<p>If Officers have capacity to assist, the Panel have to agree to accept the item onto the work programme and appoint to the Task and Finish Group.</p>	
	<p><u>Use of Council Assets</u></p> <p>Members agreed at the Scrutiny Work Programming session on 20th September that this area requires scrutinising. Members want to create a Work Group or appoint a Member Champion to become the Panel's expert on the topic.</p>	<p>Officers to discuss capacity to assist Members with the scrutiny of the topic.</p>	<p>If Officers have capacity to assist, the Panel have to agree to accept the item onto the work programme and appoint a Working Group or Member Champion.</p>	

Panel Date	Decision	Action	Response	Date for Future Action
	<p><u>Taxi and Hackney Carriages Policies</u></p> <p>Following the Scrutiny Work Programming session on 20th September it was agreed that this area requires scrutinising. It anticipated that scrutiny will be in the form of update reports.</p>	<p>Officers to discuss capacity to assist Members with the scrutiny of the topic.</p>	<p>If Officers have capacity to assist, the Panel have to agree to accept the item onto the work programme.</p>	
<p>07/01/16</p>	<p><u>Bus Departure Levy</u></p> <p>The Overview and Scrutiny Panel (Finance and Performance) agreed that the Bus Departure Levy should be explored.</p>	<p>To date no work has been done on the Bus Departure Levy.</p>	<p>The Panel have to agree to accept the item onto the work programme and decide how to proceed.</p>	<p>02/11/2016</p>

117

This page is intentionally left blank