

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **MEETING ROOM 0.1A AND 0.1B, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 11TH SEPTEMBER 2018** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 5 - 6)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 5th July 2018.

**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 7 - 10)

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 Stimpson
388007**

4. CORPORATE PLAN 2018-2022 AND INTEGRATED PERFORMANCE REPORT 2018/19, QUARTER 1 (Pages 11 - 62)

The Panel are to receive the Corporate Plan 2018-2022 and the Integrated Performance Report 2018/19, Quarter 1.

**A Dobbyne 388100 /
D Buckridge 388065 /
P Loveday 388615**

5. HOUSING STRATEGY ACTION PLAN (Pages 63 - 82)

The Housing Strategy Action Plan is to be presented to the Panel.

**C Hannon
388203**

6. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members are to agree their work programme for the ensuing Municipal Year.

**A Green
388008**

Dated this 3rd day of September 2018



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.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 5th July 2018.

PRESENT: Councillor D B Dew – Chairman.

Councillors J C Cooper-Marsh, S J Corney,
Dr P L R Gaskin, D A Giles, M S Grice,
K P Gulson, J Neish and S Wakeford.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors L A Besley, J P Morris and D J Wells.

IN ATTENDANCE: Councillor J A Gray.

11. MINUTES

Subject to one amendment, the Minutes of the meeting held on 14th June 2018 were approved as a correct record and signed by the Chairman.

12. MEMBERS' INTERESTS

No declarations of interest were received.

13. 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 July 2018 to 31st October 2018.

Members were informed, in response to a question, that the Executive Councillor for Digital and Customer and the Corporate Director – Services and will decide whether to continue the process of the commercialisation of the Document Centre. Members will then be informed of the decision.

14. 3C'S SHARED SERVICES ANNUAL REPORT

With the aid of the report by Corporate Director – Services (a copy of which is appended in the Minute Book) the Shared Services' 2017/18 Annual Report was presented to the Panel.

The Panel was given some background information on the Shared Services. They were then informed that there has been an improvement in the financial performance of the Shared Services since the last annual report.

A Member commented that the annual report is too finance based

and lacks a summary of the operational aspect of the Shared Services.

Following a comment regarding the potential for a changing IT budget, as new technology emerges and staff with different skills sets are required, the Panel was informed that Senior Management are constantly reviewing different technological options.

15. 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).

16. THE AVENUE, GODMANCHESTER

Consideration was given to a report by the Head of Resources regarding The Avenue, Godmanchester. The Executive Councillor for Resources introduced the report and outlined the proposal. The Strategic Assessments of Estates Officer then informed the Panel of the key points of the proposal.

Members discussed aspects of the proposal in greater detailed and then made a number of comments on the proposal which were forwarded on to Cabinet for their consideration.

The Panel recommended that the Cabinet supports the proposal and approves the recommendations outlined within the report.

17. RE-ADMITTANCE OF PRESS AND PUBLIC

RESOLVED

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

18. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Panel held a discussion on their work programme for the ensuing Municipal Year. Members advanced a number of suggested topics for the work programme with the Democratic Services Officer (Scrutiny) noting them in order to develop the work programme.

(At 8.05pm, during the consideration of this item, Councillor J A Gray left the meeting and did not return.)

Chairman

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

Prepared by Councillor G J Bull, Executive Leader of the Council
Date of Publication: 22 August 2018
For Period: 1 September 2018 to 31 December 2018

Membership of the Cabinet is as follows:-

Councillor Mrs M L Beuttell	Executive Councillor for Regulation and Operations	Councillor J A Gray	Executive Councillor for Resources
Councillor G J Bull	Executive Leader of the Council	Councillor J M Palmer	Executive Councillor for Partnerships and Well-Being
Councillor R Fuller	Deputy Executive Leader and Executive Councillor for Housing, Planning and Economic Development	Councillor D M Tysoe	Executive Councillor for Digital and Customer

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.

- 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
∞ Community Chest Grant Aid Awards 2018/19	Grants	3 Sep 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: Chris.Stopford@huntingdonshire.gov.uk		J A Gray J M Palmer	Customers and Partnerships
Corporate Plan 2018 - 2020	Cabinet	20 Sep 2018		Adrian Dobbyne, Corporate Team Manager, Corporate Team Manager Tel No. 01480 388001 or email: adrian.dobbyne@huntingdonshire.gov.uk		G Bull	Performance and Growth
HDC Ventures - Business Plans ***	Cabinet	18 Oct 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		D M Tysoe	Performance 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
Gambling Act Statement of Principles Review	Cabinet	18 Oct 2018		Chris Stopford, Head of Community Tel No. 01480 388280 / Email: Chris.Stopford@huntingdonshire.gov.uk		M Beuttell	Not Applicable
Car Parking Strategy Part 2 (Strategy) ***	Cabinet	18 Oct 2018		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk		M Beuttell	Performance and Growth
Community Resilience Plan	Cabinet	22 Nov 2018		Chris Stopford, Head of Community Tel No. 01480 388280 or email: chris.stopford@huntingdonshire.gov.uk		J M Palmer	Customers and Partnerships
Hinchingsbrooke Country Park Long Term Business Plan###***	Cabinet	22 Nov 2018		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk		J M Palmer	Customers and Partnerships
Approval of Council Tax Base ***	Chairman of Corporate Governance and Section 151 Officer	3 Dec 2018		Amanda Burns, Benefits Manager, Benefits Manager Tel No. 01480 388122 or email: amanda.burns@huntingdonshire.gov.uk		J A Gray	Performance and Growth
Godmanchester Nursery Update###***	Cabinet	13 Dec 2018		Neil Sloper, Head of Operations Tel No. 01480 388635 / Email: Neil.Sloper@huntingdonshire.gov.uk		J M Palmer	Customers and Partnerships

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Plan 2018-2022 and Integrated Performance Report 2018/19, Quarter 1
Meeting/Date:	Overview and Scrutiny Panel (Performance and Growth) 11th September 2018
Executive Portfolio:	Executive Leader, Councillor Graham Bull
Report by:	Corporate Team Manager
Wards affected:	All Wards

The purpose of this report is to update Overview and Scrutiny on the development of the Corporate Plan for 2018-2022 and to ask them to comment on the Plan for consideration by Cabinet on 20th September 2018 ahead of final approval from Council on 17th October 2018.

The Integrated Performance Report for Quarter 1 is based on a provisional Corporate Plan prepared in April 2018 in order that we had a Plan that we could work towards and use to prepare performance reports. As such, some of the draft Key Actions and Performance Indicators appearing in that report will not match those in the new version of the Corporate Plan now proposed.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to consider and comment on the Corporate Plan 2018-2022 to Cabinet.

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

The Overview and Scrutiny Panel is also invited to consider and comment on financial performance at the end of June, as detailed in Appendices D, and the register of reviews of Commercial Investment Strategy propositions at Appendix E.

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan 2018-2022
Meeting/Date: Cabinet – 20th September 2018
Executive Portfolio: Executive Leader, Councillor Graham Bull,
Report by: Corporate Team Manager
Wards affected: All Wards

Executive Summary:

The purpose of this report is to update Cabinet on the development of the Corporate Plan 2018-2022 and to ask them to make final comments on the Plan ahead of submission for approval by Council on 17th October, taking into consideration comments from the Overview and Scrutiny Panel (Performance and Growth).

The Council's Corporate Plan has been developed to be a four year plan for the period 2018-2022 outlining the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council.

Cabinet are advised that the Integrated Performance Report for Quarter 1 is based on a provisional Corporate Plan prepared in April 2018 in order that we had a Plan that we could work towards and use to prepare performance reports. As such, some of the draft Key Actions and Performance Indicators appearing in that report will not match those in the new version of the Corporate Plan now proposed.

Recommendation(s):

That Cabinet provide final comment on the Corporate Plan 2018-2022.

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 The purpose of this report is to update Members on the proposed Corporate Plan for 2018-2022.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Council needs a clear vision with strategic priorities, setting out its objectives and how these will be achieved. The Council's previous Corporate Plan was for the period 2016 – 2018. It was agreed that a new Plan would be prepared for a longer time period to coincide with the new electoral cycle of four year terms.

- 2.2 The Council's Corporate Plan sets out our priorities for 2018-2022, together with the key actions we are taking to achieve them. It is an ambitious programme of activity for a council that seeks to deliver growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost. It is important that, in designing solutions and shaping priorities, we are adapting to the challenges we are facing and involve our residents and local businesses. We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire. We know that we cannot deliver our vision alone. In order to make savings, we need to work with our partners, our businesses and our communities. The plan shows how we intend to do this and includes exploring sharing the cost of providing services with other public bodies. The reality is that we are being asked to do more for less whilst protecting the range and quality of service we provide to local residents. The Council is working with many partners, including the Combined Authority of Cambridgeshire and Peterborough, to ensure that we are bringing investment to our district and attracting people to live and work here. Our vision sets out our aspirations for the **People** of Huntingdonshire to live in a safe, healthy and prosperous **Place** where communities and businesses can thrive.

- 2.3 The purpose of the new Plan is to set out a new and updated Vision, Priorities and Objectives with revised Key Actions and Performance Indicators (PIs). This review has provided an opportunity to consider whether any Key Actions or Performance Indicators have been achieved and should therefore be removed and whether any new actions or measures should be included. It was also an opportunity to consider whether the actions and measures continue to be the right ones. The review has been undertaken by the Senior Management Team with the relevant Portfolio Holders in Cabinet and the Cabinet collectively. The Corporate Plan has been presented under the overarching headings of People and Place along with a more general heading of being an Efficient and Effective Council

- 2.4 Quarterly performance reporting on the previous Corporate Plan has highlighted areas where Key Actions and PIs could be improved. We have taken into account feedback throughout the year from Senior Management Team (SMT), Officers who provide data and both Overview & Scrutiny and Cabinet Members.

- 2.5 All Key Actions and PIs were examined. Proposed changes were considered to the work programme descriptions, removal of a small number of actions or PIs, inclusion of some new actions or PIs or revised descriptions for actions or PIs. Proposals include removal of some actions or PIs because they were complete, not relevant for 2018-2022 or no longer considered a useful measure.

- 2.6 The new Plan has also linked with developments of Service Plans and where appropriate actions or performance indicators in Service Plans for 2018/19 have been included in the Corporate Plan. The Corporate Plan also provides the high level stage in the “golden thread” that runs from the Plan through Service Plans to individual objectives as set out in Staff Appraisals.
- 2.7 The final version of the new Corporate Plan for 2018-2022 will be submitted for approval by Council at their meeting on 17th October 2018.
- 2.8 To support the business planning of the Council, a draft Corporate Plan was produced for April 2018. This followed the process outlined above and as a draft it became a working document to help develop the new finalised Plan. The Plan was for internal use only and was not published as we knew a new Plan post-election was being developed and its main purpose was to help set direction and guidance for the development of Service Plans for 2018/2019 and reporting.
- 2.9 The Corporate Plan will just show the description of the PI. It is anticipated that these set of Indicators would be updated each year to reflect some specific changes in the measures used (where some are no longer deemed to be the best measure or new better measures have been developed), but particularly to update the targets set, as these will be influenced by performance in the previous year. Some Key Actions may change to reflect any new developments in service delivery or where actions have a more limited life span (e.g. delivering a specific action in a particular year). The draft set of Performance Indicators with 2018/19 targets are included in Appendix 2.
- 2.10 An early draft of the Plan was used to prepare the Key Actions and PIs that would be used for reporting in the Integrated Performance Reports for 2018/19. The Integrated Performance Report for Quarter 1 (included elsewhere on the Cabinet agenda) does not take into account all proposed changes due to timing. This will be amended to reflect any changes in the Key Actions and PIs for Quarters 2, 3 and 4.

3. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

- 3.1 The key impact is that everyone in the Council will be clear about the Vision and Priorities, and have up to date information about the planned actions and how we will measure performance.
- Officers will be clear about what is important and their role as identified through individual objectives
 - Financial Planning will be more clearly linked to corporate planning
 - Service Plans will be developed more clearly linked to corporate planning
 - Members will know what information they will get and when
 - Portfolio Holders will be able to hold Officers to account
 - Overview and Scrutiny will have the information they need to hold Portfolio Holders to account

4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 Following Cabinet final amendments to the Corporate Plan will be agreed by Heads of Service and Portfolio Holders and then submitted for approval by Council. Once adopted, it will be made available to all employees through the Intranet. The Plan will be published on the Council's website and shared with

all Members. The key actions and performance indicators in the Corporate Plan will be reported quarterly to Overview and Scrutiny and Cabinet. This report will be an integrated report also incorporating financial performance and progress in delivering corporate projects.

5. COMMENTS OF OVERVIEW & SCRUTINY

- 5.1 *Comments from Overview and Scrutiny will be added to the report when published on 12th September for the Cabinet meeting on 20th September.*

6. RESOURCE IMPLICATIONS

- 6.1 Whilst it is anticipated that there will no resource implications as Service Plans have been are being prepared for 2018/19 to support the Corporate Plan, any resource issues in delivering the actions and meeting the targets set will be identified.

7. OTHER IMPLICATIONS

- 7.1 No equality or health implications have been identified as a result of the preparation of the Corporate Plan, although the delivery of the Plan will support our commitments to equality and how we support a healthy lifestyle.

8 REASONS FOR THE RECOMMENDED DECISIONS

- 8.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. It will guide the work of Services responsible for delivery of the Council's ambitions.

9. LIST OF APPENDICES INCLUDED

Appendix 1 – Draft Corporate Plan 2018/2022
Appendix 2 – Draft Performance Indicators 2018/2019

BACKGROUND PAPERS

None

CONTACT OFFICER

Adrian Dobbyne
Corporate Team Manager
Tel No: 01480 38(8100)
Email: Adrian.dobbyne@huntingdonshire.gov.uk

Introduction

The Council's Corporate Plan sets out our priorities for 2018-2022, together with the key actions we are taking to achieve them. It is an ambitious programme of activity for a council that seeks to deliver growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost.

It is important that in designing solutions and shaping priorities, we as a Council, are adapting to the challenges we are facing and involve our residents and local businesses. We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire. We know that we cannot deliver our vision alone. In order to make savings, whilst still providing the high quality services local people want and deserve, we need to work with our partners, our businesses and our communities. The plan shows how we intend to do this and includes exploring sharing the cost of providing services with other public bodies.

The reality is that we are being asked to do more for less whilst protecting the range and quality of service we provide to local residents. The Council is working with many partners, including the Combined Authority of Cambridgeshire and Peterborough, to ensure that we are bringing investment to our district and attracting people to live and work here. Our vision sets out our aspirations for the **People** of Huntingdonshire to live in a safe, healthy and prosperous **Place** where communities and businesses can thrive.



The Corporate Plan shows you our objectives, the work programme we have put in place, the actions we will take and how we will measure our performance

People

Support people to improve their health and well-being

Our Work Programme

Enabling people to live independently through the provision of adaptations and accessible housing



Ensuring new developments have adequate provision of public open spaces including play provision



Facilitate and provide opportunities for positive activities that support residents health and wellbeing needs



Providing accessible green spaces, countryside, leisure and cultural facilities and opportunities



Supporting, enabling and facilitating individuals to improve their health and well-being through self-care

Working with partners to improve health and reduce health inequalities



Prioritising accessible, high quality and well maintained open space, walking and cycling facilities on new housing developments



Meeting the housing and support needs of our population

Key Actions

Improve leisure facilities stock by delivering the Sport and Leisure Facilities Strategy, achieving actions to support implementation on key priority areas

Increase physical activity levels through the provision of activities at One Leisure sites and in parks, open spaces and community settings

Use enterprising and innovative ideas to promote leisure and health facilities and activities to a wider audience

Continue to develop and support early homelessness prevention initiatives in line with the new duties contained within the Homelessness Reduction Act, to help residents remain in their current homes or find alternative housing (to be incorporated into a revised Homelessness Strategy)

Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners

Support the development of volunteer opportunities

Support sports club development e.g. work with a number of sports clubs over the year

Continue to work with volunteers to manage and maintain relevant parks and open space

Provide financial assistance to people on low incomes to pay their rent and Council Tax

Performance Indicators

We will measure our success in the following ways:

The average length of stay of all households placed in B&B accommodation

The average time between dates of referral of Disabled Facilities Grants (financial help for disabled residents that need to make changes to their home) to practical completion for minor jobs up to £10k

The number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health)

The average number of days to process new claims for Housing Benefit and Council Tax Support

The average number of days to process changes of circumstances for Housing Benefit and Council Tax Support

The number of actions delivered from the Sport and Leisure Facilities Strategy

The amount of developer contributions secured to improve the facility infrastructure across the district (£'s)

The number of leisure and health facilities improved because of developer contributions

The Participation at targeted services for adults

The Participation at targeted services for older people

The Participation at targeted services for long-term health conditions (including exercise referrals)

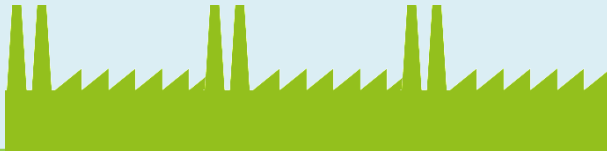
The Participation at targeted services for disability/equality

The Participation at targeted services for young people

People

Develop a flexible and skilled local workforce

Our Work Programme



Ensuring the full range of sufficient **skills** are available to support the **Enterprise Zone**

Creating stronger links between **businesses**, education and training

Working with **businesses** to establish current and future **skills** needs

Key Actions

Encourage and support all levels of **apprenticeships** across the district

Through **business engagement** activity, promote links between training and education providers and local business

Performance Indicators

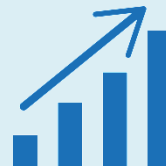
We will measure our success in the following ways:

The number of people attending **EDGE 'sharper skills for enterprise'** events

The number of **EDGE** customers supported into work

Develop stronger and more resilient communities to enable people to help themselves

Our Work Programme



Supporting **community** development and enabling the **voluntary** and **community sector** to develop

Working with **communities** to build resilience

Increasing and supporting the development of the levels of **volunteering**

Key Actions

Support **community planning** including working with **parishes** to complete **Neighbourhood** and **Parish Plans**

Actively **manage** Council owned non-operational **assets**, where mutually beneficial, transfer **ownership** of assets to the **community**

Manage the **Community Chest** funding pot and **voluntary sector** funding to encourage and support **projects** to build and support community development.

Support and encourage **community** action on **litter picking**

Performance Indicators

We will measure our success in the following ways:

Percentage of **Neighbourhood Plans** 'made' by the **Council** within **8 weeks** of a referendum vote in favour of the **Plan**

Place

Create, protect and enhance our safe and clean built and green environment

Our Work Programme

Ensuring that our streets and open spaces are clean and safe



Working closely with partners to reduce crime and anti-social behaviour



Collaborate with partners, providers and stakeholders in an enterprising fashion to enhance community resilience and build sustainable opportunities for people



Improving the quality of the environment, by including infrastructure that supports people to walk and cycle



Key Actions

Continue to **manage and enhance** the **joint CCTV service** with Cambridge City Council

Reduce incidences of littering through **targeting of enforcement work**

Increase the awareness of Recycling and Green Composting through **organising and supporting community initiatives**

Support delivery of sustainable community / leisure activities / facilities

Maintain clean open spaces to DEFRA Code of Practice on **Litter and Refuse**, compliant with the **Environment Protection Act**

Support the delivery of Open Spaces and Play Provision Strategy

Continue to monitor air pollution across the District, and particularly within the **Air Quality Management Area**, working collaboratively with **partners** to **reduce the impact** of air pollution on the **health and well-being** of our **community**

Achieve Green Flag (a national standard) **status for Hinchingsbrooke Country Park, Paxton Pits and Riverside St Neots** by 2020

Support and develop play facilities alongside Town and Parish Councils

Aim to **reduce the energy usage in One Leisure by 20%** (of the 2015/16 baseline figure)

Work in partnership to provide greater leisure opportunities either by **delivering/facilitating services** or **providing a service/facility**

Performance Indicators

We will measure our success in the following ways:

The **percentage of sampled areas** are **clean or predominantly clean** of **litter, detritus, graffiti, flyposting, or weed accumulations**

The **percentage of street cleansing and grounds maintenance service requests** will be **resolved in five working days**

The **percentage of successful enforcements – dog fouling, litter**

The **percentage of household waste** will be **sent to landfill**

The **percentage of food premises** scoring **3 or above** on the **Food Hygiene Rating Scheme**

The **number of complaints about food premises** (per 100 food businesses)

The **percentage of grounds maintenance works inspected** will **pass** the Council's **agreed service specification**

The **number of missed bins** per 1,000 households

The **number of partners, providers and stakeholders** worked with to **support sustainable service delivery of One Leisure and Active Lifestyles**

Place

Accelerate business growth and investment

Our Work Programme

Supporting new and growing businesses and promoting business success

Supporting the delivery of the Alconbury Enterprise Zone



Supporting economic growth in market towns and rural areas



Promoting inward investment



Supporting economic growth by prioritising planning advice to growing key businesses

Key Actions

Complete a sector analysis and industrial clusters research to help inform a review of the priorities in the Economic Growth Plan

Deliver Action Plan to implement Off Street Car Parking Strategy

Performance Indicators

We will measure our success in the following ways:

Net business-use floor space created

Support development of infrastructure to enable growth

Our Work Programme



Facilitating the delivery of infrastructure to support housing growth

Influencing the development of the Highways and Transport Infrastructure Strategy



Key Actions

Continue to work with partners and influence the Combined Authority to secure resources to facilitate delivery of new housing, drive economic growth and to provide any critical infrastructure

Support the Combined Authority's preparation and delivery of Masterplans for the Market Towns

Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428, the route of the East-West Rail and the local road network to deliver the specific requirements of the Council

Make decisions on spend of Community Infrastructure Levy on at least an annual basis

Work with partners to deliver roll-out of high-speed broadband and mobile phone coverage across the District.

Performance Indicators

We will measure our success in the following ways:

Community Infrastructure Levy collected (£m)

Place

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

Our Work Programme



Ensuring an adequate supply of housing to meet objectively assessed needs



Planning and delivering the provision of decent market and affordable housing for current and future needs

Ensuring there are the right community and leisure facilities to support new housing developments



Key Actions

Prepare for examination of the Local Plan to 2036 by the Secretary of State

Prepare a programme of the next review of the Local Plan

Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots and Alconbury Weald

Maintain a five year housing land supply

Housing Strategy annual Action Plan 2018/2019 adopted and implemented

Performance Indicators

We will measure our success in the following ways:

The percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)

The percentage of planning applications processed on target – minor (within eight weeks or agreed extended period)

The percentage of planning applications processed on target – households extensions (within eight weeks or agreed extended period)

Number of new affordable homes delivered

Net additional homes delivered 2017/2018

(this result is provided annually by Cambridgeshire County Council and is reported in arrears)

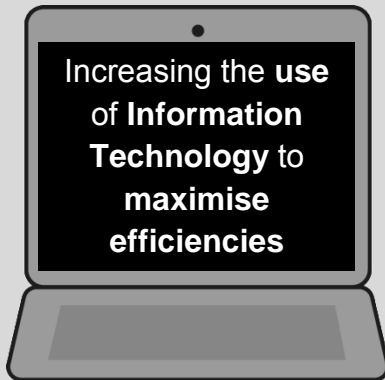
Becoming a more Efficient and Effective Council

Become more efficient and effective in the way we deliver services

Our Work Programme



Implementing our Transformation Programme



Ensuring our Medium Term Financial Strategy is focused on strategic priorities



Where possible, migrating customers to online services as the service of choice



Identifying new opportunities for income generation

Continuing to reshape the way the Council works to realise our savings target and improve performance



Maximising income opportunities, where appropriate



Having an engaged and motivated workforce



Supporting a Council apprenticeship programme and education engagement

Key Actions

Deliver the HDC Transformation Programme; focussing on LEAN reviews and maximising the impact of flexible and mobile working

Maximise the income generating potential of all traded activities

Deliver current apprenticeships programme and develop a revised programme for cohort 2 to reflect HDC and its community needs

Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members

Actively manage Council owned non-operational assets, and where possible, to ensure such assets are generating a market return for the Council

Performance Indicators

We will measure our success in the following ways:

The total amount of energy used in Council buildings

The percentage of business rates collected in year

The percentage of Council Tax collected in year

The percentage of space let on estates portfolio

The percentage of invoices from suppliers paid within 30 days

Staff sickness days lost per full time employee

£'s generated in Commercial Estate Rental & Property Fund Income

Planned net budget reductions achieved

The PIs below are part of a basket of employment measures changing every quarter

The percentage of Staff Appraisals completed (Quarter 1)

The percentage response rate to the Staff Survey (Quarter 2)

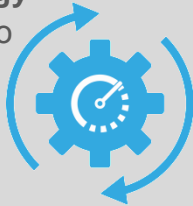
The percentage of staff survey results improved (Quarter 3)

The number of Staff Council (employee group) representatives (Quarter 4)

Becoming a more Customer Focused Organisation

Our Work Programme

Ensuring technology is used effectively to maximise our interaction with customers



Involving customers in significant changes to services



Gaining a better understanding of our customer needs and ensuring all customer engagement is meaningful

Key Actions

Deliver the HDC Transformation Programme; focussing on tackling 'wicked issues', improving online services and delivering the multi-agency Customer Service Centre at Pathfinder House

Launch the new organisational values in 2018/19 and ensure they become embedded into 'business as usual' for staff

Performance Indicators

We will measure our success in the following ways:

The Call Centre telephone satisfaction rate

The Customer Service Centre satisfaction rate

The percentage of Stage 1 complaints resolved within time

The percentage of Stage 2 complaints resolved within time

The percentage of calls to Call Centre answered

Reducing avoidable contacts

Generating customer accounts

Picture/Closing Statement

Corporate Plan 2018/2022 - Table of Performance Indicator Targets 2018/2019

People

We want to make Huntingdonshire a better place to live, to improve health and well-being and support people to be the best they can be

1a) Support people to improve their health and well-being.	
Name Of Indicator	Target 2018/2019
PI 1. Average length of stay of all households placed in B&B accommodation. (Customer Services)	Less than 6 weeks
PI 2. Average time between dates of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000. (Development)	30 weeks
PI 3. Number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health). (Resources, Operations and Leisure and Health)	1660
PI 4. Average number of days to process new claims for Housing Benefit and Council Tax Support. (Customer Services)	24
PI 5. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support. (Customer Services)	5
PI 6. The number of actions delivered from the Sport and Leisure Facilities Strategy. (Leisure and Health)	No Target Set*
PI 7. The amount of developer contributions secured to improve the Leisure and Health facility infrastructure across the district (£'s) (Leisure and Health)	No Target Set*
PI 8. The number of Leisure and Health facilities improved because of developer contributions. (Leisure and Health)	No Target Set*
PI 9a. Participation at targeted services for adults. (Leisure and Health)	No Target Set*
PI 9b. Participation at targeted services for older people. (Leisure and Health)	16,300
PI 9c. Participation at targeted services for long-term health conditions (including exercise referrals). (Leisure and Health)	17,400
PI 9d. Participation at targeted services for disability/equality. (Leisure and Health)	3,500
PI 9e. Participation at targeted services for young people (Leisure and Health)	2,500

* No target set, this year is for data collection. 2019/2020 will have targets set based on 2018/2019 performance

1b) Develop a flexible and skilled local workforce.	
Name Of Indicator	Target 2018/2019
PI 10. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over previous 12 months). (Development)	1056
PI 11. Number of EDGE customers supported into work. (Development)	96

1c) Develop stronger and more resilient communities to enable people to help themselves.	
Name Of Indicator	Target 2018/2019
PI 12. Percentage of Neighbourhood Plans 'made' by Council within 8 weeks of a referendum vote in favour of the Plan. (Development)	100% of plans 'made' within 8 weeks

Place

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

2a) Create, protect and enhance our safe and clean built and green environment.	
Name Of Indicator	Target 2018/2019
PI 13. Percentage of sampled areas that are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations. (Operations)	80%
PI 14a. Percentage of street cleansing service requests will be resolved in five working days. (Operations)	85%
PI 14b. Percentage of grounds maintenance service requests will be resolved in five working days. (Operations)	85%
PI 15. Percentage of successful enforcements – dog fouling, litter. (Community)	100%
PI 16. Percentage of household waste will be sent to landfill. (Operations)	43%
PI 17. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme. (Community)	95%

2a) Create, protect and enhance our safe and clean built and green environment **(Continued)**

Name Of Indicator	Target 2018/2019
PI 18. Number of complaints about food premises (per 100 food businesses). (Community)	5
PI 19. Percentage of grounds maintenance works inspected will pass the Council's agreed service specification. (Operations)	82%
PI 20. Number of missed bins per 1,000 households. (Operations)	0.75
PI 21 Number of partners, providers and stakeholders worked with to support sustainable service delivery of One Leisure and Active Lifestyles. (Leisure and Health)	No Target Set *

* No target set, this year is for data collection. 2019/2020 will have targets set based on 2018/2019 performance

2b) Accelerate business growth and investment.

Name Of Indicator	Target 2018/2019
PI 22. Net business-use floor space created. (Development)	Target not applicable*

* This measure is reported annually in arrears.

2c) Support development of infrastructure to enable growth

Name Of Indicator	Target 2018/2019
PI 23. Community Infrastructure Levy collected (£m) (Development)	Commentary will be provided on activity

2d) Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need.

Name Of Indicator	Target 2018/2019
PI 24a. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period). (Development)	70%
PI 24b. Percentage of planning applications processed on target – minor (within eight weeks or agreed extended period). (Development)	70%
PI 24c. Percentage of planning applications processed on target – households extensions (within eight weeks or agreed extended period). (Development)	85%

2d) Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need (Continued)	
Name Of Indicator	Target 2018/2019
PI 25. Number of new affordable homes delivered (Development)	239
PI 26. Net additional homes delivered (Development)	682 (2017/2018) *

* The PI 26 result is provided annually by Cambridgeshire County Council and is reported in arrears

Becoming a more Efficient and Effective Council

We want to continue to deliver value for money services

3a) Become more efficient and effective in the way we deliver services.	
Name Of Indicator	Target 2018/2019
PI 27. Total amount of energy used in Council buildings. (Operations)	3.5% reduction
PI 28. Percentage of business rates collected in year. (Customer Services)	99%
PI 29. Percentage of Council Tax collected in year. (Customer Services)	98.6%
PI 30. Percentage of space let on estates portfolio. (Resources)	95%
PI 31. Percentage of invoices from suppliers paid within 30 days. (Resources)	98%
PI 32. Staff sickness days lost per full time employee.(Corporate Team and Resources)	9
PI 33. £'s generated in Commercial Estate Rental & Property Fund Income. (Resources)	£3.3m
PI 34. Planned net budget reductions achieved. (Resources)	£1.8m
The PIs below are part of a basket of employment measures changing every quarter	
PI 35a. Percentage of Staff Appraisals completed (Quarter 1). (Resources)	95%
PI 35b. Response rate to the Staff Survey (Quarter 2). (Corporate Team)	60%
PI 35c. Percentage of staff survey results improved (Quarter 3). (Corporate Team)	50%
PI 35d. Number of Staff Council (employee group) representatives (Quarter 4). (Corporate Team)	10

3b) Become a more customer focused organisation	
Name Of Indicator	Target 2018/2019
PI 36. Call Centre telephone satisfaction rate. (Customer Services)	80%
PI 37. Customer Service Centre satisfaction rate. (Customer Services)	80%
PI 38a. Percentage of Stage 1 complaints resolved within time. (Corporate Team)	95%
PI 38b. Percentage of Stage 2 complaints resolved within time. (Corporate Team)	95%
PI 39. Percentage of calls to Call Centre answered. (Customer Services)	90%
PI 40. Reducing avoidable contacts (Customer Services)	25% reduction
PI 41. Generating customer accounts (Customer Services)	8% of households

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Integrated Performance Report, 2018/19 Quarter 1
Meeting/Date:	Cabinet, 20 September 2018
Executive Portfolio:	Councillor Jonathan Gray, Executive Councillor for Resources Councillor Darren Tysoe, Executive Councillor for Digital and Customer
Report by:	Corporate Team Manager and Finance Manager
Ward(s) affected:	All

Executive Summary:

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

Any changes to Key Actions, Corporate Indicators or targets included in the final version of the Corporate Plan 2018/22 due to be taken to Council for approval in October will be incorporated into future quarterly Integrated Performance Reports.

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

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

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

An update on the Commercial Investment Strategy includes details of investments to date and the level of returns these are expected to generate, with information on potential investment opportunities reviewed in Quarter 1 attached at Appendix E.

Recommendations:

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

The Cabinet is also invited to consider and comment on financial performance at the end of June, as detailed in Appendices D, and the register of reviews of Commercial Investment Strategy propositions at Appendix E.

1. PURPOSE

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

2. BACKGROUND

- 2.1 The Council's Corporate Plan is currently being refreshed and once adopted will set out what the Council aims to achieve in addition to its core statutory services. The information in the summary at **Appendix A** relates to draft Key Actions and Corporate Indicators and the performance report at **Appendix B** details those with a 'Red' status at the end of June.
- 2.2 As recommended by the Project Management Select Committee, updates for projects with a 'Red' status based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 25 projects which are open, pending approval or pending closure, and one project logged which has recently closed.
- 2.3 This report also incorporates financial performance to the end of June. This performance was as shown in sections 4-6 below, with further details listed in **Appendix D**. Commercial investment propositions reviewed are at **Appendix E**.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 will be inserted in section 7 following their meeting on 4 September.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators which had a 'Red' status at the end of Quarter 1. **Appendix C** provides information about projects with a 'Red' status, 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 following table summarises Quarter 1 progress in delivering Key Actions for 2018/19:

Status of Key Actions	Number	Percentage
Green (on track)	35	90%
Amber (within acceptable variance)	3	8%
Red (behind schedule)	1	3%
Awaiting progress update	0	0%
Not applicable	3	

Most Key Actions were on track at the end of Quarter 1, with one significantly behind schedule:

1. Of 575 street cleansing inspections carried out in Quarter 1, 389 were recorded as in specification – a 67.65% pass rate. The key reason for failure is the standard of highway weed treatment and clearance undertaken on behalf of the County Council, due to insufficient budget to deliver the standards required. Benchmarking has identified that our inspection standard is higher than other authorities so inspection training is being carried out with the deployment of a software solution for inspections.

3.5 Quarter 1 results for 2018/19 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	22	63%
Amber (within acceptable variance)	4	11%
Red (below acceptable variance)	9	26%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	5	

Nine indicators missed targets by more than acceptable variance, with some linked together. Details of these Red indicators are shown below. Performance clinics are being held monthly to focus on delivering continuous improvements in all services.

1. The average length of stay for the 32 households leaving bed and breakfast accommodation was 7.2 weeks (against a target of less than 6 weeks). Our performance in this area is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available (relets of existing properties and the delivery new build rented properties). Alternative sources of temporary accommodation continue to be brought on-line, with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. The main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.
2. The underachievement is linked to the forecast overspend on the Revenue budget, which is predominantly due to variance within Operations. More details are available in section 4.
3. 16 EDGE customers were supported into work against a target of 23. However, follow up work to ascertain whether clients have secured jobs sometimes has to wait if footfall in the EDGE shop is busy. This means the data is sometimes lagging behind reality. For example, in the week following this period (excluded) an additional 4 clients into work were recorded which would have brought this measure much closer to target. Annual outturn is still anticipated to hit target.
4. As stated in 3.4, the street cleansing inspection pass rate is below target. A second weed treatment is taking place and our street cleansing inspection standard is being reviewed.
5. The grounds maintenance inspection pass rate was also below target, due to grass cutting. 70% of fails are due to grass being out of specification. The extreme wet weather (April / May) resulted in uncharacteristically large quantities of arisings when the grass was able to be cut. However, customer requests are down 38% year on year indicating that we are meeting customer expectations. As with street cleansing, inspection training is being carried out with the implementation of inspection software.
6. Six Stage 1 complaints were responded to late in Quarter 1. With a further 27 complaints not being tracked to allow confirmation of whether they were dealt with in time or not, concerns about complaints management across the Council still need to be addressed.
7. A single late Stage 2 complaint means the target for Quarter 1 was missed and makes it likely that this indicator will remain Red throughout 2018/19. The target is being reviewed but the late response reflects issues with how services are dealing with formal complaints.
8. The target to answer 90% of calls to the Call Centre was missed in Quarter 1, with Customer Services experiencing a high turnover of staff during this period. When experienced staff leave, it takes 6-9 months of training for their replacements to become fully skilled and we use agency staff and temporary staff to provide cover.

9. There has been progress in reducing avoidable contact from customers but the 25% reduction target was missed. This work is undertaken jointly with other services as well as through Lean work aimed at reducing waste and increasing efficiency. The introduction of the new online customer accounts platform is expected to drive further reductions.

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

Corporate project status	Number	Percentage
Green (progress on track)	8	44%
Amber (progress behind schedule, project may be recoverable)	3	17%
Red (significantly behind schedule, serious risks/issues)	7	39%
Pending closure	7	
Closed (completed)	1	

Business cases for a further three projects have not yet been approved but are due to be merged into one single CCTV project with a project approval request to be submitted for this.

Of the projects currently in the delivery stage, seven were Red at the end of Quarter 1 and five of those were joint partnership or shared service projects. The Project Management Governance Board has held one-to-one meetings with project managers and has identified that unrealistic timeframes have been a common theme for amber/red flags, as well as a lack of up to date governance documentation. Lessons learned are captured through closedown reports and have recently been shared with all project managers. Details of all Red projects can be found in **Appendix C**.

4. FINANCIAL PERFORMANCE

4.1 Financial Performance Headlines

The Management Accounts include the forecast outturn position for the current financial year and the impact of variations will be incorporated within the MTFS. Revenue statements show gross expenditure by service and where some costs are funded by reserves this is shown to provide the net position.

Revenue The approved Budget is £17.3m with the forecast outturn being £17.9m which is an overspend of £0.6m. The main reasons are shown on the next page. Action is still needed to be taken to address this level of the forecast overspend.

MTFS The MTFS was updated as part of the 2018/19 Budget setting process and will again be updated as part of the 2019/20 Budget setting process which is now under way. The revision of the MTFS will include 2017/18 outturn variations and others occurring or foreseen in 2018/19 that have an impact on future years.

Capital The approved Budget is £5.6m plus the re-phasing of £5.1m giving a revised total Capital Programme of £10.7m (£8.4m net, after taking account specific grants and contributions). The net forecast outturn is £11.3m giving an overspend of £0.6m. The reasons for these variances are detailed in paragraph 5.6.

The Financial Dashboard at **Appendix D, Annex E** presents information on take-up of Council Tax Support, NDR and Council Tax collection, miscellaneous debt and New Homes Bonus funding.

4.2 Summary Revenue Forecast Variances by Service

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

	Budget £000	Forecast outturn gross £000	Transfers to / (from) reserves £000	Forecast outturn net £000	Forecast (underspend) / overspend £000	Main reasons for variance
Community	1,779	1,815	7	1,822	43	<ul style="list-style-type: none"> • CCTV additional camera maintenance • Document Centre external income lower than budgeted
Customer Services	2,533	2,366	97	2,463	(70)	<ul style="list-style-type: none"> • Additional grant allocations
ICT	2,107	2,107	0	2,107	0	
Development	1,071	992	2	994	(77)	<ul style="list-style-type: none"> • Staff savings
Leisure and Health	(190)	92	(134)	(42)	148	<ul style="list-style-type: none"> • One Leisure income is generally lower than the budget (mainly Burgess Hall) • Expenditure savings are being made where possible to offset the lower income
Operations	3,906	4,679	(98)	4,581	675	<ul style="list-style-type: none"> • Waste Management fuel, staff and recycling expenditure increasing • Delays to staff restructure is impacting on the budget savings • Pathfinder House rental income is down – no tenant for 3rd floor
Resources	4,434	4,491	(69)	4,422	(12)	<ul style="list-style-type: none"> • Expenditure increasing on insurance premiums, FMS implementation and commercial estates management • Savings arising on HR and apprentice staff costs
Directors and Corporate	1,642	1,576	0	1,576	(66)	<ul style="list-style-type: none"> • Staff savings
Transformation	0	373	(373)	0	0	
Total	17,282	18,491	(568)	17,923	641	

4.3 Further analysis of the revenue variance and service commentary are at **Appendix D**. This provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

4.4 **Medium Term Financial Strategy**

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

5. **CAPITAL PROGRAMME**

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

5.2 The forecast gross expenditure outturn is £11.3m, an overspend of £0.6m. The gross expenditure to 30 June 2018 was £2.025m (19% of Budget, 25% of the year).

Variation Commentary Summary		£000s
	Overspend	
	Development – DFGs The overspend is based on the current level of demand from clients. It is possible that increased contributions from clients will reduce this overspend, but this not yet certain	320
	New FMS Due to the extended implementation period expenditure has increased by £50,000. This will be funded from the earmarked reserve set up for the purpose	0
	Bridge Place Car Park The current capital allocation was based on the estimates generated in April 2015 and did not account for the revised bridge access required for planning and the more specific design following due diligence	196
	CIL Payment Huntingdon West A Payment of £533,000 has been made for the contribution to Huntingdon West Link Road. This is being funded from the CIL reserve	0
		584
	Growth	
	Re-Fit Projects Additional expenditure was approved by the Senior Leadership Team on 5 th June 2018, to finance works at One Leisure St. Neots. The project was signed off on 7 th June 2018	16
		16
	Underspend	
	Health and Safety Works – Commercial Properties It is anticipated that some works will be rechargeable to tenants which would reduce the cost to the Council	(20)
	CCTV Schemes The contracts have been awarded at a lower cost than estimated	(6)
		(26)
	Total	574

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

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

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

Annex D details the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing

6. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

6.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget, by 2021/22 it will have in part contributed in reducing this to £1.6m.

6.2 At the end of Quarter 1, the financial projections for the CIS are:

CIS Investments	Budget (£'000)	Outturn (£'000)	Variance (£'000)
Cash Investments			
CCLA Property Fund	(162)	(166)	(4)
Total Cash Investments	(162)	(166)	(4)
Property Investments			
Property Rental Income	(5,235)	(3,465)	1,770
MRP	1,896	139	(1,757)
Net Direct Property Income	(3,339)	(3,326)	13
Management Charge	144	0	(144)
Total Property Investments	(3,195)	(3,326)	(131)
TOTAL	(3,357)	(3,492)	(135)

6.3 Investments

Between April and the end of June 2018, 16 properties have been investigated as potential CIS investment opportunities. We have bid £7.7m, and being accepted with cabinet approval, on a leisure property in St Neots, however due diligence has been significant due to a number of issues identified and raised over the last three months. We have resolved many of these and are dealing with the final handful of critical matters relating to construction and warranties. Further local opportunities in retail and distribution are still being monitored and awaiting leases to be completed before being offered for sale and we are in an early bidder position for these. Very recently an industrial estate in Huntingdon has become available and we are undertaking early investigations for this. A summary of opportunities is included in **Appendix E**.

Returns from the CCLA property fund have remained at the 2016/17 level (circa 4.5%). Other investment vehicles such as bank deposits and money market funds interest rates have increased since the Bank of England raised the base rate to 0.5%.

To date the majority of the Council's investments have been funded from earmarked reserves or cash balances with a £5m loan from PWLB secured for the acquisition at Fareham, the balance of the purchase price and acquisition costs was met from earmarked reserves.

7. COMMENTS OF OVERVIEW & SCRUTINY PANELS

7.1 Comments from the Overview and Scrutiny (Performance and Growth) Panel will be inserted here in the report to Cabinet following the Panel's meeting on 4 September 2018.

8. RECOMMENDATIONS

- 8.1 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**.
- 8.2 The Panel is also invited to consider and comment on financial performance at the end of June, as detailed in section 4 and in **Appendix D**, and the register of reviews of Commercial Investment Strategy propositions at **Appendix E**.

9. LIST OF APPENDICES INCLUDED

Appendix A – Performance Summary, Quarter 1, 2018/19

Appendix B – Corporate Plan Performance Report ('Red' status), Quarter 1, 2018/19

Appendix C – Project Performance ('Red' status), June 2018

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

Annex A – Revenue Provisional Outturn and Service Commentary June 2018

Annex B – Capital Programme Provisional Outturn, June 2018

Annex C – Capital Programme Funding 2018/19

Annex D – Financial Dashboard, June 2018

Appendix E – Register of reviews of CIS investment propositions, Quarter 1, 2018/19

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

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

Project Performance (Appendix C)

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

Financial Performance (Appendices D and E)

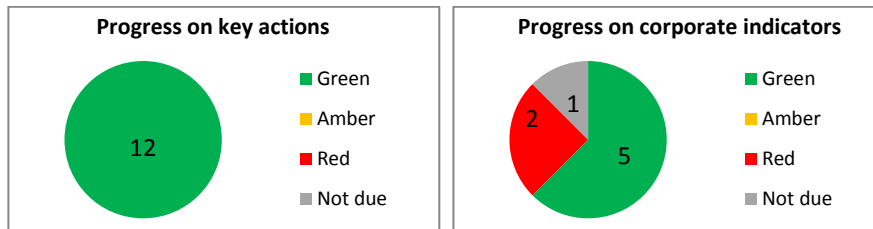
Paul Loveday, Interim Finance Manager ☎ (01480) 388605

Appendix A

Performance Summary Quarter 1, 2018/19

People

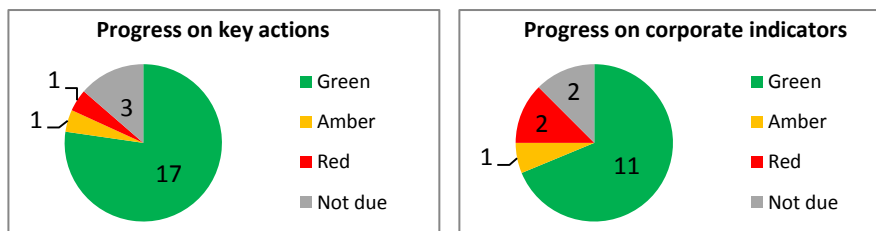
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



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

Place

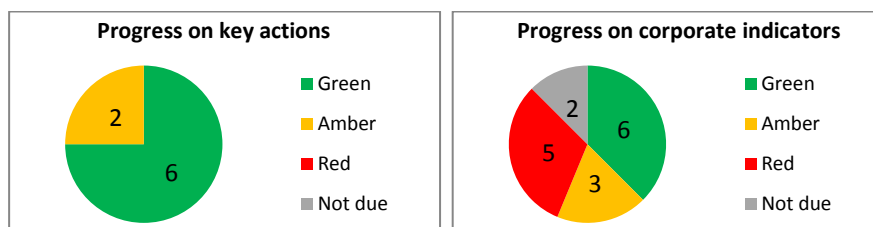
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



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

Becoming a more efficient and effective council

We want to continue to deliver value for money services



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

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – PEOPLE

Period April to June 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	12		0		0		0		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	5		0		2		0		1

40

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 1. Average length of stay of all households placed in B&B accommodation Aim to minimise	7 weeks	5.9 weeks	Less than 6 weeks	7.2 weeks	R	Less than 6 weeks	7 weeks	R
<p>Comments: (Customer Services) The average length of stay for the 32 households leaving B&B in Q1 was 7.2 weeks.</p> <p>Our performance in this area is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available (relets of existing properties and the delivery new build rented properties).</p> <p>Alternative sources of temporary accommodation continue to be brought on-line, with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. There are c.40 units of this type in use as well as c.20 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.</p>								

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

STRATEGIC THEME – PLACE

Period April to June 2018

Summary of progress for Key Actions

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

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

Summary of progress for Corporate Indicators

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

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
R	KA 17. Maintain clean open spaces to DEFRA Code of Practise on Litter and Refuse, compliant with the Environment Protection Act	Ongoing	Cllr Beuttell	Neil Sloper	In Q1 575 street cleansing inspections were carried out, with 389 recorded as in specification. This gives a 67.65% pass rate. APSE Inspection training is being carried out in June 18 which will allow validation for us to realign our inspection regime with customer expectations. Current trends would indicate that our inspection standard is far higher than customer expectation.

Corporate Performance and Contextual Indicators

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

42

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

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 2018

Summary of progress for Key Actions

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

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
6		3		5			0		2

Corporate Performance and Contextual Indicators

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

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

Appendix C: Project Performance (Red only) – end of June 2018

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

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

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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3C IT Projects where HDC are customers

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

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status	Latest Update Date
Global Protect Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Emma Alterton	TBC	TBC	31/04/2018	31/04/2018	Global Protect at CCC is being rolled out as part of Council Anywhere. Work continuing at SCDC and revisiting user training 3C ICT: Progress on HDC's side has a Green RAG Status; Main project is Red due to project at the other 2 councils.	Red	5-Jul-18

48 Shared Service Projects where HDC are customers

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status	Latest Update Date
Implementation of Financial Management System To introduce a new Financial Management System across the council. Programme: 3C Shared Services Project Manager: Andrew Buckell (3C ICT)	TBC	TBC	31/10/17	31/10/17	Capita have agreed to a new sign off of 26/1 and implement 6/2 however still 9 items with Capita. Go cash reconciliation to be fully tested. AR data migration issues being addressed and AR fixes arriving 5/2 which is late for UAT to complete 28/2. Programme Office: FMS has gone live, will discuss with Clive Mason about Project Status.	Red	15-Jan-18 (Via Bitrix Highlight Report)

Financial Performance Monitoring Suite June 2018

Executive summary

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

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

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

MTFS – The MTFS was previously updated as part of the 2018/19 Budget setting process. However, following the completion of the audit of the outturn for 2017/18, it will again be reviewed and updated as part of the 2019/20 budget setting process. Any impacts on future years as a result of the outturn position will be taken into account.

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

Revenue Forecast Outturn	2018/19						
	Budget	Forecast	Use of	Contribution	Net Service	Net Variation	
	£'000	Outturn (Gross) £'000	Reserves to Fund Exp £'000	to Reserves £'000	Forecast £'000	£'000	%
Revenue by Service:							
Community	1,779	1,815		7	1,822	43 ●	2.4
Customer Services	2,533	2,366		97	2,463	(70) ●	-2.8
ICT Shared Service	2,107	2,107			2,107	0 ●	0.0
Development	1,071	992		2	994	(77) ●	-7.2
Leisure & Health	(190)	92	(159)	25	(42)	148 ●	77.9
Operations	3,906	4,679	(98)		4,581	675 ●	17.3
Resources	4,434	4,491	(69)		4,422	(12) ●	-0.3
Directors and Corporate	1,642	1,576			1,576	(66) ●	-4.0
Transformation	0	373	(373)		0	0	
Net Revenue Expenditure	17,282	18,491	(699)	131	17,923	641 ●	3.7
Contributions to/(from) Earmarked Reserves	0	(568)				(568)	0.0
Service Contribution to Reserves	3,026	2,385				(641)	-21.2
Budget Requirement (Services)	20,308	20,308					
Financing:-							
Taxation & Government Grants	(10,892)	(10,892)				0	0.0
Contribution to/(from) Reserves	(966)	(966)				0	0.0
Council Tax for Huntingdonshire DC	(8,450)	(8,450)					

50

Note:

Red – over spend by 2% or more

Amber – underspend by more than 4%

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

Service Forecasts as at 30th June 2018

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

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

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

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

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

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

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

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

MAY FORECAST		JUNE FORECAST OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2018/19 Budget	2018/19 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2018/19 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	Transformation						
0	Transformation	0	373,258	(373,258)	0	0	0 Not all seconded staff are being backfilled by the service, ergo there are savings in other services. Expenditure being funded from earmarked reserve
0		0	373,258	(373,258)	0	0	

690,717	HDC Totals	17,281,627	18,491,132	(568,588)	17,922,544	640,917	
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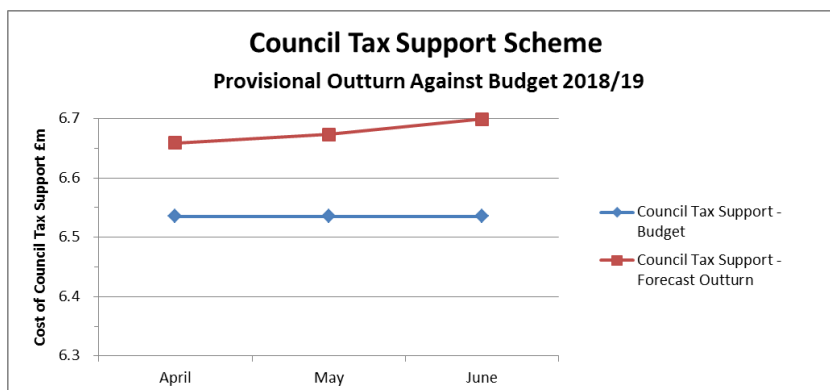
Capital Programme 2018/19		June								
Table 1 Expenditure	Status	Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Net Variance		
			£	£	£	£	£	£		
Community										
CCTV Camera Replacements		Chris Stopford	0	220,000	220,000	0	218,557	(1,443)		
CCTV Pathfinder House Resilience		Chris Stopford	0	20,000	20,000	0	18,557	(1,443)		
CCTV Wi-Fi		Chris Stopford	0	250,000	250,000	0	248,557	(1,443)		
Lone Worker Software		Chris Stopford	0	20,000	20,000	0	18,557	(1,443)		
					0			0		
Development										
Disabled Facilities Grants		Caroline Hannon	1,900,000	0	1,900,000	286,331	2,340,000	440,000		
Huntingdon West CIL		Claire Burton	0	0	0	0	553,026	553,026		
Alconbury Weald Remediation		Sue Bedlow	0	979,556	979,556	848,109	979,556	0		
					0			0		
Leisure and Health										
One Leisure Improvements		Pete Corley	366,000	40,000	406,000	44,186	406,000	0		
Burgess Hall		Gareth Clark	0	0	0	0	0	0		
One Leisure St Ives New Fitness Offering		Daniel Gammons	250,000	0	250,000	0	250,000	0		
One leisure Ramsey 3G		Martin Grey	600,000	0	600,000	0	668,000	68,000		
One Leisure St Neots Synthetic Pitch		Jon Clarke	0	390,000	390,000	0	390,000	0		
OL St Neots Pool		Jon Clarke	0	278,957	278,957	25,877	278,957	0		
					0			0		
Resources										
Health and Safety Works on Commercial Properties		Jackie Golby	60,000	0	60,000	0	60,000	0		
Energy Efficiency Works at Commercial Properties		Jackie Golby	50,000	0	50,000	0	50,000	0		
Cash Receipting System		Paul Loveday	0	2,103	2,103	0	2,103	0		
Financial Management System Replacement		Paul Loveday/Andrew Buckell	0	0	0	15,026	50,000	50,000		
FMS Archive		Paul Loveday	0	14,000	14,000	0	14,000	0		
VAT Exempt Capital		Paul Loveday	208,000	33,000	241,000	0	241,000	0		
Loan Facility to Huntingdon Town Council		Paul Loveday	0	800,000	800,000	0	800,000	0		
Investment in Company		Paul Loveday	0	100,000	100,000	0	100,000	0		
					0			0		
Printing Services										
Printing Equipment		Andy Lusha	0	176,000	176,000	0	176,000	0		
					0			0		
3C ICT										
Flexible Working - 3CSS		Emma Alterton	50,000	14,770	64,770	(6,795)	64,770	0		
Telephones - 3CSS		Emma Alterton	0	0	0	0	0	0		
Virtual Server - 3CSS		Emma Alterton	0	0	0	0	0	0		
					0			0		
Operations										
Building Efficiencies (Salix)		Chris Jablonski	0	55,358	55,358	0	55,358	0		
Wheeled Bins		Heidi Field	280,000	0	280,000	(33,213)	280,000	0		
Vehicle Fleet Replacement		Andrew Rogan	1,033,000	0	1,033,000	134,966	1,033,000	0		
Operations Back Office Development		Matt Chudley	230,000	135,000	365,000	0	365,000	0		
Play Equipment		Helen Lack	25,000	0	25,000	0	25,000	0		
Re-Fit Buildings		Chris Jablonski	0	476,467	476,467	0	492,724	16,257		
Bridge Place Car Park Godmanchester		George McDowell	318,000	(14,037)	303,963	0	500,000	196,037		
Pathfinder House Reception (DWP)		Chris Jablonski	0	119,853	119,853	91,769	119,853	0		
Hinchingbrooke Country Park Wooden Bridge		Judith Arnold	32,000	0	32,000	0	32,000	0		
					0			0		
Transformation										
Customer Relationship Management		John Taylor	180,000	0	180,000	0	180,000	0		
Transformation Schemes		John Taylor	0	1,000,000	1,000,000	0	1,000,000	0		
					0			0		
Total Expenditure			5,582,000	5,111,027	10,693,027	1,406,256	12,010,575	1,317,548		

Capital Programme 2018/19		June						
Table 2 Funding of Capital Programme		Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Variance
			£	£	£	£	£	£
Grants and Contributions								
DFGs	Caroline Hannon	(1,100,000)			(1,100,000)		(1,220,000)	(120,000)
Huntingdon West CIL	Claire Burton						(553,026)	(553,026)
Pathfinder House Reception	Chris Jablonski			(278,000)	(278,000)		(278,000)	0
Wheeled Bins	Heidi Field	(146,000)			(146,000)		(146,000)	0
Synthetic Pitch	Jon Clarke			(274,000)	(274,000)		(274,000)	0
One Leisure Ramsey 3G	Martin Grey	(300,000)			(300,000)		(300,000)	0
Operations Back Office	Matt Chudley	(229,000)			(229,000)		(229,000)	0
Health and Safety Works on Commercial Properties	Jackie Golby				0		(20,000)	(20,000)
								0
Total Grants and Contributions		(1,775,000)	(552,000)	(2,327,000)	0	(3,020,026)	(693,026)	
Use of Capital Reserves								
Alconbury Remediation Works Reserve	Sue Bedlow	0	(979,556)	(979,556)	0	(979,556)	0	0
Total Capital Reserves		0	(979,556)	(979,556)	0	(979,556)	0	0
Capital Receipts								
Loan Repayments	Paul Loveday	(320,000)			(320,000)	0	(320,000)	0
Housing Clawback Receipts	Paul Loveday	(500,000)			(500,000)	0	(500,000)	0
Total Capital Receipts		(820,000)	0	(820,000)	0	(820,000)	0	0
Use of Earmarked Reserves								
Financial Management System Replacement	Paul Loveday				0	(50,000)	(50,000)	(50,000)
Investment in Trading Company	Paul Loveday		(100,000)	(100,000)		(100,000)	(100,000)	0
ICT Transformation	John Taylor		(1,000,000)	(1,000,000)		(1,000,000)	(1,000,000)	0
FMS Archive	Paul Loveday		(14,000)	(14,000)		(14,000)	(14,000)	0
CIL Reserve	Andy Moffat				0	0	0	0
To Earmarked Reserves		0	(1,114,000)	(1,114,000)	0	(1,164,000)	(50,000)	
Total Funding		(2,595,000)	(2,645,556)	(5,240,556)	0	(5,983,582)	(743,026)	
Net to be funded by borrowing			2,987,000	2,465,471	5,452,471	1,406,256	6,026,993	574,522
Budget Reconciliation					Updated Budget	Expenditure	Forecast	Variance
	Gross Expenditure				10,693,027	1,406,256	12,010,575	1,317,548
	Total Grants and Contributions				(2,327,000)	0	(3,020,026)	(693,026)
	Use of Capital Reserves				(979,556)	0	(979,556)	(50,000)
	Total				7,386,471	1,406,256	8,010,993	574,522

Financial Dashboard

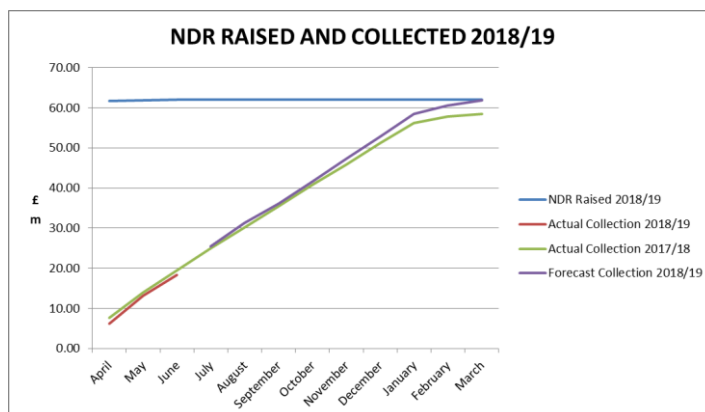
Council Tax Support Scheme

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



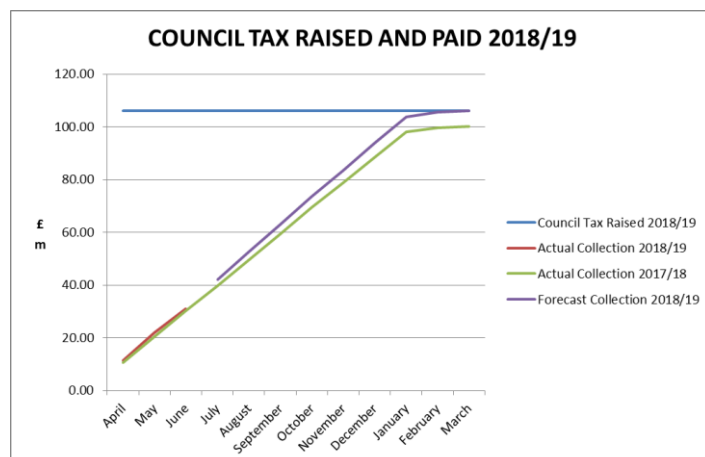
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.5% for HDC including parishes).

Collection of NDR



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

Collection of Council Tax



Miscellaneous Debt

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

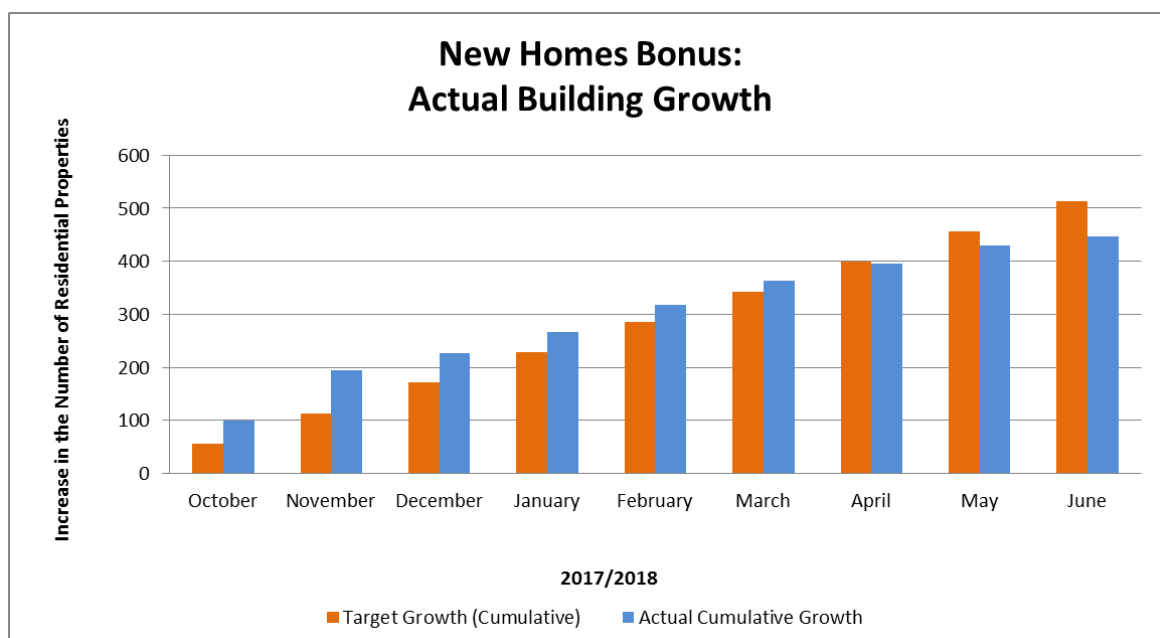
The 2017/18 and 2018/19 debt position is currently showing a large outstanding amount (£3.055m), £894k relates to Commercial Rents, £205k relates to homeless accommodation/prevention, £224k relates to schools and other customers use of One Leisure facilities and £0.983m relates to shared services recharges.

New Homes Bonus

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

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

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



The process of considering CIS opportunities is as follows:

Step 1

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

Step 2

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

Step 3

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

Step 4

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

Step 5

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

Reviews Undertaken April – June 2018 (Q1)

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

By property type the investments considered in Q1 are as follows:

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

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Housing Strategy Action Plan: Report on 2017/18 outcomes and 2018/19 priorities
Meeting/Date:	Overview and Scrutiny Panel (Performance and Growth) – 11th September 2018
Executive Portfolio:	Executive Councillor for Housing, Planning and Economic Development, Councillor Ryan Fuller
Report by:	Housing Strategy Manager
Wards affected:	All

Executive Summary:

The Huntingdonshire Housing Strategy 2017-20 was adopted by Cabinet on the 22nd June 2017 following its consideration by the Overview and Scrutiny Panel (Economy and Growth) on the 20th June 2017, and was informed by a Member Affordable Housing Working Group and a Registered Providers' Working Group. It was agreed that the Housing Strategy would have an annual action plan to enable it to remain fluid and to adapt easily to external influences and internal priorities. The action plan is intended to support the Council to address the four priorities as set out in the Strategy which are:

1. To increase the supply of new affordable housing and encourage sustainable growth.
2. To identify housing need and improve health and wellbeing.
3. To improve housing conditions in existing housing.
4. To work in partnership to improve outcomes.

This report sets out the progress made towards delivering the objectives in the 2017/18 action plan and proposes the priorities for the 2018/19 action plan.

Recommendation:

The Overview and Scrutiny Panel is invited to comment on the outcomes of the Housing Strategy Action Plan 2017/18 and endorse the priorities for the Housing Strategy Action Plan 2018/19.

1. PURPOSE OF THE REPORT

- 1.1 To identify the outcomes from the Housing Strategy Action Plan 2017/18 and to set out the priorities for the 2018/19 action plan.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Housing Strategy 2017-20 was adopted by Cabinet in June 2017. Prior to adoption the Overview and Scrutiny Panel (Economy and Growth) endorsed the Housing Strategy 2017-20 and the Housing Strategy Action Plan 2017-18 and recommended to Cabinet that it be adopted. In addition the Panel requested that the Housing Strategy and the Action Plan return to a future Panel meeting to assess whether the Council are meeting the targets set out.
- 2.2 Section 4 below sets out the key housing pressures in Huntingdonshire identified in the Housing Strategy.

3. ANALYSIS

- 3.1 A table providing analysis of the outcomes of the each of the priorities in the 2017/18 Action Plan is provided at Appendix One.
- 3.2 A table providing the list of priorities for the Housing Strategy Action Plan 2018/19 is provided at Appendix Two.

4. KEY IMPACTS

- 4.1 The Housing Strategy 2017-20 sets out the key housing challenges in Huntingdonshire and the likely impact of legislative changes on housing growth. Each annual Housing Strategy Action Plan will commit the Council to undertaking various activities to address the housing challenges and address the priorities set out in the Corporate Plan.
- 4.2 The four key strategic housing issues/risks in Huntingdonshire identified in the Housing Strategy 2017-20 are:

1. Huntingdonshire needs housing growth

The need to plan for significant housing, population and employment growth in order to meet the needs of the growing population, rebalance the population structure to achieve a greater proportion of households of working age, and help to drive economic prosperity. Growth needs to be actively managed through delivery partnerships and the Council has the key role in providing the strategic vision for the delivery of growth and the creation of large new settlements.

2. There is a high level of need for new affordable housing

At the extreme end, the Council's ability to manage front line demand presented by homelessness is reliant on a steady and adequate flow of opportunities to re-house people into. These stem from affordable opportunities in the private rented sector together with re-lets of existing social rented stock, and newly built affordable homes. Changes in Government policy coupled with the reduced viability of developments have impacted on our ability to enable affordable housing in recent years.

The number of new affordable homes provided in Huntingdonshire has reduced in recent years and the Council remains under pressure to enable affordable housing to help meet priority needs.

In addition to shortages in traditional forms of affordable housing, there is a disparity in local incomes to house prices and general affordability problems amongst much of our population. The increase in house prices in recent years indicates some imbalance between demand for and supply of dwellings.

3. We need to tackle Local Housing Needs and Homelessness

There are currently around 3626 households on the housing register that see social rented housing as their preferred housing tenure; 12% are assessed as being in the highest housing need (priority band A).

The trend in homelessness in the district over the last three years has been similar to national trends, showing an increase in the number of statutory acceptances by the Council. As with the national picture, homelessness as a result of households being evicted from the private rented sector through no fault of their own is now the single biggest cause of homelessness.

The welfare reform programme and continued increase in the cost of privately renting in the district has meant that more households see social/affordable rented housing as their only realistic option. This has undoubtedly contributed to the number of households applying to the housing register and approaching the Council for assistance when faced with homelessness. The lack of properties available within Local Housing Allowance rates in the private rented sector has meant that the opportunities to help households into this sector has reduced, affecting households on low incomes as well as those not currently in employment.

4. We will work in partnership to help meet the needs of our ageing population

Huntingdonshire has an ageing population. There is a need to boost the percentage of people of working age in order to achieve a more balanced population base. This is one of the drivers for enhanced rates of house building. The ageing population presents challenges for health and social care but 'housing' can also form part of the solution by ensuring that there are adequate amounts and types of accommodation on offer to support people as they age

The provision of Disabled Facilities Grants (DFG) can contribute towards reducing admissions to and speeding up discharge from hospitals. They can also prevent/delay moves to care homes as people are able to continue to live safely in their own homes.

5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 5.1 Appendix Two provides details of the actions to be undertaken during 2018/19 and the timescales for implementation to address housing issues set out in Section 4.
- 5.2 They key focus of the Housing Strategy Action Plan 2018/19 will be to support the growth agenda and to ensure that Huntingdonshire grows in the right way to provide the type, size, scale and affordability of housing to meet our residents' needs.

5.3 To achieve growth, there will be an emphasis on partnership/collaborative working with the Cambridgeshire and Peterborough Combined Authority to maximise opportunities to provide the necessary housing and infrastructure across Huntingdonshire.

5.4 The action plan will also challenge the Council to explore opportunities to take a direct role in the provision of housing working with public and private sector partners in innovative ways to accelerate and increase the supply of new homes. By doing so, the Council will drive growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost.

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

6.1 The Action Plan includes specific actions in relation to the People and Place themes in the Corporate Plan and will help meet the objectives to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making and we want to deliver new and appropriate housing

7. CONSULTATION

7.1 Consultation on the outcomes of the 2017/18 Housing Strategy Action Plan and the proposed 2018/19 Housing Strategy Action Plan was undertaken with all relevant service areas.

8. RESOURCE IMPLICATIONS

8.1 Whilst the cost of many of the actions within the Housing Strategy Action Plan 2019/20 will be met from existing budgets, it is acknowledged that some of the actions, especially in relation to the direct delivery of housing, will have resource implications.

9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 The proposed 2018/19 Housing Strategy Action Plan will support the Council to meet the key housing priorities in the district.

10. LIST OF APPENDICES INCLUDED

Appendix 1 – Housing Strategy Action Plan 2017/18 - Outcomes

Appendix 2 – Housing Strategy Action Plan 2018/19

BACKGROUND PAPERS

[Report to June 2017 Cabinet and O&S Panel and appendices Housing Strategy 2017-20](#)

CONTACT OFFICER

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Caroline.hannon@huntingdonshire.gov.uk

End of year review : Housing Strategy Action Plan April 2017 to March 2018

The most critical housing issue for the Council stems from the pressure to deliver new housing growth. This is important to meet the needs of the current and future population, and also to help meet front line needs for affordable housing, enabling households in need of affordable homes to be allocated these promptly thereby reducing the use of temporary accommodation and bed & breakfast establishments.

The barriers to achieving a stable level of housing growth include the availability of land and the funding required to deliver growth and infrastructure. As set out in the Housing Strategy 2017-20, Government policies which have previously steered provision towards forms of home ownership rather than conventional models of affordable housing have impacted on the rate of delivery of new affordable housing.

The action plan below sets out clearly how this Council will work in partnership to tackle key issues identified in the Housing Strategy 2017-20 and provides a summary of the progress made towards addressing those issues. Each action has a RAG status to identify progress made towards completion of each action: Red (R) – Action could not be completed, Amber (A) – Action is ongoing or has experienced some obstacles or Green (G) – Action has been achieved (and in some cases is being continued into 2018/19).

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Priority 1- to increase the supply of new and affordable housing we will :			
No.	RAG	Action	Achievement
1.	A	<ul style="list-style-type: none"> ○ Prepare and adopt an ambitious Local Plan to guide the future growth of Huntingdonshire which enables the delivery of new homes to exceed Objectively Assessed Need including a significant number of affordable homes, and maintain a 5-year land supply position. 	The Proposed Submission version was considered by Full Council on 13 th December 2017 and a consultation took place between 18 th December 2017 and 5 th February 2018. Formal submission for independent examination was submitted by 31 st March 2018. The hearings for the Examination in Public started on 17 th July 2018.
	G	<ul style="list-style-type: none"> ○ Enable the provision of new affordable housing to help meet local needs including specialist and supported housing needs through section 106 and other sources. 	Through the policies in the current Local Plan, Officers secured the delivery of 123 new affordable homes which completed during 2017/18.
2	G	Host a myth-buster tour and a half-day workshop to encourage the development of rural exception housing in partnership with the rural housing enabler and parish councils.	On 5th July 2017 a myth buster tour took place. All Parish/district councillors were invited and 14 attended representing 12 Parishes or Wards . On 9 th October 2017 a Parish Conference was hosted by HDC. 40 Parishes or wards were represented and participants were given information on a number of themes including Rural Exception Sites.

			<p>The events highlighted the housing, social and economic value of new housing schemes and is part of our continuing efforts to make communities aware of rural housing issues and secure local support, recognising the challenges of delivering new housing schemes.</p> <p>Unfortunately the events did not generate any additional interest from Parishes in forming Community Land Trusts but this is something which Officers will continue to explore alongside Parishes and a further event took place to engage with communities in June 2018 (see action point 11).</p>
3	G	Maintain a list of sites which may be suitable for affordable housing funding from the Combined Authority and work with local housing providers and developers to ensure schemes in Huntingdonshire are best placed to attract the funding.	Officers are working extensively with Registered Providers and developers to understand their development programmes and any viability challenges to ensure that all opportunities to access Combined Authority housing funding are maximised. To date, two affordable housing schemes have received CPCA funding (Offord Darcy and St Mary's Road, Ramsey).
4	G	Prepare a report to identify gaps in the skills, capacity and resources currently available which are necessary to enable the council to pursue opportunities to use its own money, or borrow, to increase the provision of affordable housing.	<p>A report has been prepared to start to identify some of the gaps in skills, capacity and resources which can prevent HDC from directly increasing the provision of affordable housing. Some of skills gaps include scheme design, project management, value engineering and property management.</p> <p>This skills analysis was utilised by Altair Consultancy when advising the Council on the best form of housing delivery vehicle for HDC. The skills analysis highlighted that unless additional resource is brought into the Council, the best option for HDC would be to create a housing company to deliver a new-build programme on our behalf or to work in partnership with another local authority or existing housing company.</p>
5	A	<ul style="list-style-type: none"> ○ Implement the resolution of Cabinet relating to the disposal of the first parcels of land which have been identified to facilitate affordable housing. ○ Ensure the appropriate structures for approving asset disposals are in place and sell assets accordingly. 	<p>Cabinet determined that it would not dispose of any HDC owned sites during 2017/18 whilst the Council is exploring options for a housing delivery vehicle.</p> <p>Officers have continued to appraise HDC owned sites to ensure that following any decision of Cabinet to dispose of sites on the open market, or to a HDC housing company or Registered Provider, we are better placed to understand the value of the sites in terms of its ability to gain planning consent or provide affordable or temporary accommodation.</p>

6	G	Prepare an options paper on different models of housing companies and joint ventures to enable the council to explore the value of creating a Housing Company or entering into a joint venture to facilitate the delivery of affordable housing.	HDC applied for support from the Local Government Association through the Housing Advisors programme to obtain advice on the best form of housing delivery vehicle for HDC to pursue. The application was successful and LGA appointed Altair Consultancy to prepare a report for HDC which indicated that in view of the gaps in skills and resources currently within HDC, the best options to deliver new affordable homes are either the creation of a Wholly Owned Housing Company or working in partnership through a joint venture. The Altair report and a covering Officers report have been shared with HDC's leadership for consideration.
7	A	Ensure our approach to Community Infrastructure Levy is used creatively to enable housing growth.	Government issued a consultation responding to some of the recommendation from CIL Review. HDC submitted responses to the "Supporting housing delivery through developer contributions: Reforming developer contributions to affordable housing and infrastructure Consultation" along with the National Planning Policy Framework Consultation (NPPF) on 10 th May 2018. Although not a consultation document, draft guidance regarding viability was also published at this time and responses noted within the formal consultation documents. The outcome of these is anticipated in the summer. The creative use of CIL is continuing to be explored as we await the outcome of the consultations.
8	G	Support bids and explore potential sources of external funding for housing and infrastructure where opportunities exist, especially from the HCA.	<p>Officers have worked closely with Registered Providers, CPCA and Homes England to support funding applications which will enable the delivery of 54 new affordable homes.</p> <p>Officers also worked on funding applications for two schemes through the Housing Infrastructure Fund (HIF) which was announced by Government in July 2017. The application for a Strategic scheme had to be submitted by the CPCA and the scheme for a third river crossing was not their first choice. However, given the strength of the bid the CPCA did commit to developing a Business Case for the scheme, to open up the possibility of funding through a future funding round.</p> <p>A second viability application to the HIP was prepared by Officers but could not be submitted to the HCA as the developer could no longer support it at that time and took up alternative loan funding option to deliver the infrastructure necessary for the strategic housing development.</p>

			Officers have arranged periodic meetings with the HCA (now Homes England) to monitor opportunities for new funding rounds and opportunities.
9	G	Use statutory enforcement powers, where appropriate, to reduce the number of empty homes in the district.	Leaving a home empty is not in itself a breach of planning regulations. However, powers to require improvements to land and buildings under section 215 of the Town and Country Planning can be used if a property's condition is detrimental to the amenity of the area. Use of these powers may put some pressure on owners to bring the property back into beneficial use. During the year one s.215 notice has been served on a property in St Ives which has been vacant for many years. The property is in a semi-derelict condition and the garden is overgrown. Court action is being taken because the owner has not complied with the requirements of the notice. Two further notices are to be served in respect of properties in Eynesbury and Yaxley.
10	A	Monitor the findings of the feasibility study commissioned by the Combined Authority into modular housing and explore whether there are opportunities to accelerate housing growth in Huntingdonshire.	The Cambridgeshire and Peterborough Combined Authority is continuing to formulate its housing strategy and review options to accelerate and increase the supply of housing in the area, which may include modular housing. HDC Officers have been working closely with Registered Providers to explore opportunities to deliver new affordable housing or temporary accommodation through modular construction. Officers have visited a site in London and are considering whether modular construction on the sites which HDC or RPs own could accelerate delivery.
11	G	Support communities exploring the potential for increasing the provision of affordable housing in their communities through the creation of initiatives such as Neighbourhood/Community Plans, Community Land Trusts and Community Right to Build.	The Council supports the provision of rural affordable housing through its Rural Exception sites programme. It also supports establishment of Neighbourhood Plans and 3 are now adopted and a further 9 are in preparation. Recently (in June 2018) the Council hosted a Neighbourhood Planning Networking and Peer Learning Event to raise awareness. Additionally, a Community Land Trust has now been established by Little Staughton Parish Council.
12	G	Maintain a register for custom and self build housing.	HDC continues to maintain the register and 35 people have expressed an interest in land across the district. The requirements vary from smaller plots for 3 bedroom homes to very large plots for 5+ bedroom homes. Most people have expressed a preference to have a plot in the open countryside.
13	G	Work in partnership with the developers and housing associations to positively influence the development	Officers continue to work in partnership to influence the design and delivery of strategic sites in the district. Officers take part in regular monthly liaison meetings,

		of the large strategic sites at Alconbury Weald and St Neots.	<p>raising and agreeing all pertinent matters. In accordance with Development Agreements, pre-application discussions take place to enable detailed and timely responses to proposed schemes in advance of Planning applications being submitted.</p> <p>Construction of housing on Phase 1 at Alconbury Weald is underway. The next steps for housing development at St Neots are to continue discussion with housebuilders and landowners to provide pre-application advice to enable a reserved matters application to be prepared should the outline application be granted.</p>
Priority 2 – To identify housing need and improve health and wellbeing we will:			
No.	RAG	Action	Achievement
14	G	Review the Homelessness Strategy by the end of 2017/18.	A revised Homelessness Strategy was presented to and approved by Cabinet in October 2017. The Strategy sets out the options which are available to the Council in terms of preventing homelessness and increasing the supply of temporary accommodation to reduce the cost of provision. The Strategy highlights the significant increase in the number of households presenting as homeless and that the end of Assured Shorthold Tenancies is still the most prevalent cause of homelessness in the district. The limited supply of new affordable housing is affecting the ability for households to secure settled accommodation prior to reaching crisis point.
15	G	Implement the new regulations arising from the Homelessness Reduction Act 2017.	The new regulations came into effect in April 2018. Training sessions for staff took place with external trainers prior to implementation. To enable HDC to be fully equipped to respond to an anticipated increase in service provision, a revenue growth bid for additional staff was made and approved. Procurement of case management IT system, in hand with Home-Link partners, has taken place.
16	G	Prevent homelessness through a range of interventions including advice and assistance / landlord liaison / court advocacy / rent deposit schemes.	There were 363 successful homelessness preventions during 2017/18 against an annual target of 220 successful preventions. This highlights the extensive work of the team to reduce the number of people reaching a crisis point and requiring emergency temporary accommodation.

17	G	Increase the provision of temporary accommodation by providing an additional 10 units per year to help meet the needs of homeless households	HDC has increased access to self-contained nightly paid accommodation as an alternative to B&B. There has been an increase of 20 additional units in use compared to April 2017. Negotiations are on-going with housing associations regarding other options to increase the portfolio of temporary stock.
18	G	Review, with registered providers, the long term viability of temporary housing schemes within the district and prepare an options report for Scrutiny Panel examining the implications of rent caps on social tenancies and Housing Benefit subsidy changes.	HDC Officers are continuing to review with Registered Providers the long term viability of temporary housing schemes to ensure that there is not a net loss of temporary accommodation facilities. The Government announced that a new funding regime for temporary accommodation will now be launched by April 2020. Once details of new arrangements are known, an analysis of the impact on different types of temporary accommodation will be completed.
19	G	Prepare a twice yearly report for Executive Councillor analysing the need identified on the housing register and monitor the provision of new and proposed temporary accommodation or affordable housing to ensure it meets evidenced need.	Analysis of the property sizes of new build supply of affordable housing and the requirements of applicants on the housing register identified that the new-build supply of housing was: 19% 1 bedroom; 55% 2 bedrooms; 19% 3 bedrooms and 0% 4+ bedrooms. The property sizes required by applicants on the housing register is: 49% 1 bedroom; 34% 2 bedrooms; 12% 3 bedrooms; and 4% 4+bedrooms. In respect of housing for rent, the type of housing sought on newbuild developments is based on an analysis of the housing register taking into account the supply of existing stock coming through as voids. Analysis of all of this data indicates that the appropriate mix of newbuild rented housing to meet needs, is being sought. Demand for shared ownership housing is in part identified by reference to the number of applications to the Help to Buy Agent and the types of properties being sought. This analysis ensures that the provision of newbuild shared ownership housing reflects need. Completions of rented and shared ownership housing on any newbuild development may occur over more than one year so in some years the proportion of homes of a specific type will differ. However, this analysis of supply and demand allows us to monitor and ensure that the overall balance is appropriate.
20	A	Prepare a report to evidence the demand for new	A Government consultation on Supported Housing Funding caused some

		extra care housing in the district following the adoption of the Cambridgeshire Extra Care Strategy and Market Position Statement and enable new extra care schemes subject to scheme viability.	uncertainty for local authorities and housing providers. Accordingly, plans to adopt a Cambridgeshire Extra Care Strategy and Market Position Statement stalled. However, Officers have maintained close relationships with colleagues at County Council and housing providers to understand the district wide demand for Extra Care housing and the turnover in individual schemes. A 'Housing for Older People Supply Recommendations' tool has indicated a current undersupply of 66 units of older-persons accommodation in Huntingdonshire. On top of this it has indicated that a further 107 units of older-persons accommodation will be required by 2025. Increasing the supply of older-persons accommodation will remain a priority into 2018/19.
21	G	Prepare an options paper/briefing note regarding the changes to legislation relating to supported housing funding and work with supported housing providers to ensure the long term viability of supported housing schemes.	There were two consultations on funding for supported housing in November 2016 and October 2017. HDC officers responded to both consultations to try to ensure that relevant considerations for Huntingdonshire were factored into emerging policy/legislation. During August 2018, Government announced that Housing Benefit will remain in place to fund supported but that it will develop a robust oversight regime for supported housing.
22	G	Ensure we have a 5 year supply of Gypsy and Traveller sites.	7 additional pitches were delivered in 2016/17. Sufficient consents have been granted up to 1st June 2018 to provide a 5 year supply.
Priority 3 – To improve housing conditions in existing housing we will:			
No.	RAG	Action	Achievement
23	G	Improve private sector housing conditions through inspection and enforcement / tackling category 1 and 2 hazards / licensing HMOs where applicable / tackling illegal eviction.	<p>One suspended prohibition notice was served on a property let in poor condition and without appropriate planning consent.</p> <p>No other enforcement action has been necessary in the past year due to Officers seeking to rectify issues through the provision of advice and information. This has included providing advice and support to tenants and landlords aimed at resolving disputes which had the potential to escalate to court proceedings.</p> <p>Information has been provided to the landlords forum on the forthcoming changes to the regulations covering the operation of houses in multiple occupation (HMOs) and a further information campaign is planned for the summer of 2018.</p>
24	G	Promote good housing management standards through the organisation of twice yearly Private	The main purpose of the landlords Forum and Newsletters is to provide current information about local and national issues and legislation with a view to driving

		Landlord Forums.	<p>up standards in the private sector. Through this liaison, HDC is also able to increase access to privately rented accommodation for low paid families.</p> <p>The forum is held twice a year and is well supported with 10 -20 landlords attending. The Newsletter is produced twice a year and is circulated to over 100 landlords. They provide an opportunity for landlords to consider and discuss changes which affect them. Some recent topics have included fire safety, the Trailblazer Homeless Reduction initiative and emerging HMO regulations.</p>
25	G	Contribute to the nationwide database of rogue landlords and utilise the enforcement powers, such as banning orders and civil penalties, introduced by the Housing and Planning Act 2016, where appropriate.	The national database has been established and login facilities have been provided for officers in Housing and Environmental Health to allow the exchange of information regarding rogue landlords.
26	G	Make provision for Disabled Facilities Grants and implement the findings of the multi-agency review of the programme.	<p>The three key findings of a multi-agency review of the DFG programme were:</p> <ol style="list-style-type: none"> 1. New services are needed that consider people's needs in context, including early conversations and planning for the longer term. 2. Existing services will need to adapt to support a growing population. 3. Funding arrangements across the system will need to change to support a shift in focus. <p>Following on from this review, new preventative measures have been introduced aimed specifically at early conversations to reduce demand for DFGs. HDC is working with authorities across Cambridgeshire on a joint housing renewals policy to improve efficiency. The Home Improvement Agency is also adapting to support a growing population and is subject to Performance Plan which is already providing effective at reducing the time taken to complete minor works.</p> <p>During 2017/18, 287 grants were completed which is the highest number since the CHIA was established in 2012. There is considerable demand for DFGs with 265 new applications validated during 2017/18. The most frequently requested work is for level access showers, stairlifts and access ramps to enable people to remain living safely in their homes.</p> <p>Given the significant increase in demand for DFGs, HDC will continue to focus on</p>

			improved preventative measures during 2018/19.
27	G	Maintain the Safer Homes Handyperson Scheme to help meet the needs of the ageing population and monitor its progress by attending quarterly meetings with the service providers and reporting annually to Executive Councillor.	The Safer Homes Handyperson (SHH) scheme continues to thrive and reports high levels of customer satisfaction with people feeling safer at home. During 2017/18, 402 residents in Huntingdonshire were supported by the service with works taking place in 339 homes and 69 people were able to be discharged from hospital directly as a result of an intervention (works). The most frequently required work was for grab rails and key safes. (See Action point 30 for action by SHH service to reduce fuel poverty.)
28	G	Licence and maintain standards within mobile home sites.	All licensed caravan sites have been inspected and found to be compliant with legislation. Initial work is underway in partnership with Planning Enforcement to address concerns related to local caravan sites which are operating without planning consent, so cannot be licensed.
29	G	Ensure good management of the Council's own mobile home site in St Neots.	Luminus Group manages the mobile home park on behalf of the Council. The Council closely monitors management of the park to ensure it is operating safely and efficiently through regular contact with Luminus and residents and site inspections. The site remains popular and several new residents moved onto the site during 2017/18.
30	G	Reduce the number of residents in fuel poverty by facilitating access to energy efficiency funding and by working with other Cambridgeshire councils and the Stay Well County Partnership.	<p>Huntingdonshire residents have utilised 25% of the funding provided by the Stay Well fund, accessing a total of £19,227.60. This fund is used to assist in oil, gas and electricity bill, small scale repairs/improvements to properties, in order to reduce energy use and improve comfort levels (eg, draught proofing, repair of broken windows, chimney balloons).</p> <p>HDC Officers were part of the Stay Well group that devised a Small Repairs Grant (SRG). The SRG allows for small repairs or energy efficiency improvements which are carried out by the SHH service. The SHH also undertakes an energy survey to assess any requirement for other measures such as loft insulation, and advises the householder on the grants available. The group is also devising an on-line tool to identify the range of grants available including those which are available to a householder.</p> <p>The 'Action on Energy Group' of Councils are working towards submitting an application for project funding from the Warm Homes fund, working in partnership</p>

			with Registered Providers in Cambridgeshire and to access funding directly from the energy Companies. The group has developed an ECOFlex statement which broadens the number of benefits which make a householder eligible for energy efficiency grants.
31	G	Investigate and tackle anti-social behaviour in association with the Police and other appropriate partners, including Housing Associations and other landlords.	A new Community Enforcement team has been established in the Community service which has responsibility for working with partners to investigate incidents of anti-social behaviour. The team has worked with the Police and a range of social landlords to tackle local issues. Tackling crime linked to vulnerable individuals and vulnerable locations has been re-adopted as a priority for the local Community Safety Partnership and some limited funding has been secured from the Cambridgeshire Police and Fire Commissioner to support these priorities.
Priority 4 – To work in partnership to improve conditions we will:			
		Action	Achievement
32	G	Continue to work in partnership with neighbouring Councils and housing associations through the Sub-Regional Housing Board, and implement the sub-regional Action Plan.	HDC officers have continued to work in partnership with colleagues across Cambridgeshire and some of the achievements of 2017/18 include: Preparation and implementation of Business Case for devolved housing fund. Preparation of a joint strategy for housing adaptations across Cambridgeshire. Production of the quarterly sub-regional housing market information bulletin. Promotion of the Domestic Abuse Housing Alliance' housing providers' accreditation. Implementation of the Trailblazer action plan to reduce homelessness.
33	G	Collaborate with neighbouring Councils in the Cambridge sub-region to develop the Strategic Housing Market Assessment (SHMA) and ensure it is a sound evidence base for the emerging Local Plan.	HDC has continued to work with neighbouring Councils to develop and maintain our SHMA evidence base. A supplementary report 'Huntingdonshire Objectively Assessed Housing Need' was published in April 2017 and will be subject to examination through the Local Plan process to ensure it is robust. The submission version of the Local Plan includes a target for 20,100 new dwellings based on the Objectively Assessed Need.
34	G	Manage the Home Improvement Agency shared service through representation on the Management Board.	The CHIA shared service has had a new manager in post since September 2017. A performance plan was introduced shortly thereafter and processes have improved and the average time taken to complete a DFG has reduced. The fees charged by the CHIA were increased to 15% from April 2017. £2.4 million was spend on DFGs in Huntingdonshire during 2017/18 and the associated

			<p>increase in fee income earned by the Agency has meant that fees do not have to increase further during 2018/19 for CHIA to maintain financial stability.</p> <p>HDC officers are continuing to work closely with CHIA to ensure processes are efficient and to prevent any duplications of work. The management board continues to oversee the CHIA work programme.</p>
35	G	<p>Work with the Combined Authority to prepare an overarching Housing Strategy for Cambridgeshire and Peterborough.</p>	<p>HDC Officers are continuing to work closely with CPCA to support them to formulate a Housing Strategy for the area and to utilise the £100 million funding which it has available. The CPCA has allocated funding for 2 schemes which will provide 52 new affordable homes in Huntingdonshire and made a commitment to prepare a Business Case for a possible third river crossing in Huntingdonshire which will enable further housing growth.</p>

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Number	Action	Lead Team	Timescale for completion
Priority 1- to increase the supply of new and affordable housing we will:			
1	Work with appropriate partners to explore the opportunities and feasibility of joint ventures which will increase the supply of affordable housing and present a report to Executive Councillor for Housing on the findings.	SLT	December 2018
2	Explore all potential sources of external funding for housing and infrastructure where opportunities exist, especially from the Homes England and support bids accordingly.	Strategic Housing	Ongoing
3	Identify any stalled development sites and explore whether investment from the Cambridgeshire and Peterborough Combined Authority (CPCA) could accelerate housing delivery or increase the level of affordable housing.	Strategic Housing	October 2018
4	Support communities exploring the potential for increasing the provision of affordable housing in their communities through the creation of initiatives such as Neighbourhood/Community Plans, Community Land Trusts and Community Right to Build.	Strategic Planning	Ongoing
5	Explore the opportunities available to attract funding from CPCA for rural communities in Huntingdonshire to establish Community Land Trusts and develop new homes.	Strategic Housing	December 2018
6	Enable the provision of new affordable housing to help meet local needs including specialist and supported housing needs through section 106 and other sources.	Strategic Housing	Ongoing
7	Promote the new exceptions site policy in the Local Plan to landowners, developers and Registered Providers through proactive engagement.	Strategic Housing	Ongoing
8	Maintain a 5-year land supply position.	Strategic Planning	Ongoing
9	Ensure our approach to Community Infrastructure Levy is used creatively to enable housing growth.	Strategic Planning	Ongoing
10	Work in partnership with the developers and housing associations to positively influence the development of the large strategic sites at Alconbury Weald and St Neots.	Strategic Planning	Ongoing
11	Maintain a register for custom and self build housing.	Strategic Planning	Ongoing

12	Use statutory enforcement powers, where appropriate, to reduce the number of empty homes in the district.	Development Management	Ongoing
Priority 2 – To identify housing need and improve health and wellbeing we will:			
13	Prevent homelessness through a range of interventions including advice and assistance / landlord liaison / court advocacy / rent deposit schemes.	Housing Needs	Ongoing
14	Increase the provision of temporary accommodation by providing an additional 10 units per year to help meet the needs of homeless households.	Housing Needs	Ongoing
15	Prepare an annual report for Executive Councillor analysing the need identified on the housing register and monitor the provision of new and proposed temporary accommodation or affordable housing to ensure it meets evidenced need.	Strategic Housing	March 2019
16	Prepare a position statement for Executive Councillor identifying demand for different types of new supported and specialist housing schemes and use this report to maximise opportunities to deliver new affordable housing through active engagement and promotion of the findings with RPs, developers and Planners.	Strategic Housing	March 2019
17	Contribute to the County wide review of Housing Related Support being undertaken by Cambridgeshire County Council to support the best possible outcome for customers and providers in Huntingdonshire.	Strategic Housing	September 2018
18	Ensure we have a 5 year supply of Gypsy and Traveller sites.	Strategic Planning	Ongoing
Priority 3 – To improve housing conditions in existing housing we will:			
19	Improve private sector housing conditions through inspection and enforcement / tackling category 1 and 2 hazards / licensing HMOs where applicable / tackling illegal eviction.	Community	Ongoing
20	Promote good housing management standards through the organisation of twice yearly Private Landlord Forums.	Strategic Housing	December 2018
21	Contribute to the nationwide database of rogue landlords and utilise the enforcement powers, such as banning orders and civil penalties, introduced by the Housing and Planning Act 2016, where appropriate.	Community	Ongoing
22	Investigate and tackle anti-social behaviour in association with the Police and other appropriate partners, including Housing Associations and other landlords.	Community	Ongoing

23	Adopt enterprising new ways of working to ensure HDC makes best use of the available Disabled Facilities Grants funding by implementing the findings of the multi-agency review of the DFG programme and contributing towards the introduction of preventative initiatives which reduce reliance on DFGs.	Strategic Housing	Ongoing
24	Adopt a joint Housing Adaptations policy for Cambridgeshire ensuring consistency across the area.	Strategic Housing	November 2018
25	Maintain the Safer Homes Handyperson Scheme to help meet the needs of the ageing population and monitor its progress by attending quarterly meetings with the service providers and reporting annually to Executive Councillor.	Strategic Housing	Ongoing
26	Licence and maintain standards within mobile home sites.	Community	Ongoing
27	Ensure good management of the Council's own mobile home site in St Neots.	Strategic Housing	Ongoing
28	Reduce the number of residents in fuel poverty by facilitating access to energy efficiency funding and by working with other Cambridgeshire councils and the Stay Well County Partnership.	Operations	Ongoing
Priority 4 – To work in partnership to improve conditions we will:			
29	Continue to work in partnership with neighbouring Councils and housing associations through the Cambridgeshire, Peterborough and West Suffolk Housing Board, and implement the sub-regional Action Plan.	Strategic Housing	Ongoing
30	Collaborate with neighbouring Councils in the Cambridge sub-region to develop the Strategic Housing Market Assessment (SHMA) and ensure it is a sound evidence base for the emerging Local Plan.	Strategic Planning	Ongoing
31	Manage the Home Improvement Agency shared service through representation on the Management Board.	Strategic Housing	Ongoing
32	Work with the Combined Authority to prepare and implement an overarching Housing Strategy for Cambridgeshire and Peterborough and contribute to new initiatives which accelerate and increase housing growth.	Strategic Housing	Ongoing

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