

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Integrated Performance Report, 2018/19 Quarter 4
Meeting/Date:	Cabinet, 20 June 2019
Executive Portfolio:	Councillor Jonathan Gray, Executive Councillor for Resources Councillor Darren Tysoe, Executive Councillor for Digital and Customer
Report by:	Business Intelligence and Performance Manager and Finance Manager
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on results at the end of the 2018/19 financial year for the Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 and progress on current projects being undertaken. Scheduled performance clinics focus on delivering continuous improvements in all services.

The report also incorporates Financial Performance Monitoring Suite information setting out the financial position at 31 March 2019. It provides outturn figures for revenue and the capital programme. Headlines are:

Revenue – the provisional outturn is an under spend of £0.2m.

Capital programme – the provisional outturn is under spend of £2.9m.

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 4 attached at Appendix E.

Recommendations:

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

The Cabinet is also invited to consider and comment on financial performance at the end of March, as detailed in Appendix 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 sets out what the Council aims to achieve in addition to its core statutory services. The information in the summary at **Appendix A** relates to Key Actions and Corporate Indicators and the performance report at **Appendix B** details the year end results.
- 2.2 As recommended by the Project Management Select Committee, updates on project performance are included at **Appendix C**. There are currently 26 projects which are open, pending approval or pending closure and six recently closed projects logged across all programmes.
- 2.3 This report also incorporates financial performance to the end of March. Performance as detailed in sections 4-6 below. Further details are 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. The Panel's comments on performance in Quarter 4 will be included at section 7 following their meeting on 4 June.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators. **Appendix C** provides information about projects, including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the Council's governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures.
- 3.4 The following table summarises final outturn progress in delivering Key Actions for 2018/19:

Status of Key Actions	Number	Percentage
Green (on track)	39	87%
Amber (within acceptable variance)	5	11%
Red (behind schedule)	1	2%
Awaiting progress update	0	0%
Not applicable	0	

Nearly nine out of ten Key Actions were on track at the year end, with just one significantly behind schedule. Significant achievements this year include improved attendance at group exercise classes aimed at older adults, higher numbers of volunteering opportunities provided and progress with the Local Plan (which was subsequently adopted by the Council on 15 May 2019). Through focussing on early interventions, the Housing Needs Team successfully prevented 405 people from becoming homeless in 2018/19.

The Grants Panel awarded over £37k of Community Chest funding to 22 local community groups and the One Leisure Active Lifestyles Team worked with nearly 50 partners to develop sport and physical activity facilities.

We have facilitated a record number of litter picks, supporting the ‘Great British Spring Clean’, and have secured £31k worth of funding from the government to ‘Clean Up High Streets & Town Centres’. The less glamorous side of dealing with litter and waste in Huntingdonshire was highlighted on Channel 5’s ‘Life of Grime’ television show. Hinchingsbrooke Country Park achieved Green Flag status, with Priory Park retaining its Green Flag and progress on achieving this at Riverside St Neots ongoing.

The new Customer Portal launched on our website in Q3 and we went live with access to Council Tax and Housing Benefit services in Q4. Over 1,200 accounts were created by the end of April and nearly half of our customers are accessing services ‘out of hours’.

Our ‘icare’ values are now firmly in place, with all staff trained. The People Group (staff from all services) continue to help develop our approach to applying our values across the Council. Our employee survey results showed an improvement in 85% of comparable results.

The only action that was significantly behind schedule was the action to maximise the income generating potential of all traded activities (KA 40). This was Red due to a shortfall in income against budget, due in part to delays in delivering the swimming pool project at St Neots and underperformance of the Burgess Hall and One Leisure Huntingdon. However, One Leisure Ramsey, Sawtry and St Ives (Indoor and Outdoor) performed well and in line with expectations and a plan is in place to recover performance during the 2019/20 financial year.

3.5 Final outturn results for 2018/19 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	33	70%
Amber (within acceptable variance)	11	23%
Red (below acceptable variance)	3	6%
Awaiting progress update	0	0%
Not applicable (targets not applicable)	2	

Excluding the indicators where ratings are not applicable, this shows that the Council achieved the majority of its targets in 2018/19. Significant achievements this year include reducing the average length of time taken to complete Disabled Facilities Grants works (down to 20.6 weeks from 40.6 weeks in 2017/18) and improvements in time taken to process both new claims and changes of circumstances for Housing Benefit and Council Tax Support.

The number of young people taking part in Active Lifestyles activities such as Mini Movers, Mini Dribblers, Parish Council Holiday activities and street sports increased by nearly 50% to 3,264 participants.

Performance improved in street cleansing and grounds maintenance services and there was also an improvement in our recycling/composting/reuse rate, with the proportion of household waste sent to landfill falling to less than 42% from 45% in 2017/18. The total amount of energy used in Council buildings fell by 11% compared to usage in 2017/18 – a reduction of over 1.2 million kilowatt hours.

The Planning team achieved all targets on processing planning applications in time and the numbers of new homes and affordable homes both exceeded expectations.

Three indicators missed targets by more than acceptable variance and details of these ‘Red’ indicators are shown below. Performance clinics focus on delivering continuous improvements in all services.

1. 85% of Stage 1 complaints were resolved within time (PI 38a) against a target of 95%, 46 of 60 late responses this year relate to complaints about services provided by Operations.

2. Our responses to Stage 2 complaints (PI 38b) were also below target at 81%, with three not responded to within time this year. None were dealt with late in Quarter 4 but there were two previous late responses to Stage 2 complaints relating to services provided by Community and one previous late response to a Stage 2 complaint about Development.
3. The percentage of calls to the Call Centre which were answered (PI 39) was below the 90% target. However, the latest annual result of 82% is an improvement on the 79% achieved in 2017/18. Customer Services have experienced high staff turnover this year and use of agency and temporary staff has required considerable training to be provided. The launch of the new digital customer portal with integrated forms is expected to help reduce call volumes and allow more streamlined customer contact via e-forms.

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

Corporate project status	Number	Percentage
Green (progress on track)	10	53%
Amber (progress behind schedule, project is recoverable)	7	37%
Red (significantly behind schedule, serious risks/issues)	2	11%
Pending closure	7	
Closed (completed)	6	

Six projects have recently been completed with a close-down report signed off and seven other projects are currently in the close-down stage. Of the projects currently in the delivery stage, two were Red at the end of Quarter 4 as they were either significantly behind schedule, had serious risks or issues identified or had a lack of governance documentation.

Both of the Red projects and five of the Amber projects are 3C ICT / Shared Services projects where Huntingdonshire District Council (HDC) is among the customers. One of the Red projects has an Amber status with respect to what is being delivered for HDC and the other has a Green status for HDC despite both being Red for overall project delivery. Similarly, one of the Amber projects has a Green status for HDC. Details of all projects can be found in **Appendix C**.

4. FINANCIAL PERFORMANCE

4.1 Financial Performance Headlines

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

Revenue The approved Budget is £17.3m with the provisional outturn being £17.1m which is an under spend of £0.2m. The main reasons are shown on the next page.

MTFS On 27 February 2019 the new budget for 2019/20 and a new MTFS for the period 2020/21 to 2023/24 were approved by Council. This MTFS shows a budget gap by 2021/22 of £0.7m rising to £1.2m in 2023/24, the end of the MTFS period.

Capital The approved Budget is £5.6m plus the re-phasing of £5.1m giving a revised total Capital Programme of £10.7m (£7.4m net, after taking account specific grants and contributions). The provisional outturn is £4.5m giving an under spend and re-phase of £2.9m. The reasons for these variances are detailed in paragraph 5.6.

The Financial Dashboard at **Appendix D, Annex C** 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	Provisional outturn gross £000	Transfers to / (from) reserves £000	Net Service outturn £000	Provisional (underspend) / overspend £000	Main reasons for variance
Community	1,758	1,598	15	1,613	(145)	<ul style="list-style-type: none"> • CCTV additional camera maintenance • Document Centre external income lower than budgeted • Increased licensing income in the year. • Reduced staffing costs Environmental Protection Team due to vacancies • Reduced costs from delayed recruitment in Business team • Vacant post in Community Team
Customer Services	2,533	2,419	209	2,628	95	<ul style="list-style-type: none"> • Additional grant allocations • Increased homelessness costs
ICT	2,128	1,983	50	2,033	(95)	<ul style="list-style-type: none"> • Underspend on Microsoft licences due to delay of Council Anywhere project.
Development	1,071	333	2	335	(736)	<ul style="list-style-type: none"> • Staff savings • Increased planning income
Leisure and Health	(190)	279	(134)	145	335	<ul style="list-style-type: none"> • One Leisure income is generally lower than the budget (mainly Burgess Hall) • Expenditure savings have been made where possible to offset the lower income
Operations	3,925	4,522	(116)	4,406	481	<ul style="list-style-type: none"> • Waste Management fuel price increases, increased costs of recycling due to environmental pressures, changes in world markets and increased scrutiny on contamination levels in household recyclates. Waste minimisation action plan in place and new arrangements negotiated with recycling processor for 2019/20. • Street cleansing increased costs for water use and staffing – management restructure completed for 2019/20 to reduce costs. • Positive decision to maintain energy and sustainability roles on a cost recovery and savings agenda – delivering energy savings elsewhere in the Council and achieving full cost recovery through services offered to other Councils. • Pathfinder House rental income gap as Estates still seek to let Pathfinder 3rd floor
Resources	4,415	4,361	70	4,431	16	<ul style="list-style-type: none"> • Expenditure increasing on insurance premiums, FMS implementation and commercial estates management • Savings arising on HR and apprentice costs
Directors and Corporate	1,642	1,549	(106)	1,443	(199)	<ul style="list-style-type: none"> • Staff savings • Lower costs on elections, electoral registration and Members Special Duty Allowances
Transformation	0	270	(270)	0	0	
Total	17,282	17,314	(280)	17,034	(248)	

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

4.4 **Medium Term Financial Strategy**

The actual outturn for 2017/18 (post audit) showed an overspend of £0.5m which will have some impact on the MTFs. The new Budget and MTFs for the period 2019/20 to 2023/24 which were approved in February 2019 incorporate both the impact of the 2017/18 outturn and any known changes in the budget position at the time the Budget and MTFs. The provisional outturn position will not have been used.

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 provisional net outturn is £4.5m (61% of net budget), an under spend and re-phase of £2.9m.

Variation Commentary Summary		£000s
	Overspend	
	Development – DFGs	274
	Grant demand is still outstripping budget, even with the extra grant being received from Cambridge City Council and South Cambridgeshire DC	
	New FMS	97
	Due to the extended implementation period expenditure has increased. This will be partly funded from the earmarked reserve set up for this purpose.	
	Burgess Hall	9
	Completion of works to upgrade carpeting to as higher standard. This finished the overall refurbishment of Burgess Hall	
	Pathfinder House Reception	40
	Costs have exceeded that estimated in the business case as extra work was identified as the works took place. Additionally the costs recovered from the Department for Work and Pensions (DWP) are also lower than estimated.	
	Wooden Bridge - Hinchingsbrooke Country Park	14
	Cost of engineering design and installation exceeded original cost estimate. The bridge is now in place	
	CIL Payment Huntingdon West	0
	A payment of £553,000 has been made for the contribution to Huntingdon West Link Road, this is being funded from the CIL reserve. The cost of the CPOs is still under negotiation, this figure is not yet known but could be up to £2m, this will be funded from the CIL reserve when it becomes due.	
	One Leisure Huntingdon Changing Rooms	1
	Minor overspend on the completion of a scheme to completely refurbish the changing facilities resulting in a much improved user experience	
	One Leisure Synthetic Pitch	11

Variation Commentary Summary		£000s
	Additional works were identified as the scheme progressed, this contributed to the small overspend. The pitch is now complete and is available for bookings.	
	Commercial Property Roofs	105
	The final payments for the roof works at Levellers Lane St Neots and Phoenix Court Huntingdon, schemes completed in 2017/18. The units are now much more marketable and provide a better environment for tenants. In 2016/17 there was an underspend on this scheme of £48,000.	
		551
	Growth	
	Re-Fit Projects	16
	Additional expenditure was approved by Senior Management Team on the 5 th June 2018, to finance works at One Leisure St Neots. The project was signed off on the 7 th June 2018.	
		16
	Underspend	
	Wheeled Bins	(87)
	Bins held in stock have satisfied demand for bin issues during the year. An approved budget is available for purchases in 2019/20.	
	Vehicle Fleet Replacement	(3)
	Vehicle replacements have cost less than estimated resulting in a small underspend on this budget. There has in addition been a request for a rephase (detailed in the Rephase section)	
	Printing Equipment	(176)
	Following a change in priorities within the Document Centre, the print equipment is no longer required.	
	Transformation Schemes	(480)
	The costs for Council Anywhere are being met from this budget, the project will replace IT hardware and move users to new Microsoft products . The roll-out is well underway but is expected not to cost a much as estimated. An amount is also being rephased to met the cost of purchases in 2019/20.	
	Alconbury Weald – Urban and Civic Loan	(1)
	Minor underspend on the loan of £1.984m that was advanced to Urban and Civic for construction of the Incubator Unit on Alconbury Weald. The loan was funded by a grant from MHCLG.	
	Energy Efficiency Works – Commercial Properties	(23)
	Expenditure was lower than expected due to the use of innovative ways to meet the statutory requirements, by removing rather than replacing some equipment,	
	Parks Equipment	(2)
	Minor saving on schemes to replace play equipment. Additional equipment was provided to the value of £14,000 through use of s106 grants.	
		(772)
	Rephase	
	CCTV	(368)
	Although a rephase is required, the majority of the equipment has now been delivered and is currently being rolled out. The last few outstanding items have been resolved, with the exception of some work with BT so there is nothing to stop this	

Variation Commentary Summary		£000s
	project completing successfully.	
	Bridge Place Car Park – Godmanchester Works have been delayed whilst the final design and negotiations over land leases are completed. The scheme is expected to be completed in 2019/20.	(289)
	HDC Ventures Investment The investment in the company will be made in 2019/20, when the customer	(100)
	Building Efficiencies (Salix) The works on replacing the boilers at One Leisure Ramsey and lighting at Pathfinder House are to be completed in 2019/20.	(32)
	Re-fit Buildings Currently the majority of the outstanding work is the Building Energy Management system for Huntingdon Dry, St Neots and a small amount for the Outdoor is the majority of the outstanding work. There were issues with quotes from contractors and there has been a fire at the company producing the equipment to be installed, which has added significant delays to the work. In addition, work at St Neots couldn't start until all the other work had been completed on site. CHP approval for starting is outstanding, the Council is waiting confirmation from UK Power Network (UKPN) , who have to certify themselves that the system is safe before it can be used, this is because, although we are not going to export electricity to the grid, UKPN have to confirm that all fail safes are appropriate in case the worst happens. UKPN have 45 working days to respond to the application, so there is a long wait for completion. Works are expected to be completed in 2019/20	(292)
	Operations Back Office Software The project for the shared waste management software (Yotta) is underway but is expected to take until 2019/20 to complete.	(136)
	One Leisure St Ives New Fitness Offering The specification for this fitness offering has taken longer than expected to complete. Therefore the majority of the expenditure is now expected to take place in 2019/20.	(233)
	One Leisure Ramsey 3G Pitch A feasibility study on the pitch construction has indicated that the cost will be higher than estimated (£68,000). The Football Foundation may agree to fund the extra expenditure by increasing their grant. Delays to the project have resulted from lease negotiations and planning issues, as a result a significant amount of expenditure will need to be rephased to 2019/20.	(300)
	Vehicle Fleet Replacement Vehicle purchasing have come in under budget, resulting in a saving, a request has been made to rephase to 2019/20 in order to upgrade vehicle cameras and purchase fleet management software.	(90)
	One Leisure Improvements Improvements to One Leisure sites have been delayed by the outstanding schemes OL Ramsey Pool and Changing Rooms, OL Ramsey Health Suite, OL St Neots Zest, OL St Neots Pure Showers, OL St Ives Pure, OL St Ives combined heat and power unit.	(178)
	Leisure St Neots Pool The works to the pool are finished, there is just the retention due to the contractor to be paid once any defects have been identified and rectified.	(14)
	Health and Safety Works and Energy Efficiency Works – Commercial Properties Part of the budget has been rephased to allow completion of the planned schemes in	(41)

Variation Commentary Summary		£000s
	2019/20, following a successful completion of the early stages of the scheme.	
	Cash Receipting Software	(1)
	A minor rephase to complete work that is underway by Capita on interfaces.	
	FMS Archive	(3)
	A minor rephase to finish work that was completed in April, on the establishment of an efinancials archive, so that previous years data can be viewed by users.	
	VAT Exempt Capital	(110)
	As a consequence to delays in One Leisure schemes and Commercial Property schemes, this budget need to be rephased.	
	Flexible Working	(32)
	This scheme is part of the Council Anywhere project, this is well underway with some equipment already delivered to users. The rephase of this budget will allow the completion of that scheme.	
	Customer Relationship Management Software	(83)
	One-Vu software has been procured, to be shared with SCDC and Cambridge City Council. The rephase will allow completion of this scheme to implement the customier portal.	
	Transformation Schemes	(353)
	An amount of £167,000 has been spent from a reduced budget of £520,000. In order to complete the Council Anywhere project the remainder of this budget will need to be rephased. Expenditure is being funded from an earmarked reserve.	
		(2,655)
	Total	(2,860)

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, Annex B** provides the following information:

- Details by scheme with proposed rephasing, expenditure and provisional outturn.
- Details of the financing of the Capital Programme, showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing

6. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

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

6.2 At the end of Quarter 3, the financial projections for the CIS are:

CIS Investments	Budget (£'000)	Outturn (£'000)	Variance (£'000)
Cash Investments			
CCLA Property Fund	(162)	(168)	(6)
Total Cash Investments	(162)	(167)	(6)
Property Investments			

CIS Investments	Budget (£'000)	Outturn (£'000)	Variance (£'000)
Cash Investments			
Property Rental Income	(5,235)	(3,602)	1,633
MRP	1,896	139	(1,757)
Net Direct Property Income	(3,339)	(3,463)	(124)
Management Charge	144	0	(144)
Total Property Investments	(3,195)	(3,463)	(268)
TOTAL	(3,357)	(3,631)	(274)

6.3 Investments

We completed on the purchase of The Rowley Arts Centre in March 2018 at a reduced price of £7.6m (originally approved £7.7m). Along with the Little End Road acquisition in December 2018 a total net income of over £400k p.a has been secured. Between January and the end of March 2019, 45 further properties have been investigated as potential CIS investment opportunities. A bid was submitted on a distribution centre in Peterborough at up to £16.9m, we were outbid by two parties and the property eventually sold to Wokingham BC, reportedly for £17.5m and net initial yield of 4.8%. A summary of opportunities is included in **Appendix E**.

Returns from the CCLA property fund have remained at the 2016/17 level (circa 4.5%). Other investment vehicles such as bank deposits and money market funds interest rates have increased since the Bank of England raised the base rate to 0.75%.

To date, the majority of the Council's investments have been funded from earmarked reserves or cash balances with a £5m loan from PWLB secured for the acquisition at Fareham, and a £7.29m loan for the purchase of the Rowley Centre, 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 Customers) Panel meeting on 4 June 2019 will be inserted into the report to Cabinet here.

8. RECOMMENDATIONS

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

8.2 The Cabinet is also invited to consider and comment on financial performance at the end of March, 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 4, 2018/19

Appendix B – Corporate Plan Performance Report, Quarter 4, 2018/19

Appendix C – Project Performance, March 2019

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

Annex A – Revenue Provisional Outturn and Service Commentary, March 2019

Annex B – Capital Programme Provisional Outturn and Funding, March 2019

Annex C – Financial Dashboard, March 2019

Appendix E – Register of reviews of CIS investment propositions, Quarter 4, 2018/19

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

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

Project Performance (Appendix C)

Adrian Dobbyne, Corporate Team Manager 📞 (01480) 388100

Financial Performance (Appendices D and E)

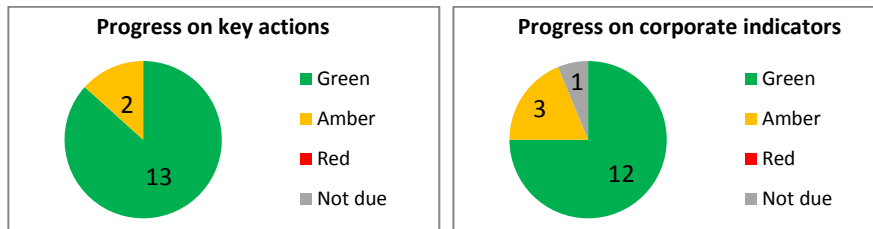
Paul Loveday, Interim Finance Manager 📞 (01480) 388605

Appendix A

Performance Summary Quarter 4, 2018/19

People

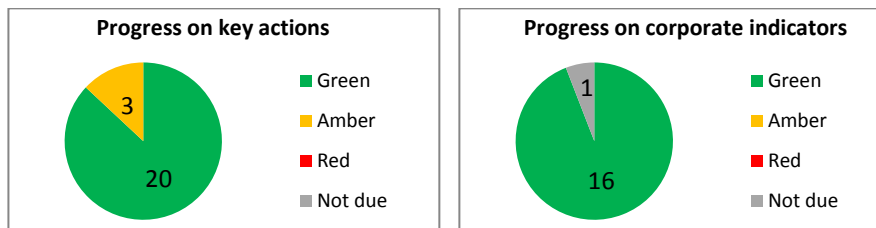
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include improved attendances at group exercise classes aimed at older adults, higher numbers of volunteering opportunities provided and 405 successful homelessness preventions due to early interventions.

Place

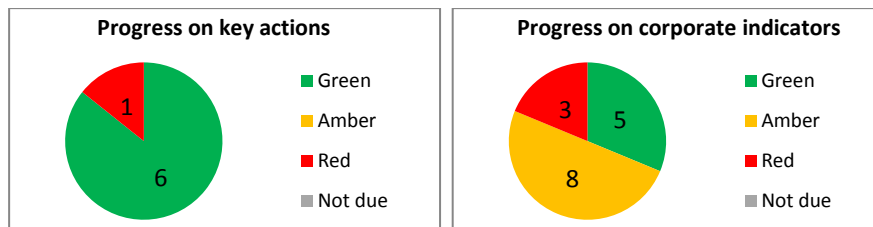
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include Hinchingsbrooke Country Park achieving 'Green Flag' status (also retained at Priory Park, St Neots) and significant progress with the new Local Plan (subsequently adopted by Council on 15 May 2019).

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include the launch of the new Customer Portal on our website, with over 1,200 accounts created by the end of April and most customers accessing services 'out of hours'. Our 2018 employee survey results showed improvement in 85% of comparable results and employees have now been trained on, and are demonstrating, our 'icare' values (Inspiring, Collaborative, Accountable, Respectful, Enterprising).

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – PEOPLE

Period January to March 2019

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	13		2		0		0		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	12		3		0		0		1

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 1. Improve Leisure facilities stock by delivering the Sport and Leisure Facilities Strategy, achieving actions to support implementation on key priority areas	Ongoing	Cllr Palmer	Jayne Wisely	One Leisure St Ives Outdoor Project and One Leisure Ramsey 3G project both delayed and being reviewed with the aim to deliver later in the year. The One Leisure St Neots 3G pitch is now open.
G	KA 2. Increase physical activity levels through the provision of activities at One Leisure sites and in parks, open spaces and community settings	Ongoing	Cllr Palmer	Jayne Wisely	Active Lifestyles Team: Group Exercise Classes for Older Adults across One Leisure and Community Venues up 18% on the previous year. Let's Get Moving is progressing well in 2019 with Right Start Aqua, HDC Pilates and Yaxley Ladies Activities in particular proving popular. National ESCAPE pain management programme implemented with promising initial take up and results. Park Run St Neots recently had its second highest turnout. Junior Park Run is being developed in St Neots. A Couch to 5k running group has started in Ramsey.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Young people's participation is up by 46% on the previous year with the implementation of under 5s activities (Mini Movers, Mini Dribblers) impacting significantly. Walking Sports increased by 5% on the previous year.
G	KA 3. Use enterprising and innovative ideas to promote Leisure and Health facilities and activities to a wide audience	Ongoing	Cllr Palmer	Jayne Wisely	Active Lifestyles Team: Attended a national cardiovascular conference promoting the Active+ programme with the Eastern Academic Health Science Network and local technology company Aseptika Ltd. A Concessionary Membership Scheme was launched during April 2019, with preparation and developmental work taking place over the previous 6 months. Development of Mini-Movers brand linked in with facilities and Café Zest.
G	KA 4. Continue to develop and support early homelessness prevention initiatives in line with the new duties contained within the Homelessness Reduction Act, to help residents remain in their current homes or find alternative housing	Ongoing	Cllr Fuller	Customer Services – Jon Collen	Early interventions with emphasis on homelessness prevention resulted in 405 successful preventions in the year by the Housing Needs Team. Working earlier and for longer with residents is helping to minimise the number of households reaching the point of homelessness crisis.
G	KA 5. Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners	Ongoing	Cllr Fuller	Customer Services – Jon Collen	The launch of the Criminal Justice system protocol and pathway across the county in Q3 is showing improvements in early referrals for housing assistance – with fewer presentations on the day of release from prison at local authorities. Trailblazer programme is continuing into 2019/20 and pathways will be developed for clients coming through mental health, substance misuse and health pathways.
G	KA 6. Support the development of volunteer opportunities	Ongoing	Cllr Palmer	Neil Sloper / Jayne Wisely	Opportunities for volunteers in Active Lifestyles include: Gym Buddies; Right Start Buddies; Sports Volunteers and Health Walk Leaders. Promoted through the Huntingdon Volunteer Centre network. Further opportunities for volunteering at our parks and open spaces are referenced below (KA 7).
G	KA 7. Continue to work with volunteers to manage and maintain relevant parks and open space	Ongoing	Cllr Palmer	Neil Sloper	In Quarter 4, Countryside Services had a total of 849 volunteers, giving a total of 3,520 volunteers for the year to date. Tasks have included tree work, serving refreshments, organising events, building shelters and access ramps, leading educational visits and guided walks, mowing and cleaning visitor centres. New volunteers have been engaged and relevant training has been provided. Health and Safety remains a high priority so supervision levels govern the tasks some can undertake.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 8. Support Sports Club development e.g. work with a number of clubs over the year	Ongoing	Cllr Palmer	Jayne Wisely	Nearly 50 partners worked with to develop sport and physical activity e.g. St Neots Town Youth being supported to look at options for own facilities.
G	KA 9. Provide financial assistance to people on low incomes to pay their rent and Council Tax	Ongoing	Cllr Gray	Customer Services – Amanda Burns	The impact of the introduction of Universal Credit (UC) is beginning to show as working age people are now claiming UC rather than Housing Benefit. We are contacting people who make a claim for UC to ensure they submit an application for Council Tax Support directly to us in order that they receive the benefits they are entitled to.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 10. Encourage and support all levels of apprenticeships across the district	Ongoing	Cllr Fuller	Andy Moffat	Live list of apprenticeships available in Huntingdonshire continue to be promoted via EDGE. Programme of construction related taster and introductory course has begun through EDGE's Construction Industry Training Board-funded Alconbury based construction skills hub. This will provide an important pipeline to apprenticeships in the construction industry.
A	KA 11. Through business engagement activity, promote links between training and education providers and local business	Ongoing	Cllr Fuller	Andy Moffat	Two workshops (one in April 2018 and another in May 2018) delivered with this focus. Support for iMET has continued in 2018/19. However, two vacancies in Economic Development has restricted business engagement activity since.

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 12. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr Fuller	Andy Moffat	Officers have been working with representatives from the following Parishes on the development of their Plans – Huntingdon, Bury, St. Ives, Grafham, Brington & Molesworth, Buckden.
G	KA 13. Actively manage Council owned non-operational assets, where mutually beneficial, transfer ownership of assets to the community	Ongoing	Cllr Gray	Clive Mason	Completed lease to community group on Little Paxton community centre. Providing advice to Operations on valuation and possible transfer of land at Godmanchester. Investigating adoption of a Policy/Process for Community Asset Transfers.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 14. Manage the Community Chest funding pot and voluntary sector funding to encourage and support projects to build and support community development	Ongoing/ Annual	Cllr Gray / Cllr Palmer	Chris Stopford	Community Chest programme for 2018/19 awarded in September 2018 by the Grants Panel. 22 local community groups benefited from the award of over £37k.
G	KA 15. Support and encourage community action on litter picking	Ongoing	Cllr Palmer / Cllr Beuttell	Neil Sloper	<p>We have facilitated a record number of litter picks and supported the 'Great British Spring Clean'. This year we have:</p> <ul style="list-style-type: none"> • Facilitated 49 litter picks. • Delivered 746 litter pickers. • Collected 550 bags of waste from litter picks. • Secured £31k worth of funding from the government to 'Clean Up High Streets & Town Centres'. • Worked with school children to empower them to get involved in keeping our communities clean. • Collaborated with Channel 5 on a 'Life of Grime' television show, highlighting the less glamorous side of the litter and waste industries. <p>We will continue to encourage and educate residents to reduce litter in our community and give other people the perception that the area is well cared for. 'Broken window' theory and research asserts that clean and cared for areas are likely to have lower levels of other incivilities – such as graffiti – and reduce locals' anxiety about other criminal behaviour.</p>

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 1. Average length of stay of all households placed in Bed and Breakfast (B&B) accommodation Aim to minimise	7 weeks	Less than 6 weeks	6.3 weeks	A

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
<p>Comments: (Customer Services) The average length of stay of the 154 households leaving B&B accommodation from April 2018 to March 2019 was 6.3 weeks. Our performance in this area is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available (relets of existing properties and the delivery new build rented properties). Alternative sources of temporary accommodation continue to be brought on-line, with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. There are c.60 units of this type in use as well as c.15 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.</p>				
<p>PI 2. Average time between dates of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000</p> <p>Aim to minimise</p>	40.6 weeks	Less than 30 weeks	20.6 weeks	G
<p>Comments: (Development) The Cambridgeshire Home Improvement Agency has continued to improve their performance against this target over the last 12 months. The new manager has re-focused staff on reducing the time it takes to get applications through to approval by HDC. Overview and Scrutiny Panel (Customers and Partnerships) received a Performance Report in March 2019.</p>				
<p>PI 3. Number of days of volunteering to support HDC service delivery</p> <p>Aim to maximise</p>	3,720	1,660	4,698	G
<p>Comments: (Countryside & Leisure and Health) Health Walks Volunteers continue to provide the majority of volunteering in Active Lifestyles; we also have volunteers support group exercise classes, sports sessions and acting as gym buddies. Volunteers have also undertaken a wide variety of tasks in our countryside sites, with new volunteers engaged and relevant training provided to them.</p>				
<p>PI 4. Average number of days to process new claims for Housing Benefit and Council Tax Support</p> <p>Aim to minimise</p>	24 days	24 days	23 days	G
<p>Comments: (Customer Services) The number of new claims for Housing Benefit is beginning to reduce following the roll-out of Universal Credit in Huntingdonshire in October 2018.</p>				
<p>PI 5. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support</p> <p>Aim to minimise</p>	4.5 days	5 days	4 days	G
<p>Comments: (Customer Services) The number of change events received is increasing again due to the roll-out of Universal Credit.</p>				

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 6. The number of actions delivered from the Sport and Leisure Facilities Strategy Aim to maximise	N/A	No target set	All 9 policy recommendations (section 6.1) were delivered or worked towards	G
Comments: (Leisure and Health) New for 2018/19. Continually working towards the actions of the facility strategy, such as retention of strategic sports facilities, refurbishment of facilities such as St Neots Town FC 3G pitch and One Leisure St Neots 3G pitch. Application submitted to Football Foundation for funding towards 3G pitch in Ramsey to meet strategic need. The Football Association are bringing in a new piece of work to deliver local football facility plans that will support this in a way but without a playing pitch strategy in Huntingdonshire it will mean it will be very football facility specific and other sports will be left out/behind.				
PI 7. The amount of developer contributions secured to improve the Leisure and Health facility infrastructure across the district (£'s) Aim to maximise	N/A	No target set	Approx. 20 planning applications consulted on and recommendations for formal open space provided	G
Comments: (Leisure and Health) Ongoing discussions on planning applications and recommendations being made but no further funding secured in last period.				
PI 8. The number of Leisure and Health facilities improved because of developer contributions Aim to maximise	N/A	No target set	Ramsey Colts Changing Pavilion completed, £170k CIL funding requested for OL Leisure facility projects (still awaiting outcome) and St Neots Town 3G pitch refurbished through £152k of S106 money	G
Comments: (Leisure and Health) Still no outcome on CIL applications for both capital projects.				
PI 9a. Participation at targeted services for adults Aim to maximise	N/a – new measure	No target Set	28,377	G
Comments: (Leisure and Health) Increased sales activity in Q4 has added to the predicted outturn with the number of new members exceeding the previous five years' Q4 totals.				
PI 9b. Participation at targeted services for older people Aim to maximise	19,154	16,300	21,325	G
Comments: (Leisure and Health) These activities continue to flourish from group exercise classes to walking sports. Income for group exercise classes was 7% above what was a challenging income target for the year and 23% above last year. Attendances smashed the annual target.				

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 9c. Participation at targeted services for long-term health conditions (including exercise referrals) Aim to maximise	17,816	17,400	21,592	G
Comments: (Leisure and Health) A strong year for Exercise Referral supported by NEW activities including ESCAPE pain management programme, NEW Cancer rehab classes and NEW Postural Stability classes. Additional classes added to standard programme including Right Start 3 at St Ives and St Neots in year. Aim to continue to develop long term health conditions classes and to add Pulmonary Rehab in 19-20.				
PI 9d. Participation at targeted services for disability/equality Aim to maximise	4,770	1,500	1,259	A
Comments: (Leisure and Health) The reduction in delivery to one care home impacted the numbers.				
PI 9e. Participation at targeted services for young people Aim to maximise	2,231	2,500	3,264	G
Comments: (Leisure and Health) Mini Movers, Mini Dribblers, Parish Council Holiday activities and street sports were the main programmes that delivered well.				
PI 10. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over previous 12 months) Aim to maximise	1,056	1,056	1,089	G
Comments: (Development and Community) Customers into the EDGE shop on Wednesdays – it is only open on Wednesdays – continues to be close to resource capacity levels.				
PI 11. Number of EDGE customers supported into work Aim to maximise	n/a – new measure	96	64	A
Comments: (Development and Community): Shortfall compared to target reflects three key elements; perhaps an overly ambitious target set for the first time last year; the success of the EDGE shop – see PI10 – which meant that there was little time available for follow up calls to contact customers to confirm whether they have found work i.e. some will have found work but have not been recorded as such; and some of the clients now being referred to EDGE from DWP are those in greatest need who can be very time consumptive and need extensive support. Success here though can make the biggest difference. Going forward, when follow up calls are made customers are asked not only whether they have secured employment but also when which will enable the monitoring data to be adjusted retrospectively to accurately reflect the position.				

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 12. All Neighbourhood Plans 'made' by Council within 8 weeks of a referendum vote in favour of the Plan Aim to maximise	n/a – new measure	100% of Plans subject to a positive referendum vote	N/A – no Plans made in 2018/19	n/a
Comments: (Development): No referendums have been undertaken in 18/19 and therefore no votes in favour of a Plan.				

STRATEGIC THEME – PLACE

Period January to March 2019

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
	20		3		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
	16		0		0		0		1

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 16. Continue to manage and enhance the joint CCTV service with Cambridge City Council	Ongoing	Cllr Tysoe / Cllr Beuttell	Chris Stopford	The Shared Service continued to operate a resilient CCTV monitoring service across Huntingdonshire and Cambridge City. The Out of Hours telephony services also continue to provide for the two Shared Service councils. During the year, capital funding budgets have been applied to the camera infrastructure in both Huntingdonshire and Cambridge City, procurement and award of tender has been completed, and works have progressed to upgrade the camera and communication networks. Works have also been procured to upgrade the Eastfield House Monitoring Centre and these works have also commenced.
G	KA 17. Reduce incidences of littering through targeting of enforcement work	Ongoing	Cllr Beuttell	Chris Stopford	Reports continue to be followed up and currently we have two cases of Littering from a Vehicle where the FPNs of £150 have not been paid within time, meaning they have automatically doubled. They remain unpaid, resulting in prosecution files being compiled. These will be the first cases prosecuted under new legislation that will require the defendant to pay £300 plus costs.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Great success following images captured in a hotspot for fly-tipping that have resulted in 1 x £400 and £150 for urinating in public that has been classed as littering.
G	KA 18. Increase the awareness of Recycling and Green Composting through organising and supporting community initiatives	Ongoing	Cllr Beuttell	Neil Sloper	The Waste Minimisation Team carried out the following awareness raising measures during Q4: <ul style="list-style-type: none"> • Bulky Waste Service • Small recycling schemes i.e. contact lens, recycling glass, frozen bin advice • Recycling Talk to Perry WI - which also include an article within the village magazine • Article in Suggestives (St Ives magazine) • LFHW – compleating campaign has continued • Valentines communications - sustainable gifts, cooking from scratch, plastic waste • Half term activities at Amey Waterbeach site • Sky News feature and Press Release for the Charpak partnership • 16 new Facebook page likes • Food waste tips and advice including Pancake Day • Full page in the Hunts Post • Advice on reducing contaminates • Great British Spring Clean • RecycleNow Squeaky Clean campaign • Talk at Hartford Infants School • Talk at 5th St Ives Cubs group
G	KA 19. Support delivery of sustainable community / leisure activities / facilities	Ongoing	Cllr Palmer	Jayne Wisely	17% more group exercise classes delivered for older adults. 3,500+ activity sessions delivered for people of all ages to take part in sustainable activities.
G	KA 20. Maintain clean open spaces to DEFRA (Department for Environment, Food & Rural Affairs) Code of Practise on Litter and Refuse, compliant with the Environment Protection Act	Ongoing	Cllr Beuttell	Neil Sloper	The monthly pass rate target for inspections to achieve the DEFRA Code of Practice was 80%. This was missed every month in Q1 due to weed growth in the warm wet spring. The target was achieved every month in Q2, with consistent improvement from 80% to 88%, following a change in management and service delivery. Performance remained above 80% during Q3 and Q4, to give a year to date figure of 80.59%.
G	KA 21. Support the delivery of the Open Spaces and Play Provision Strategy	Ongoing	Cllr Palmer	Neil Sloper	Work is concentrated on sustainable development of existing Key Strategic Sites (Paxton Pits and Hinchingsbrooke Park) as a priority, to then be followed with a broader strategy in 2019/20.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 22. Continue to monitor air pollution across the District, and particularly within the Air Quality Management Area, working collaboratively with partners to reduce the impact of air pollution on the health and well-being of our community	Ongoing	Cllr Palmer	Chris Stopford	Air quality monitoring and reporting is ongoing under DEFRA arrangements. A review of local arrangements will be carried out in 2019-20 in the light of the emerging national air quality strategy.
G	KA 23. Achieve Green Flag (a national standard) status for Hinchingsbrooke Country Park, Paxton Pits and Riverside St Neots by 2020	Ongoing	Cllr Palmer	Neil Sloper	Hinchingsbrooke Country Park and Paxton Pits have both achieved Green Flag status. Progress on Riverside St Neots is ongoing.
G	KA 24. Support and develop play facilities alongside Town and Parish Councils	Ongoing	Cllr Palmer	Neil Sloper	Ongoing.
G	KA 25. Aim to reduce the energy usage in One Leisure by 20% (of the 2015/16 baseline figure)	Ongoing	Cllr Palmer	Jayne Wisely	An annual saving of 19% has been made on the total energy usage for the whole of One Leisure against 2015/16 energy usage. We are waiting confirmation from UK Power Networks that the Combined Heat and Power system installed at St Neots can start to be used and the Building Energy Management System needs to be completed at St Neots, Huntingdon Dry and St Ives Outdoor, all of which will contribute to extra savings.
G	KA 26. Work in partnership to provide greater leisure opportunities either by delivering/facilitating services or providing a service/facility	Ongoing	Cllr Palmer	Jayne Wisely	Active Lifestyles worked in partnership with approx. 50 different partners, agencies, stakeholders to deliver and facilitate services and facilities. Over 350 health professionals are registered to refer to the Exercise Referral Scheme. A number of Parish Councils commissioned the Sports Development team to run holiday activity programmes.

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 27. Complete a sector analysis and industrial clusters research to help inform a review of the priorities in the Economic Growth Plan	September 2018	Cllr Fuller	Andy Moffat	'Huntingdonshire: Industry clusters' final report received on 8 th August 2018.
G	KA 28. Deliver Action Plan to implement Off Street Car Parking Strategy	Ongoing	Cllr Beuttell	Neil Sloper	The implementation of the objectives has now begun with the phasing of technology to positively assist our car park users beginning in May 2019.

WE WANT TO: Support development of infrastructure to enable growth

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 29. Continue to work with partners and influence the Combined Authority (CA) and secure resources to facilitate delivery of new housing, drive economic growth and to provide any critical infrastructure	Ongoing	Cllr Fuller	Andy Moffat	<p>Funding secured from, but then withdrawn by, the CA for programme/project management of the masterplans programme.</p> <p>CA funding from its £100M housing fund secured for delivery of affordable housing but grants not made as CA then established it did not have the legal powers to make grants for affordable rent. More than £7M of grant for these schemes was though then secured from Homes England.</p> <p>Funding secured and work commenced on A141/St Ives Transport studies. Funding secured for 3rd river crossing study. Non-Statutory Spatial Framework Phase 2 (NSSF) being finalised and is anticipated to be presented to May CA board. Local Transport Plan (LTP) also being presented to May CA board. It is anticipated there will be a 6 week public consultation on the NSSF and LTP to commence in June.</p>
G	KA 30. Support the Combined Authority's preparation and delivery of Masterplans for the Market Towns	Ongoing	Cllr Fuller	Andy Moffat	<p>St Neots – HDC been leading on investigating the establishment of the Business Improvement District. St Ives, Huntingdon and Ramsey – Metro Dynamics appointed in March 2019 to prepare 'Prospectuses for Growth' for each town, funded by the CA but to be led by HDC.</p>
G	KA 31. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428, the route of the East-West Rail and the local road network to deliver the specific requirements of the Council	Ongoing	Cllr Fuller	Andy Moffat	<p>Officers continue to work with A14 team and CCC to ensure that requirements are discharged in a timely fashion.</p> <p>Technical input continues to be provided to Aecom in respect of Highways England (HE) work in relation to the A428. HE has updated their public consultation document and HDC has had sight of that. Works targeted to commence in 2021/2022.</p> <p>HDC provided a joint response with SCDC, Bedford Borough Council and Cambridge City Council to support the East-West Rail option E. HDC Individual response supports options B or E.</p>
G	KA 32. Work with partners to deliver roll-out of high-speed broadband and mobile phone coverage across the District	Ongoing	Cllr Tysoe	John Taylor	<p>Over £24million of grants and funding is being spent across Cambridgeshire on broadband and the county has high levels of uptake. Recent survey of mobile coverage is complete and across Cambridgeshire we are planning meetings with Ofcom and suppliers to look at opportunities to increase coverage.</p>

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 33. Make decisions on spend of Community Infrastructure Levy on at least an annual basis	March 2019	Cllr Fuller	Andy Moffat	Cabinet Members agreed that a report on spending decisions will be taken to June Cabinet via Overview & Scrutiny Panel.

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 34. Prepare for examination of the Local Plan to 2036 by the Secretary of State	All submissions for hearings in July and September 2018 in accordance with Inspector's timescales	Cllr Fuller	Andy Moffat	Fact check expected from Planning Inspector in Q1 2019. On target for adoption at Council on 15 th May.
A	KA 35. Prepare a programme of the next review of the Local Plan	As required by revised National Planning Policy Framework	Cllr Fuller	Andy Moffat	National Planning Policy Framework requires a new plan to be adopted every 5 years. At this time the primary focus is to adopt the current Local Plan and see successes in delivery such as the rural exceptions policy. Work will commence on evidence bases over the summer 2019 (Q1/Q2) but regard is also had to a number of workstreams underway and we would like to see them progress to inform direction of housing growth.
G	KA 36. Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots and Alconbury Weald	Ongoing	Cllr Fuller	Andy Moffat	Alconbury Weald and Wintringham Park have planning permission. Officers continue to actively work with Urban&Civic, and work closely with Gallaghers to approve Loves Farm Phase 2. 1 st Tranche of Wintringham Park housing is under consideration.
G	KA 37. Maintain a five year housing land supply (5YHLS)	Ongoing (with Action Plan within 1 month if found to have less than a 5 year supply)	Cllr Fuller	Andy Moffat	Taking a cautious approach in line with the Local Plan Planning Inspector's approach to the Local Plan, we have 5.33 years land supply (December 2018 Annual Monitoring Report).

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 38. Housing Strategy annual Action Plan adopted and implemented	September 2018	Cllr Fuller	Andy Moffat	Position on 2017-18 Actions reported to Overview & Scrutiny Panel in September 2018, 2018-19 Action Plan adopted in September 2018 and being implemented.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 13. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations Aim to maximise	74%	80%	80.59%	G
Comments: (Operations) Proactive monitoring by Team Leaders and continuous improvement of areas that fall below standards have proven to be a success.				
PI 14a. Percentage of street cleansing service requests resolved in five working days Aim to maximise	93.4%	85%	97.66%	G
Comments: (Operations) Tighter control on service request allocation and completion has had a positive impact on the Street Cleansing service levels.				
PI 14b. % of grounds maintenance service requests resolved in five working days Aim to maximise	82.1%	85%	93.5%	G
Comments: (Operations) Improved positivity from the front line staff and re-alignments of certain parishes has allowed us to complete most areas on a generally acceptable turnaround, this has had a very positive effect on customer requests. Those that do run slightly over are generally fence related as opposed to grounds.				

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 15. Percentage of successful enforcements – dog fouling, litter Aim to maximise	82.4%	100%	100%	G
Comments: (Community) The team continues to target hotspot locations for littering and fly-tipping resulting in fines being issued as well as multiple interviews under caution held. Working with Hemingfords Parish Council, a fly-tipping hotspot was cleared and a bund installed by a local farmer to prevent further occurrences. Members of the public are being very forthcoming with dashcam footage of littering and fly-tipping incidents that are followed up on resulting in enforcement activity.				
PI 16. Percentage of household waste sent to landfill Aim to minimise	45%	43%	41.61%	G
Comments: (Operations) The decrease in waste going to landfill has been a result of better communications with the public and an increase in the garden waste tonnage due to better weather throughout the year.				
PI 17. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme Aim to maximise	97%	95%	97%	G
Comments: (Community) Performance at food hygiene premises remains broadly compliant. The team are continuing to target those premises with a rating between 0 and 2 with additional information on how to improve performance. Where food hygiene practices are found to be poor and the Food Business Operator is unwilling to take measures to improve compliance appropriate enforcement action has been taken to remove the risk to public health.				
PI 18. Number of complaints about food premises (per 100 food businesses) Aim to minimise	3.9	5	3.4	G
Comments: (Community) Fewer complaints have been received over the latter half of the year following a peak received during the higher temperatures experienced last summer. The Foods Standards Agency reporting tool continues to be a popular way for customers to raise their concerns following a poor experience at a restaurant or with a takeaway. Popular concerns relate to suspected food poisoning, pests and poor or unhygienic practices.				
PI 19. Percentage of grounds maintenance works inspected which pass the Council's agreed service specification Aim to maximise	81.7%	82%	85.5%	G
Comments: (Operations) Continual revision to work schedules and staff involvement continues to drive achievement of standards.				

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 20. Number of missed bins per 1,000 households Aim to minimise	1.06	0.75	0.73	G
Comments: (Operations) The waste managers have been more proactive with missed collections, ensuring the collection crews are provided with maps/relevant information to iron out any issues.				
PI 21. Number of partners, providers and stakeholders worked with to support sustainable service delivery of One Leisure and Active Lifestyles Aim to maximise	N/a – new measure	No target set	49	G
Comments: (Leisure and Health) Active Lifestyles worked in partnership with just under 50 different partners, agencies, stakeholders to deliver and facilitate services and facilities. Over 350 health professionals are registered to refer to the Exercise Referral Scheme.				
PI 22. Net business-use floor space created Aim to maximise	+36,161m ² (actual for 2016/17)	No target set	+80,760m ² (actual for 2017/18)	G
Comments: (Development) The net figure for 2017/18 was published in the December 2018 Annual Monitoring Report. Net employment completions are considerably up on last year, largely due to the amount of completed floorspace at Alconbury Weald, which accounted for +59,711m ² across all B uses (including 42,218m ² B2 use).				
PI 23. Community Infrastructure Levy (CIL) collected (£m) Aim to maximise	£6,173,921	No target set	£10,177,083	n/a
Comments: (Development) Figure of £10,177,083 is sum received in 2018/19. Due to larger schemes permitted in previous years coming on line, we have seen marked increase in CIL collected in 2018/19.				
PI 24a. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) Aim to maximise	76%	70%	80%	G
PI 24b. Percentage of planning applications processed on target – minor (within eight weeks or agreed extended period) Aim to maximise	72%	70%	81%	G

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 24c. Percentage of planning applications processed on target – household extensions (within eight weeks or agreed extended period) Aim to maximise	91%	85%	90%	G
Comments: (Development) The Team had to deal with an increased workload resulting from the stages that the Local Plan reached in 2018/19. Despite this, officers still managed to exceed the targets.				
PI 25. Number of new affordable homes delivered in 2018/2019 Aim to maximise	123	239	269	G
Comments: (Development) The number of affordable homes completed this year has exceeded projections. There were a significant number of homes due to complete very late in Quarter 4 and some were feared to slip into next year's programme. In the event, some additional units were brought into the 2018/19 programme (e.g. in Sawtry, Brampton and Ramsey) and performance in Quarter 4 was strong. This has led to the outturn performance increasing from 239 homes to 269 homes. This is a significant increase on the number completed in 2017/18 and part of a welcome upward trajectory which is expected to continue into 2019/20.				
PI 26. Net additional homes delivered 2017/2018 Aim to maximise	682 (actual for 2016/17)	689 (for 2017/18)	746 (for 2017/18)	G
Comments: (Development) The number of completions for 2017/18 was published in the December 2018 Annual Monitoring Report. The 2017 housing trajectory predicted completions of 689 dwellings in 2017/18. The actual number of completions was in fact 746 . The majority of new dwellings were built in the Key Service Centres of Godmanchester, Yaxley and Warboys. The market towns of Huntingdon, St Neots, St Ives and Ramsey also saw significant completions.				

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period January to March 2019

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		0		1		0		0	

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
5		8		3		0		0	

WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 39. Deliver the HDC Transformation Programme; focussing on LEAN reviews and maximising the impact of flexible and mobile working	Ongoing	Cllr Tysoe	John Taylor	A number of changes have been made, for example simplifying sickness monitoring procedures across the Council (saving c£130k). Preparing for the roll-out of mobile devices and improved software has been a focus in 2018/19, and during 2019/20 we are on schedule to deliver this new way of working.
R	KA 40. Maximise the income generating potential of all traded activities	March 2018/19	Cllr Palmer	Jayne Wisely	The financial out-turn of One Leisure facilities was below budget with a draft provisional surplus of £125K, accounting for the movements to and from reserves. This shortfall is due in part to delays in delivering the swimming pool project at St Neots and under performance of the Burgess Hall and One Leisure Huntingdon. One Leisure Ramsey, Sawtry and St Ives (Indoor and Outdoor) performed well and in line with expectations. A plan is in place to recover performance during the 2019/20 year.
G	KA 41. Deliver current apprenticeships programme and develop a revised programme for cohort 2 (second intake) to reflect HDC and its community needs	Ongoing	Cllr Tysoe	Clive Mason	The Apprenticeship scheme has been changed. The Council will no longer be recruiting apprentices directly (removed as part of the 2019/20 budget) but will be using the Levy Pot to finance training for its own staff.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 42. Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members	Action plan to be drafted by November 2018	Cllr Tysoe	Adrian Dobbyne / Clive Mason	The survey was undertaken in summer 2018, with a record high response rate achieved. 85% of comparable results improved over 2017. Progress with the action plan is being shared with staff and Employment Committee Members.
G	KA 43. Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a market return for the Council	Ongoing	Cllr Gray	Clive Mason	Over £50k of additional annual income completed to date through nine transactions, lettings, rent reviews and lease renewals (non-operational property). A substantial number of rent reviews and lease renewals in negotiation with over £60k p.a. already approved and in legals. One-off prior years back rent of £120k secured from two rent reviews.

WE WANT TO: Become a more customer focussed organisation

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 44. Deliver the HDC Transformation Programme; focussing on tackling 'wicked issues', improving online services and delivering the multi-agency Customer Service Centre at Pathfinder House	Ongoing	Cllr Tysoe	John Taylor	Customer Service Centre has been open for one year, and is working well. We launched the Customer Portal on our website in Q3 and we went live with access to Council Tax and Housing Benefit services in Q4. Uptake is good (over 1,200 accounts by the end of April) and nearly 50% of customers are accessing services 'out of hours'. There is more to come in 2019/20, including a formal launch to customers.
G	KA 45. Launch the new organisational values in 2018/19 and ensure they become embedded into 'business as usual' (BAU) for staff	Ongoing	Cllr Tysoe	John Taylor	Our values are now firmly in place. All staff have been trained, performance is assessed using the values and over 130 managers have undertaken a formal training course to support delivery of the values. The People Group (drawn from across the Council) continue to help develop our approach to keeping the values present across the whole Council.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 27. Total amount of energy used in Council buildings Aim to minimise	11,480,928 kWh 6.1% reduction	3.5% reduction	10,221,544 kWh 10.97% reduction	G
Comments: (Operations) Energy usage has reduced by nearly 11% compared to 2017/18, a reduction of over 1.2 million kilowatt hours. The savings in energy reflect the large investment in integrated energy measures carried out at One Leisure sites under Re:Fit, making them more sustainable. Measures such as Photovoltaic (PV) panels have generated more energy than forecast and a mild winter has helped reduce heating costs. The savings are needed to offset the rising cost of energy.				
PI 28. Percentage of business rates collected in year Aim to maximise	99%	99%	98%	A
Comments: (Customer Services) We have experienced delays in the Valuation Office Agency providing updated lists of new / revised Rateable Values which has had a knock on effect on the ability to collect business rates from businesses. This is the in-year collection rate and work will continue to chase businesses owing older debt.				
PI 29. Percentage of Council Tax collected in year Aim to maximise	98.5%	98.6%	98.4%	A
Comments: (Customer Services) Despite maintaining efforts to collect the debt owed to us, the team just missed the annual target. This is the in-year collection rate and work will continue to recover all older debt where possible.				
PI 30. Percentage of space let on estates portfolio Aim to maximise	96.7%	95%	92.4%	A
Comments: (Resources) A number of units have been vacated over the year due to rent rises and service charges being introduced as the backlog of expired leases is tackled. Setback in timing of re-lettings due to loss of key staff in October, replacements are now recovering ground. Pushing to complete several lettings in legals, which will bring this measure back on target and modernise lease terms, but the risk of business failures is increasing. All voids are on smaller rental units, income has been maintained through other key rent reviews and lease renewals.				
PI 31. Percentage of invoices from suppliers paid within 30 days Aim to maximise	98.75%	98%	92.1%	A
Comments: (Resources) Performance was above target at the beginning of the financial year but the adoption of a new Financial Management System in July 2018 has affected subsequent performance. Users have been learning to use the new purchasing system, and problems have persisted with users not goods receipting promptly, and not raising or approving orders. Whilst these problems are reducing, work is planned by the Procurement Team to visit users and revise processes where appropriate to ensure that orders are completed so that payments can be processed promptly.				
PI 32. Staff sickness days lost per full time employee (FTE) Aim to minimise	10.0 days/FTE	9.0 days/FTE	9.2 days/FTE	A

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
Comments: (Resources) The annual sickness total has continued to fall, with the 2018/19 result being the lowest level recorded over 12 months since June 2014. Reduced absences in Operations have contributed significantly towards this, following a review of sickness management processes within that service. The review has led to these changes being applied throughout the Council.				
PI 33. Income generated from Commercial Estate Rental & Property Fund Income Aim to maximise	£3.5m	£3.3m	£3.6m	G
Comments: (Resources) Growth in income from property and the 'CCLA' property fund. Minimum Revenue Provision (MRP) has not been as great as expected with less than expected borrowing to finance purchases.				
PI 34. Value of planned net budget reductions achieved Aim to maximise	£1.1m	£1.8m	£1.8m	G
Comments: (Resources) The provisional outturn for General Fund Services in 2018/19 was an underspend on the budget of £231k. On this basis, the target savings were fully achieved.				
PI 35d. The number of Staff Council (employee group) representatives – part of a basket of measures that change quarterly Aim to maximise	9	10	8	A
Comments: (Resources) Several long-standing representatives have stepped down from the role in the last year but some new members have recently been appointed, bringing the number up to just below last year's total. Employment Committee receive regular updates from Staff Council at their meetings.				
PI 36. Call Centre telephone satisfaction rate Aim to maximise	90%	80%	88.8%	G
Comments: We are pleased with this satisfaction result and the positive comments customers made regarding our advisors. As Customer Services is the primary contact point with the Council for many customers, it is important we make a good impression and resolve customer enquiries wherever possible. We have had to train a high number of new staff members this year, so we are pleased to have maintained customer satisfaction at this level.				
PI 37. Customer Service Centre satisfaction rate Aim to maximise	96%	80%	92.7%	G
Comments: The Call Centre and CSC teams are mainly cross-trained now so this is a good result for the whole team. We try to provide a consistent service across all the contact channels that come into Customer Services.				

Performance Indicator	Full Year 2017/18 Performance	Annual 2018/19 Target	Outturn 2018/19 Performance	Outturn 2018/19 Status
PI 38a. Percentage of Stage 1 complaints resolved within time Aim to maximise	n/a (Red)	95%	85%	R
Comments: (Corporate Team): Improvements made to the complaints recording process have allowed for the easier compilation of figures. 419 complaints were received this year, of 413 that were responded to, 353 were responded to on time. Operations responded to 46 late with a 79% on time score. Development responded to 11 late with a 75% service score. Community responded to 2 late with a 75% service score and Customer Services responded late to one complaint with a service score of 98%				
PI 38b. Percentage of Stage 2 complaints resolved within time Aim to maximise	78%	95%	81%	R
Comments: (Corporate Team): 21 Stage Two complaints were received this year compared to 23 the previous year. Customer Services received seven complaints with all of them responded to on time (100%). Community received five complaints, with two responded to late (60% on time). Development also received five complaints with one responded to late (80% on time). Operations received three complaints with one responded to late (67% on time). The Corporate Team received one complaint which was responded to on time (100%).				
PI 39. Percentage of calls to Call Centre answered Aim to maximise	79%	90%	82.0%	R
Comments: (Customer Services) We have experienced high staff turnover over this year with agency and temporary staff and therefore a considerable training overhead. However, the new OneVu digital portal has been successfully launched with integrated forms now being built. We are expecting call volumes to drop and for us to be able to streamline customer contact by using e-forms rather than free typed emails.				
PI 40. Percentage reduction in avoidable contacts Aim to maximise	N/A	-25%	-14.6%	A
Comments: This is a new measure and we are moving in the right direction. The arrival of the OneVu digital customer accounts platform in 2019 came a bit late to have a major impact on this measure but we have been working consistently with departments and partner agencies such as the Department for Work and Pensions (DWP) to improve customer service and reduce avoidable contact.				
PI 41. Percentage of households with customer accounts generated Aim to maximise	n/a (new measure)	8%	1.8%	A
Comments: The OneVu customer accounts platform launched in late January 2019 and now has 1,418 customer accounts, equating to roughly 1.8% of households. The launch was quite late in the financial year so we are short of the 8% of households target we originally set but are now working towards it at pace.				

Appendix C: Project Performance – end of March 2019

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 / Project Management Governance Board (PMGB) comments	RAG Status	Latest Update Date
One Leisure St Ives Outdoor - Fitness Facility Programme: Capital 2018/19 Project Manager: Pete Corley (Leisure & Health) Project Sponsor: Jayne Wisely	31/01/18	Red	15/07/19	15/07/19	Overall project status is Amber due to a petition being lodged from the squash club relating to the loss of squash provision. This will be heard by Council in May 2019. Following that a report will be considered by Cabinet in June. Management Heads of Term are with 3C ICT to formalise with a provisional return date of 30/04/19. Build tender documentation is due for return on 29/04/19. Spend to date has been kept solely to build related items.	Amber	18-Apr-19
One Leisure Ramsey 3G Artificial Pitch Programme: Capital 2018/19 Project Manager: Martin Grey (Leisure & Health) Project Sponsor: Jayne Wisely	31/12/18	Red	30/09/19	30/09/19	Planning permission granted on 18th March 2019 with conditions. Heads of Terms agreed and to be signed off. Lease to follow. Football Foundation panel on 9th May 2019. Plans to start build now put back to Summer 2019, the work will take about 14 weeks and some needs to be done in school holidays. Also there will be conditions with funding to start by the summer. PMGB - Project is Amber due to delays with planning, lease still needing to be resolved and funding obtained from the Football Association.	Amber	02-Apr-19

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Refit Energy efficiency project regarding major works across One Leisure sites. Programme: Capital 2016/17 (see 2015/16) Project Manager: Julia Blackwell (Operations) Project Sponsor: Chris Jablonski / Neil Sloper	September 2017 - This was contingent on leases being signed	Red	30/06/19	30/06/19	Meeting held with Bouygues to discuss implementation of Building Energy Management System (BEMS) at St Neots, St Ives Outdoor and Huntingdon Dry. Network connection need to be installed (following discussions with HDC Network team) to allow control and remote access arrangements were discussed - outcome will depend on discussions with network team. Application progressing to allow Combined Heat and Power plant at St Neots to start operation, (approval required from the electricity Distribution Network Operator). There have been a number of lighting failures at St Ives. This was identified as due to poor installation, rather than equipment failure, and is being rectified.	Green	04-Apr-19
Commercial Estates – Energy Performance Certificates (EPCs) Programme: Capital 2018/19 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	31/03/19	Red	31/08/19	31/08/19	Total commitment to works is £6.39k at present. Further EPC assessments underway.	Green	08-Feb-19 Updates every two months
Commercial Estates – Health and Safety Programme: Capital 2018/19 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	31/03/19	Red	31/08/19	31/08/19	Accounts reconciled for Mayfield Road (approx £8k will be moved to revenue costs as repairs rather than replacement works) and tenants have been billed (£26k). Total commitment to date is £62k but net spend after recoverables is £36k.	Green	08-Feb-19 Updates every two months

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office / Project Management Governance Board (PMGB) comments	RAG Status	Latest Update Date
<p>Little Paxton Community Centre To manage the delivery of the new building.</p> <p>Programme: Community Project Manager: Claudia Deeth (Community) Project Sponsor: Finlay Flett</p>	01/10/17	Red	02/05/19	02/05/19	The lease is still awaiting signing due to issues with the Trustees and the Treasurer being taken ill suddenly. We have now established another Trustee who is taking responsibility and progressing the signing.	Green	14-Apr-19
<p>Development of Land at Alms Close, Huntingdon Construct small business units and let on commercial terms as part of HDC's Commercial Investment Strategy.</p> <p>Programme: Resources Project Manager: Carl Egonu (Resources) Project Sponsor: Clive Mason</p>	31/10/19	<p>Amber (Due to Pre-Construction Costs increasing by £40k)</p>	08/11/19	08/11/19	Following Treasury & Capital Management Group (TCMG), approval was given to progress to Royal Institute of British Architects (RIBA) Stage 3. The project manager will be obtaining fee quotes for Structural Engineer, Mechanical and Electrical (M&E) Engineer and Quantity Surveying Services. An appointment of a Construction Design and Management (CDM) adviser will also be required once the appointments mentioned have been made. The Project is currently out to tender with submissions to be returned 15.05.2019. A review of the tenders will be undertaken by the Quantity Surveyors following receipt with this process taking a week to prepare a tender analysis report.	Green	23-Apr-19
<p>New Customer Portal</p> <p>Programme: Mosaic Project Manager: Tassie Hookham (Customer Services) Project Sponsor: John Taylor</p>	31/10/19	Green	31/10/19	31/10/19	The number of customers registered on the Customer Portal reached 1,000+ by the end of March. The proof of concept for Streets requests was achieved and a demo of the end-to-end process in the test environment was positively received by the Service. Additional releases w/c 8.4.19 are: - An additional e-form (One Leisure Concessionary Membership) with an Open Process - Personalised Council Tax information	Green	08-Apr-19

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office / Project Management Governance Board (PMGB) comments	RAG Status	Latest Update Date
Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings. Need to have a flow of eligible projects - due to the successes of previous years using Salix funding the scheme has completed may of the easy to achieve projects and the remaining work is harder to complete under the Salix criteria. Lighting projects now have a 10 year payback available to them thanks to changes made by BEIS. Original end date was based on the requirement to go to Finance Governance Board (FGB) to approve the spending for each financial year and the project site was set up to reflect just one year of work rather than a continuous flow of work to the end of the recycling period Programme: Capital 2016/17 Project Manager: Julia Blackwell (Operations) Project Sponsor: Chris Jablonski/ Neil Sloper	N/A – Yearly Ongoing Project	N/A – Yearly Ongoing Project	01/04/20	01/04/20	Salix funded £24.8k to Energy efficiency projects in 2018/19. Spending available for energy efficiency projects is confirmed at £61.5k and projects have started to be identified for the coming year including the Boilers at Ramsey One Leisure, lighting in CCTV, pumps in the plant room at Eastfield House. ----- Project will have completed the full recycling of funds following the completion of the FY 2019/20. The original fund of £150K needs to be recycled 3 times so that a total of £450K has been invested in energy efficiency measures. Funding recycled back into the funding pot, indicates that the recycling target with be achieved following the completion of measures in FY2019/20. Target spend 2019/2020 £24,762 - to be confirmed by Salix. Also amount from any underspend in previous years is rolled over into the following financial year.	Green	04-Apr-19
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots. Programme: Facing the Future Project Manager: Jon Clarke (Leisure) Project Sponsor: Cllr John Palmer	30/09/15	Red Historical delays due to legal issues with the lease.	01/03/19	01/03/19	PMGB - Project Manager is in the process of creating the closedown report and has requested support from the Programme Office. No revised dates have been provided.	Pending Closure	31-Apr-19

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Council Tax Automated Forms Introduce automated forms into business systems. Programme: Facing the Future Project Manager: Ian Davies (Customer Services) Project Sponsor: John Taylor	31/03/17	Red Restructure and lack of resources to test caused delays.	31/03/19	31/03/19	We are now at the stage where the Project Board agreed this should continue as Business As Usual.	Pending Closure	01-Apr-19
Levellers Lane Replace industrial roofs to address health and safety risks and fulfil Council obligations. Programme: Capital 2016/17 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	24/03/17	Red	31/08/18	31/08/18	PMGB - Closedown Report received and reviewed at the January PMGB, the report was missing detail on what happened and there was no post project review. Met with Project Sponsor on April 11 th 2019 to discuss concerns and a new version of the closedown report will be drafted to also include Phoenix Industrial Unit Roof's project.	Pending Closure	11-Apr-19
Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations. Programme: Capital 2015/16 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	28/02/17	Red	31/03/19	31/03/19	PMGB - Met with Project Sponsor on April 11 th 2019 and was advised that this Project is now in the Pending Closure stages; a combined closedown report including Levellers Lane will be created and submitted to the PMGB.	Pending Closure	11-Apr-19
St Neots Pool Project Programme: Capital 2017/18 Project Manager: Jon Clarke (Leisure) Project Sponsor: Jayne Wisely	09-Jul-18	Amber	16/07/18	16/07/18	PMGB - Project Manager is in the process of creating the closedown report and has requested support from the Programme Office. No revised dates have been provided.	Pending Closure	16-Apr-19
Dementia Friendly Workplace Programme: Corporate Team	28/12/18	Green	28/12/18	28/12/18	Project Sponsor -The Project Manager has been out of the office since Christmas which has prevented the Closedown Report being made.	Pending Closure	26-Apr-19

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office / Project Management Governance Board (PMGB) comments	RAG Status	Latest Update Date
Project Manager: Amanda Elphick (Customer Services) Project Sponsor: Adrian Dobbyne					There is no further work to be done on this project and the Project Sponsor is investigating the status of the Closedown Report.		
DWP Co-Location at Pathfinder House Programme: Customer Services Project Manager: Michelle Greet (Customer Services) Project Sponsor: John Taylor	-	Green	31/05/18	31/05/18	Closedown Report reviewed and accepted by the PMGB on Feb 25th 2019.	Closed	25-Feb-19
Building Foundations for growth grant underspend project Programme: Development Project Manager: Susan Bedlow (Development) Project Sponsor: Nigel McCurdy	N/A* *No retrospective request for a PID	N/A *No retrospective request for a PID	-	31/08/27**	PMGB have reviewed the Closedown Report and have approved it. The Project is now closed and moved to Business as Usual. **The Project will be closed once the paperwork to Urban & Civic has been completed. Then it will be moved to Business as Usual.	Closed	18-Jan-19

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3C ICT 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 / PMGB comments	RAG Status	Latest Update Date
Consolidated Server Room 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: Peter Holmes (3C ICT) Project Sponsor: Fiona Bryant (Cambridge City)	12/12/2017	Red	30/06/2019	30/06/2019	Failover testing has been conducted in February and was successful. The corporate Geographical Information System (GIS) is in the process of being migrated and is the last application to move for HDC. Once complete a few remaining infrastructure elements can be reconfigured/decommissioned and the HDC setup will be finished.	HDC: Amber	12-Apr-19
						Overall: Red	
Global Protect 1. Make flexible working more viable through better use of existing assets and new technology. 2. Improve levels of cross council partner working. 3. Reduce security risk of laptops which do not come on the network for weeks at a time and miss critical updates. Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Emma Alerton (3C ICT)	31/10/2018	Red	31/03/2019	13/05/2019	HDC has a working Global Protect connection and has done for a number of years, but HDC will benefit from a newer setup when they move to Council Anywhere. This project is red due to Virgin Media Business not meeting some of the milestones for delivery of a new connection for Council Anywhere. The Global Protect Virtual Private Network (VPN) has been successfully delivered during Q4 ready for Council Anywhere roll out. Whilst the connection is in place and is working there are wider application tests that should be conducted, so the scope of this project has been widened to own the full end to end user testing element.	HDC: Green	12-Apr-19
						Overall: Red	

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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 / PMGB comments	RAG Status	Latest Update Date
Operations Back Office System – Yotta (Streets/Grounds/Recycling and Waste Services) Phase 1: Streets April 2019 Phase 2: Grounds Sept 2019 Phase 3: Waste Services May 2020 3C project across the three authorities. Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Joel Carre (Cambridge City)	14/03/2019 (Phase1)	Amber	Phase 1 = 17/04/2019	Phase 1 = 17/04/2019	Phase 1 go live end date is 17/04/19. Amber due to addition of full integration with IEG4 for phase 1 and 2 to gain greater benefits earlier for service and customer, originally this was planned from phase 3 onwards due to the newness of IEG4 portal and Yotta Alloy. Digital Team have delivered a successful proof of concept for HDC.	Amber	30-Apr-19 (Updated by Neil Sloper)
Payment Card Industry Data Security Standards (PCIDSS) Following recommendation from NCC Group who were invited to analyse what the 3 authorities need to do to become PCI DSS compliant, this project was implemented. This is phase 1 of the project where we will focus on becoming PCI DSS point to point encryption (P2PE) compliant at the 3 authorities by updating pin entry devices (PED - Chip and Pin). Programme: 3C Shared Services Project Manager: Emma Alerton (3C ICT) Project Sponsor: Nigel Brown (3C ICT)	31/12/18	Red	30/04/2019	15/05/2019	The technical aspect of this project is complete and the PCIDSS P2PE elements are all in place and working allowing us to take secure chip and pin card payments. This project is currently Amber because resource is required from the Information Governance Team to complete policies without which we are unable to complete the self-assessment questionnaire (SAQ) paperwork. Due to lack of resource within this team, the original milestones would not be met. The policies have been delivered and the submission can therefore go ahead on the revised timescales to gain the compliance certificate. Training is available to all staff through the e-learning portal.	Amber	12-Apr-19

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office / PMGB comments	RAG Status	Latest Update Date
Council Anywhere Programme: 3C Shared Services Project Manager: Louise Slack (3C ICT) Project Sponsor: Oliver Morley (HDC)	29/01/19	Red	31/07/19	31/07/19	Local Champion overview and training sessions have been undertaken during Q4. Roll out of Office 365 elements for testing purposes to the Local Champions and other key users has occurred with Product Assurance officers signing off the testing ready for roll out from April 2019. Governance settings have been agreed, a rollout plan has been submitted by the Council's, Global Protect VPN has been delivered and application packaging and testing has been ongoing.	Amber	12-Apr-19
PSN Compliance Certificates This project has been initiated to manage the processes and successful applications for Public Services Network (PSN) Compliance Certificates for HDC and SCDC and the annual renewal of CCC's certificate for 2018, which will ensure all three Councils, are PSN compliant. Programme: 3C Shared Services Project Manager: Caroline Huggon (3C ICT) Project Sponsor: Ian Hackett (3C ICT)	02/11/18	Red	30/06/19	31/05/19	For HDC this project is completed, actions have been resolved and a Public Services Network (PSN) certificate issued to the Authority on time. SCDC have also gained their compliance certificate. The project is amber overall due to the outstanding actions around Cambridge City. This is on track for the final 13 to be completed.	HDC: Green	12-Apr-19
Obligation Tracker This project is to specify, procure and install Section 106 Obligation Tracker. Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Clara Kerr (Development)	28/2/19	Amber	13/06/19	13/06/19	System is ready to go live. There are ongoing conversations around finance integration; input of data is with the service to progress. 3C ICT have completed all their elements and will finish this project on 30/04/2019.	Green	12-Apr-19

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office / PMGB comments	RAG Status	Latest Update Date
Aruba ClearPass (Council Anywhere) Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Council Anywhere (3C ICT)	31/12/19	Green	31/12/19	31/12/19	The technology has been successfully rolled out at Mandela House and Pathfinder House, plus 2 floors of the Guildhall. Plans are in place for the roll out at Waterbeach, South Cambs Hall, Eastfield House and the remaining floors of the Guildhall. All the main sites are on track for being completed by mid-May 19 as expected. The rest of the remote sites including Country parks and Leisure Centres will be scheduled in during the latter half of the year.	Green	12-Apr-19
Environmental Health System Procurement Project has been broken down into two phases. Selection and Implementation. The Selection project is for the three Councils to choose a single supplier to replace current environmental health systems with a single system. SCDC is leading on the project on behalf of the three Councils. Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Trevor Nicoll (SCDC)	31/03/20	Green	31/03/20	31/03/20	HDC and CCC have had capital funding approved to undertake this project alongside SCDC. All 3 partners have developed an agreed specification which has gone out to tender, and will finish in early April. Once winning supplier has been chosen the implementation plan can then be agreed.	Green	12-Apr-19
Mobile Phone Contract Procurement Current HDC contract ended May 17; CCC & SCDC both out of contract. This is an ideal opportunity to negotiate a combined 3CSS contract. By having all of the authorities' mobiles on one contract, future management of mobile phone by the 3C Support Team	30/09/17	Red	28/09/18	28/09/18	The PMGB have reviewed the Project Closedown Report and have agreed that this project can be closed.	Closed	26-Apr-19

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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office / PMGB comments	RAG Status	Latest Update Date
<p>will be made more efficient.</p> <p>Programme: 3C Shared Services Project Manager: Caroline Huggon (3C ICT) Project Sponsor: Emma Alerton (3C ICT)</p>		Red					
<p>HDC MFD Replacement This project will look at the needs of HDC in terms of its MFD usage.</p> <p>Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Chris Stopford (Community)</p>	31/03/18	Red	30/04/18	30/04/18	This project was closed down within Q4.	Closed	12-Apr-19
<p>Waste Services Implementation Phase 1 (SOSP) This phase of the project is to implement Yotta Alloy to the Domestic and Trade teams.</p> <p>Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Mike Hill (SCDC)</p>	TBC	TBC	29/08/18	29/08/18	This project was closed down within Q4.	Closed	12-Apr-19
<p>Facilities Management Software The aim of this project is to implement Facilities Management software, CAFM Explorer and integrate it with the current Uniform system.</p> <p>Programme: 3C Shared Services Project Manager: Katrina Huggon (3C ICT) Project Sponsor: Chris Jablonski (Operations)</p>	N/A	N/A	N/A	N/A	Responsibility for this project has been passed back to the business to lead on so that implementation can be driven by the timescales of the business and release resource back into ICT. This project has not been formally started therefore no dates or Project Initiation Document (PID) were agreed.	Closed	12-Apr-19

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Shared Service Projects where HDC are customers

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office / PMGB comments	RAG Status	Latest Update Date
CCTV Control Room, Camera and Network Upgrade Programme: Community Project Manager: Eddy Gardner (Community) Project Sponsor: Chris Stopford (Community)	03/05/19	Amber	19/06/19	19/06/19	Risk Assessment Method Statements for wireless network radio backhaul now approved to continue works installation booked for W/C 15/4/19 for radio network and start of control room equipment installation works to enable cameras across Huntingdon Town by mid-June. BT requires lead times for circuits from placement of order so other towns will be delayed until circuits are ordered and in place subject to meeting on 3/4/19 for agreement on planned replacement programme. PMGB - RAG Status set to Amber due to the circuits ordering issue.	Amber	01-Apr-19
Implementation of Financial Management System To introduce a new Financial Management System across the council. Programme: 3C Shared Services Project Sponsor: Clive Mason (Resources)	TBC	TBC	For HDC: 31/08/18	31/08/18	PMGB - A draft report has been received, however further information has been requested.	Pending Closure	19-Mar-19

Financial Performance Monitoring Suite Provisional Outturn 2018/2019

Executive Summary

This report sets out the provisional financial outturn for 2018/2019, for revenue and capital. The headlines are:

Revenue - the provisional outturn is £0.2m lower than the February forecast and so we are now expected to underspend the budget target by £0.2m. The main variances from the previous month (February) show an improvement on Community (£84k), Customer Services (£74k) and, Operations (£105k). This has been off-set by higher expenditure on Resources (£98k). Variations on Customer Services and Resources were mainly caused by changes to the bad debt provision contributions; the calculations for these are only completed at the end of the year.










Capital Programme – the forecast outturn is an estimated net under spend of £2.9m.

MTFS – On 27 February 2019 the new budget for 2019/20 and a new MTFS for the period 2020/21 to 2023/24 were approved by Council. This MTFS shows a budget gap by 2021/22 of £0.7m rising to £1.2m in 2023/24, the end of the MTFS period.

Service Commentary

Annex A

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service.

Revenue Provisional Outturn	2017/18		2018/19 Provisional Outturn					
	Outturn	Budget	Provisional Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Outturn	Net Variation	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Revenue by Service:								
Community	1,697	1,758	1,598	0	15	1,613	(145) 	-8.2
Customer Services	2,816	2,533	2,419	0	209	2,628	95 	3.8
ICT Shared Service	1,972	2,128	1,983	0	50	2,033	(95) 	-4.5
Development	578	1,071	333	0	2	335	(736) 	-68.7
Leisure & Health	55	(190)	279	(159)	25	145	335 	176.3
Operations	4,292	3,925	4,522	(116)	0	4,406	481 	12.3
Resources	3,221	4,415	4,361	(94)	164	4,431	16 	0.4
Directors and Corporate Transformation	2,693	1,642	1,549	(106)	0	1,443	(199) 	-12.1
	0	0	270	(270)	0	0	0	
Net Revenue Expenditure	17,324	17,282	17,314	(745)	465	17,034	(248) 	-1.4
Contributions to/(from) Earmarked Reserves	(757)	0	(280)				(280)	0.0
Service Contribution to Reserves	3,015	3,026	3,274				248	8.2
Budget Requirement (Services)	19,582	20,308	20,308					
Financing:-								
Taxation & Government Grants	(15,512)	(10,892)	(11,841)				(949)	8.7
Contribution to/(from) Reserves	3,228	(966)	(17)				949	-98.2
Council Tax for Huntingdonshire DC	(7,298)	(8,450)	(8,450)					

Note:

Red – over spend by 2% or more

Amber – underspend by more than 4%

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

2018/19 Provisional Outturn (DRAFT)

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
Head of Community													
86,959	Head of Community	85,288	87,353		87,353	2,065	+2.40			87,353	2,065	+2.40	
302,166	Environmental Protection Team	342,384	284,964		284,964	(57,420)	-16.80		8,100	293,064	(49,320)	-14.40	Reduced staffing expenditure (-£39k) Increased income (-£20.3k) Offset by increased costs of enforcement and legal support particularly around unauthorised encampments (+£10k)
251,778	Business Team	276,784	240,236		240,236	(36,548)	-13.20			240,236	(36,548)	-13.20	Reduced staffing expenditure (-£78k) Offset by increased costs of consultancy and legal support relating to an investigations and legal actions (+£43.4k) and other minor variations (-£1.9k)
570,923	Community Team	615,019	533,419	2,959	536,378	(78,641)	-12.80			536,378	(78,641)	-12.80	Reduced staffing expenditure (-£40.2k) Savings on transport costs (-£5.7k) Reduced grants (-£35.7k) Supplies and services (-£12.4k) Offset by increased costs of, Premises costs (+£5.6k) and reduced income (+£6.8k)
138,817	Environmental Health Admin	143,662	125,710		125,710	(17,952)	-12.50		6,612	132,322	(11,340)	-7.90	
1,350	Closed Churchyards	2,000	700		700	(1,300)	-65.00			700	(1,300)	-65.00	
(157,146)	Licencing	(103,951)	(177,290)	15,966	(161,324)	(57,373)	+55.20			(161,324)	(57,373)	+55.20	Increased income in year but not sustainable income (-£88.3k) Reduced transport costs (-£2.1k) Offset by increased staffing expenditure (+£3.8k) and increase costs of supplies and services (+£13.3k) largely attributed to the costs of delivery of services against the increased income forecast
(68,292)	CCTV	(70,393)	(71,638)		(71,638)	(1,245)	+1.80			(71,638)	(1,245)	+1.80	
212,621	CCTV Shared Service	155,326	167,045		167,045	11,719	+7.50			167,045	11,719	+7.50	Additional costs of Supplies & Services (+£87.8k) including maintenance of equipment and line rental Increased premises costs (+£4.2k) Mitigated by increased income (-£70k), savings from employees (-£8.2k) and reduced transport costs (-£2.1k).
85,086	Corporate Health & Safety	104,997	84,585		84,585	(20,412)	-19.40			84,585	(20,412)	-19.40	In year savings attributable to reduced staffing costs (-£9.4k) Savings on supplies and services (-£10.3k) and transport (-£0.7k)
6,704	Emergency Planning	11,575	5,600		5,600	(5,975)	-51.60			5,600	(5,975)	-51.60	
265,997	Document Centre	194,849	298,239		298,239	103,390	+53.10			298,239	103,390	+53.10	External and internal print demand reducing income to the service (+£172.6k) Mitigated by reduced costs of employees (-£2.2k) supplies and services (-£66.7k), transport (-£0.3k)
1,696,963		1,757,540	1,578,923	18,925	1,597,848	(159,692)	-9.10	0	14,712	1,612,560	(144,980)	-8.20	

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
Head of Customer Services													
98,042	Head of Customer Services	98,042	22,462		22,462	(75,580)	-77.10		75,580	98,042	0	+0.00	
1,026,712	Housing Needs	1,018,645	838,630	(15,864)	822,766	(195,879)	-19.20		133,498	956,264	(62,381)	-6.10	No Bad debt contribution required, current provision too high so reduction to bad debt provision made (-£60k).
827,498	Customer Services	851,414	848,180	(2,959)	845,221	(6,193)	-0.70			845,221	(6,193)	-0.70	
(126,451)	Council Tax Support	(127,354)	(134,935)		(134,935)	(7,581)	+6.00			(134,935)	(7,581)	+6.00	
(222,280)	Local Tax Collection	(227,770)	(228,842)		(228,842)	(1,072)	+0.50			(228,842)	(1,072)	+0.50	
1,098,964	Housing Benefits	919,948	1,032,772	59,841	1,092,613	172,665	+18.80			1,092,613	172,665	+18.80	Higher net cost of benefit payments for homelessness accommodation (+£206k). Higher Local Scheme net payments (+£5k) Higher rent allowance net costs (+£17k) Additional New Burdens funding from DWP more than off-set the associated increase in administration costs (-£34k). (-£34k) lower contribution to Bad Debt Provision
2,702,485		2,532,925	2,378,267	41,018	2,419,285	(113,640)	-4.50	0	209,078	2,628,363	95,438	+3.80	
3C's ICT													
2,053,345	ICT Shared Service	2,128,103	1,982,810		1,982,810	(145,293)	-6.80		50,000	2,032,810	(95,293)	-4.50	(-£110k) underspend due to HDC MS licences, originally expected to be spent in 2018/19, not being activated because of delay to Council Anywhere project. (-£25k) Savings on the server room consolidation project. (+£44k) Higher staff expenditure (-£4k) Other minor variations
2,053,345		2,128,103	1,982,810	0	1,982,810	(145,293)	-6.80	0	50,000	2,032,810	(95,293)	-4.50	
Head of Development													
84,371	Head of Development	84,715	84,403		84,403	(312)	-0.40			84,403	(312)	-0.40	
119,540	Building Control	152,540	116,599		116,599	(35,941)	-23.60			116,599	(35,941)	-23.60	(-£10k) anticipated additional income over costs. (-£23K) recharge for accommodation at PFH.
95,421	Economic Development	160,822	88,485		88,485	(72,337)	-45.00			88,485	(72,337)	-45.00	(-£72K) Underspend on staff costs and Business Support as a result of vacancies.
574,491	Planning Policy	675,938	465,968		465,968	(209,970)	-31.10			465,968	(209,970)	-31.10	(-£25K) saving due to changes to posts across Planning. (-£94K) underspend on staff costs as a result of reduced costs and vacancies being recruited to. (-£46K) additional income from CIL to cover admin costs (-£66K) strategic sites and viability assessment income (+£44K) of additional Local Plan costs. (-£12K) LEP contribution (-£11K) of smaller variances.
(719,249)	Development Management	(297,810)	(613,537)		(613,537)	(315,727)	+106.00			(613,537)	(315,727)	+106.00	(+£25K) Cost due to changes to posts across Planning. (-£82K) Underspend on staff costs as a result of reduced costs and vacancies being recruited to. (-£150K) Additional fee income. (-£52K) DM Application Processing costs saving. (-£53K) reduction in appeals costs. (-£4K) of smaller variances.

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
141,238	Housing Strategy	212,478	130,804		130,804	(81,674)	-38.40		1,620	132,424	(80,054)	-37.70	(-£61K) Underspend on staff costs as a result of vacancies. (-£11K) additional income from mobile home park. (-£8K) minor variances.
24,539	Public Transport	26,100	22,733		22,733	(3,367)	-12.90			22,733	(3,367)	-12.90	
46,810	Transportation Strategy	56,120	37,500		37,500	(18,620)	-33.20			37,500	(18,620)	-33.20	(-£13k) Final quarter grant payment not made
367,161		1,070,903	332,955	0	332,955	(737,948)	-68.90	0	1,620	334,575	(736,328)	-68.80	
Head of Leisure & Health													
81,447	Head of Leisure & Health	81,788	81,489		81,489	(299)	-0.40			81,489	(299)	-0.40	
190,259	One Leisure Active Lifestyles	205,371	343,935		343,935	138,564	+67.50	(152,727)		191,208	(14,163)	-6.90	Exercise Referral: (-£10k) under spend on staff costs compared to budget (-£4k) received more income than Budget
106,867	One Leisure St Ives Outdoor Centre	73,106	69,798		69,798	(3,308)	-4.50		25,000	94,798	21,692	+29.70	Hospitality: (+£11k) down on Budget for Food & Drink income linked to pitch hire bookings below (+£1.4k) down on Budget for Vending income (+£2.6k) new vending machine purchased - not budgeted for Outdoor Sports (+£12k) down on Budget for Pitch Hire Loss of cricket club bookings as one of the teams folded. Not enough time to replace and difficult as a specialist resident club Other variances across St Ives Outdoor Centre (-£5.3k)
414,741	Leisure Centres Corporate	442,394	419,684		419,684	(22,710)	-5.10			419,684	(22,710)	-5.10	(-£7.5k) u/spend on advertising & printing (-£17.4k) u/spend on staff costs. Restructure and replacement of previous Business Development Manager with Chief Operations Officer on lower grade (+£2k) down on budget for income line (£+1.1k) other variances
109,657	One Leisure Management Team (Incl Alconbury Weald)	126,461	110,727		110,727	(15,734)	-12.40			110,727	(15,734)	-12.40	(+£4.2k) down on budget for Alconbury Weald - Only 3 months management fee received, as ended arrangement with AW earlier than budgeted for, (-£19k) u/spend on staff costs compared to budget - vacancy & appointment impact (-£0.9k) other variances

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
(189,070)	One Leisure St Neots	(253,048)	(210,823)	10,000	(200,823)	52,225	-20.60			(200,823)	52,225	-20.60	<p>(-£14k) u/spend on Impressions staff costs compared to Budget Saving on PT salaries due to new operating model (+£34k) down on Impressions income compared to Budget. (All-Inclusive) Memberships were adversely affected by impact of closure of the swimming pool. Now recovering and on track. Fitness Competition fence in St Neots.</p> <p>(+£11k) down on Impressions Consultation Income compared to Budget. No PT income taken now but savings on salaries.</p> <p>(-£3.6k) u/spend on Impressions Maintenance compared to Budget (+£12k) down on casual fitness class income compared to Budget. Instructor Pay Review took place in year and has seen an increase in Q4.</p> <p>(+£4k) down on Course Income compared to Budget (+£11.7k) down on Party income compared to Budget. Swimming Pool Closure affected mainly. Parties now a corporate development area in 19/20</p> <p>(+£34k) down on Pitch Hire income compared to Budget. Large Pitch closed whilst 3G surface was delivered. Bookings now back in line with targets.</p> <p>(-£5.5k) u/spend on Grounds Maintenance</p> <p>(-£28.5k) saving on swimming bottom line.</p> <p>(-£6.5k) saving on creche bottom line</p> <p>(-£6.7k) saving on Site & Centre Management bottom line</p>
(79,436)	One Leisure Huntingdon	(192,301)	(81,603)		(81,603)	110,698	-57.60			(81,603)	110,698	-57.60	<p>(+£22k) under achieving on Hospitality income. Difficulty in competing with local competition particularly nearby retail park.</p> <p>(+£8k) o/spend on Hospitality staff costs. Initial business case had not taken into account need for additional staffing. Model trialled to use leisure staff failed.</p> <p>(-£14k) savings on Hospitality supplies & services. In mitigation to the above issues.</p> <p>(+£36k) under achieving Membership income. New Facility opened 6 months late - therefore the membership growth curve lagged behind. Figures now show a catch up to numbers expected.</p> <p>(+£16k) under achieving Room Hire income. Loss of club bookings at times difficult to replace with casual bookings.</p> <p>(+£14k) under achieving of Fees & Charges income. Mainly junior activities and ambitious targets following the redevelopment. Now reset appropriately.</p> <p>(+£13k) under achieving of Casual Fitness Class income. Instructor Pay was reviewed and amended and now recovering to expected levels</p> <p>(+£6.5k) under achieving of Party Hire income</p> <p>(-£14k) Site & Centre staff saving. Savings made on vacancies on Duty Manager staff in preparation for Sawtry review.</p> <p>(+£14k) Under achieving budget on Junior swimming income.</p> <p>Unexpected closure of pool in December for Plantroom work. Now fixed and all swim related income up.</p> <p>(+£9.2k) other variances</p>

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
(511,940)	One Leisure St Ives	(792,101)	(513,902)		(513,902)	278,199	-35.10			(513,902)	278,199	-35.10	(+£112k) down on Burgess Hall & Bar compared to Budget. Full business review underway and budgets for 2019/20 & 20/21 reset to reflect downturn. (+£20k) o/spend on Hospitality staff costs. Full review of hospitality service undertaken in year but too late to pull back issues. (+£21k) under achieving of Hospitality income. See above (-£19k) u/spend on Hospitality supplies & services. In mitigation to the above (+£9.6k) under achieving on membership income (Overall £4k under achieving on budget) (+£11k) o/spend on Impressions staff costs. Increase in personal training demand - new model delivered to be more profitable in future. (+£19k) down on Party Hire income. Budget was ambitious and increases in sales not realised. Now a corporate development for 2019/20 (+£17k) down on Casual Fitness Class income. Instructor Pay review delivered and income levels (Q4) now rising significantly (+£13k) down on Fees & Charges income. Made up of a number of areas falling just short by £1-2K - Bowling, Cyclone, Junior Activities mainly) (+£5k) down on course income (+£4k) down on room hire income (+£47k) o/spend on Electricity. Problems with the CHP unit has cause contract changed. (-£17k) u/spend on Building maintenance. Works withheld to mitigate income decreases. (+£16k) o/spend on site & centre management staff costs. Long term staff sickness cover (x2). Overspend on Manager cover whilst seconded to Burgess Hall (+£6.7k) o/spend on site & centre supplies & services (+£4k) under achieving site & centre income (+£9.1k) Other variances
(47,656)	One Leisure Ramsey	19,836	(38,064)		(38,064)	(57,900)	-291.90	(6,000)		(44,064)	(63,900)	-322.10	(-£12k) Impressions - Under achieving income budget and staff savings mainly linked to Personal Training (-£8k) indoor sports staff saving (-14k) Swimming lessons income is better than budget. Better management of lessons and waiting lists (-£8k) swimming staff savings (-£7.5k) Site & Centre water underspend (-£8.5k) Site & Centre Management balance (-£4k) creche bottom line saving (-£2k) Hospitality bottom line saving
86,439	One Leisure Sawtry	98,398	88,214		88,214	(10,184)	-10.30			88,214	(10,184)	-10.30	
161,308		(190,096)	269,455	10,000	279,455	469,551	-247.00	(158,727)	25,000	145,728	335,824	-176.70	

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
Head of Operations													
92,461	Head of Operations	79,568	94,405		94,405	14,837	+18.60			94,405	14,837	+18.60	(+£4k) corporate membership to APSE, APSE frontline manager training for whole Council charged (+£7.6k).
1,151,521	Green Spaces	1,138,441	1,214,152		1,214,152	75,711	+6.70	(108,314)		1,105,838	(32,603)	-2.90	Loss of S106 funding/commuted sums(£108k offset from S106 draw down from reserves leaving £51k over, £28k of which is Hinchingsbrooke Park) (+£32k) Consultancy Costs for Hinchingsbrooke Business Case. Costs of emergency watercourse works/repairs exceeding budget by (+£55k), reduced employee costs from Hinchingsbrooke(-£29k). Additional income from Camping and Caravanning Club (-£12k), reduced parks and open spaces employee costs (-£24k) and increased site alteration costs (+£12k) and playground equipment (+£7k). Reduced grounds maintenance income (+£10k), increased ground vehicle repairs and maintenance cost (+£7k), grounds employee costs reduced (-£20k), increased grounds fuel costs (+£6k), other variations(+£26k)
76,537	Environmental & Energy Management	82,760	83,979		83,979	1,219	+1.50			83,979	1,219	+1.50	
885,609	Street Cleaning	772,646	895,679		895,679	123,033	+15.90			895,679	123,033	+15.90	(+£21k) standpipe licences new water authority requirement for licence to draw water direct from standpipes, (+£16k) diesel price increase; (+£7k) vehicle hire; (+£27k) vehicle repairs. (+£10k) additional in year cost of road weed spraying contract. (+£3k) staffing costs, (-£3k) saving in tyres, (+£9k) purchase of green and black sacks, (+£5k) reduced parish council litter bin income recharge, (+£10k) reduced quarter fees and charges income Action on Overspend - Staff restructure concluded, reviewing working model for street sweepers due to significant costs incurred in maintenance/service.
9,180	Public Conveniences	13,400	6,809		6,809	(6,591)	-49.20			6,809	(6,591)	-49.20	
2,447,844	Waste Management	2,196,001	2,436,087		2,436,087	240,086	+10.90			2,436,087	240,086	+10.90	(+£80k) Increase cost of recycling due to contamination/processing cost. (+£30k) Reduced level of recycling credits from County Council due to contamination levels in recycling. (+£57k) Cost of sickness absence cover (current budget provision £30k a year based on 5 days absence a year for agency cover to maintain service) - growth bid made in MTFs. Context annual staffing budget is £2.4 million. Average sickness reduced 7.4 days per employee since April. (+£14k) Staffing cost of additional round to meet growth in recycling volumes - growth bid made in MTFs (+£6.5k) additional salaries payment for Christmas collections (to buy out terms and conditions) - Terms and conditions currently under review to establish new local contractual agreement for recycling and waste service. (+£50k) Trade Waste and WebAspx routing consultancy to evidence growth bids and ensure future rounds fit for purpose (+£90k) Additional cost of diesel fuel as prices reach 4 year high. (-£52k) Additional income on Trade Waste/Bin recycling. Additional domestic waste vehicle costs (+£12k). (-£30k) reduced employee costs

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
1,061,158	Facilities Management	884,441	1,086,086		1,086,086	201,645	+22.80			1,086,086	201,645	+22.80	Estates unable to achieve rental income for 3rd floor Pathfinder House (£95k), Positive decision to retain roles delivering corporate efficiency saving and paid for sustainability advice (£90k), utilities consultancy fees (+£7k), reduction in business rates costs (-£23k), increased building maintenance fees (+£18k), (-£24k) reduced equipment maintenance
259,489	Fleet Management	238,846	248,662		248,662	9,816	+4.10			248,662	9,816	+4.10	
(52,671)	Markets	(60,998)	(50,743)		(50,743)	10,255	-16.80			(50,743)	10,255	-16.80	Difficult trading period for St Ives market and Huntingdon Wednesday Market reducing income (+£13k)
(1,420,540)	Car Parks	(1,420,054)	(1,492,675)		(1,492,675)	(72,621)	+5.10	(8,000)		(1,500,675)	(80,621)	+5.70	(-£62k) correction of double counting at changeover of finance systems of Sainsbury's rebate, increased income for St Ives Cattle Market (-£15k) and St Neots Riverside (-£13k). (+£5k) increased county contribution of on-street income
4,510,588		3,925,051	4,522,441	0	4,522,441	597,390	+15.20	(116,314)	0	4,406,127	481,076	+12.30	
Head of Resources													
90,278	Head of Resources	88,705	90,087		90,087	1,382	+1.60			90,087	1,382	+1.60	
4,606,088	Corporate Finance	4,747,444	4,658,225	83,437	4,741,662	(5,782)	-0.10	(94,318)	63,000	4,710,344	(37,100)	-0.80	Reduction in PWLB interest payments (-£17k), Short Term Investment (-£38k), increase in CCLA property fund interest income (-£6k) reduced interest income from luminus (+£4k) interest from loans to local organisations (-£58k), additional contribution to Bad Debt Provision required (+£63k), increased bank charges (+£10k), additional 17/18 audit fees (+£5k), consultancy costs (+£10k) reduction in minimum revenue provision (-£121k), funding for prior year ICT missed creditor (+£50k), urban and civic loan interest (+£63k)
794,904	Finance	589,930	767,024		767,024	177,094	+30.00			767,024	177,094	+30.00	Delay of FMS has resulted in Staffing resources needed for longer and savings from vacant post increased Staffing Cost overall by (+£152) and extra Cost incurred on efin for out of Contract (+£25k)
655,018	Audit & Risk Management	525,569	628,723	12,929	641,652	116,083	+22.10		31,750	673,402	147,833	+28.10	Mmi Insurance Clawback (-£16k), Audit and Risk Management (-£8k), Building Insurance (+£15k), Vehicles & Plant Insurance (+£126) and Transfer to Reserves (+£31k)
226,453	Legal	223,940	192,615		192,615	(31,325)	-14.00			192,615	(31,325)	-14.00	Client Contract (-£31k)
646,680	HR & Payroll Services	865,695	640,951	(20,229)	620,722	(244,973)	-28.30		300	621,022	(244,673)	-28.30	2 FTE posts vacant (-£75k), savings in apprentice scheme employee costs due to several apprentices gaining permanent employment (-£169k)
59,686	Procurement	30,868	59,743		59,743	28,875	+93.50			59,743	28,875	+93.50	Undelivered due to delay in procurement outsourcing (+£30k)
(2,735,343)	Commercial Estates	(2,657,038)	(2,753,016)		(2,753,016)	(95,978)	+3.60		68,713	(2,684,303)	(27,265)	+1.00	Miscellaneous (+£216k), Commercial Properties (-£32k), Commercial Investment Strategy (-£167k), Industrial Properties (-£29k), St Ives Enterprises Centre (-£10k) AND Oak Tree Centre (-£73k)
4,343,764		4,415,113	4,284,352	76,137	4,360,489	(54,624)	-1.20	(94,318)	163,763	4,429,934	14,821	+0.30	

28 Feb Forecast (Net)	Service Area	2018/19 Budget	Current YTD Actual Forecast	Still Outstanding	Provisional Gross Outturn	Gross Variance		Reserves		Provisional Net Outturn	Net Variance		Comments on Variations Exceeding +/- £10,000
						£	%	From	To		£	%	
Corporate Team													
673,662	Democratic & Elections	810,780	774,542	48	774,590	(36,190)	-4.50	(106,012)		668,578	(142,202)	-17.50	Land Charges (-£25k), Elections (-£30k), Parliament Elections (-£35k), District Elections (+£122k), Allowance & Committee Management (-£68k)
488,211	Directors	492,052	491,049		491,049	(1,003)	-0.20			491,049	(1,003)	-0.20	
281,348	Corporate Team	339,256	283,419		283,419	(55,837)	-16.50			283,419	(55,837)	-16.50	Employee Cost (-£58K), Cost Recovered and Premises Cost (+£8K)
1,443,221		1,642,088	1,549,010	48	1,549,058	(93,030)	-5.70	(106,012)	0	1,443,046	(199,042)	-12.10	
Transformation													
0	Transformation	0	269,595		269,595	269,595	-	(269,595)		0	0	-	
0		0	269,595	0	269,595	269,595	-	(269,595)	0	0	0	-	
17,278,835	HDC Total	17,281,627	17,167,808	146,128	17,313,936	32,309	+0.20	(744,966)	464,173	17,033,143	(248,484)	-1.40	

CAPITAL PROGRAMME

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

The provisional net expenditure to date is £4.526m (61% of the net budget). The Capital Programme is therefore underspent by £2.860m, this includes underspends, rephasings and other variations.

Variation Commentary Summary	£000s
Overspend	
Development – DFGs Grant demand is still outstripping budget, even with the extra grant being received from Cambridge City Council and South Cambridgeshire DC.	274
New FMS Due to the extended implementation period expenditure has increased. This will be partly funded from the earmarked reserve set up for this purpose.	97
Burgess Hall Completion of works to upgrade carpeting to a higher standard. This finished the overall refurbishment of the Burgess Hall.	9
Pathfinder House Reception Costs have exceeded that estimated in the business case, as extra work was identified as the works took place. Additionally the costs recovered from the DWP are also lower than estimated.	40
Wooden Bridge – Hinchingsbrooke Country Park The cost of erecting the bridge was higher than originally estimated, the bridge though is now in place.	14
CIL Payment Huntingdon West A payment of £553,000 has been made for the contribution to Huntingdon West Link Road, this is being funded from the CIL reserve. The cost of the CPOs is still under negotiation, this figure is not yet known but could be up to £2m, this will be funded from the CIL reserve when it becomes due.	0
Commercial Property Roofs The final payments for the roof works at Levellers Lane St Neots and Phoenix Court Huntingdon, schemes completed in 2017/18. The units are now much more marketable and provide a better environment for tenants. In 2016/17 there was an underspend on this scheme of £48,000.	105
One Leisure Synthetic Pitch Additional works were identified as the scheme progressed, this contributed to the small overspend. The pitch is now complete and is available for bookings.	11
One Leisure Huntingdon Changing Rooms Minor overspend on the completion of a scheme to completely refurbish the changing facilities resulting in a much improved user experience	1
Eastfield House IT Equipment - Insurance Settlement IT equipment was destroyed in the Eastfield House fire. The cost of replacement was £150,000 this has been funded from an insurance settlement.	0
	551
Growth	
Re-Fit Projects Additional expenditure was approved by Senior Management Team on the 5 th June 2018, to finance works at One Leisure St Neots. The project was signed off on the 7 th June 2018.	16
	16
Underspend	

Wheeled Bins		(87)
Bins held in stock have satisfied demand for bin issues during the year. An approved budget is available for purchases in 2019/20.		
Vehicle Fleet Replacement		(3)
Vehicle replacements have cost less than estimated resulting in a small underspend on this budget. There has in addition been a request for a rephase (detailed in the Rephase section)		
Printing Equipment		(176)
This project has been cancelled following the fire at Eastfield House, new direction of travel is to close the print facility and not to replace printing equipment.		
Transformation Schemes		(480)
The costs for Council Anywhere are being met from this budget, the project will replace IT hardware and move users to new Microsoft products . The roll-out is well underway but is expected not to cost a much as estimated. An amount is also being rephased to met the cost of purchases in 2019/20.		
Alconbury Weald – Urban and Civic Loan		(1)
Minor underspend on the loan of £1.984m that was advanced to Urban and Civic for construction of the Incubator Unit on Alconbury Weald. The loan was funded by a grant from MHCLG.		
Energy Efficiency Works – Commercial Properties		(23)
Expenditure was lower than expected due to the use of innovative ways to meet the statutory requirements, by removing rather than replacing some equipment,		
Parks Equipment		(2)
Minor saving on schemes to replace play equipment. Additional equipment was provided to the value of £14,000 through use of s106 grants.		
		(772)
Rephase		
CCTV		(368)
Although a rephase is required, the majority of the equipment has now been delivered and is currently being rolled out. The last few outstanding items have been resolved, with the exception of some work with BT so there is nothing to stop this project completing successfully.		
Bridge Place Car Park – Godmanchester		(289)
Works have been delayed whilst the final design and negotiations over land leases are completed. The scheme is expected to be completed in 2019/20.		
HDC Ventures Investment		(100)
The investment in the company will be made in 2019/20, when the customer contracts have been finalised.		
Building Efficiencies (Salix)		(32)
The works on replacing the boilers at One Leisure Ramsey and lighting at Pathfinder House are to be completed in 2019/20.		
Re-fit Buildings		(292)
Currently the majority of the outstanding work is the Building Energy Management system for Huntingdon Dry, St Neots and a small amount for the Outdoor is the majority of the outstanding work. There were issues with quotes from contractors and there has been a fire at the company producing the equipment to be installed, which has added significant delays to the work. In addition, work at St Neots couldn't start until all the other work had been completed on site.		
CHP approval for starting is outstanding, the Council is waiting confirmation from UK Power Network (UKPN) , who have to certify themselves that the system is safe before it can be used, this is because, although we are not going to export electricity to the grid, UKPN have to confirm that all fail safes are appropriate in case the worst happens. UKPN have 45 working days to respond to the application, so there is a long wait for completion. Works are expected to be completed in 2019/20		
Operations Back Office Software		(136)
The project for the shared waste management software (Yotta) is underway but is expected to take until 2019/20 to complete.		
One Leisure St Ives New Fitness Offering		(233)
The specification for this fitness offering has taken longer than expected to complete. Therefore the majority of the expenditure is now expected to take place in 2019/20.		

One Leisure Ramsey 3G Pitch A feasibility study on the pitch construction has indicated that the cost will be higher than estimated (£68,000). The Football Foundation may agree to fund the extra expenditure by increasing their grant. Delays to the project have resulted from lease negotiations and planning issues, as a result a significant amount of expenditure will need to be rephased to 2019/20.	(300)
Vehicle Fleet Replacement Vehicle purchasing have come in under budget, resulting in a saving, a request has been made to rephase to 2019/20 in order to upgrade vehicle cameras and purchase fleet management software.	(90)
One Leisure Improvements Improvements to One Leisure sites have been delayed by the outstanding schemes OL Ramsey Pool and Changing Rooms, OL Ramsey Health Suite, OL St Neots Zest, OI St Neots Pure Showers, OI St Ives Pure, OL St Ives combined heat and power unit.	(178)
One Leisure St Neots Pool The works to the pool are finished, there is just the retention due to the contractor to be paid once any defects have been identified and rectified.	(14)
Health and Safety Works and Energy Efficiency Works – Commercial Properties Part of the budget has been rephased to allow completion of the planned schemes in 2019/20, following a successful completion of the early stages of the scheme.	(41)
Cash Receipting Software A minor rephase to complete work that is underway by Capita on interfaces.	(1)
FMS Archive A minor rephase to finish work that was completed in April, on the establishment of an efinancials archive, so that previous years data can be viewed by users.	(3)
VAT Exempt Capital As a consequence to delays in One Leisure schemes and Commercial Property schemes, this budget need to be rephased.	(110)
Flexible Working This scheme is part of the Council Anywhere project, this is well underway with some equipment already delivered to users. The rephase of this budget will allow the completion of that scheme.	(32)
Customer Relationship Management Software One-Vu software has been procured, to be shared with SCDC and Cambridge City Council. The rephase will allow completion of this scheme to implement the customer portal.	(83)
Transformation Schemes An amount of £167,000 has been spent from a reduced budget of £520,000. In order to complete the Council Anywhere project the remainder of this budget will need to be rephased. Expenditure is being funded from an earmarked reserve.	(353)
	(2,655)
Total	(2,860)

This process is managed by the Finance and Procurement Governance Board. Where schemes are still waiting to be started and/or need re-phasing, plans are in place, contracts let etc. with a number of these.

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

The next 2 tables provide the following information:

Table 1 – the Capital Programme by scheme with proposed rephasing and the provisional expenditure outturn.

Table 2 – the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing.

CAPITAL PROGRAMME SUMMARY – TABLE 1

Capital Programme 2018/19		Provisional Outturn							
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	141,762	220,000	(78,238)	
CCTV Pathfinder House Resilience		Chris Stopford	0	20,000	20,000	0	20,000	(20,000)	
CCTV Wi-Fi		Chris Stopford	0	250,000	250,000	0	250,000	(250,000)	
Lone Worker Software		Chris Stopford	0	20,000	20,000	0	20,000	(20,000)	
Development									
Disabled Facilities Grants		Kaith Taylor	1,900,000	0	1,900,000	2,499,134	2,447,037	599,134	
Huntingdon West CIL		Claire Burton	0	0	0	553,026	553,000	553,026	
Alconbury Weald Remediation		Sue Bedlow	0	979,556	979,556	978,482	979,556	(1,074)	
Leisure and Health									
One Leisure Improvements		Peta Corley	366,000	40,000	406,000	228,317	406,000	(177,683)	
Burgess Hall		Chris Keeble	0	0	0	8,914	2,000	8,914	
One Leisure St Ives New Fitness Offering		Daniel Gammons	250,000	0	250,000	16,534	25,000	(233,466)	
One Leisure Ramsey 3G		Martin Gray	600,000	0	600,000	0	8,000	(600,000)	
One Leisure St Neots Synthetic Pitch		Jon Clarke	0	390,000	390,000	401,029	390,000	11,029	
OL St Neots Pool		Jon Clarke	0	278,957	278,957	264,949	278,957	(14,008)	
OL Huntingdon Changing Room - Retention		Karen Martin-Peters	0	0	0	11,543	8,887	11,543	
OL Huntingdon Expansion		Paul France	0	0	0	0	36,150	0	
Resources									
Health and Safety Works on Commercial Properties		Jackie Golby	60,000	0	60,000	41,132	61,000	(18,868)	
Energy Efficiency Works at Commercial Properties		Jackie Golby	50,000	0	50,000	4,018	21,875	(45,982)	
Cash Receipting System		Paul Loveday	0	2,103	2,103	750	2,200	(1,353)	
Financial Management System Replacement		Paul Loveday	0	0	0	212,722	60,000	212,722	
FMS Archive		Paul Loveday	0	14,000	14,000	10,791	14,000	(3,209)	
VAT Exempt Capital		Paul Loveday	208,000	33,000	241,000	131,330	241,000	(109,670)	
Loan Facility to Huntingdon Town Council		Paul Loveday	0	800,000	800,000	800,000	800,000	0	
Investment in Company		Paul Loveday	0	100,000	100,000	0	0	(100,000)	
Commercial Estates Roofs			0	0	0	105,296	131,770	105,296	
Printing Services									
Printing Equipment		Andy Lusha	0	176,000	176,000	0	0	(176,000)	
3C ICT									
Flexible Working - 3CSS		Emma Alterton	50,000	14,770	64,770	24,237	64,770	(40,533)	
Telephones - 3CSS		Emma Alterton	0	0	0	8,400	0	8,400	
Insurance Settlement		Emma Alterton	0	0	0	150,000	0	150,000	
Operations									
Building Efficiencies (Salix)		Chris Jablonski	0	55,358	55,358	23,085	25,638	(32,273)	
Wheeled Bins		Heidi Field	280,000	0	280,000	149,172	191,303	(130,828)	
Vehicle Fleet Replacement		Andrew Rogan	1,033,000	0	1,033,000	939,589	934,530	(93,411)	
Operations Back Office Development		Matt Chudley	230,000	135,000	365,000	74,149	112,000	(290,851)	
Play Equipment		Helen Lack	25,000	0	25,000	37,093	23,322	12,093	
Re-Fit Buildings		Chris Jablonski	0	476,467	476,467	201,155	200,291	(275,312)	
Bridge Place Car Park Godmanchester		George McDowell	318,000	(14,037)	303,963	14,853	30,000	(289,110)	
Pathfinder House Reception (DWP)		Chris Jablonski	0	119,853	119,853	144,835	138,418	24,982	
Hinchingbrooke Country Park Wooden Bridge		Judith Arnold	32,000	0	32,000	46,100	55,000	14,100	
Transformation									
Customer Relationship Management		John Taylor	180,000	0	180,000	96,525	100,000	(83,475)	
Transformation Schemes		John Taylor	0	1,000,000	1,000,000	167,117	520,000	(832,883)	
Total Expenditure			5,582,000	5,111,027	10,693,027	8,486,039	9,371,704	(2,206,988)	

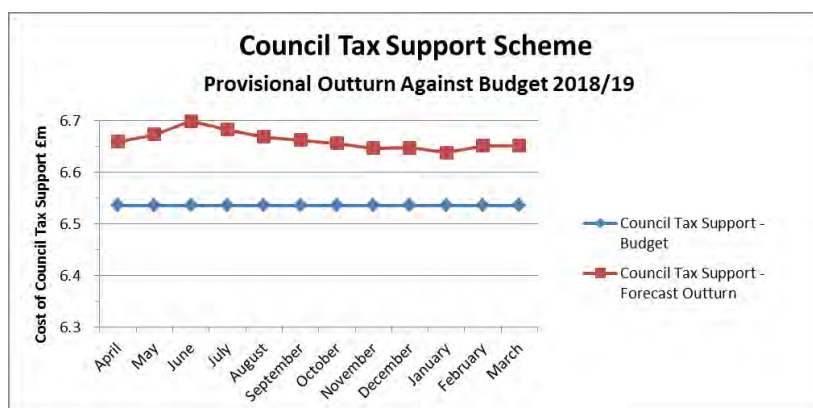
FUNDING OF THE CAPITAL PROGRAMME – TABLE 2

Capital Programme 2018/19		Provisional Outturn							
Table 2 Funding of Capital Programme	*Not included in Program	Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Variance	
			£	£	£	£	£	£	
Grants and Contributions									
DFGs		Keith Tayler	(1,100,000)		(1,100,000)	(1,424,374)	(1,470,300)	(324,374)	
Huntingdon West CIL		Claire Burton				(553,000)	(553,000)	(553,000)	
Pathfinder House Reception		Chris Jablonski		(278,000)	(278,000)	(262,578)	(263,000)	15,422	
Wheeled Bins		Heidi Field	(146,000)		(146,000)	(101,875)	(75,446)	44,125	
Synthetic Pitch		Jon Clarke		(274,000)	(274,000)	(274,000)	(274,000)	0	
One Leisure Ramsey 3G		Martin Grey	(300,000)		(300,000)	0	0	300,000	
Operations Back Office		Matt Chudley	(229,000)		(229,000)	(73,909)	(112,000)	155,091	
Health and Safety Works on Commercial Properties		Jackie Golby			0	0	0	0	
Play Equipment		Helen Lack					(14,000)	0	
Insurance Settlement (ICT)		Emma Alterton				(150,000)		(150,000)	
Total Grants and Contributions			(1,775,000)	(552,000)	(2,327,000)	(2,839,736)	(2,761,746)	(512,736)	
Use of Capital Reserves									
Alconbury Remediation Works Reserve		Sue Bedlow	0	(979,556)	(979,556)	(979,556)	(979,556)	0	
Total Capital Reserves			0	(979,556)	(979,556)	(979,556)	(979,556)	0	
Capital Receipts									
Loan Repayments	*	Paul Loveday	(320,000)		(320,000)	0	(320,000)	320,000	
Housing Clawback Receipts	*	Paul Loveday	(500,000)		(500,000)	0	(500,000)	500,000	
Total Capital Receipts			(820,000)	0	(820,000)	0	(820,000)	820,000	
Use of Earmarked Reserves									
Financial Management System Replacement		Paul Loveday			0	(116,000)	(60,000)	(116,000)	
Investment in Trading Company	*	Paul Loveday		(100,000)	(100,000)	0	0	100,000	
ICT Transformation		John Taylor				0	(520,000)	0	
FMS Archive		Paul Loveday				(14,000)	(14,000)	(14,000)	
O1 Huntingdon Changing Rooms		Karen Martin-Peters			0	(10,678)	(8,887)	(10,678)	
To Earmarked Reserves			0	(100,000)	(100,000)	(140,678)	(602,887)	(40,678)	
Total Funding			(2,595,000)	(1,631,556)	(4,226,556)	(3,959,970)	(5,164,189)	266,586	
Net to be funded by borrowing			2,987,000	3,479,471	6,466,471	4,526,069	4,207,515	(1,940,402)	
Total From Above								266,586	
Less items not in the capital programme									
Loan Repayments								320,000	
Housing Clawback Receipts								500,000	
Investment in Trading Company								100,000	
Total in Capital Programme								(653,414)	
Variation to Budget									
Expenditure								(2,206,988)	
Funding								(653,414)	
Total variation								(2,860,402)	

Financial Dashboard

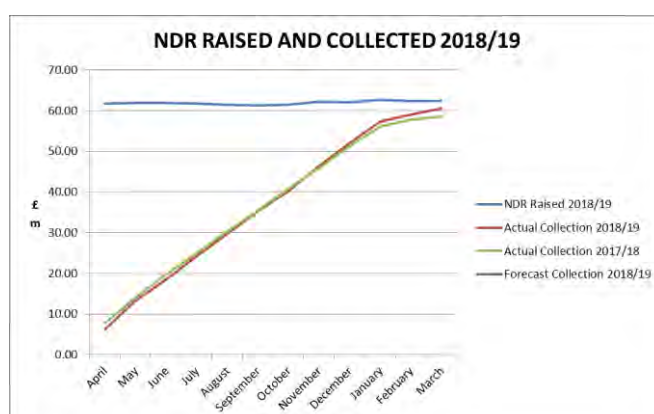
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.10m above the budgeted £6.5m. Any 2018/19 increase in Council Tax Support will impact in 2019/20.



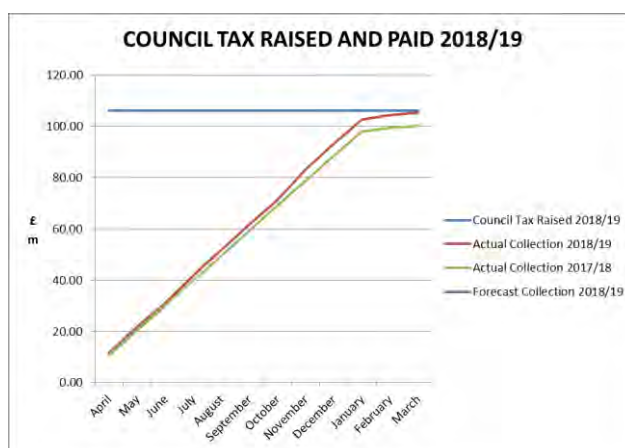
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.5% for HDC including parishes).

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 March, 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

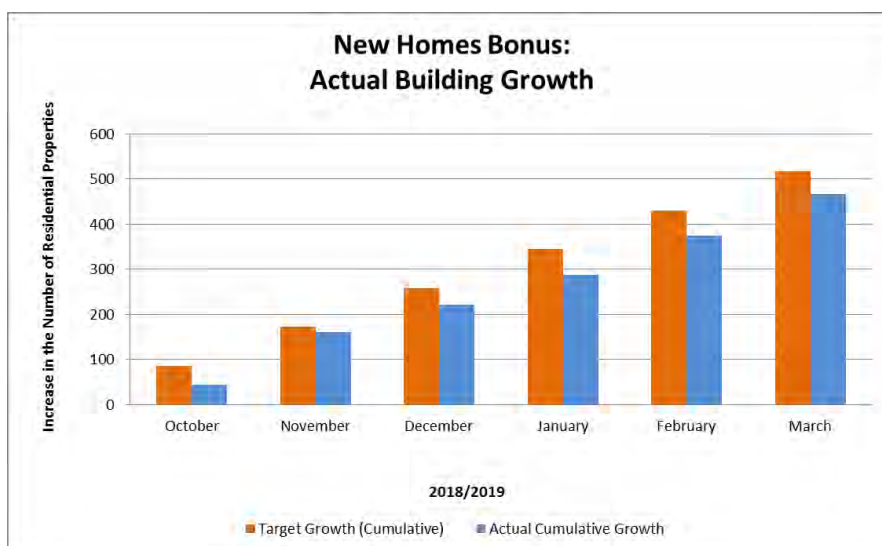
The total outstanding debt as at 31st March 2019 is £1.517m (January 2019, £2.027m), £0.373m (January 2019, £0.373m) is prior year debt of which £60k (January 2019, £0.60m) relates to 2017/18.

The 2017/18 and 2018/19 debt position is currently showing an outstanding amount of £1.203m (January 2019, £1.451m), £237k relates to Commercial Rents, £433k relates to homeless accommodation/prevention, £49k relates to schools and other customers use of One Leisure facilities and £155k relates to shared services recharges.

New Homes Bonus

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

The current reporting cycle (October 2018 to September 2019) had a target number of completions of 1,613, as published in the draft Planning Annual Monitoring Report (December 2017). However, this has been revised downwards to 1,034 in the December 2018 Planning Annual Monitoring Report and so this lower figure has been used as our target for this year. Currently, 466 properties have been completed in this reporting cycle and the table below shows performance against the target to date.



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

The process of considering CIS opportunities is as follows:

Step 1

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

Step 2

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

Step 3

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

Step 4

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

Step 5

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

Reviews Undertaken January – March 2019 (Q4)

Over the above period, 45 properties in total were considered. 36 propositions were reviewed up to stage 1, with all bar one outside the district, and a bid was made on a distribution centre in Peterborough in February (stage 3). However, we were outbid by two parties. Seven opportunities were considered to Stage 2, including four within the district. Three of these were discounted as either poor properties or overpriced. One retail property is still in consideration. One property considered during 2018/19 is currently at stage 5 where an offer has been accepted.

By property type the investments considered in Q4 are as follows:

Offices	10	Development sites	1
Distribution	13	Retail high street	2
Industrial/warehouse	7	Retail warehouse	2
Mixed Use	4	Other (trade counter /residential/motor trade)	6