

HUNTINGDONSHIRE DISTRICT COUNCIL

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

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

Executive Portfolio: Executive Leader and all other relevant Portfolio Holders

Report by: Corporate Team Manager and Head of Resources

Ward(s) affected: All

Executive Summary:

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

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

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

Recommendations:

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

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

1. PURPOSE

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

2. BACKGROUND

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

3. PERFORMANCE MANAGEMENT

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

4. FINANCIAL PERFORMANCE

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

4.2 Revenue Forecast Outturn and Variations in Revenue Spend

In February 2015, Council approved a:

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

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

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

4.3 Capital Forecast Outturn and Variations in Capital Spend

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

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

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

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

Budgeted figures shown in brackets.

Head of Community

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

Head of Leisure and Health

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

Head of Resources

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

Head of Customer Services

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

Head of Operations

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

Head of Development

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

4.4 General Fund Reserves

As noted in paragraph 4.2, the total forecast saving for this financial year is **£1.133m**; this has been established as follows:

	£m
Original budgeted contribution to reserves	0.797
Less 2014/15 carry forward adjustments	(0.262)
	0.535
Plus the service saving	0.150
• Net forecast revenue surplus	0.685
• Additional government funding	0.448
Total forecast saving	1.133

However, the actual apportionment of the £1.133m forecast saving to Reserves is to be as follows:

General Fund

The Pre-Audit 2014/15 Annual Financial Report is showing a General Fund Balance of £9.287m. It is considered that the forecast contribution to the General Fund should be in line with that originally budgeted net of the carry forward of budget adjustments from 2014/15 (£0.535m); thereby giving a forecast year-end General Fund Balance of **£9.822m**.

Earmarked Reserve: Capital Investment Earmarked Reserve

The Pre-Audit 2014/15 Annual Financial Report is showing a balance of £4.737m for this Earmarked Reserve. As the purpose of the Capital Investment Earmarked Reserve is to acquire capital assets that will generate future revenue benefits, it is considered that the forecast service saving and the additional government funding (£0.598m) should be allocated to the Capital Investment Earmarked Reserve; thereby giving a forecast year-end balance for this Reserve of **£5.335m**.

5. COMMENTS OF OVERVIEW & SCRUTINY PANELS

5.1 Overview and Scrutiny (Social Well-Being) – 1 September 2015

The Corporate Team Manager introduced the report and explained that the new format of the report is due to previous feedback received, making it clearer and easier to understand.

Councillors questioned the 26 week targets set for Disabled Facilities Grants (average time in weeks) (Appendix B). The Panel have asked for further information regarding this target and it was confirmed that the Corporate Team Manager would request this and report back to the Panel.

The Panel noted the progress made by the Council in Quarter 1.

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

The Executive Leader of the Council introduced the report, emphasising the achievements made which have contributed to Huntingdonshire District Council being one of the best placed Councils financially in the Cambridgeshire and Peterborough area.

Members queried whether the decline in employee expenditure for One Leisure is a permanent reduction and whether that leaves the service short staffed. Councillor Robin Howe explained that the reduction in staff levels and operational costs will continue. In terms of staffing, the majority of the savings have come from a management restructure, rather than reducing the number of staff. Any losses will be seen in the administration/back office staff rather than specialist staff e.g. fitness trainers.

It was confirmed to the Panel that wage costs will be impacted minimally by the introduction of the National Living Wage and that the appetite for change within the Council means that One Leisure aims to be as competitive as possible.

In response to a question about business rate collection, the Executive Councillor for Resources stated that the Council was capable of achieving the target by the end of the year.

It was confirmed that income from the sale of land on St Mary's Street would be invested through the Commercial Investment Strategy in order to generate revenue for the Council.

5.3 Overview and Scrutiny (Environmental Well-Being) – 8 September 2015

The Panel's discussions centred on the planning application performance indicators set out in Appendix B. The Head of Development informed Members that staffing issues have had an impact on the team's ability to meet targets. Vacancies have now been filled, with a permanent Planning Services Manager (Development Management) recently recruited, and new processes have been put in place to improve performance and resilience. These measures are expected to rapidly improve over the coming months.

The Panel noted the report and commended the honest reporting of issues and the steps being made to deliver improvements.

6. RECOMMENDATION

6.1 Cabinet are recommended to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan 2015/16 and current projects, as summarised in Appendix A and detailed in Appendices B and C.

6.2 Cabinet are recommended to consider and comment on the Council's financial performance to the end of June.

CONTACT OFFICER

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

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

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Financial Performance (Appendix D)

Rebecca Maxwell, Accountancy Manager

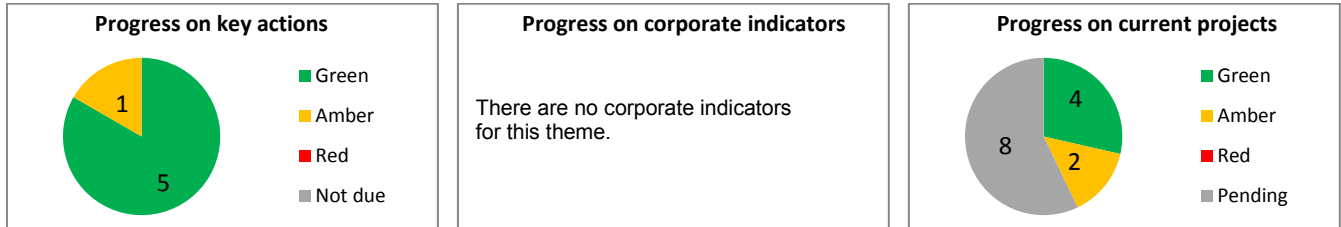
☎ (01480) 388117

Appendix A

Performance Summary Quarter 1, 2015/16

A strong local economy

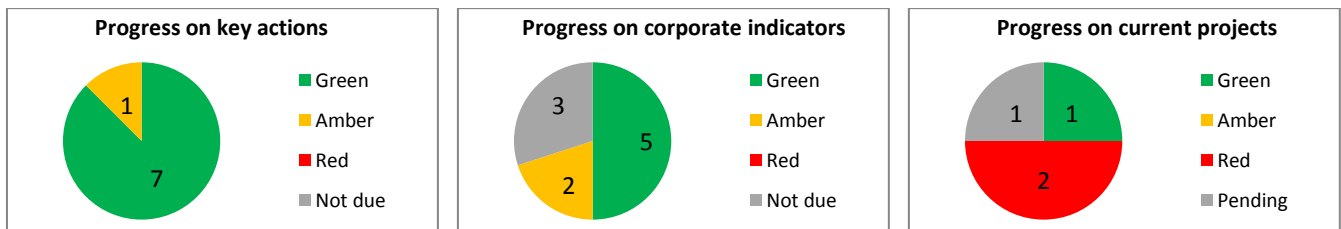
Making Huntingdonshire a better place to live, work and invest



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

Enabling sustainable growth

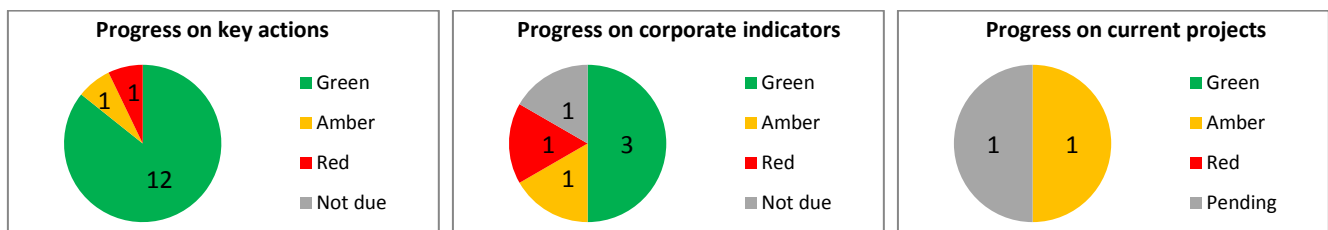
Delivering new and appropriate housing with minimum impact on our environment



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

Working with our communities

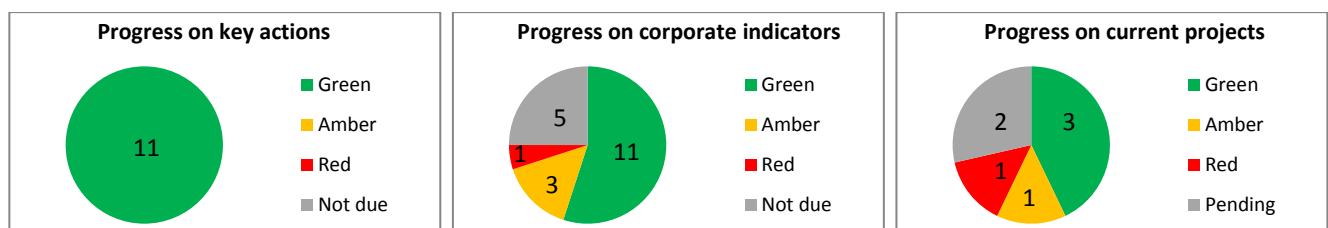
Making sure they thrive and get involved with local decision making



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

Ensuring we are a customer focused and service led council

Delivering value for money services



Highlights include an above target collection rate for Council Tax.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period April to June 2015

Summary of progress for Key Actions

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

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

Summary of progress for Corporate Indicators

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

WE WANT TO: Accelerate business growth and investment

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

WE WANT TO: Remove infrastructure barriers to growth

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

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

WE WANT TO: Develop a flexible and skilled local workforce

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

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

Period April to June 2015

Summary of progress for Key Actions

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

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

Summary of progress for Corporate Indicators

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

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

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

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

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

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

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of days to process new benefits claims Aim to minimise	25 days	32 days	26 days	23 days	G	26 days	c. 23 days	G
Number of days to process changes of circumstance Aim to minimise	5 days	12 days	7 days	4.5 days	G	7 days	c. 4.5 days	G
Number of days to process new council tax support claims Aim to minimise	25 days	30 days	26 days	21 days	G	26 days	c. 21 days	G
Number of days to process council tax support change events Aim to minimise	6 days	10 days	7 days	6 days	G	7 days	c. 6 days	G
Comments: (Customer Services) The performance in quarter 1 has exceeded expectations. This level of performance can be attributed to the introduction of a number of improvements made over the last few years including an on-line claim form, Risk Based Verification, ATLAS automation and a LEAN review of processes as well as a general improvement in the economy.								
% of Council Tax collected Aim to maximise	98.4%	28.96%	29%	29.15%	G	98.5%	98.5%	G
Comments: (Customer Services) The "in year" (2015/16) collection is at 29.7% against 29.5% for the previous year, highlighting the continued gradual improvement since the impact of "localised discounts", such as Council Tax Support, from 1 April 2013.								
% of Business Rates collected Aim to maximise	98.8%	29.6%	32%	29.9%	A	99.0%	98.8%	A
Comments: (Customer Services) While all possible enforcement action has been taken in accordance with the service plan, collection has been adversely affected by a large insolvency case (involving multiple properties) and "avoidance tactics" which has been the subject of a recent consultation and which it is hoped will be tackled as part of the Governments review of Business Rates Administration, not least to address the loss to the overall collection "pot" (of which the authority retains 40%).								

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

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

STRATEGIC THEME - ENABLE SUSTAINABLE GROWTH

Period April to June 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
7		1		0		0		0	

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

Summary of progress for Corporate Indicators

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

WE WANT TO: Improve the supply of new and affordable housing to meet future needs

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Invest in initiatives that will deliver affordable housing	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Due diligence for the potential loan to Luminus for the redevelopment of Langley Court in St Ives is ongoing.
G	Implement action plan to adopt the Local Plan 2036	Revised Local Development Scheme, setting out timescales for the Plan, to be prepared over Summer 2015	Cllr Dew	Andy Moffat	<u>Planning Policy</u> The revised Local Development Scheme will take account of the need to focus time and resources on key elements of the evidence base for the Local Plan, including a major programme of highways and transport modelling and analysis with Cambridgeshire County Council and others, and updated flood risk assessments with the Environment Agency.
G	Facilitate delivery of new housing on the large strategic sites at: Alconbury, St Neots, Wyton and Bearscoft	Ongoing	Cllr Dew	Andy Moffat	<u>Development Management, Planning Policy, Economic Development and Housing Strategy</u> Alconbury – Reserved matters consent granted for strategic roads

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
	(Godmanchester)				and landscaping for Phase 1. Permission granted for new facilities building to support the Enterprise Zone. Design Code approved and reserved matters application for first tranche of housing under consideration. St Neots – Viability and S.106 discussions progressing positively. Wyton – Highways work being scoped. Bearscroft – Design Code approved. Revisions to A1198 approved. Affordable housing dwelling mix now agreed with the developer. Cross Keys homes in contract with developer to own and manage the affordable homes. A reserved matters application for the first tranche of housing was received at the end of July 2015.
G	Monitor 5 year housing land supply position on an annual basis and carry out light touch reviews on a quarterly basis	Quarterly	Cllr Dew	Andy Moffat	<u>Development Management and Planning Policy</u> The outcome of a review confirming the Council had continued to maintain a 5 year housing land supply at the end of Q1 was reported to Corporate Management Team in July 2015.
G	Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Earith – A planning application has now been submitted for the development of 11 affordable homes on the Council's exception site at Hermitage Road. The land sale is expected to complete in the next few months.

WE WANT TO: Develop sustainable growth opportunities in and around our market towns

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
A	Develop a market town centre improvement strategy and action plan for St Neots	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> This project is still achievable by March 2016. Initial progress planned for Q1 has been delayed due to the need to focus on other workstreams, but full scoping and early engagement with partners will take place in Q2.

WE WANT TO: Enhance our built and green environment

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Update the 'Buildings at Risk' register	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> This project is on track using resources in the Heritage and Conservation team. Community engagement will now take place early in Q3.

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Complete the updated Design Guide, setting out the Council's requirements of new development	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> This project has slipped slightly due to staffing issues but can still be completed within the current financial year.

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of affordable homes delivered gross Aim to maximise	161	69	27	26	A	61	TBC	TBC
Comment: (Development) A target of 328/year (82/quarter) would be required to meet the Strategic Housing Market Assessment identified need of 8,188 homes over the Local Plan (25 years) but this would only be achieved if 39% of all new dwellings built over the Local Plan period are affordable which, having regard to current viability, will not be achieved.								
Net additional homes delivered Aim to maximise	n/a	n/a	n/a	n/a	n/a	840	TBC	TBC
Comment: (Development) This information is published annually in the Council's Annual Monitoring Report. The number of homes delivered in 2014/15 will be published in December 2015.								
Number of unintentional priority homeless acceptances Aim to minimise	210	48	55	56	A	220	220	G
Number of unintentional priority homeless acceptances per 1,000 households Aim to minimise	1.2	0.3	0.8	0.3	G	3.0	3.0	G
Comment: (Customer Services) Homelessness acceptances continue to increase both locally and nationally. The Council continues to make interventions where possible through a range of prevention measures aiming to minimise homelessness and keep a cap on the increasing trend locally.								
Number of households living in temporary accommodation (including B&B) - snapshot Aim to minimise	102	84	110	94	G	110	110	G
Comment: (Customer Services) As homelessness increases the concern is that an increasing number of households will be placed in temporary accommodation. This is likely unless there are sufficient permanent homes becoming available (in the private and social rented sectors) that ensures a sufficient throughput of the households								

Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
in temporary accommodation, and successful prevention measures limiting the number of households entering the temporary accommodation system.								
Number of families in B&B - snapshot	9	14	10	10	G	10	10	G
Aim to minimise								
Comment: (Customer Services) See comment for the indicator above – B&B is always the temporary accommodation of last resort but if the number of households in temporary accommodation increases for the reasons given above then the risk is that the Council will have no other alternatives but to increase its use of B&B.								
Processing of planning applications on target - major (within 13 weeks)	49%	64%	60%	50% (75%)	G	60%	TBC	G
Aim to maximise								
Comment: (Development) Local Planning Authorities now have to report to DCLG based on the percentage of major applications determined within 13 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement, rather than the previous indicator of percentage determined within 13 weeks only. The Q1 performance figure in brackets is the one now reported to DCLG, with the preceding figure showing the percentage determined within 13 weeks. This changed criteria enables further discussions and/or information to enable applications to be approved within an agreed timeframe rather than determined/refused simply to meet targets. The Development Management team is therefore working to ensure that a target of 60% of major applications are determined within 13 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement, rather than the previous target of 60% within 13 weeks.								
Processing of planning applications on target - minor (within 8 weeks)	43%	55%	n/a	35% (48%)	n/a	65% for Q2-Q4	TBC	TBC
Aim to maximise								
Comment: (Development) The number of undermined out of time applications and the backlog of applications in the validation team at the start of Q1 meant that the Development Management Service Plan only realistically seeks to achieve the target of 65% of minor applications determined in time for the Q2-Q4 period.								
As above in relation to major applications, Local Planning Authorities now have to report to DCLG based on the percentage of minor applications determined within 8 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement, rather than the previous indicator of percentage determined within 8 weeks only. The Q1 performance figure in brackets is the one now reported to DCLG, with the preceding figure showing the percentage determined within 8 weeks. This changed criteria enables further discussions and/or information to enable applications to be approved within an agreed timeframe rather than determined/refused simply to meet targets. The Development Management team is therefore working to ensure that a target of 65% of minor applications are determined within 8 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement during the Q2-Q4 period, rather than the previous target of 65% within 8 weeks.								
Processing of planning applications on target – other (within 8 weeks)	65%	71%	n/a	54% (59%)	n/a	80% for Q2-Q4	TBC	TBC
Aim to maximise								

Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
<p>Comment: (Development) The number of undermined out of time applications and the backlog of applications in the validation team at the start of Q1 meant that the Development Management Service Plan only realistically seeks to achieve the target of 80% of minor applications determined in time for the Q2-Q4 period.</p> <p>As above in relation to major and minor applications, Local Planning Authorities now have to report to DCLG based on the percentage of other applications determined within 8 weeks <u>or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement</u>, rather than the previous indicator of percentage determined within 8 weeks only. The Q1 performance figure in brackets is the one now reported to DCLG, with the preceding figure showing the percentage determined within 8 weeks. This changed criteria enables further discussions and/or information to enable applications to be approved within an agreed timeframe rather than determined/refused simply to meet targets. The Development Management team is therefore working to ensure that a target of 80% of other applications are determined within 8 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement during the Q2-Q4 period, rather than the previous target of 80% within 8 weeks.</p>								
Tonnage of residual waste collected	29,901.05 (tonnes)	7,355.36 (tonnes)	7,282 (tonnes) (1%↓)	4,976 (tonnes)	G	29,602 (tonnes) (1%↓)	29,602 (tonnes)	G
Aim to minimise								
<p>Comment: (Operations) The tonnage shown for Q1 15/16 is for April and May 2015, data not available as yet for June 2015.</p>								

STRATEGIC THEME - WORKING WITH OUR COMMUNITIES

Period April to June 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
12		1		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	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
3		1		1		0		1	

WE WANT TO: Create safer, stronger and more resilient communities

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Continue to manage and enhance the joint CCTV service with Cambridge City Council	March 2016	Cllr Howe	Chris Stopford	<u>CCTV</u> The Shared Service is now operational and staffed as per the original business case. The Management Board and members Board meetings are scheduled for 2015/16. Work has commenced to identify opportunities for generating further efficiency savings, and new customers to the service.
G	Increase the use of fixed penalty notices (FPN) for littering	March 2016	Cllr Carter	Head of Operations	<u>Street Scene</u> 20 FPNs were issued in 2014/15. 7 FPNs were issued in the first quarter of 2015/6. A card reporting system for all HDC employees to report littering has been introduced and this system will be used to maximise the number of FPNs issued.
G	Manage the Community Chest to encourage and promote projects to build and support community development	September 2015	Cllr Harrison	Chris Stopford	<u>Community</u> The Grants Panel met on the 9 th July 2015 and has agreed the Awards for the 2015/16 Community Chest. 68 applications were received, up 20 on 2014/15. The total requested funding was £194k, up 32% on 2014/15. The Awards made on the 9 th July 2015 allocated the whole funding of £60k available for 2015/16.

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
R	Deliver diversionary activities for young people	March 2016	Cllr Howe	Jayne Wisely	<p><u>Sports and Active Lifestyles Team</u> Street Sports delivered in 4 locations. Despite a new location being added at Godmanchester, together with ongoing St Neots, Sawtry and Yaxley sessions, attendances are 10% down on same period last year and 35% down on the Q1 target. Changes to CCC Youth Services and school programming have affected delivery in the past quarter.</p> <p>Meetings are planned with CCC Youth Services over the summer period with a view to relaunch Street Sports in September with the new school term. Changes planned include revised timings and increased marketing. Overall Under 17's attendances (street sports/holiday programmes etc) are 29% down on the same period last year and 33% down on the Q1 target.</p> <p>Programmes have been affected by a short term secondment to East Cambs DC (which has now ended) affecting ability to plan programmes as well as partner clubs being less willing to participate under strict budgetary restrictions. This has combined to result in less activities being offered overall than forecast. Take up of those activities provided has also been affected by price increases and inclement weather. To recover position opportunities are being pursued to deliver additional commissioned activities as well as a review of overall School Holiday Activity Roadshow currently ongoing.</p>
G	Further analysis of our current partnership commitments to deliver value for money and ensure alignment with the corporate priorities	September 2015	Cllr Ablewhite	Adrian Dobbyne	<p><u>Corporate Team</u> Following on from the initial analysis undertaken in 2014/15, we now need to do further work as the scale of the Partnerships was greater than first anticipated. This is being resourced to be undertaken in Quarter 2.</p>

WE WANT TO: Improve health and well-being

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Increase physical activity levels through the provision of activities in One Leisure sites and in community settings	March 2016	Cllr Howe	Jayne Wisely	<p><u>One Leisure and Sports & Active Lifestyles teams</u> <u>One Leisure</u> admissions on the whole appear to be up slightly on the previous year. Across sites Ramsey, St Ives and St Neots</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
					<p>increased, Huntingdon is similar, while Sawtry has decreased.</p> <p>Areas of concern surround Zest (Hospitality) and Funzone (Soft Play Centres) at Huntingdon especially and St Neots.</p> <p>Swimming is down across all sites except St Ives, however this is following a nationally reported trend from the Active People Survey. Lessons up everywhere except Sawtry.</p> <p>Fitness Classes are showing very small signs of improvements at some sites and Impressions attendances are up everywhere except Huntingdon. Sports Hall activities are up everywhere and the Burgess Hall is up significantly.</p> <p><u>Sport & Active Lifestyles</u> Attendances are up as a whole 8% on the same period in 14/15 and 47% up on the 15/16 target. Health and physical activity programmes are performing exceptionally well. Sport programmes are more challenging, particularly under 17's and equity work. Right Start class average reached 15 per class and new class added at Buckden in response to customer demand.</p>
G	Support healthy lifestyles through the provision of open space on new developments and maintenance of existing open spaces	Ongoing	Cllr Dew	Andy Moffat	<u>Development Management</u> Open space was negotiated where relevant in line with the Local Plan policy.
G	Prevent homelessness where possible by helping households either remain in their current home or find alternative housing, with the assistance of the Council's Rent Deposit Scheme where appropriate	Ongoing	Cllr Tysoe	John Taylor	<u>Housing Needs</u> Prevented homelessness for 93 households in Q1 through a variety of interventions.
G	Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service	Ongoing	Cllr Tysoe	John Taylor	<u>Housing Needs</u> 22 single homeless people referred to the Single Homelessness Service in Q1. 10 of these have been accommodated through the scheme, resolving their homelessness.
G	Provide a responsive Disabled Facility Grants programme	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> 35 DFGs completed in Q1.
G	Enable a new extra care scheme to be built to meet needs in St Ives and Ramsey	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Langley Court, St Ives – a revised planning application has been approved and the potential loan from the Council to Luminus to

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
					support the cost of the building is progressing through due diligence. Luminus have let a contract for construction of the new building. Ramsey – negotiations with land owner / developer / Luminus / Cambridgeshire County Council are ongoing.
G	Reduce fuel poverty and improve health by maximising the number of residents taking up the grant funded Action on Energy scheme	30 September 2015	Cllr Carter	Head of Operations	<u>Environment Team</u> Target – 200 Home Energy assessments to be undertaken in homes in Huntingdonshire by 30th September 2015. Progress – 106 Home Energy Assessments undertaken in Huntingdonshire, Quarter 1 2015/16.

WE WANT TO: Empower local communities

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
G	Set out our 'community planning' offer and support community planning including working with parishes to complete neighbourhood and parish plans	September 2015	Cllr Ablewhite	Chris Stopford	<u>Community</u> Work is to be undertaken to develop the 'community planning offer'. However, in the last quarter no requests for assistance in the production of neighbourhood and parish plans have been received.
A	Review control and management of Council assets	TBC	Cllr Gray	Clive Mason	<u>Estates</u> Property & Estate Management: - two main priorities – 1) Establish a reliable/efficient asset database, which can provide accessible information to multi-disciplinary teams and assist good asset management. <i>Audited action: Estates are in discussion with IMD with regards to the current licenced Uniform database – testing to establish 'fit for purpose' and reporting use – and then populate with data from the estates excel database (resource to be employed to upload data).</i> 2) Review current practice on repairs and maintenance (R&M) commitments on the estates and develop 5 year planned maintenance schemes – to reduce the total cost of R&M. <i>Audited action: this is under review and Mouchel reports being reviewed to produce base property data (costs split into categories) required to develop simplified R&M plans in consultation with service teams (FM, Projects and Operations) –</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q1 2015/16
					<i>this has commenced with outcome to instigate planned maintenance programmes and demonstrate move to pro-active response (from reactive works).</i>

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of missed bins per 100,000 households Aim to minimise	36	50	35	37	A	35	35	G
Comments: (Operations) Current procedure for reporting missed bins being reviewed to be more customer centric and to move towards a 'Yellow Card/Red Card' warning system.								
Percentage of household waste recycled or composted Aim to maximise	56.66%	61.39%	57.66%	59.87%	G	57.66%	57.5%	A
Comments: (Operations) The percentage shown for Q1 15/16 is for April and May 2015, data not available as yet for June 2015. First quarter figures show a slight downturn on 2014/15 owing to the seasonality of green waste collections.								
% of food establishments in the district that are 'broadly compliant with food hygiene law' Aim to maximise	96.11%	95.29%	TBC	96.74%	n/a (target TBC)	TBC	TBC	n/a (target TBC)
Comments: (Community) The Performance Indicator is based on the results of the routine inspection of food businesses in Huntingdonshire. The Quarter 1 data is based on 1,366 registered food businesses at 30 th June 2015. Of these, 46 are considered to be not broadly compliant and further work is being undertaken with these businesses to improve their compliance levels. The Food Standards Agency Annual Report on UK Local Authority Food Law Enforcement 2013/14, states that on the 31 st March 2014 the national average for broadly compliant was 91.7%, in England only the average was 92.1% and for English district councils the average was 94.6%. The average for Cambridgeshire is 94.5%.								
Number of Disabled Facilities Grants (DFGs) completed Aim to maximise	207	29	50	35	R	200	200	G
Comments: (Development) Q1 completions are always low following the peak in Q4 of the preceding year.								

Performance Indicator	Full Year 2014/15 Performance	Q1 2014/15 Performance	Q1 2015/16 Target	Q1 2015/16 Performance	Q1 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Disabled Facilities Grants – Average time (in weeks) between date of referral to practical completion for minor jobs up to £10k Aim to minimise	25.75 weeks	n/a	26 weeks	26 weeks	G	26 weeks	26 weeks	G
Comments: (Development)								
Percentage of all reported dangerous structures inspected within 24 hours Aim to maximise	100%	100%	100%	100%	G	100%	100%	G
Comments: (Development) Of the 6 structures inspected, 2 had to be removed.								

Appendix C – Project Performance and Projects

Green = Progress is on track	Amber = Progress is within acceptable variance	Red = Progress is behind schedule or lack of governance information	Pending Approval = Business Case to be approved	Pending Closure = In close-down stage
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
e-Consultation Develop IT to assist with the implementation of e-consultation	Facing the Future	Moffat, Andy (Planning)	30/09/15		There are no documents on the SharePoint Site.	Red	Over 2 months ago
CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	30/09/15	Ongoing technical difficulties.	Red	Over 2 months ago
“End of Lane” waste collection policy Analyse the implications of introducing an “End of Lane” waste collection policy	Facing the Future	Gordon, Beth (Operations)	30/08/15		There are no documents on the SharePoint Site.	Red	Over 2 months ago
Loves Farm Community Building Delivery of new Loves Farm Community building in conjunction with CCC	Community	Allen, Chris (Projects)	31/07/15	11/09/15	Delay to completion. PM is updating site.	Amber	Within last month
Operations Data Review To resolve issues raised by Operations in using their data through Uniform & GIS	Cross-Cutting	Alterton, Emma (IMD)	30/07/15		Imminent end date. No meeting documentation, but recent activity. No major impact as a result of slippage.	Amber	Within last month
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including conversion of synthetic pitch at St Neots and self-serve gyms at Ramsey and Sawtry	Facing the Future	Davidson, Chris (Leisure)	30/09/15	01/09/15	Awaiting Board decision on delays. Well documented.	Amber	Within last month
Strategic review of Industrial and Commercial stocks Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/2015		Site has been updated, but no risks as yet. Work to be done.	Amber	Within last month
OL Membership Software Procurement To procure a contract to deliver and support a membership management system which covers EPOS, Bookings, Subscriptions, Access Control (this list is not exhaustive)	Leisure & Health	Corley, Pete (Leisure Ser.)	30/09/2015		Lots of documentation. Looks on track.	Green	1-2 months ago
Council Tax Automated Forms Introduce automated forms into business systems	Facing the Future	Woodruff, Paul (IMD)	31/03/16		Lots of documentation. Looks on track.	Green	1-2 months ago

Green = Progress is on track	Amber = Progress is within acceptable variance	Red = Progress is behind schedule or lack of governance information	Pending Approval = Business Case to be approved	Pending Closure = In close-down stage
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Mobile Working To increase flexibility and assist in mobilising the workforce	Cross-Cutting	Keech, Edward (IMD)	01/12/15		Lots of documentation. Looks on track.	Green	Within last month
Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology	Customer Service	Askew, Paul (Benefit Fraud)	31/03/16		Lots of documentation. Looks on track.	Green	Within last month
IT Shared Service To bring together HDC, SCDC and Cambs City IT departments	Shared Service	Alterton, Emma (IMD)	01/10/15		Documentation largely held elsewhere, but reports, business cases and FAQs on site.	Green	Within last month
Legal Shared Service To bring together HDC, SCDC and Cambs City Legal departments	Shared Service	Cambridge City Council	01/10/15		Documentation largely held elsewhere, but reports, business cases and FAQs on site.	Green	Within last month
Building Control Shared Service To bring together HDC, SCDC and Cambs City Building Control departments	Shared Service	Cambridge City Council	01/10/15		Documentation largely held elsewhere, but reports, business cases and FAQs on site.	Green	Within last month
Website Redevelopment To completely re-build a new HDC website in Umbraco	Customer Service	Sexton, Kathryn (Customer Services)	16/10/15		Lots of documentation. Looks on track.	Green	Within last month
Benefits Online Changes To provide an intelligent online form with back office integration for customers to report changes in their Housing Benefit & Council Tax Support	Customer Service	Huggins, Barnes (Rev. Serv.)	30/09/15		Lots of documentation. Looks on track.	Green	Within last month
Huntingdon West Regeneration of Huntingdon Town Centre	Community	Allen, Chris (Projects)	30/09/15		Ongoing discussion with land owner but road open. PM is updating site.	Pending Closure	Within last month
Debt Recovery Improve the debt recovery process to be efficient and cost effective to maximise financial recovery	Cross-Cutting	Clough, Lucie (Corporate Office)				Pending Approval	Within last month
Resource Booking To explore options and procure a new room booking system for internal and third party use	Cross-Cutting	Clough, Lucie (Corporate Office)				Pending Approval	1-2 months ago
Call Centre & CSC Provision Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for	Facing the Future	Greet, Michelle (Customer Service)	31/03/16			Pending Approval	Over 2 months ago

Green = Progress is on track	Amber = Progress is within acceptable variance	Red = Progress is behind schedule or lack of governance information	Pending Approval = Business Case to be approved	Pending Closure = In close-down stage
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
moving and merging the teams							
ICT Replacements & Server Virtualisation	Capital					Pending Approval	N/A
Graphical Information System	Capital					Pending Approval	N/A
Salix Projects	Capital					Pending Approval	N/A
Pedals Scheme	Capital					Pending Approval	N/A
One Leisure Future Improvements	Capital					Pending Approval	N/A
One Leisure Replacement Equipment	Capital					Pending Approval	N/A
One Leisure Huntingdon Development	Capital					Pending Approval	N/A
Phoenix Industrial Unit Roof	Capital					Pending Approval	N/A

Financial Performance Monitoring Suite June 2015

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Clive Mason
Head of Resources

Prepared By:

Rebecca Maxwell
Accountancy Manager

Headlines – Financial Performance

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

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

Forecast Outturn and General Fund Reserve as at: June 2015

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

Definitions

Original Budget
Updated Budget
Provisional Outturn
(A)

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

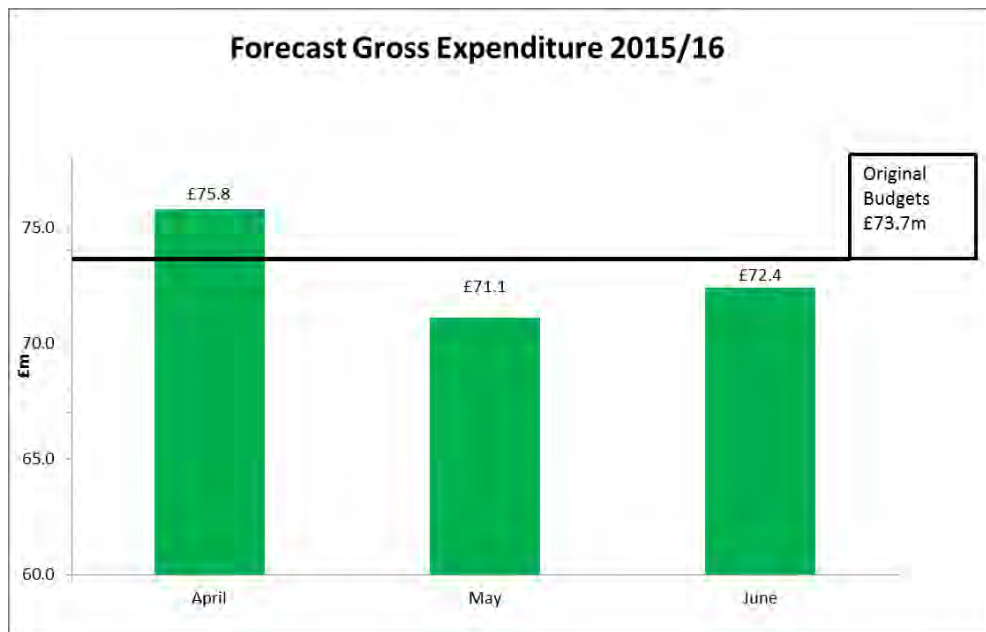
Forecast Outturn commentary for variances over £75,000 against Updated Budget

Revenue by Service:

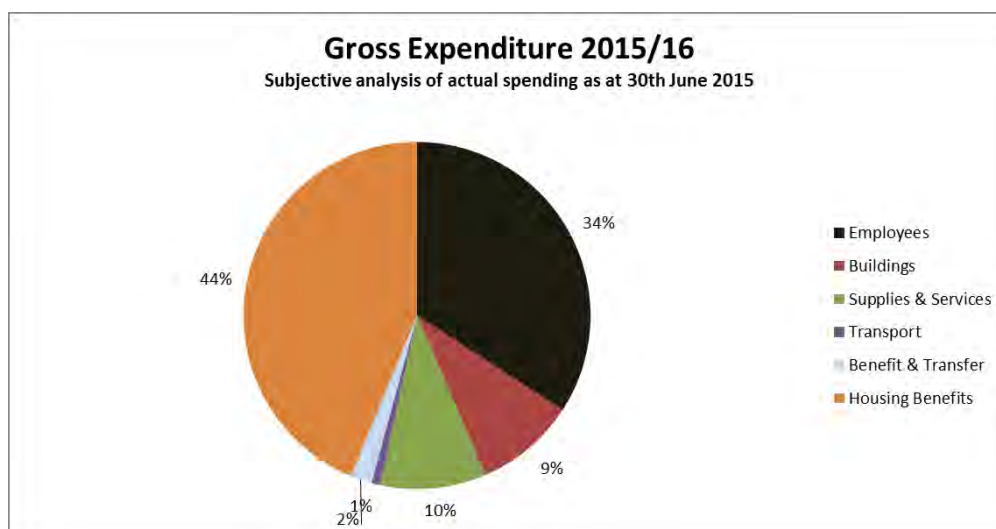
	No.as above	Commentary:
Customer Services	1	£75,000 lower Housing Benefits costs due to caseload changes and lower use of Bed & Breakfast accommodation, £120,000 savings from 5 vacant posts.
Development	2	£120,000 savings from 5 vacant posts.
Resources	3	£175,000 S31 grant received and £24,000 additional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

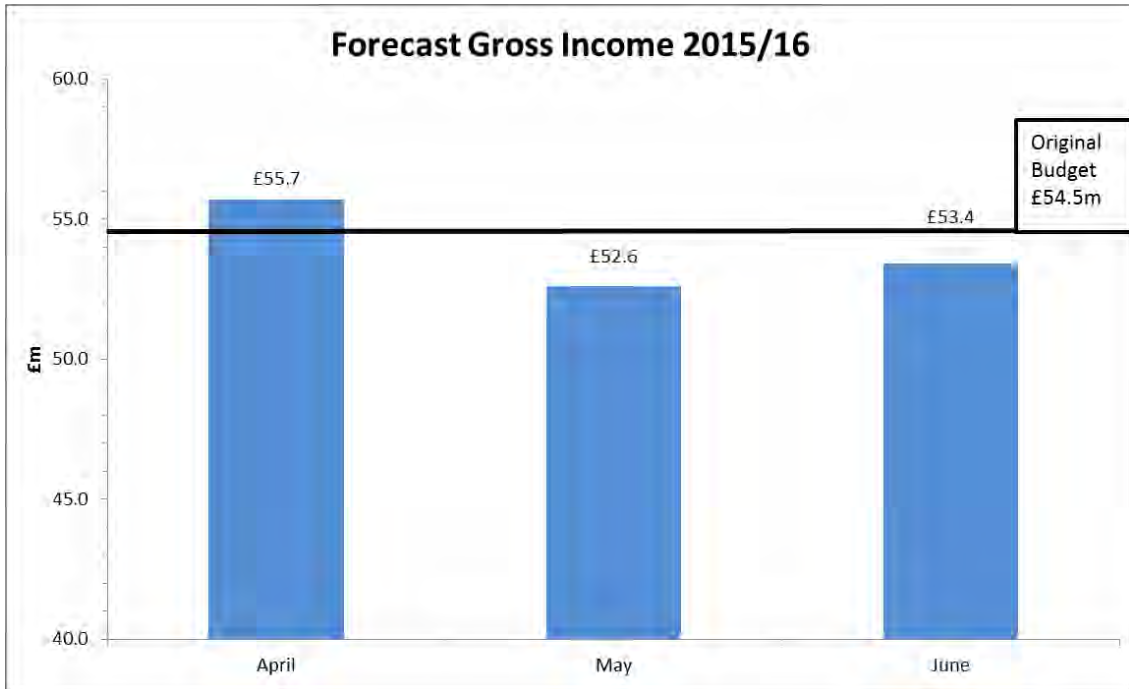
Financial Dashboard (June 2015)

Revenue Income & Expenditure

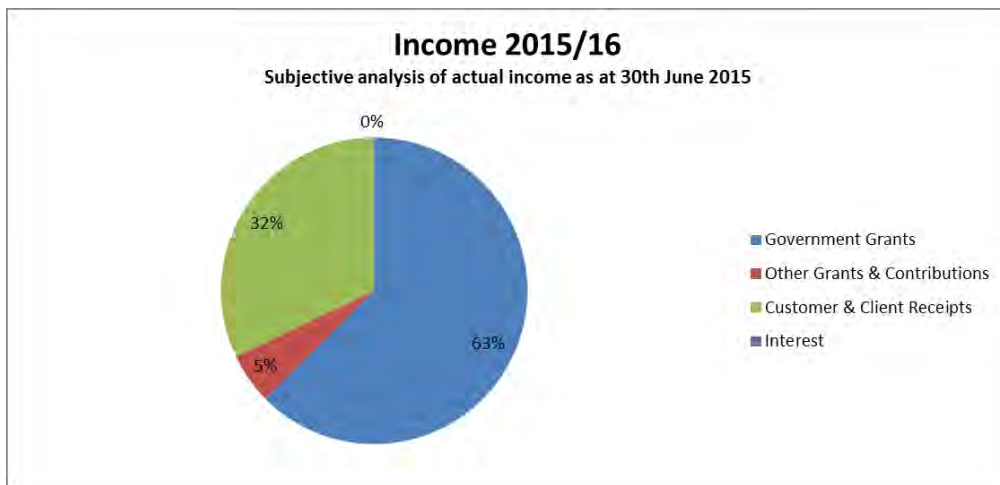


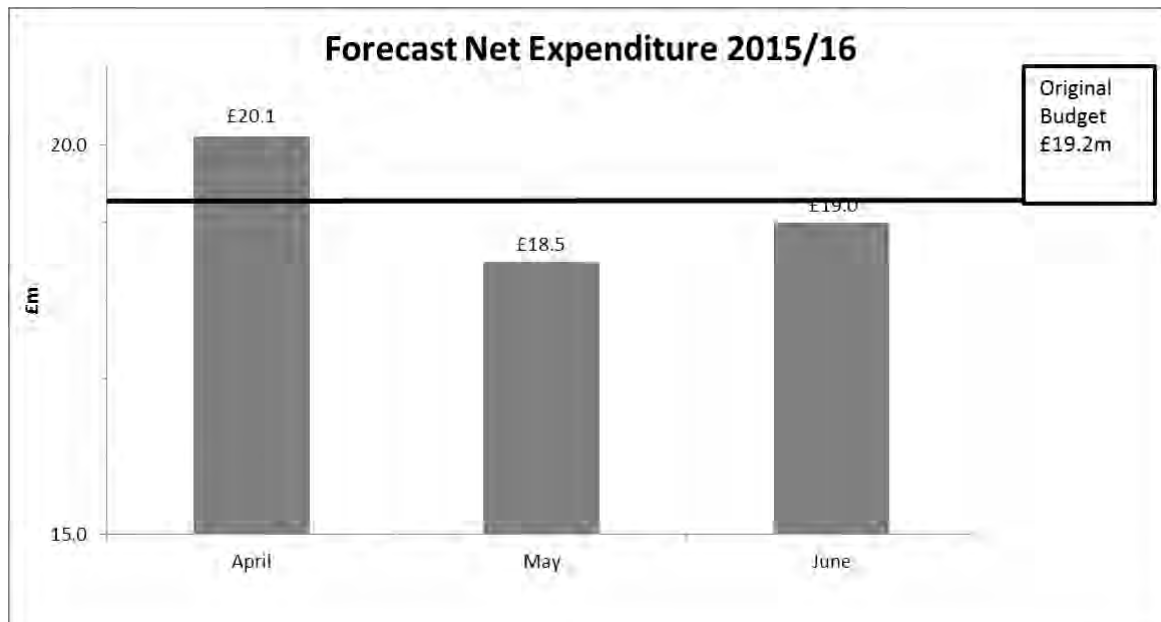
The 2015/16 original gross revenue expenditure budget of £73.7m is combined with the approved carry forwards from 2014/15 to give an updated budget of £74.0m. As shown below the main area of expenditure is Housing Benefits and employees.





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





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

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

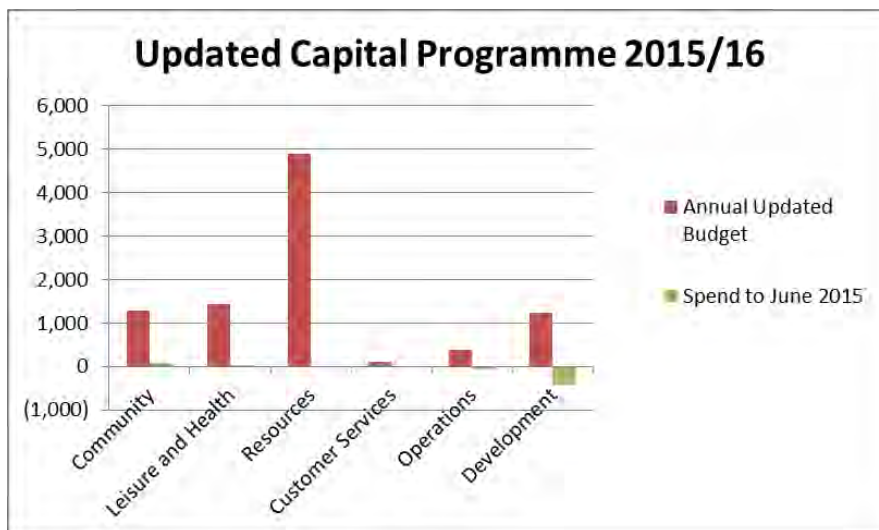
Capital Programme (Property, Plant & Equipment)

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

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

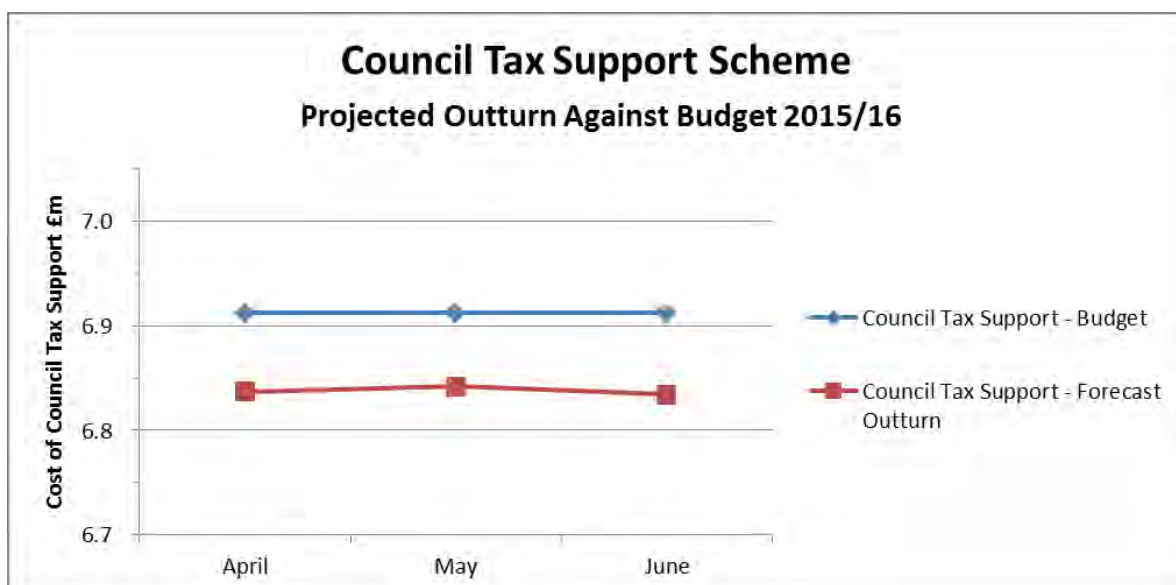
As at the end of June 2015, the capital programme showed a net income of £0.398m due to the receipt of Disabled Facilities grant and the majority of the planned projects not yet starting. The revised process requires business plans to be submitted to the

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



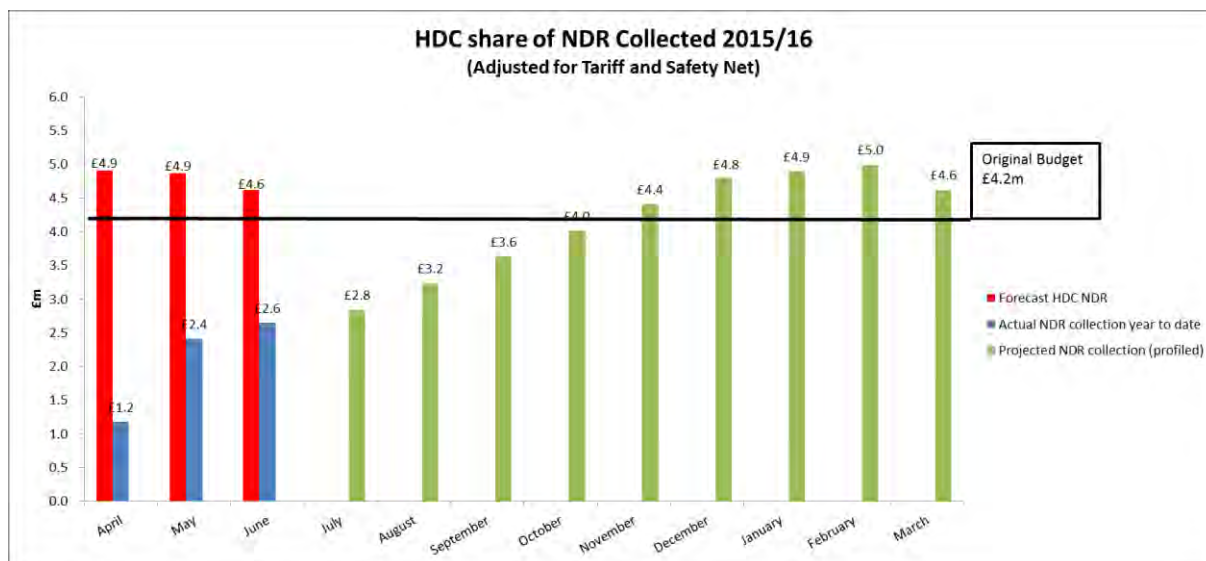
Council Tax Support Scheme

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



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

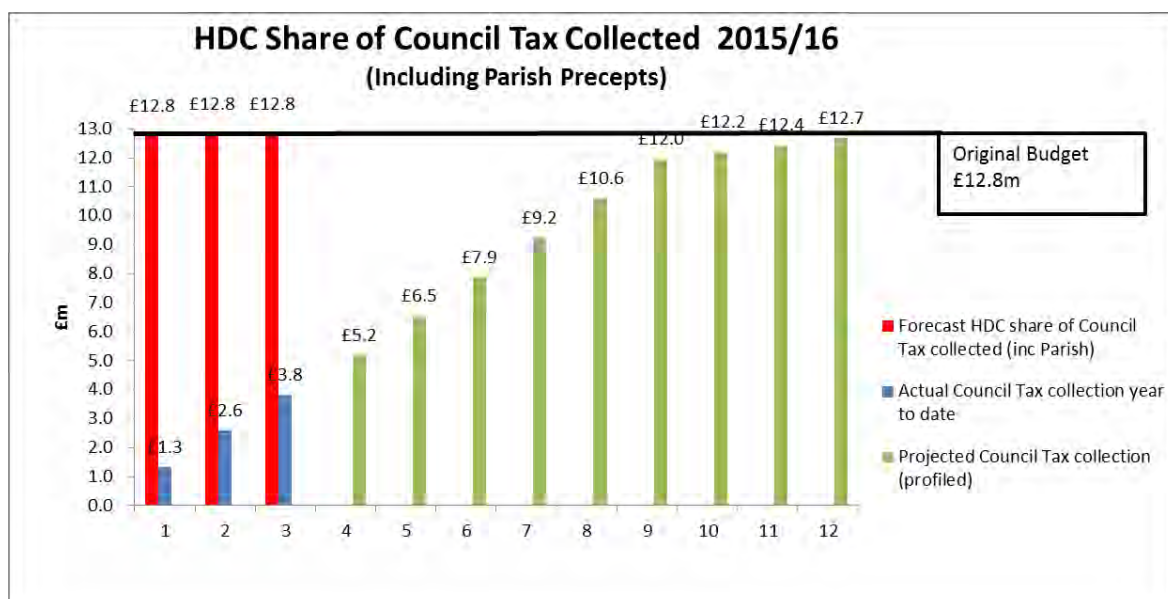
Collection of NDR and Council Tax



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

It should be noted that:

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

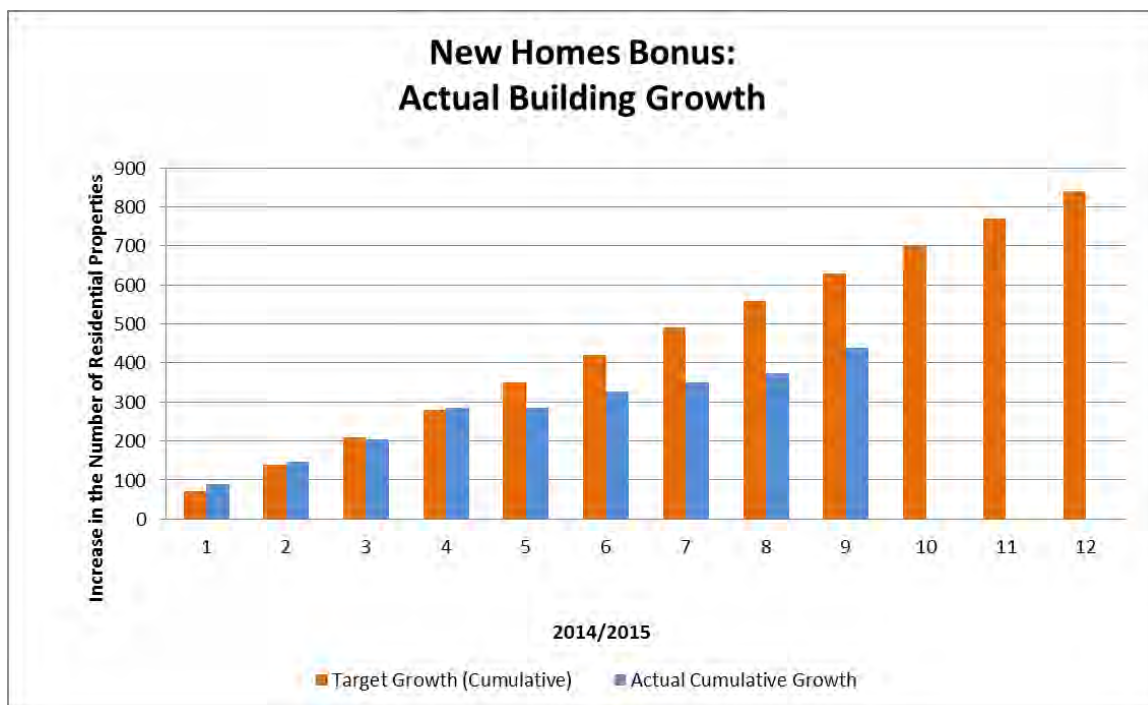


The forecast reflects the actual liability for tax at the time of annual billing compared to the assumptions made at the time the tax base was set. The projection assumes 1% of tax due for 2015/16 will be collected during 2016/17.

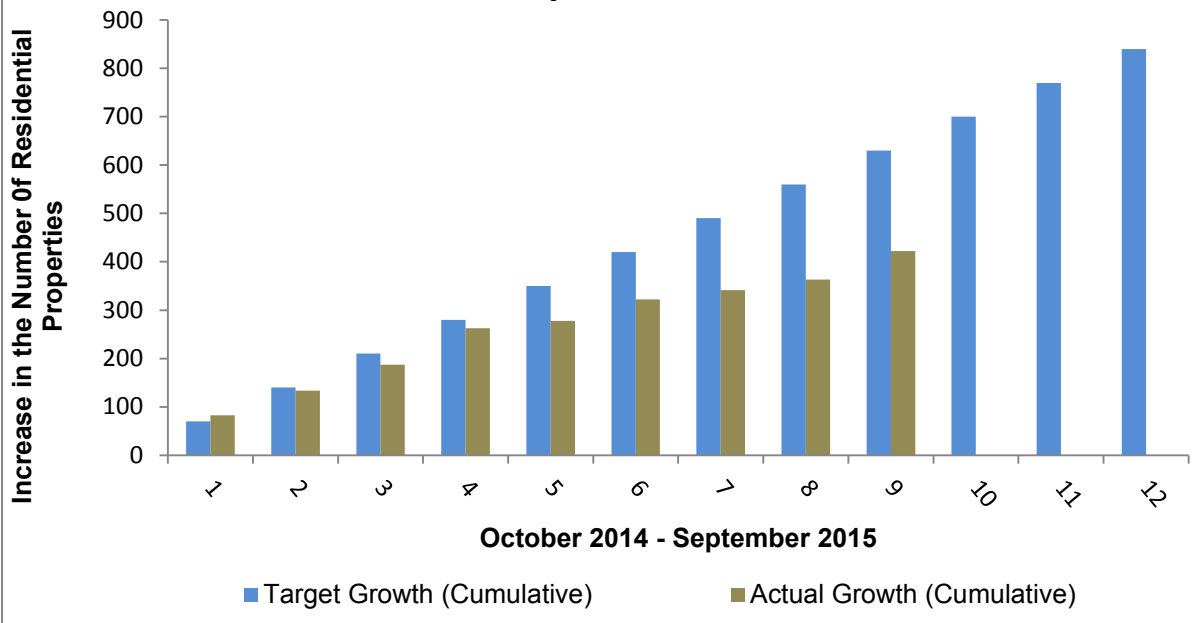
New Homes Bonus

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

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

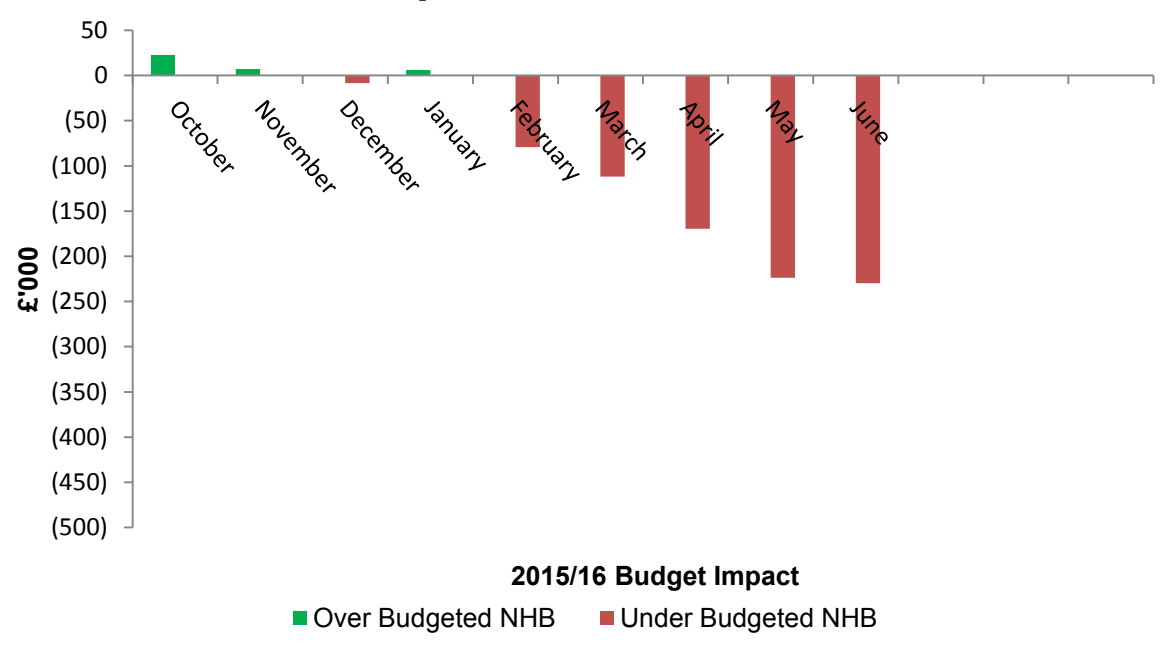


New Homes Bonus: Band D Equivalent Growth



■ Target Growth (Cumulative)
 ■ Actual Growth (Cumulative)

Cash Impact of NHB Growth



■ Over Budgeted NHB
 ■ Under Budgeted NHB