

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2015/16 Quarter 2

Meeting/Date: Overview and Scrutiny (Economic Well-being) Panel,
5 November 2015
Cabinet, 19 November 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 July 2015 to 30 September 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 September.

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 September, 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 28 open, pending approval or pending closure projects logged on the HDC SharePoint site across various programmes. This report covers all of the Council's current and pending projects, including all Capital Projects. Four Capital Projects have currently been approved for spend in 2015/16.
- 2.3 This report also incorporates financial performance to the end of September. Performance is summarised in section 4 below and details are listed in the Financial Performance Monitoring Suite at Appendix D.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Economic Well-being) 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.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service, after discussion with the appropriate Portfolio Holder.

4. FINANCIAL PERFORMANCE

- 4.1 Attached at Appendix D is the September 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 and the net budget to £19.143m.

At the end of September 2015 the 2015/16 net revenue forecast is £18.524m; £0.619m less than the updated budget of £19.143m. The effect of this will be an increase in the forecast contribution to reserves to £1.154m. 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 £0.660m 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 £1.814m.

4.3 Capital Forecast Outturn and Variations in Capital Spend

As previously reported to Members, the updated capital programme 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 September 2015, the capital programme showed a net spend of £188,000, this is low as a consequence of the receipt of government funding in respect of disabled facilities grant, sale of land, and a number of the planned projects not yet starting or postponed. A summary of the programme is included in Appendix D. The Finance Governance Board are actively reviewing the capital programme to ensure available resources are managed with potential projects being brought forward from the 2016/17 draft plan.

4.4 General Fund Reserves

As noted in paragraph 4.2, the total forecast saving for this financial year is **£1.814m**; 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	0.615
• Net forecast revenue surplus	1.154
• Additional government funding	0.660
Total forecast saving	1.814

However, the actual apportionment of the £1.814m forecast saving to Reserves is to be as follows:

General Fund

The 2014/15 Annual Financial Report shows a General Fund Balance of £9.287m. It is considered that the forecast contribution to the General Fund should be in line with the original budget 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 2014/15 Annual Financial Report shows 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 a proportion of additional government funding (£0.979m) should be allocated to the Capital Investment Earmarked Reserve; thereby giving a forecast year-end balance for this Reserve of **£5.716m**.

5. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 5.1 Overview and Scrutiny (Economic Well-Being) – 5 November 2015

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 September.

CONTACT OFFICER

Corporate Plan Performance Monitoring (Appendices A and B)

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

☎ (01480) 388065

Projects (Appendix C)

Laura Lock, Programme and Project Manager

☎ (01480) 388086

Financial Performance (Appendix D)

Rebecca Maxwell, Accountancy Manager

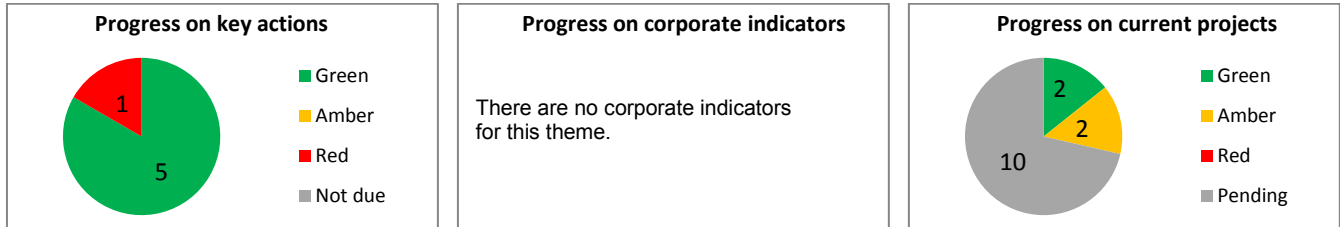
☎ (01480) 388117

Appendix A

Performance Summary Quarter 2, 2015/16

A strong local economy

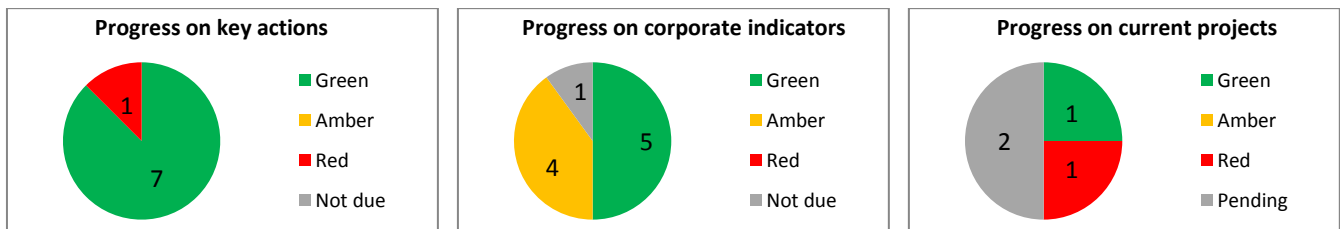
Making Huntingdonshire a better place to live, work and invest



Highlights include a successful apprenticeship event with the EDGE partnership which generated 47 registrations.

Enabling sustainable growth

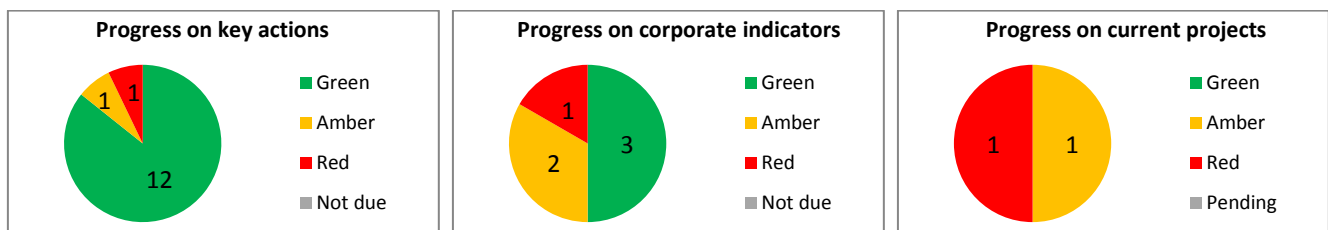
Delivering new and appropriate housing with minimum impact on our environment



Highlights include the signing of a loan agreement with Luminus for the delivery of extra care housing at St Ives.

Working with our communities

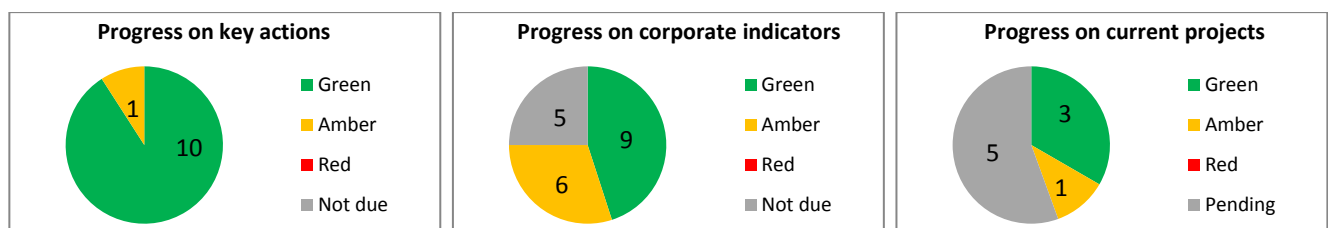
Making sure they thrive and get involved with local decision making



Highlights include improved performance in waste collection, with fewer missed bins per 100,000 households.

Ensuring we are a customer focused and service led council

Delivering value for money services



Highlights include a 14% reduction on energy used in Council buildings compared to the previous year.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period July to September 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		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	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 – Q2 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> Q2-Attendance for the Make it Here event at Alconbury was lower than expected with 10 'no shows' on the day. Next event scheduled is a presentation/clinic on technical support available from The Welding Institute targeting the composite manufacturing cluster. Planning also started for next major event – launch of Invest Huntingdonshire web site. Q1-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.
R	Report on the effectiveness of the fast track pre-application advice available to	Quarterly	Cllr Dew	Andy Moffat	<u>Development Management</u> Q2- One enquiry was received which took longer to deal with

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
	potential growing businesses				<i>than the target. Procedures are being reviewed and the subsequent application is being fast-tracked. Q1- None received in Quarter 1.</i>

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
G	Develop Community Infrastructure Levy (CIL) governance structure	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> <i>Q2-This project is underway and the aim is to report a proposed CIL governance structure within the December 2015 committee cycle. Q1-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.</i>
G	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> <i>Q2- Further meeting of the Senior Sponsors Group at which again it was reiterated that the LEP needs to respond to LA inputs and provide a draft vision. Some consensus reached on future role of this group to inform/influence LEP and work programme to be developed. Q1-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.</i>

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 – Q2 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	Ongoing, official launch November	Cllr Harrison	Andy Moffat	<u>Economic Development</u> <i>Q2-Successful apprenticeship event which generated 47 registrations with EDGE. Q1-EDGE is now operational from its Huntingdon town centre location. Planning is underway for an official launch event at the</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
	met				<i>Houses of Commons, to be hosted by MP Jonathan Djanogly in November. Business plan target currently being reviewed.</i>
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> Q2- <i>Developed strategy now being implemented. Economic Development Team working with Huntingdonshire Regional College on the curriculum development for iMET (formerly known as the Technical Vocational Centre to be located on the Enterprise Zone)</i> Q1- <i>Institute for Manufacturing report completed in May.</i>

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

Period July to September 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
10		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
9		6		0		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 – Q2 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> Q2- <i>Tranche 2 of the ZBB process has been completed with savings currently identified for the years 2016/17 to 2019/20. Tranche 3 of the process is underway and will be completed in November when officer and member challenge will take place.</i> Q1- <i>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.</i>
G	Deliver 'Facing the Future' (FtF)	Ongoing	Cllr Gray for programme / Various for themes and activities	Adrian Dobbyne	<u>Corporate Team</u> Q2- <i>As Q1, no further action</i> Q1- <i>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.</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
G	Develop full business cases for previously identified energy reduction projects across the Council's estates	31 March 2016	Cllr Gray	Head of Operations	<p><u>Environment Team</u> Q2-Work to determine which of the Council's main sites require the development of full Investment Grade Proposals completed in Q2, full business case to be presented in Q3 Q1-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.</p>
G	Carry out a staff satisfaction survey	Aug 2015	Cllr Ablewhite	Jo Lancaster	<p><u>Corporate Team</u> Q2-The survey was carried out in July/August and we had an increased participation rate of 55% based on 331 respondents. This year the survey has seen a significant increase in participants indicating the Service area they work in, which will enable the results to be analysed at a more detailed level. Results are being reported in all Services and to Employment Panel/Cabinet in September/October. An Action Plan will be drawn up following a series of focus groups across the organisation. Q1-Survey launched in mid-July and ran until mid-August. Results will be shared with Employment Panel in due course.</p>
G	Build and launch a new council website that focuses on customer need	October 2015	Cllr Tysoe	John Taylor	<p><u>IMD</u> Q2- The site will be launched in Oct. Extensive development of the site, together with a testing programme involving staff and the public means the site is on track. Over 550 members of the public used the test site, with a very positive reaction. Q1-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.</p>
G	Maximise the income generating potential of One Leisure sites to fully cover the cost of the operation	March 2016	Cllr Howe	Jayne Wisely	<p><u>One Leisure</u> Q2- Income continues to remain above last years levels, and now sits £143K up on the previous year to date. With a good 6 months now monitored a more realistic 3%increase on last year should see the final year outturn slightly up on budget target. Expenditure is well under control and is predicting a saving in</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
					<p>excess of £100K. This is mainly due to the various staffing structural changes.</p> <p>The net position for the 2nd quarter of the year shows a SURPLUS for the first time in One Leisure history. Q1 -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.</p> <p>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.</p> <p>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.</p>
G	Develop a full business case for a Building Control Shared Service	July 2015	Cllr Dew	Andy Moffat	<p>Building Control Q2-The Shared Building Control Service went live on the 1st October 2015 Q1-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.</p>
A	Publish Online Schedule of Proposed Procurements to promote future contract opportunities	September 2015	Cllr Gray	Clive Mason	<p>Procurement Q2- As Q1 Q1-This requirement has been incorporated into the new website design and once live will be populated as opportunities arise</p>
G	Provide two training events to local businesses in Public Procurement	January 2016	Cllr Gray	Clive Mason	<p>Procurement Q2- As Q1 Q1-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.</p>

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 – Q2 2015/16
G	Implement a consultation exercise with residents to inform 2016/2017 budget planning	September 2015	Cllr Gray	Adrian Dobbyne	<p><u>Corporate Team</u> <i>Q2-An on-line consultation was launched in September, running into October using eight statements on spending plans (sliding rating of agree strongly to disagree strongly) and allowing for free text commentary. This has been publicised in the residents newsletter and is very visible from the home page on our website.</i> <i>Q1-This is being planned and will take place in Quarter 2.</i></p>
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	<p><u>Customer Services</u> <i>Q2- It is intended the Strategy will come to Members in November. Final work is underway on the document, which will be a concise and useful document for both Staff and Members.</i> <i>Q1-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.</i></p>

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	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 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	28.5 days	26 days	22.5 days	G	26 days	c. 23 days	G
Number of days to process changes of circumstance Aim to minimise	5 days	7.9 days	7 days	4.2 days	G	7 days	c. 5 days	G
Number of days to process new council tax support claims Aim to minimise	25 days	27.4 days	26 days	22.5 days	G	26 days	c. 23 days	G
Number of days to process council tax support change events Aim to minimise	6 days	7 days	7 days	4.6 days	G	7 days	c. 5 days	G
Comments: (Customer Services) Performance remains on track to slightly exceed the annual target for the team. During this quarter, refinements were made to some elements of the on-line claim form to make the claim process more streamlined. Further work is planned for quarter 3.								
% of Council Tax collected Aim to maximise	98.4%	57.3%	57.3%	57.4%	G	98.5%	98.5%	G
Comments: (Customer Services) Performance remains on target for the year								
% of Business Rates collected Aim to maximise	98.8%	59.2%	60%	56.8%	A	99.0%	98.8%	A
Comments: (Customer Services) "In Year" (2015/16) Collection Performance is good but Business Rates are being affected by large insolvency cases, and national issues on backdated appeals and avoidance on "Empty Property Rates".								

Performance Indicator	Full Year 2014/15 Performance	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 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	n/a	n/a	82%	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. 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. All of this recovery work has now been consolidated under the Benefits Team and processes are in place to maximise recovery.								
Telephone satisfaction rates Aim to maximise	98%	95%	n/a	n/a	n/a	95%	97%	G
Customer service centre satisfaction rates Aim to maximise	98%	99%	n/a	n/a	n/a	95%	97%	G
Comments: (Customer Services) We have continued to work on our redesigned annual customer satisfaction survey for all sites, but due to ZBB work and other priorities have decided to send and process the survey in Q3. We continue to record and publish to advisors positive comments we receive from customers.								
Staff sickness - working days lost per Full-Time Employee (FTE) Aim to minimise	11.5 days	5.9 days	5 days	5.2 days	A	10 days	11 days	A
Comments: (LGSS HR services/Corporate Team) Sickness increased by almost 400 days last quarter compared to Q1 resulting in the cumulative total exceeding the target. However, performance is better than at the same point in 2014/15. More information on sickness will be included in the workforce report to Employment Panel.								
Subsidy per visit to council owned leisure facilities Aim to minimise	-£0.03	-£0.39	£0.11	£0.10	A	£0.15	£0.15	G
Comments: (Leisure and Health) Net cost per head figure is on track to reach the end of year target. Admissions are up on last year, but trends suggest they will not quite reach the growth target set – much of this is based around decreases at Huntingdon and across swimming in general. Changes to the management structure and forecasts on staffing budgets are still unclear but will only improve the net position.								
% of rent achievable on estates portfolio Aim to maximise	97%	97%	100%	97%	A	100%	98%	A

Performance Indicator	Full Year 2014/15 Performance	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Comments: (Resources)								
% of space let on estates portfolio Aim to maximise	97%	96%	95%	97.7%	G	95%	98%	G
Comments: (Resources)								
% of rent arrears on estates portfolio Aim to minimise	1.3%	1.5%	<1%	1.2%	A	<1%	1%	A
Comments: (Resources)								
Total amount of energy used in Council buildings Aim to minimise	12,218,851 (kWh)	6,197,543 (kWh)	6,073,592 (kWh) (2%↓)	5,318,281 (kWh)	G	11,974,473 (kWh) (2%↓)	11,974,473 (kWh)	G
Comments: (Operations) Q2 shows cumulative energy use for the half year and represents a 14% reduction on previous year.								
Total fuel used from the Council's fleet of vehicles Aim to minimise	552,686 (Litres)	146,197.54 (Litres)	144,735.56 (Litres) (1% ↓)	140,058.05 (Litres)	G	547,159 (Litres) (1% ↓)	540,051.71 (Litres)	G
Comments: (Operations) Q2 performance is a 4% reduction on same quarter last year and exceeds the target required.								
% of residents satisfied with the overall waste collection service Aim to maximise	n/a	n/a	n/a	n/a	n/a	TBC	n/a	n/a
Comments: (Operations) Satisfaction survey to be undertaken in the third quarter annually. Survey prepared for distribution in November 2015 to be co-ordinated with the launch of the Council's new website.								
Cost per household of waste collection Aim to minimise	£44.49	n/a	n/a	n/a	n/a	TBC	n/a	n/a

Performance Indicator	Full Year 2014/15 Performance	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 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%	20%	9.3%	G	0%	0%	G
Comments: (Operations) Invoices for second green bins go out on a annual bases. Finance provide details of outstanding invoices to date. 9.3% of all payments still outstanding working to reduce this to 0 by the end of Q3								
% of invoices from suppliers paid within thirty days Aim to maximise	98.5%	98.1%	98%	98.9%	G	98%	98%	G
Comments: (Resources) The key to the achievement of this indicator is the processing on time the significant number of invoices the Council receives by a number of teams across the Council. The performance so far this year exceeds the performance of last year and the target, this can be attributed to the increasing competency of the staff and of the processing arrangements across the Council.								

STRATEGIC THEME - ENABLE SUSTAINABLE GROWTH

Period July to September 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
6		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
5		4		0		0		1	

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 – Q2 2015/16
G	Invest in initiatives that will deliver affordable housing	Ongoing	Cllr Dew	Andy Moffat	<p><u>Housing Strategy</u> Q2-The Due Dilligence has been completed and the loan agreement between HDC and Luminus for the delivery of extra care at St Ives has now been signed. Q1-Due diligence for the potential loan to Luminus for the redevelopment of Langley Court in St Ives is ongoing.</p>
A	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	<p><u>Planning Policy</u> Q2- An update report is being prepared for the November 2015 Overview and Scrutiny (Environmental Well-Being) Committee and Cabinet meetings. Q1-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.</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
G	Facilitate delivery of new housing on the large strategic sites at: Alconbury, St Neots, Wyton and Bearscroft (Godmanchester)	Ongoing	Cllr Dew	Andy Moffat	<p><u>Development Management, Planning Policy, Economic Development and Housing Strategy</u></p> <p>Q2- Alconbury – Infrastructure works for new school and Phase 1 of housing underway. Reserved matters application for first tranche of housing being negotiated.</p> <p>St Neots – Viability and S.106 discussions continuing</p> <p>Wyton – Highways work still being scoped.</p> <p>Bearscroft – The reserved matters application for the first tranche of housing is being negotiated.</p> <p>Q1-Alconbury – Reserved matters consent granted for strategic roads 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.</p> <p>St Neots – Viability and S.106 discussions progressing positively.</p> <p>Wyton – Highways work being scoped.</p> <p>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.</p>
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	<p><u>Development Management and Planning Policy</u></p> <p>Q2- A further report will be prepared for Corporate Management Team in October/November 2015.</p> <p>Q1-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.</p>
G	Review council assets to identify which could be used to facilitate affordable housing and dispose to appropriate partners	Ongoing	Cllr Dew	Andy Moffat	<p><u>Housing Strategy</u></p> <p>Q2-Earith – planning application amended and being considered.</p> <p>Q1-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.</p>

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 – Q2 2015/16
R	Develop a market town centre improvement strategy and action plan for St Neots	March 2016	Cllr Dew	Andy Moffat	<p><u>Planning Policy</u> <i>Q2- Work will begin in Q3 but this project may not now be achievable by March 2016. To be successful it needs full engagement with St Neots Town Council and other key partners and there is a capacity issue within Planning Service (Policy) team that is likely to constrain project delivery within 2015/16.</i> <i>Q1-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.</i></p>

WE WANT TO: Enhance our built and green environment

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
G	Update the 'Buildings at Risk' register	March 2016	Cllr Dew	Andy Moffat	<p><u>Planning Policy</u> <i>Q2-This project is on track for completion within 2015/16.</i> <i>Q1-This project is on track using resources in the Heritage and Conservation team. Community engagement will now take place early in Q3.</i></p>
G	Complete the updated Design Guide, setting out the Council's requirements of new development	March 2016	Cllr Dew	Andy Moffat	<p><u>Planning Policy</u> <i>Q2- This project is on track for completion within 2015/16.</i> <i>Q1-This project has slipped slightly due to staffing issues but can still be completed within the current financial year.</i></p>

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	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 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	70	16	11	A	61	61	G
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. The target of 61 was set as a realistic target based on the trajectory of new affordable homes within Housing Association's programmes. 37 homes have been delivered in Q1-Q2.								
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. The annual target is an average of the 'Objectively Assessed Need' for the emerging Local Plan to 2036, which is 21,000 dwellings over a 25 year plan period (i.e. 21,000 divided by 25 = 840). This is an average target for monitoring purposes. The Annual Monitoring Report identifies a trajectory which more accurately reflects what is likely to be delivered, based on primary research with relevant developers and landowners. This is necessary as the delivery of new dwellings is not in the control of the local planning authority – it is led by the market based housing providers. The role of the local planning authority is to create the conditions for new housing development, not to build it.								
Number of unintentional priority homeless acceptances (Cumulative fig for the year) Aim to minimise	210	109	110	107	G	220	220	G
Number of unintentional priority homeless acceptances per 1,000 households (Cumulative fig for the year) Aim to minimise	2.9	1.5	1.5	1.5	G	3.0	3.0	G
Comment: (Customer Services) The rate of homelessness in the district, measured by the number of households accepted as homelessness has increased slightly. The main cause of this is the growth in number of private sector tenancies being brought to an end through no fault to the tenant and this is an increasing trend at both a local and national level.								

Performance Indicator	Full Year 2014/15 Performance	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of households living in temporary accommodation (including B&B) - snapshot Aim to minimise	102	92	110	93	G	110	110	G
Comment: (Customer Services) Number of households in temporary accommodation is increasing as ability to move homeless households into permanent housing becomes more difficult due to shortages in new build social rented housing and reducing opportunities in the private rented sector								
Number of families in B&B - snapshot Aim to minimise	9	15	10	9	G	10	10	G
Comment: (Customer Services) The number of households in B&B has reduced given the provision of alternative temporary accommodation schemes. The risk is that households will back up in all forms of temporary accommodation as the ability to move homeless households into permanent housing becomes more difficult due to shortages in new build social rented housing and reducing opportunities in the private rented sector								
Processing of planning applications on target - major (within 13 weeks) Aim to maximise	49%	72%	60%	23% (77%)	G	60%	70%	G
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 Q2 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 minimum 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. The Forecast Outturn of 70% and predicted outturn status are 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.								
Processing of planning applications on target - minor (within 8 weeks) Aim to maximise	43%	49%	65%	27% (53%)	A	65% for Q2-Q4	65% for Q2-Q4	G
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.								
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 Q2 performance figure in brackets is the one now reported to DCLG, with the preceding figure showing the percentage determined within 8 weeks. This								

Performance Indicator	Full Year 2014/15 Performance	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
<p>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. The Forecast Outturn of 65% and predicted outturn status are 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.</p> <p>The Q2 status is amber rather than red having regard to the direction of travel of performance during Q2 towards the 65% target for Q2-Q4 – 41%, 44% and 86% of minor applications were determined within 8 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement for July, August and September respectively.</p>								
Processing of planning applications on target – other (within 8 weeks)	65%	67%	80%	69% (76%)	A	80% for Q2-Q4	80% for Q2-Q4	G
<p>Aim to maximise</p> <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 other 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 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 Q2 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. The Forecast Outturn of 80% and predicted outturn status are based on the percentage of other applications determined within 8 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement.</p> <p>Performance improved during Q2 towards the 80% target for Q2-Q4 – 71%, 79% and 79% of other applications were determined within 8 weeks or any other statutory period as agreed with the applicant through extensions of times or Planning Performance Agreement for July, August and September respectively.</p>								
Tonnage of residual waste collected	29,901.05 (tonnes)	14,950	14,800 (Tonnes) (1%↓)	15,110	A	29,602 (tonnes) (1%↓)	29,602 (tonnes)	G
<p>Aim to minimise</p> <p>Comment: (Operations) Q2 is the half year cumulative performance, which is marginally higher that required to meet annual target. Householders will be receiving a waste information pack in December providing up to date information on what materials are collected. It is anticipated that this will assist in improving public participation and knowledge of materials and have an impact on our percentage recycled or composted and therefore reduce residual waste</p>								

STRATEGIC THEME - WORKING WITH OUR COMMUNITIES

Period July to September 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		2		1		0		0	

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 – Q2 2015/16
G	Continue to manage and enhance the joint CCTV service with Cambridge City Council	March 2016	Cllr Howe	Chris Stopford	<p><u>CCTV</u> Q2-Work continues to identify opportunities for generating further efficiency savings, and new customers to the service. The CCTV budget will be considered in Tranche 3 of the Council's Zero based Budget Star Chambers.</p> <p>Q1-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.</p>
G	Increase the use of fixed penalty notices (FPN) for littering	March 2016	Cllr Carter	Head of Operations	<p><u>Street Scene</u> Q2-18 FPNs were issued up until the end of Q2 15/16.</p> <p>Q1-20 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.</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
G	Manage the Community Chest to encourage and promote projects to build and support community development	September 2015	Cllr Harrison	Chris Stopford	<p><u>Community</u> Q2-An 'Award Ceremony' was held with the Chairman and Leader of the Council on 30th September 2015. £46,615 of the allocated £60,000 (78%) has been claimed by award recipients Q1-The Grants Panel met on the 9th 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 9th July 2015 allocated the whole funding of £60k available for 2015/16.</p>
R	Deliver diversionary activities for young people	March 2016	Cllr Howe	Jayne Wisely	<p><u>Sports and Active Lifestyles Team</u> Q2- Diversionary activities remain challenging. Street Sports are 6% down on last year and 53% down on target. Whilst the gap has closed it is still of some magnitude. Two locations are holding their own (Godmanchester and Yaxley) but St Neots and Sawtry are failing. The loss of CCC Youth Service support following restructure in these localities has not helped. The decision has been taken to temporarily suspend these two locations from mid Oct while alternatives are considered for the spring with a new staffing model. Additional targeted activities were delivered during the summer in Coneygeare Park, Huntingdon North but greater numbers of outdoor activities were cancelled than usual over the summer. Q1-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</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
					<i>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.</i>
A	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	<u>Corporate Team</u> <i>Q2-This work has been started but will roll into Q3 when a report will be produced on the range and scope of our partnerships. Q1- 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.</i>

WE WANT TO: Improve health and well-being

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 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	<u>One Leisure and Sports & Active Lifestyles teams</u> <i>Q2- One Leisure admissions continue to track ahead of the previous year by around 2%. This is slightly down on the growth target of 3% which can be explained by continuing decline in Hospitality and Soft Play at Huntingdon and St Neots and general swimming admissions across all sites. Sites trends remain the same as Q1.</i> <i>Q1-One Leisure admissions on the whole appear to be up slightly on the previous year. Across sites Ramsey, St Ives and St Neots increased, Huntingdon is similar, while Sawtry has decreased.</i> <i>Areas of concern surround Zest (Hospitality) and Funzone (Soft Play Centres) at Huntingdon especially and St Neots.</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
					<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> Q2- Attendances are still up, 5% on last year. Physical activity programmes and DASH continue to perform strongly. Youth Sport programmes remain challenging. Inclement weather has affected the summer programme with more outdoor sessions cancelled or affected than usual. Q1-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	<p><u>Development Management</u> Q2- As Q1 Q1- Open space was negotiated where relevant in line with the Local Plan policy.</p>
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	<p><u>Housing Needs</u> Q2-Prevented 87 households from becoming homeless in Q2 through a variety of interventions. Q1- Prevented homelessness for 93 households in Q1 through a variety of interventions.</p>
G	Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service	Ongoing	Cllr Tysoe	John Taylor	<p><u>Housing Needs</u> Q2- 20 single homeless people referred to the service in Q2 resulting in 4 placements in accommodation. Q1- 22 single homeless people referred to the Single Homelessness Service in Q1. 10 of these have been accommodated through the scheme, resolving their homelessness.</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
G	Provide a responsive Disabled Facility Grants programme	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Q2-37 DFGs completed in Q2 bringing the cumulative total to 72. Q1- 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> Q2-St Ives – construction underway. Ramsey – trying to secure another delivery partner since the housing association concerned has withdrawn from the project following the Government’s reforms to the national rent regime. Q1- Langley Court, St Ives – a revised planning application has been approved and the potential loan from the Council to Luminus to 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> Q2- 226 Home Energy assessments undertaken in Huntingdonshire to the end of Q2 Q1-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 – Q2 2015/16
G	Set out our ‘community planning’ offer and support community planning including working with parishes to complete neighbourhood and parish plans	December 2015 (for report on ‘community planning’ offer)	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q2- Report setting out the Council’s ‘community planning’ offer to the prepared for December cycle of meetings. Neighbourhood Planning Activity in Q2: <ul style="list-style-type: none"> The Bury Neighbourhood Area was approved on Bury Parish Council’s application for the designation of a Neighbourhood Area relating to the whole of the parish was approved on 7 October 2015. The proposed

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
					<p><i>Neighbourhood Area was subject to public consultation for four weeks from Friday 21 August to Friday 18 September 2015.</i></p> <ul style="list-style-type: none"> • <i>Abbots Ripton & Wennington Parish Plan was launched on Sunday 6th September.</i> • <i>Houghton and Wyton Parish Council have prepared and submitted a Neighbourhood Plan. Consulted on the submitted plan took place between 19 June and 31 July 2015. The examination commenced on 14 September 2015.</i> <p><u>Community</u> <i>Q1-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.</i></p>
G	Review control and management of Council assets	TBC	Cllr Gray	Clive Mason	<p><u>Estates</u> Q2 -</p> <ol style="list-style-type: none"> 1) <i>The Uniform database has been deemed 'fit for purpose' for the current service needs (subject to review after conclusions of the CIS project). The data upload from the estates database to Uniform is 80% complete and to conclude before the 31st October. The system can then be deemed in operation (as Estates already use Uniform for other purposes)</i> 2) <i>The 5 year Repair & Maintenance programme is to be completed before the 31st October, capital bids have been submitted for 2014 – 2017 for a rolling roof replacement programme on the industrial estates. Roof replacements will reduce the non-recoverable (by service charge) R & M expenditure by up to 60%, greatly simplifying the 5 year programme.</i> <p><i>Q1- Property & Estate Management: - two main priorities –</i></p> <ol style="list-style-type: none"> 1) <i>Establish a reliable/efficient asset database, which can provide accessible information to multi-disciplinary teams and assist good asset management.</i> <p><i>Audited action: Estates are in discussion with IMD with regards to the current licenced Uniform database – testing to establish 'fit</i></p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q2 2015/16
					<p><i>for purpose' and reporting use – and then populate with data from the estates excel database (resource to be employed to upload data).</i></p> <p><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></p> <p><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) – this has commenced with outcome to instigate planned maintenance programmes and demonstrate move to pro-active response (from reactive works).</i></p>

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	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 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	34.4	35	33.4	G	35	35	G
Comments: (Operations) Second quarter performance exceeded target for the quarter, on track to achieve full year performance target.								
Percentage of household waste recycled or composted Aim to maximise	56.66%	61.86%	57.66%	56.74%	A	57.66%	57.5%	A
Comments: (Operations) The percentage shown for Q2 is the cumulative figure for April to July 2015. No figures currently are available for August or September 2015. Second quarter performance marginally below target – Householders will be receiving a waste information pack in December providing up to date information on what materials are collected. It is anticipated that this will assist in improving public participation and knowledge of materials and have an impact on our percentage recycled or composted.								
% of food establishments in the district that are 'broadly compliant with food hygiene law' Aim to maximise	96.11%	95.29%	97%	96.83%	G	95%	97%	G
Comments: (Community) The Performance Indicator is based on the results of the routine inspection of food businesses in Huntingdonshire. The Quarter 2 data is based on 1,387 registered food businesses at 30 th September 2015. Of these, 44 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%. The Huntingdonshire District Council target has been set against the County average.								
Number of Disabled Facilities Grants (DFGs) completed	207	80	50	37	A	200	200	G

Performance Indicator	Full Year 2014/15 Performance	Q2 2014/15 Performance	Q2 2015/16 Target	Q2 2015/16 Performance	Q2 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Aim to maximise								
Comments: (Development) Q1 and Q2 completions are always low following the peak in Q4 of the preceding year. Budget commitments indicate that the annual target will be achieved.								
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	21 weeks	26 weeks	33 weeks	R	26 weeks	30 weeks	R
Comments: (Development) The Cambs Home Improvement Agency (HIA) Shared Service which oversees the front line delivery of the DFG programme is managed by Cambridge City Council. HDC has been informed that the performance has slipped as a result of a vacancy in the surveying team, coupled with the adoption of new working practices to ensure compliance with new CDM regulations. There has also been an increase in Occupational Therapy referrals during this period adding to the demand on the team. Performance is monitored through the HIA shared service Management Board.								
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 4 structures inspected, 0 had to be removed.								

Appendix C – Project Performance

Red = Progress is behind schedule or lack of governance information	Amber = Progress is within acceptable variance	Green = Progress is on track	Pending Closure/Closed = In close-down stage or closed since last report	On Hold = Project is currently on hold	Pending Approval = Business Case to be approved
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Title and purpose of project	Programme	Project Manager	Head of Service/Chief Officer	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p>“End of Lane” waste collection policy Analyse the implications of introducing an “End of Lane” waste collection policy</p>	Facing the Future	Gordon, Beth (Operations)	Merrick, Alistair (Operations)	30/08/15	30/01/16	<p>There are no documents on the SharePoint site despite numerous reminders.</p> <p>The PM was emailed on September 10th with a diary invitation to remind them to update their site by September 28th – this invitation was accepted.</p>	Red	Over 2 months ago
<p>Loves Farm Community Building Delivery of new Loves Farm Community building in conjunction with CCC</p>	Community	Allen, Chris (Projects)	Stopford, Chris (Community)	31/07/15	11/09/15	<p>Project documents not updated on SharePoint site but on PM’s personal drive despite being told to keep the SharePoint site updated. No Project Documents as this is a County Council Project – the SharePoint site is for monitoring purposes due to HDC funding.</p> <p>The PM was emailed on September 10th with a diary invitation to remind them to update their site by September 28th – this invitation was accepted.</p>	Red	Over 2 months ago
<p>CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports</p>	Cross-Cutting	Alterton, Emma (IMD)	Taylor, John (Customer Service)	30/11/13	30/09/15	<p>In October the Project Board reviewed status and noted many elements of this project were live. The remaining tasks were discussed and a plan of action was agreed to deliver then. The delay on this project is largely due to issues with the supply of the IT software to the Council, and these are being tackled.</p>	Amber	Within last month

Red = Progress is behind schedule or lack of governance information	Amber = Progress is within acceptable variance	Green = Progress is on track	Pending Closure/Closed = In close-down stage or closed since last report	On Hold = Project is currently on hold	Pending Approval = Business Case to be approved
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Title and purpose of project	Programme	Project Manager	Head of Service/Chief Officer	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots	Facing the Future	Clarke, Jon (Leisure)	Wisely, Jayne (Leisure & Health)	30/09/15	04/04/16	Well documented and maintained site. Updated as of September 10 th . Slippage is due to funding related issues and construction now scheduled for February rather than over the Christmas period.	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)	Mason, Clive (Resources)	30/09/15	31/03/16	Site has been updated as of September 28 th . A risk has been added along with Project Documents.	Amber	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	Facing the Future	Askew, Paul (Benefit Fraud)	Taylor, John (Customer Service)	31/03/16	31/03/16	Lots of documentation, however PM is currently off sick. Replacement PM has now been found. Should be back on track by next report.	Amber	Over 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 moving and merging the teams	Facing the Future	Greet, Michelle (Customer Service)	Taylor, John (Customer Service)	31/03/16	31/03/16	This project has been on hold while the ZBB process examined the future of Customer Services. A Project Board is scheduled for 8 th October to approve the Business Case. Documentation will be added to the site, and a Project Team has been assembled to deliver the work.	Amber	Over 2 months ago
OL Membership Software Procurement To procure a contract to deliver and support a membership management system which covers EPOS, Bookings, Subscriptions, ...	Leisure & Health	Corley, Pete (Leisure Ser.)	Wisely, Jayne (Leisure & Health)	30/09/15	31/03/16	Lots of documentation. Updated September 30 th . End date has slipped, but is manageable.	Green	Within last month
Mobile Working To increase flexibility and assist in mobilising the workforce	Facing the Future	Keech, Edward (IMD)	Taylor, John (Customer Service)	01/12/15	01/12/15	Lots of documentation. Regularly updated. On track.	Green	Within last month

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Title and purpose of project	Programme	Project Manager	Head of Service/Chief Officer	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Website Redevelopment To completely re-build a new HDC website in Umbraco	Customer Service	Sexton, Kathryn (Customer Services)	Taylor, John (Customer Service)	16/10/15	16/10/15	Lots of documentation. Much of the site has been updated very recently, almost daily. 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.)	Taylor, John (Customer Service)	30/09/15	30/11/15	Lots of documentation. Updated recently.	Green	Within last month
Council Tax Automated Forms Introduce automated forms into business systems	Facing the Future	Woodruff, Paul (IMD)	Taylor, John (Customer Service)	31/03/16	31/03/16	Lots of documentation throughout the Project site. Not updated during September. The PM was emailed on September 10 th with a diary invitation to remind them to update their site by September 28 th – this invitation was accepted.	Green	1 – 2 months ago
Huntingdon West Regeneration of Huntingdon Town Centre	Community	Allen, Chris (Projects)	Stopford, Chris (Community)	31/08/2015	01/07/16	Ongoing discussion with land owner but road open. Project documents not updated on SharePoint site but on PM's personal drive despite being told to keep the SharePoint site updated. The PM was emailed on September 10 th with a diary invitation to remind them to update their site by September 28 th – this invitation was accepted.	Pending Closure	Over 2 months ago
IT Shared Service To bring together HDC, SCDC and Cambs City IT departments	Shared Service	Alterton, Emma (IMD)	Slatter, Julie (Corporate Director – Services)	01/10/15	01/10/15	Documentation largely held elsewhere (Office 365) but reports, business cases and FAQs on site. TUPE took place on October 1st.	Pending Closure	Within last month
Legal Shared Service To bring together HDC, SCDC and Cambs City Legal departments	Shared Service	Cambridge City Council	Lancaster, Joanne (MD)	01/10/15	01/10/15	Documentation largely held elsewhere (Office 365) but reports, business cases and FAQs on site. TUPE took place on October 1st.	Pending Closure	Within last month

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Title and purpose of project	Programme	Project Manager	Head of Service/Chief Officer	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
Building Control Shared Service To bring together HDC, SCDC and Cambs City Building Control departments	Shared Service	Cambridge City Council	Lancaster, Joanne (MD)	01/10/15	01/10/15	Documentation largely held elsewhere (Office 365) but reports, business cases and FAQs on site. TUPE took place on October 1st.	Pending Closure	Within last month
e-Consultation Develop IT to assist with the implementation of e-consultation	Facing the Future	Jaarsma, Jacob (Planning)	Moffat, Andy (Development)	30/09/15	30/09/15	Project Documents contain "Update 08.09.15" and "Project Closedown Final – Sept. 15"	Closed	Within last month
Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes	Cross-Cutting	Woodruff, Paul (IMD)	Taylor, John (Customer Service)				On Hold	Within last month
In CAB Systems	Operations	Gordon, Beth (Operations)	Merrick, Alistair (Operations)				On Hold	Over 2 months ago
iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ	Development	Bedlow, Sue (Eco Dev)	Moffat, Andy (Development)				Pending Approval	N/A
Building Foundations for growth grant underspend project To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund. Residual grant money must be used for a capital project on the EZ that fits within the GCGP's economic strategy	Development	Bedlow, Sue (Eco Dev)	Moffat, Andy (Development)				Pending Approval	N/A

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Title and purpose of project	Programme	Project Manager	Head of Service/Chief Officer	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
One Leisure Alconbury Weald Club	Leisure & Health	Gray, Brian (Leisure)	Wisely, Jayne (Leisure & Health)				Pending Approval	N/A
Debt Recovery Improve the debt recovery process to be efficient and cost effective to maximise financial recovery	Cross-Cutting	Clough, Lucie (Corporate Office)	Mason, Clive (Resources)				Pending Approval	N/A
Resource Booking To explore options and procure a new room booking system for internal and third party use	Cross-Cutting	Clough, Lucie (Corporate Office)	Merrick, Alistair (Operations)				Pending Approval	N/A
Salix Projects	Capital		Merrick, Alistair (Operations)				Pending Approval	N/A
Pedals Scheme	Capital		Wisely, Jayne (Leisure & Health)				Pending Approval	N/A
One Leisure Replacement Equipment	Capital		Wisely, Jayne (Leisure & Health)				Pending Approval	N/A
One Leisure Huntingdon Development	Capital		Wisely, Jayne (Leisure & Health)				Pending Approval	N/A
Phoenix Industrial Unit Roof	Capital		Mason, Clive (Resources)				Pending Approval	N/A

Financial Performance Monitoring Suite September 2015

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3. 2015/16 Head of Service Corporate Budget Monitoring.....	2
4. Financial Dashboard.....	3

Clive Mason, Head of Resources

Prepared By:

Rebecca Maxwell, Accountancy Manager

Headlines – Financial Performance

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

Page 3 The forecast net spend is £18.524m at the end of September.

The forecast “service” underspend at the end of September is £0.619m; this is made-up as follows:

	£m	
Total forecast contribution to reserve:	1.814	
Less budgeted contribution to reserve	(0.797)	Approved by Council February 2015
Less S.31 grant funding	(0.660)	See below
Plus 2014/15 carry forward adjustments	0.262	Unused budget from 2014/15
Net underspend from services	0.619	

I propose to allocate the £1.814m as follows:

- General fund: £0.535m (effectively the £0.797m less the £0.262m)
- Capital Investment Earmarked Reserve: £0.979m
- S.31 Reserve: £0.300m.

Forecast Outturn and General Fund Reserve as at September 2015

Revenue Forecast Outturn September 2015	2014/15 Provisional Outturn £'000	2015/16 Original Budget £'000	2015/16 Updated Budget £'000	Forecast £'000	Forecast Variation Compared to :-				
					Original Budget £'000	%	Updated Budget £'000	%	
Revenue by Service:									
Community	2,487	2,130	2,136	2,033	(97)	-4.6	(103)	-4.8	1
Customer Services	4,160	4,488	4,719	4,377	(111)	-2.5	(342)	-7.2	2
Development	1,268	1,691	1,700	1,388	(303)	-17.9	(312)	-18.4	3
Leisure & Health	320	58	60	(27)	(85)	-146.6	(87)	-145	4
Operations	4,546	4,593	4,593	4,587	(6)	-0.1	(6)	-0.1	5
Resources	2,997	3,930	3,929	3,901	(29)	-0.7	(28)	-0.7	
Directors and Corporate	2,845	2,377	2,392	2,265	(112)	-4.7	(127)	-5.3	6
Technical Adjustments	(452)	(386)	(386)	0	386	-100	386	-100	
Net Revenue Expenditure	18,171	18,881	19,143	18,524	(357)	-1.9	(619)	-3.2	
Contribution to Reserves	1,693	797	535	1,154	357	44.8	619	115.7	
Budget Requirement (Services)	19,864	19,678	19,678	19,678					
Financing:-									
NDR & Council Tax surplus	(6,222)	(4,242)	(4,242)	(4,902)	(660)	15.6	(660)	15.6	7
Government Grant (Non-specific)	(8,022)	(7,668)	(7,668)	(7,668)	0	0	0	0	
Contribution to Reserves (additional Funding)	2,018	0	0	660					
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			5,716					
					979		Additional saving in excess of the contribution to General Fund Reserves		
NDR Reliefs				300			300 S31 New Burdens grant - Forecast repayment to DCLG		
Special Reserve	2,500			2,500					
Other Reserves	1,227			1,227					
Total Earmarked Reserves	15,697			16,976	1,279				

Definitions

Original Budget
Updated Budget
Provisional Outturn
(A)

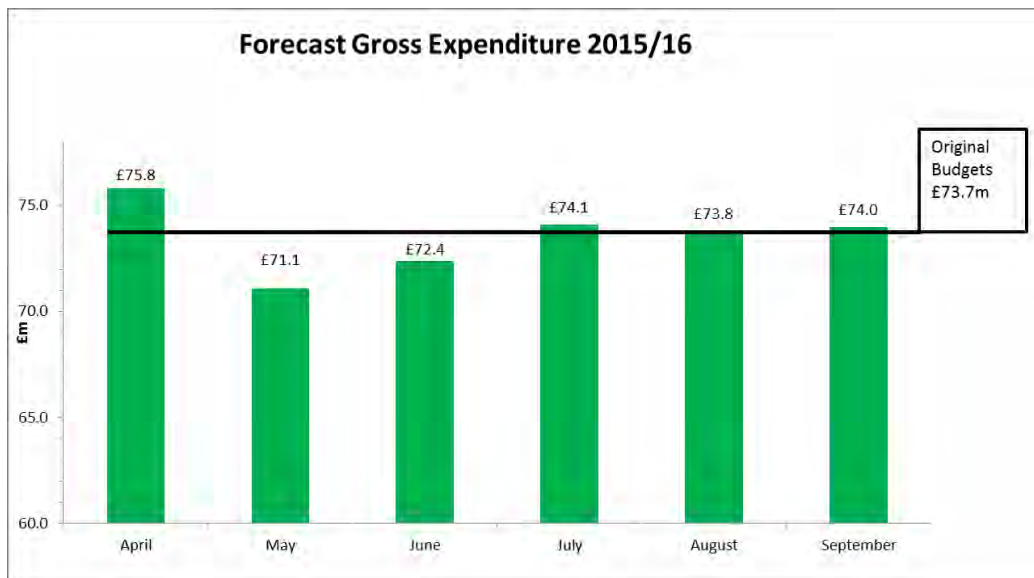
As approved by Council, February 2015
The Original Budget including approved carry forwards from 2014/15
Provisional Outturn reported to Cabinet in June 2015.
Actual General Fund Balance as at 31st March 2015

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

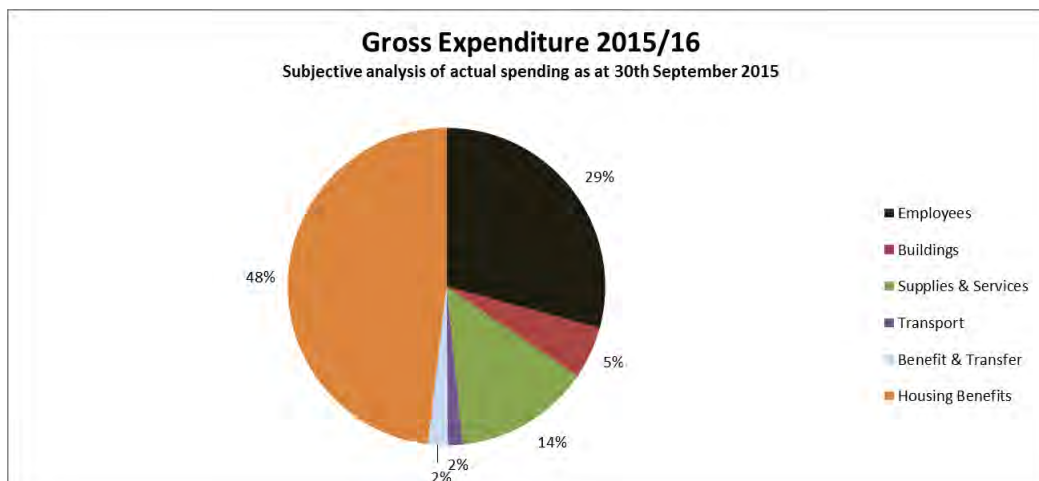
Revenue by Service:	No.as above	Commentary:
Community	1	£140,000 savings from 4 vacant posts partially off-set by £26,000 additional CCTV staff costs where 24 hour cover has had to be maintained.
Customer Services	2	£50,000 lower net Housing Benefits expenditure mainly due to lower use of temporary accommodation that doesn't attract full subsidy. £290,000 savings from 10 vacant posts mainly in Customer Services. Additional rent of £40,000 incurred on the call centre due to the delayed relocation. Additional £25,000 income from the recovery of old CTB overpayments.
Development	3	£304,000 savings from 5 vacant posts.
Leisure & Health	4	One Leisure is forecast to meet its budgeted surplus. The Sport & Active Lifestyles Team is expected to be £100,000 under budget, the main contributor to this is an error in the original budget. This will be corrected in this years ZBB exercise.
Operations	5	Recycling contract additional cost £167,000. Savings from 4 FTE vacancies £129,000. Consultants costs £90,000. General savings on Waste, Street Cleaning and Green Spaces transport costs £119,000.
Directors and Corporate	6	£77,000 staff savings (part year vacancies), £46,000 Electoral Registration Grant received.
Financing	7	Section 31 grant (NDR reliefs) additional funding known after Budget prepared, potential repayment once actuals are known in April 2016.

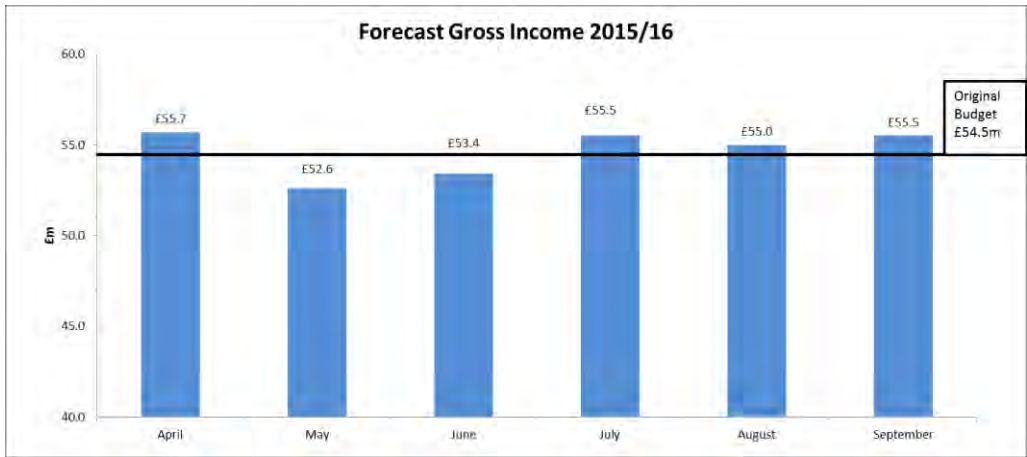
Financial Dashboard - September 2015

Revenue Income & Expenditure

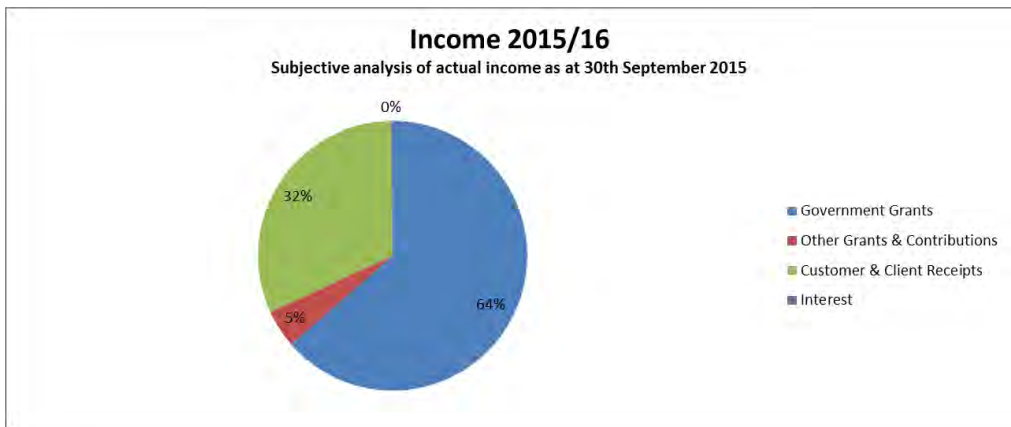


The 2015/16 original gross revenue expenditure budget of £73.7m is combined with the approved carry forwards from 2014/15 to give an updated budget of £74.0m. As shown below the main area of expenditure is Housing Benefits and employees.

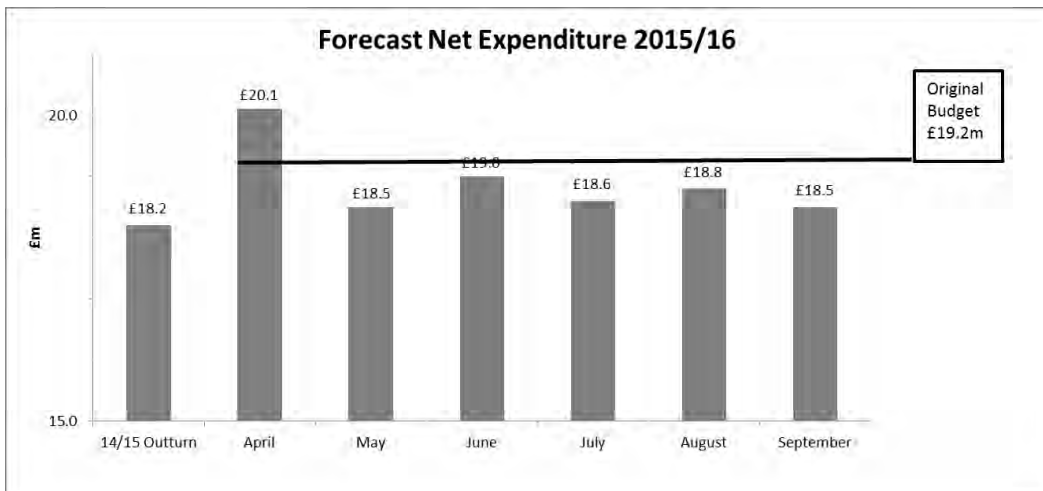




The gross revenue income budget as approved in February 2015 has not been affected by the approved carry forward budgets from 2014/15.



At the end of September 2015 net revenue expenditure is forecast to be at £18.524m, £0.619m below the updated net budget of £19.143m. Taking into account the budgeted contribution to reserves as well as the 2014/15 brought forward adjustment, the overall service related surplus is £1.154m by the year end.



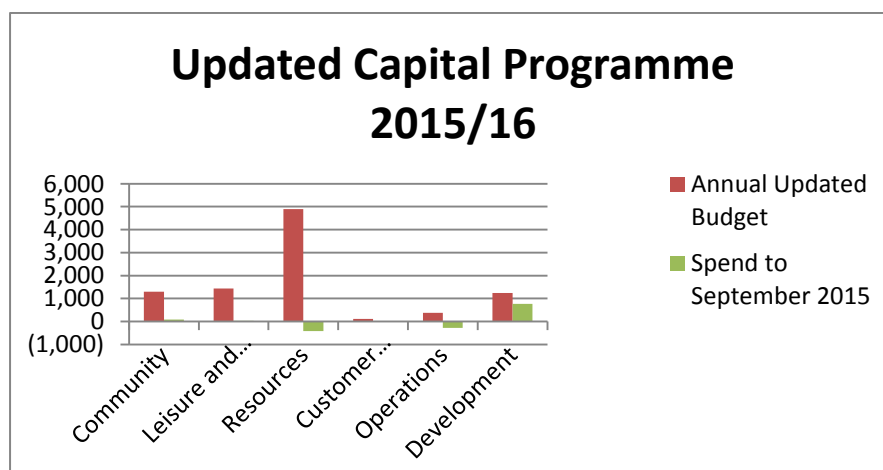
Capital Programme

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	<u>9,363</u>

As at the end of September 2015, the capital programme showed a net spend of £188,000, this is low as a consequence of the receipt of government funding in respect of disabled facilities grant, sale of land, and a number of the planned projects not yet starting. The revised approval process requires business plans to be submitted to the finance governance board before funds are released, this has slightly delayed the programme whilst these are prepared and reviewed.

The significant items of expenditure are Disabled Facilities Grants £34,000, Housing Private Sector Grants £29,000, Loves Farm Community Centre £78,000, One Leisure Site Improvements £25,000, Pathfinder House Router £13,000. With receipts from Pathfinder House Site (£422,000), Green House Sale (£295,000).



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

Head of Community

The camera replacement budget (£87,000) is reactive, and will be spent if the cameras breakdown or need replacing. Expenditure on Loves Farm Community Centre, will be funded from S106 grants. Huntingdon West Development (£1.1m) once terms have been agreed, payment will be made, these are likely to be significant amounts.

Head of Leisure and Health

The St Neots synthetic pitch replacement (£118,000) has been agreed by Cabinet, but has not yet commenced. The expansion at One Leisure Huntingdon (£795,000) is progressing and the full business case and project plan will be submitted to FGB for approval in December. The Replacement Fitness Equipment (£185,000) is subject to further review by the Finance Governance Board before commencement. The retention for development works at One Leisure St Ives (£60,000) is expected to be finalised in the next couple of months.

Head of Resources

The sale of land at St Marys Street (£420,000), was received in July 2015, the first stage of the Housing Association loan is likely to be released in October, £2.25m of the loan has been rephased to 2016/17. The replacement roof at Phoenix Court has been approved by FGB and is now subject to approval by the Portfolio Holder before contracts are tendered.

Head of Customer Services

The ICT Virtualisation budget (£75,000) and the server virtualisation and network budget (£20,000) will not be spent this year. £13,000 has been spent on a replacement router, the budget for this was rephased from 2014/15.

Head of Operations

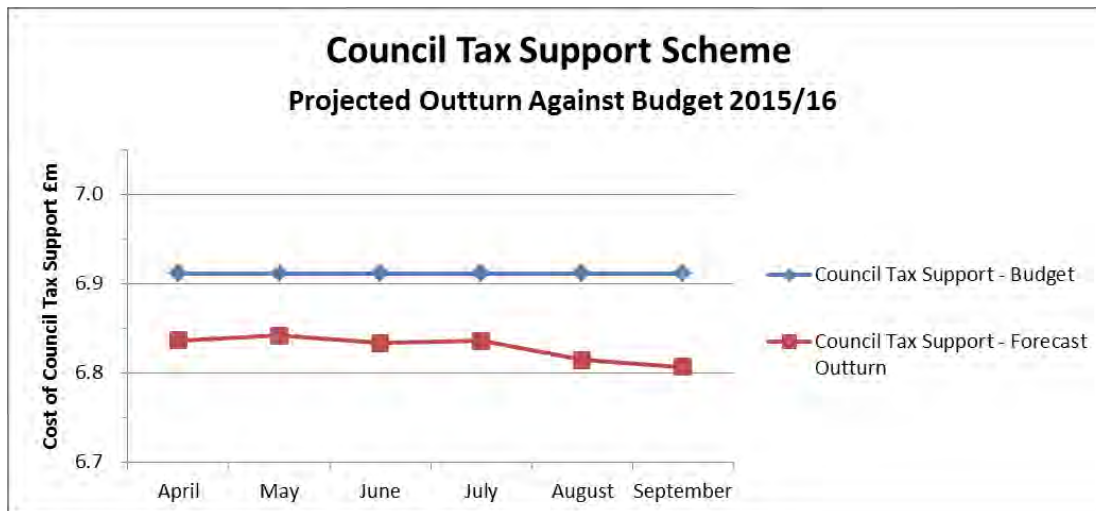
The sale of the GreenHouse at St Ives (£295,000) has now been completed. Vehicle Fleet Replacement, an increased forecast of £1,194,000 is subject to a long lead time and is anticipated to be spent later in the year, subject to a satisfactory business case to FGB. The Salix Building Efficiency budget 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 in January.

Head of Development

Expenditure on Disabled Facilities Grants (£1.1m) has commenced, with grant from government received in advance of expenditure (£554,000). A payment of £700,000 has been paid to Cambridgeshire County Council relating to the Hunts West Link Road project.

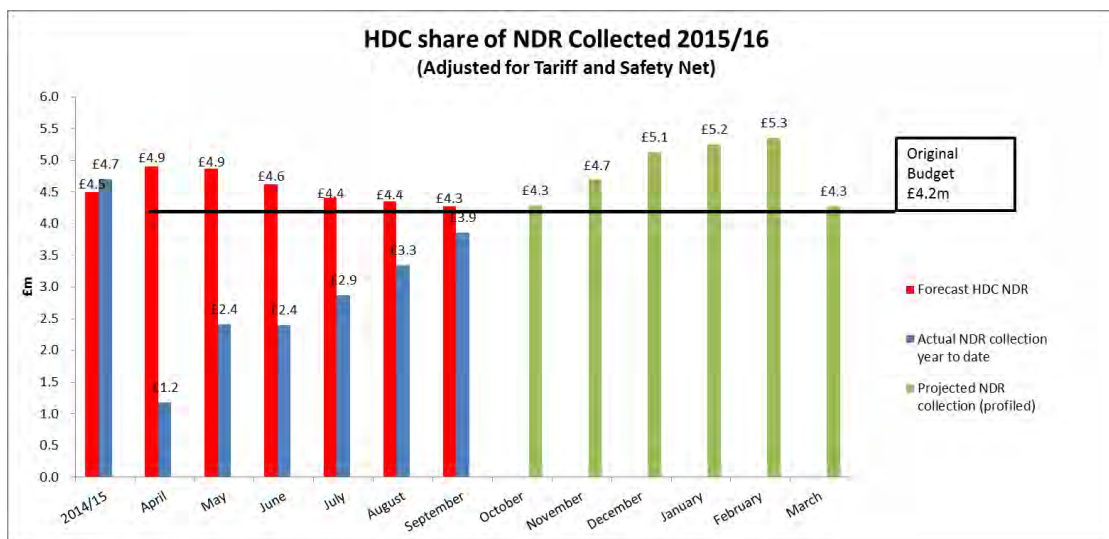
Council Tax Support Scheme

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).

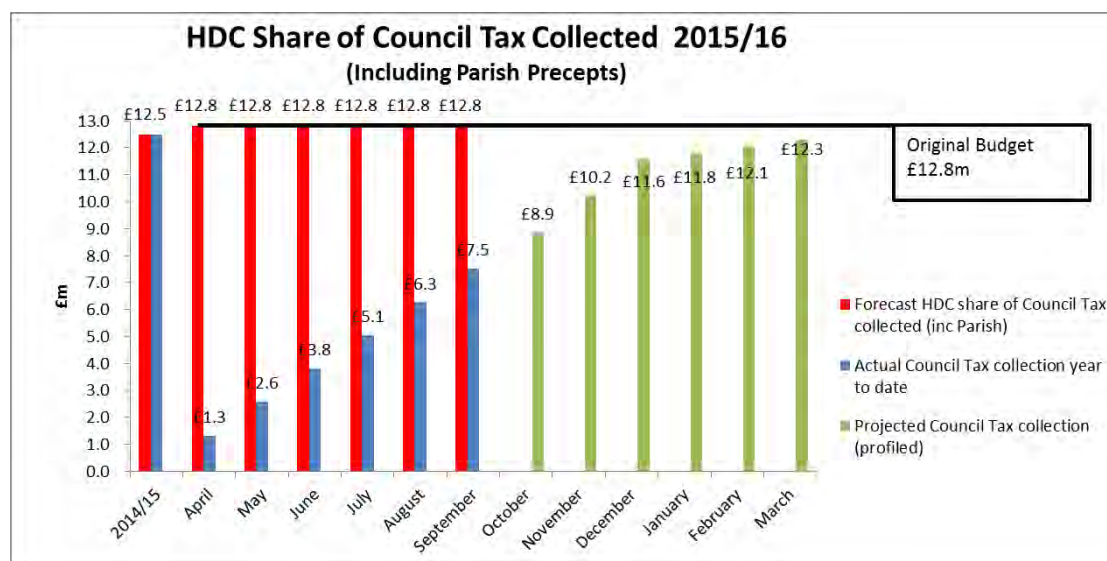
Collection of NDR and Council Tax



Forecast variation to the original budget is £0.2m. This additional funding comes from the new burdens grant 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%) and a number of appeals were upheld during July in respect of Doctors Surgeries. A provision for outstanding NDR appeals is included in the NDR calculations. However, if the cost of the appeals is more than this provision which reduces HDC's NDR income, DCLG will compensate HDC through a safety net payment in 2016/17.
- 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 2016/17. The following forecasts exclude adjustments for long-term empty properties and affordable homes.

583 new homes were completed in the 12 months from October 2014 to the end of September 2015. The Planning Annual Monitoring Report (2014) estimated that completions of new homes would be approximately 550 for the New Homes Bonus calculation period (October 2014 to September 2015). The actual completions recorded slightly exceeded the projected completions. However, the anticipated New Homes Bonus was calculated on the annual average completion rate over the 25 year plan period. Thus, the completion rate achieved will result in a lower New Homes Bonus than originally anticipated for the year but will not impact until the next financial year (2016/17).

The draft Local Plan housing growth target is 840 new homes per year over 25 years (giving a total planned provision of 21,000 to 2036). On average this would equate to 70 new homes per month. However, the delivery of new homes is undertaken by private house builders and takes place within market conditions. A housing delivery trajectory is prepared annually in consultation with house builders and landowners to set out anticipated completions each year up to 2036. The housing delivery trajectory indicates the annual housing completions rate should rise significantly from 2018 onwards provided the three strategic expansion locations proposed in the draft Local Plan deliver as expected.

Work is progressing towards the estimate for the 2016/17 New Homes Bonus and should be available by December.

