

**HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Integrated Performance Report, 2015/16 Quarter 3

**Meeting/Date:** Overview and Scrutiny (Finance and Performance) Panel,  
4 February 2016  
Cabinet, 11 February 2016

**Executive Portfolio:** Executive Leader and all other relevant Portfolio Holders

**Report by:** Corporate Team Manager and Head of Resources

**Ward(s) affected:** All

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**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 October 2015 to 31 December 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 December.

**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 December, as detailed in the Financial Performance Monitoring Suite at Appendix D.

Cabinet are recommended to retrospectively approve the establishment of the Budget Surplus Earmarked Reserve.

## **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. This report covers all of the Council's current and pending projects, including all Capital Projects.
- 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 (Finance and Performance) 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 December Financial Performance Monitoring Suite. Highlights from this report are described below.

### **Revenue Forecast Outturn and Variations in Revenue Spend**

- 4.2 In February 2015, Council approved a:
- Net revenue expenditure budget of £18.8m
  - Contribution to reserves of £0.8m, and
  - Budget Requirement of £19.7m

- 4.3 As part of the 2014/15 accounts closure process, and approved by Cabinet in June 2015, carry-forward requests of £0.3m were brought into the 2015/16 budget. This adjusted the contribution to reserves to £0.5m and the net budget to £19.1m.
- 4.4 The revenue forecast for 2015/16 as at the end of December 2015 is for gross expenditure to be £74.8m, this is £0.8m more than the updated budget. The forecast for gross income is ahead of the updated budget by £1.8m at £56.7m. The main increases in both expenditure and income are related and arise from increase in volumes in housing benefit and the inclusion of the new shared services arrangements.
- 4.5 This gives the Council a forecast net revenue position of £18.1m, £1.0m ahead of the updated budget. The analysis included on pages 3 and 4 of Appendix D includes more information by service. In addition to the service saving, there is a further £0.7m as a consequence of additional Section 31 new-burdens grant (e.g. funding to support reduced business rates for small business).

#### **Capital Forecast Outturn and Variations in Capital Spend**

- 4.6 As previously reported to Members, the updated capital programme for 2015/16 is £9.4m.
- 4.7 At December 2015 the capital programme is forecasting a spend of £5.1m, a reduction of £4.3 against the updated budget. Schemes deferred to the 2016/17 programme are the main reason and are detailed on pages 5 and 6 of Appendix D.

#### **Reserves**

- 4.8 As noted in paragraph 4.5, there is a net underspend from services of £1.0m that is in addition to the budgeted contribution to reserves of £0.5m. With the additional S31 new burdens grant of £0.7m, there is a total contribution to reserves of £2.2m.
- 4.9 The reserves balances have been updated to reflect the agreed policy where the General Fund balance is to be 15% of net expenditure. There is also the movement of £6.8m to the Capital Investment Reserve as approved at Cabinet in December 2015.
- 4.10 A budget surplus earmarked reserve was agreed with the Executive Portfolio Holder for Resources on the 11<sup>th</sup> December 2015. As required in the reserves strategy, retrospective approval is required from Cabinet. The purpose of this reserve is to earmark on an ongoing basis any established surplus on the general fund that exceeds the 15% minimum threshold.
- 4.11 The proposed apportionment of the £2.2m forecast saving to Reserves and the adjustments noted above are as follows:

#### **General Fund**

- 4.12 The 2014/15 Annual Financial Report shows a General Fund Balance of £9.2m. With the new 15% of net expenditure parameters, the revised forecast General Fund balance is £2.7m.

## **Earmarked Reserve: Capital Investment Earmarked Reserve**

- 4.13 The 2014/15 Annual Financial Report shows a balance of £4.7m for this Earmarked Reserve. As noted in 4.9 above £6.8m additional to the previously reported £1.0m has been transferred from the General Fund to establish a fund of £12.5m as per the Commercial Investment Strategy that was agreed at the December Cabinet.
- 4.14 The remaining forecast surplus of £1.0m has been distributed to the NDR reliefs fund (£0.3m) and the new Budget Surplus (£0.7m).
- 4.15 Details of these movements is detailed on page 2 of Appendix D.

## **5. COMMENTS OF OVERVIEW & SCRUTINY PANELS**

- 5.1 Comments from the Overview and Scrutiny (Finance and Performance) Panel meeting on 4 February 2016 will be included as an appendix with the report to Cabinet.

## **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 December.
- 6.3 Cabinet are recommended to retrospectively approve the establishment of a Budget surplus earmarked reserve.

## **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

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### **Financial Performance (Appendix D)**

Rebecca Maxwell, Finance Manager

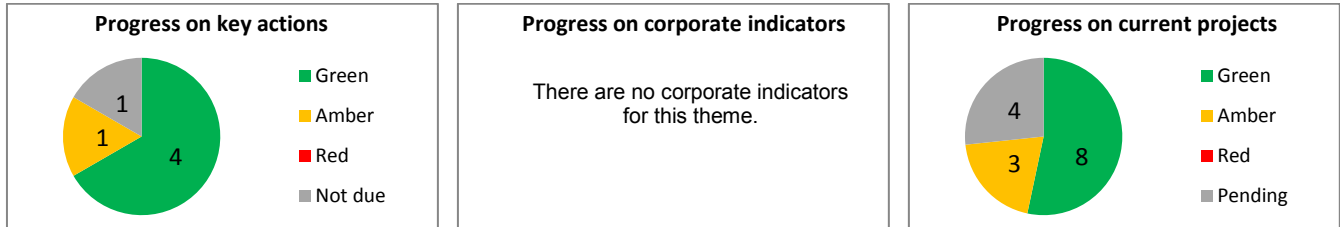
☎ (01480) 388117

## Appendix A

### Performance Summary Quarter 3, 2016/17

#### A strong local economy

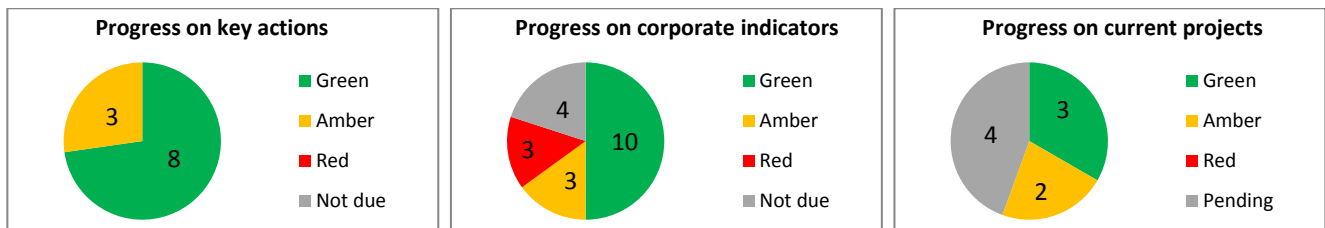
Making Huntingdonshire a better place to live, work and invest



Highlights include approval of a new Community Infrastructure Levy governance structure.

#### Ensuring we are a customer focused and service led council

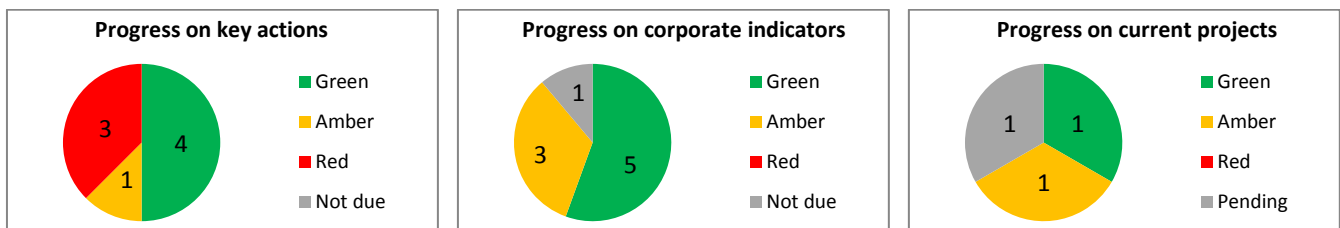
Delivering value for money services



Highlights include the positive feedback received following the launch of the new website in October.

#### Enabling sustainable growth

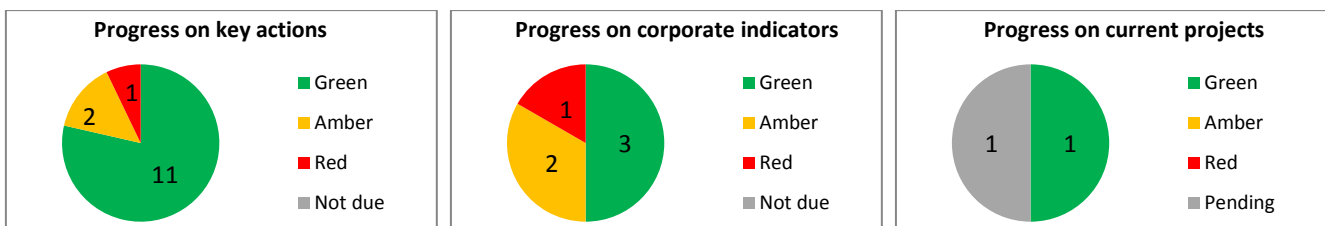
Delivering new and appropriate housing with minimum impact on our environment



Highlights include a planning application being approved for a housing development on Council land in Earith.

#### Working with our communities

Making sure they thrive and get involved with local decision making



Highlights include increased overall attendances for One Leisure Active Lifestyles activities.

CORPORATE PLAN – PERFORMANCE REPORT

**Appendix B**

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period October to December 2015

Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	4		1		0		0		1

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

Summary of progress for Corporate Indicators

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

**WE WANT TO: Accelerate business growth and investment**

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
<b>G</b>	Deliver a programme of themed business information clinics and events, and measure their impact.	Ongoing	Cllr Harrison	Andy Moffat	<p><u>Economic Development</u>                      Q3-TWI workshop well received with 3 of the 4 companies signing up immediately for the support programme: value of specialist support offered c.£10k per company.                      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.</p>
n/a	Report on the effectiveness of the fast track pre-application advice available to potential growing businesses	Quarterly	Cllr Dew	Andy Moffat	<p><u>Development Management</u>                      Q3-No enquiries received.                      Q2- One enquiry was received which took longer to deal with than the target. Procedures are being reviewed and the subsequent application is being fast-tracked.</p>

### WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
<b>G</b>	Develop Community Infrastructure Levy (CIL) governance structure	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> Q3-New governance structure approved by Cabinet at its December 2015 meeting. Q2-This project is underway and the aim is to report a proposed CIL governance structure within the December 2015 committee cycle.
<b>A</b>	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> Q3-Meeting scheduled for 2016 for on-going dialogue with LEP. Lack of transparency over decisions to proceed/not to proceed with some projects. 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.

### 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 – Q3 2015/16
<b>G</b>	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> Q3-Two major events held: formal launch of EDGE at Westminster hosted by MP Jonathan Djanogly and Careers fair and business information event at Wood Green. Careers fair - 120 attendees at breakfast event fully booked, 88 stands/ exhibits by providers and employers, 700 year 10+ students in attendance from all 7 secondary schools in the District. Evaluation data from surveys not yet available. Q2-Successful apprenticeship event which generated 47 registrations with EDGE.
<b>G</b>	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> Q3-Further work on the full business case for iMET which has been approved by the LEP board and is now with the Skills Funding Agency for decision on final approval due in February 2016.

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<p><i>Q2- 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></p>



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

Period October to December 2015

**Summary of progress for Key Actions**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>8</b>		<b>3</b>		<b>0</b>		<b>0</b>		<b>0</b>	

*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**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>10</b>		<b>3</b>		<b>3</b>		<b>0</b>		<b>4</b>	

**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 – Q3 2015/16
<b>G</b>	Continue zero base budgeting (ZBB) for 2016/17 including a 'service challenge' process	December 2015	Cllr Gray	Clive Mason	<u>Accountancy</u> Q3-Tranche 3 of the ZBB process was completed in November 2015 with the Cabinet Star Chambers held on the 23 <sup>rd</sup> and 24 <sup>th</sup> November. The results of both Tranche 2 and 3 were reported to Cabinet in December 2015 and are now feeding into the 2016/17 budget and MTFs process. Q2- 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.
<b>G</b>	Deliver 'Facing the Future' (FtF)	Ongoing	Cllr Gray for programme / Various for themes and activities	Adrian Dobbyne	<u>Corporate Team</u> Q3-As Q2. Q2-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

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<i>Panels and Cabinet.</i>
<b>G</b>	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> Q3-Full business case presented to CMT and approved in November 2015. Investment grade audits currently underway, due for completion by the end of Q4. 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
<b>G</b>	Carry out a staff satisfaction survey	Aug 2015	Cllr Ablewhite	Jo Lancaster	<u>Corporate Team</u> Q3-Following further consultation via services and a Council-wide focus group to explore the results at the appropriate level (possible due to the greater detail provided by respondents last year), an action plan will be considered by Employment Panel in February. 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.
<b>G</b>	Build and launch a new council website that focuses on customer need	October 2015	Cllr Tysoe	John Taylor	<u>IMD</u> Q3- Site was launched in October, with a good reaction from Customers. "Love the new website, so fast and slick and full of useful information" – Example customer comment. 320k page views to date. 75% speed increase, Cloud hosted, 1357 fewer pages to maintain, reading age reduced by 6 years. Mobile Friendly layout, saves approx. £7k/year over old system. 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.
<b>G</b>	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> Q3-Income is £128K up on the previous year to date, which represents a slightly quieter Q3 than anticipated. However expenditure remains well in control and the end of year target of

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<p><i>a net surplus of around £340K is still anticipated.</i></p> <p><i>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.</i></p> <p><i>Expenditure is well under controland is predicting a saving in excess of £100K. This is mainly due to the various staffing structural changes.</i></p> <p><i>The net position for the 2<sup>nd</sup> quarter of the year shows a SURPLUS for the first time in One Leisure history.</i></p>
<b>G</b>	Develop a full business case for a Building Control Shared Service	July 2015	Cllr Dew	Andy Moffat	<p><u>Building Control</u></p> <p>Q3-As Q2.</p> <p>Q2-The Shared Building Control Service went live on the 1<sup>st</sup> October 2015</p>
<b>A</b>	Publish Online Schedule of Proposed Procurements to promote future contract opportunities	September 2015	Cllr Gray	Clive Mason	<p><u>Procurement</u></p> <p>Q3-Schedule published and will be populated as opportunities arise.</p> <p>Q2-This requirement has been incorporated into the new website design and once live will be populated as opportunities arise</p>
<b>A</b>	Provide two training events to local businesses in Public Procurement	January 2016	Cllr Gray	Clive Mason	<p><u>Procurement</u></p> <p>Q3-Seconded event co-ordinated with economic development as part of an event at Alconbury Weald on 12<sup>th</sup> February 2016.</p> <p>Q2-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 – Q3 2015/16
<b>A</b>	Implement a consultation exercise with residents to inform 2016/2017 budget	September 2015	Cllr Gray	Adrian Dobbyne	<p><u>Corporate Team</u></p> <p>Q3-As Q2. Amber status is due to survey completion in October</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
	planning				<p><i>rather than September, however results were available in time to inform budgetary preparation.</i></p> <p><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></p>
<b>G</b>	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></p> <p><i>Q3-The Strategy went through O&amp;S and Cabinet and was approved in Dec2015. The strategy is now being communicated throughout the Council and all HoS are considering what actions to record in their Service Plans for 2016/17. All HoS must have a Customer Service component in their plans.</i></p> <p><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></p>

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	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	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 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	27.1 days	26 days	23 days	<b>G</b>	26 days	c. 23 days	<b>G</b>
Number of days to process changes of circumstance Aim to minimise	5 days	8.01 days	7 days	4.5 days	<b>G</b>	7 days	c. 5 days	<b>G</b>
Number of days to process new council tax support claims Aim to minimise	25 days	26.73 days	26 days	22 days	<b>G</b>	26 days	c. 23 days	<b>G</b>
Number of days to process council tax support change events Aim to minimise	6 days	7.51 days	7 days	5 days	<b>G</b>	7 days	c. 5 days	<b>G</b>
Comments: (Customer Services) Performance remains ahead of target. This is mainly as a result of channel migration and LEAN reviews. Although the caseload and amount of incoming post has reduced, the number of transactions carried out has increased due to the increased complexity of claims.								
% of Council Tax collected Aim to maximise	98.4%	85.5%	85.5%	85.68%	<b>G</b>	98.5%	98.5%	<b>G</b>
Comments: (Customer Services) Performance remains good and in particular "in year" (2015/16) is 87% compared to 86.7% in 2014/15.								
% of Business Rates collected Aim to maximise	98.8%	84.4%	85%	84.71%	<b>A</b>	99.0%	98.8%	<b>A</b>
Comments: (Customer Services) Performance is holding up with monthly enforcement and liability order hearings, but continues to be affected mainly by avoidance tactics on empty properties, and with some large insolvency debts. However, "in year" collection is pleasing at 85.6% (85.4% in 2014/15).								

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 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	84%	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%	n/a	n/a	n/a	n/a	95%	97%	G
Customer service centre satisfaction rates  Aim to maximise	98%	n/a	n/a	n/a	n/a	95%	97%	G
Comments: (Customer Services) We will send and process the annual survey in Q4. We recently started filling in homelessness applications for customers at the Call Centre and CSCs and are looking at ways to survey these customers as well. 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	9.1 days	7.5 days	8.8 days	R	10 days	11.3 days	A
Comments: (LGSS HR service/Corporate Team) The high sickness absence rate reflects a further increase in long-term sickness absence during the last quarter. The forecast of 11.3 days for the year would give a lower outturn than for 2014/15 but assumes sickness absence in Quarter 4 will be at a similar level to that recorded in the same quarter in recent years. More information on sickness absence during the quarter will be included in the Workforce Report for February's Employment Panel.								
Subsidy per visit to council owned leisure facilities  Aim to minimise	-£0.03	-£0.21	£0.02	£0.14	G	£0.15	£0.15	G
Comments: (Leisure and Health) A good Q3 has been down to consistent income levels with expenditure still being well managed, although up slightly on target due to unforeseen maintenance issues. All now dependant on the usually very productive Q4 and New Year fitness promotions.								
% of rent achievable on estates portfolio  Aim to maximise	97%	97%	100%	97%	A	100%	99%	A

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Comments: (Resources) Total rental income potential is increasing with progress on rent reviews / higher rents achieved on lease renewals and new lettings, reflecting general improved economic conditions and strategies implemented. Higher than expected rent arrears has tempered total rent achieved to date but this is being addressed in the 4 <sup>th</sup> quarter to meet the 100% annual target.								
% of space let on estates portfolio Aim to maximise	97%	95%	95%	97%	G	95%	98%	G
Comments: (Resources) Letting of space has progressed well, with high demand for industrial units improving rent levels achieved at Levellers Lane and Alms Close Estates. The nightclub in Huntingdon continues to be challenging to let and the remaining space is one office and one industrial unit at Caxton Road St Ives, the office is under instruction for a new lease to complete.								
% of rent arrears on estates portfolio Aim to minimise	1.3%	1.2%	<1%	1.5%	R	<1%	1%	A
Comments: (Resources) Rent arrears have increased in the 3 <sup>rd</sup> quarter, mainly due to three large bad debtors. The rent arrears recovery process has been revised with support from the Incomes Team. Bad debtors are to be focused on in the 4 <sup>th</sup> quarter to recover rents and improve the position. The predicted outturn status has not been marked as behind schedule as several of the main debts have been discussed with the tenants and are considered recoverable in the 4 <sup>th</sup> quarter.								
Total amount of energy used in Council buildings Aim to minimise	12,258,115 (kWh)	8,450,882 (kWh)	8,281,864 (kWh) (2%↓)	8,329,324 (kWh)	A	11,974,473 (kWh) (2%↓)	11,974,473 (kWh)	G
Comments: (Operations) Energy use has decreased by 1.44% compared to Q3 of the previous year although we are still awaiting December figures for three of our One Leisure sites – Huntingdon Wet Side, Ramsey and Sawtry.								
Total fuel used from the Council's fleet of vehicles Aim to minimise	552,686 (Litres)	426,462 (Litres)	422,197 (Litres) (1% ↓)	408,257 (Litres)	G	547,159 (Litres) (1% ↓)	540,051.71 (Litres)	G
Comments: (Operations) Performance exceeds target at end of quarter 3 by 3%, a major contributor to this decrease will be fewer vehicles being used due to winter working i.e a reduction in the number of refuse rounds & less grounds maintenance activity.								
% of residents satisfied with the overall waste collection service Aim to maximise	n/a	n/a	n/a	n/a	G	TBC	n/a	n/a
Comments: Satisfaction survey undertaken in the third quarter annually. Survey distributed in December 2015 for collation in the final Quarter.								

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Cost per household of waste collection Aim to minimise	£44.49	n/a	n/a	n/a	n/a	TBC	n/a	n/a
Comments: (Operations) Figure reported annually.								
% of green bin debt outstanding after three months Aim to minimise	15.46%	n/a	<5%	7%	<b>R</b>	<5%	<5%	<b>G</b>
Comments: (Operations) The overall debt raised was £142,040 with £9,924 outstanding up to the end of December 2015.								
% of invoices from suppliers paid within thirty days Aim to maximise	98.5%	98.3%	98%	98.8%	<b>G</b>	98%	98.8%	<b>G</b>
Comments: (Resources) Performance exceeds target by 0.8%. With the move to a new financial system, the expectation is that this indicator will move to 100%.								



## STRATEGIC THEME - ENABLE SUSTAINABLE GROWTH

Period October to December 2015

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>4</b>		<b>1</b>		<b>3</b>		<b>0</b>		<b>0</b>	

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

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

### 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 – Q3 2015/16
<b>G</b>	Invest in initiatives that will deliver affordable housing	Ongoing	Cllr Dew	Andy Moffat	<p><u>Housing Strategy</u>                      Q3-The first loan payment has been made from HDC to Luminus.                      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.</p>
<b>A</b>	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>                      Q3-At its November 2015 meeting, Cabinet endorsed the proposed way forward to ensure that the Council is able to meet the Government requirement to have written a Local Plan by early 2017 and, as a priority, scopes the infrastructure requirements for Wyton Airfield.                      Q2-An update report is being prepared for the November 2015 Overview and Scrutiny (Environmental Well-Being) Committee and Cabinet meetings.</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
<b>G</b>	Facilitate delivery of new housing on the large strategic sites at: Alconbury, St Neots, Wyton and Bearscroft (Godmanchester)	Ongoing	Cllr Dew	Andy Moffat	<u>Development Management, Planning Policy, Economic Development and Housing Strategy</u> <i>Q3-Alconbury – Reserved matters consent granted for Phase 1.  St Neots – Further information received from applicants in late December on viability being considered.  Wyton – Discussions continuing on highway matters. Discussions begun on public rights of way, education, and formal open space provision.  Bearscroft – Reserved matters consent for first tranche approved. Development on highways and grounds works begun.  Q2-Alconbury – Infrastructure works for new school and Phase 1 of housing underway. Reserved matters application for first tranche of housing being negotiated.  St Neots – Viability and S.106 discussions continuing  Wyton – Highways work still being scoped.  Bearscroft – The reserved matters application for the first tranche of housing is being negotiated.</i>
<b>G</b>	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> <i>Q3-Annual Monitoring Report published in December 2015 demonstrating that the District Council continues to have a 5 year supply of deliverable housing land.  Q2- A further report will be prepared for Corporate Management Team in October/November 2015.</i>
<b>G</b>	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> <i>Q3-Planning application approved for development at Hermitage Road, Earith at DMP in December.  Q2-Earith – planning application amended and being considered.</i>

**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 – Q3 2015/16
<b>R</b>	Develop a market town centre improvement strategy and action plan for St Neots	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> <i>Q3-Prioritisation of other Planning Policy work has meant that work has not begun. The purpose of a strategy and plan will be reviewed in light of the referendum result on the St Neots Neighbourhood Plan taking place in February 2016.</i>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<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>

**WE WANT TO: Enhance our built and green environment**

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
<b>R</b>	Update the 'Buildings at Risk' register	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> <i>Q3-All listed buildings in 3 Parishes surveyed. Other urgent matters, particularly enforcement matters, have meant further survey work has not been done.</i> <i>Q2-This project is on track for completion within 2015/16.</i>
<b>R</b>	Complete the updated Design Guide, setting out the Council's requirements of new development	March 2016	Cllr Dew	Andy Moffat	<u>Planning Policy</u> <i>Q3-Prioritisation of other Planning Policy work has meant that consultation on the document is now anticipated to begin in Q4 to be followed by consideration of consultation responses after the closing date.</i> <i>Q2- This project is on track for completion within 2015/16.</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	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 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	94	40	41	G	61	45	A
Comment: (Development) Annual target was 61 set at the beginning of the year. Scheme slippage has resulted in the forecast outturn being revised down to 45 for the year, of which 41 have been achieved by the end of Q3.								
Net additional homes delivered Aim to maximise	515	n/a	n/a	n/a	n/a	840	541	A
Comment: (Development) The Annual 2015/16 Target of 840 was the total number of dwellings to be provided over the entire Local Plan period divided by the number of years. The Trajectory data in the Annual Monitoring Report December 2015 projects that 541 dwellings will be completed in 2015/16 rising to 940 and 1214 in 2016/17 and 2017/18 respectively. The final figure of 515 for 2014/15 and the projected figure of 541 for 2015/16 are in line with the 507 and 547 respectively projected in the Annual Monitoring Report 2014.								
Number of unintentional priority homeless acceptances (Cumulative fig for the year) Aim to minimise	210	167	165	168	A	220	220	G
Number of unintentional priority homeless acceptances per 1,000 households (Cumulative fig for the year) Aim to minimise	2.9	2.3	2.3	2.3	A	3.0	3.0	G
Comment: (Customer Services) The number of households accepted as homelessness by the Council is continuing at similar rates to 2014/15. The single largest cause of homelessness continues to be the loss of private sector tenancies through no fault of the tenant, and this is in line with national trends. Social rented housing is then seen as the only option for many of these households who are unable to afford to access another privately rented tenancy.								
Number of households living in temporary accommodation (including B&B) - snapshot	102	95	110	92	G	110	110	G

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Aim to minimise								
Comment: (Customer Services) The number of households placed in temporary accommodation by the Council continues at relatively high levels although up to the end of Q3 projected estimates based on homeless presentations have not been exceeded.								
Number of families in B&B - snapshot	9	14	10	8	G	10	10	G
Aim to minimise								
Comment: (Customer Services) The use of B&B as a form of emergency temporary accommodation has been minimised and kept within projected estimates.								
Processing of planning applications on target - major (within 13 weeks)	49%	56%	60%	35% (71%)	G	60%	70%	G
Aim to maximise								
Processing of planning applications on target - minor (within 8 weeks)	43%	49%	65%	42% (68%)	G	65% for Q2-Q4	65% for Q2-Q4	G
Aim to maximise								
Processing of planning applications on target – other (within 8 weeks)	65%	68%	80%	67% (81%)	G	80% for Q2-Q4	80% for Q2-Q4	G
Aim to maximise								
Comment: (Development) Local Planning Authorities now have to report to DCLG based on the percentage of each type of application determined within 13 weeks for major applications and 8 weeks for other types of applications <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 13 weeks (major) or 8 weeks (minor and other) only. The Q3 performance figures in brackets are the ones now reported to DCLG, with the preceding figures showing the percentage determined within 13 weeks (majors) or 8 weeks (minor and other).								
Tonnage of residual waste collected	29,803.09 (tonnes)	22,091.20 (tonnes)	21,870.29 (tonnes) (1%↓)	17,499.22* (tonnes)	A	29,303 (tonnes) (1%↓)	29,303 (tonnes)	A
Aim to minimise								
Comment: (Operations) *Q3 figure is the cumulative up to the end of October 2015 as figures for November and December haven't as yet been provided by the County Council. Based on Quarter 3 in 2014/15 there is currently a 2% increase in the amount of residual waste being collected. During December 2015, all residents received a waste information pack providing up to date information about what materials go in which bin. We hope that December's figures will reflect the impact of the information that was sent out.								

## STRATEGIC THEME - WORKING WITH OUR COMMUNITIES

Period October to December 2015

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>11</b>		<b>2</b>		<b>1</b>		<b>0</b>		<b>0</b>	

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

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>3</b>		<b>2</b>		<b>1</b>		<b>0</b>		<b>0</b>	

### 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 – Q3 2015/16
<b>A</b>	Continue to manage and enhance the joint CCTV service with Cambridge City Council	March 2016	Cllr Howe	Chris Stopford	<p><u>CCTV</u>                      Q3-A new temporary customer has been secured for a short term contract which it is hoped will expand into a longer relationship. Work on commercialisation of the CCTV Service continues with a number of meetings scheduled in the next quarter to enable key decisions to be made to establish the way ahead.</p> <p>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>
<b>G</b>	Increase the use of fixed penalty notices (FPN) for littering	March 2016	Cllr Carter	Chris Stopford	<p><u>Street Scene</u>                      Q3-26 FPNs issued to the end of Q3 2015/16 (19 issued in total in 2014/15).                      Q2-18 FPNs were issued up until the end of Q2 15/16.</p>
<b>G</b>	Manage the Community Chest to encourage and promote projects to build	September 2015	Cllr Harrison	Chris Stopford	<p><u>Community</u>                      Q3- 98.4% (£59,060) of 2015-16 awards made, have been paid</p>

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
	and support community development				<i>to date.</i> <i>Q2-An 'Award Ceremony' was held with the Chairman and Leader of the Council on 30<sup>th</sup> September 2015. £46,615 of the allocated £60,000 (78%) has been claimed by award recipients</i>
<b>A</b>	Deliver diversionary activities for young people	March 2016	Cllr Howe	Jayne Wisely	<u>Sports and Active Lifestyles Team</u> <i>Q3-Street Sports upturned through the last quarter especially at Godmanchester. October half term affected by inclement weather but steady attendances. New street sport programme launched in January 2016. Whilst overall target remains challenging the gap has reduced.</i> <i>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.</i>
<b>R</b>	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>Q3-Further analysis took place during Q3 and an initial report has been drafted. Next steps are still to be agreed so this action will continue into Q4.</i> <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.</i>

## WE WANT TO: Improve health and well-being

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 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 &amp; Active Lifestyles teams</u>  <i>Q3-Previous trends in Q2 continue with admissions still ahead of the previous year in general. Fitness Studio competition in Huntingdon and St Neots is however a concern as membership sales start to drop below targets.</i>  <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></p> <p><u>Sport &amp; Active Lifestyles</u>  <i>Q3-Attendances up 4% on the previous year overall and heading for another record high. Physical activity programmes including Strength and Balance classes and Cardiac Rehabilitation, PEDALS adapted bikes and Adult Sports Tasters and Courses strongest individual performers.</i>  <i>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.</i></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>  <i>Q3-As Q2.</i>  <i>Q2- Open space was negotiated where relevant in line with the Local Plan policy.</i></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>  <i>Q3-Prevented 96 households from becoming homeless in Q3.</i>  <i>Q2-Prevented 87 households from becoming homeless in Q2 through a variety of interventions.</i></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>  <i>Q3-18 single homeless people referred to this service in Q3 resulting in 5 placements in accommodation.</i>  <i>Q2-20 single homeless people referred to the service in Q2 resulting in 4 placements in accommodation.</i></p>



Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
<b>G</b>	Provide a responsive Disabled Facility Grants programme	Ongoing	Cllr Dew	Andy Moffat	<u>Housing Strategy</u> Q3-51 DFGs completed in Q3 bringing the cumulative total to 119. Q2-37 DFGs completed in Q2 bringing the cumulative total to 72.
<b>G</b>	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> Q3-Langley Court, St Ives – construction underway. Ramsey – scheme being appraised by another partner and it is only viable with considerable grant funding (£2.5-3m). Further bid rounds from HCA / DoH will be investigated. 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.
<b>G</b>	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> Q3-Target of 200 home energy assessments already exceeded. Scheme no longer available to new householders. (226 assessments undertaken as of end of Q2). Q2- 226 Home Energy assessments undertaken in Huntingdonshire to the end of Q2

### WE WANT TO: Empower local communities

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
<b>G</b>	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> Q3-The Process Following Receipt of an Examiner's Report into a Neighbourhood Plan was agreed at the November 2015 Cabinet meeting. The Neighbourhood and Community Planning Guide was approved at the December 2015 Cabinet meeting. Neighbourhood Planning Activity in Q3: <ul style="list-style-type: none"> <li>• Cabinet resolved that the St Neots Neighbourhood Plan should progress to referendum.</li> <li>• Houghton and Wyton Neighbourhood Plan Examiner's Report received.</li> </ul> Q2- Report setting out the Council's 'community planning' offer

Status	Key Actions for 2015/16	Target date	Portfolio Holder	Head of Service	Progress Update – Q3 2015/16
					<p>to the prepared for December cycle of meetings. Neighbourhood Planning Activity in Q2:</p> <ul style="list-style-type: none"> <li>• 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 Neighbourhood Area was subject to public consultation for four weeks from Friday 21 August to Friday 18 September 2015.</li> <li>• Abbots Ripton &amp; Wennington Parish Plan was launched on Sunday 6th September.</li> <li>• 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.</li> </ul>
G	Review control and management of Council assets	TBC	Cllr Gray	Clive Mason	<p><u>Estates</u> Q3-</p> <ol style="list-style-type: none"> <li>1) The Uniform database is Operational. Priority data has been uploaded and focus moved to secondary data quality checking.</li> <li>2) The 5 year Repair and Maintenance programme has been implemented. Capital bids submitted. Focus is on service charge implementation.</li> </ol> <p>Q2 -</p> <ol style="list-style-type: none"> <li>3) 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)</li> <li>4) The 5 year Repair &amp; 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 &amp; M expenditure by up to 60%, greatly simplifying the 5 year programme.</li> </ol>

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	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	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 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	31.6	35	33.58	<b>G</b>	35	35	<b>G</b>
Comments: (Operations) Figure slightly higher than last quarter but on track to achieve full year performance target.								
Percentage of household waste recycled or composted Aim to maximise	56.66%	59.62%	57.66%	56.61%	<b>A</b>	57.66%	57.5%	<b>A</b>
Comments: (Operations) The percentage shown for Q3 is the cumulative figure for April to Oct 2015. No figures currently are available for November or December 2015. Householders received 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 which we hope will be reflected in the figures for Q4.								
% of food establishments in the district that are 'broadly compliant with food hygiene law' Aim to maximise	96.11%	95.93%	95%	96.75%	<b>G</b>	95%	97%	<b>G</b>
Comments: (Community) The Performance Indicator is based on the results of the routine inspection of food businesses in Huntingdonshire. The Food Standards Agency Annual Report on UK Local Authority Food Law Enforcement 2014/15, states that on the 31 <sup>st</sup> March 2015 the national average for broadly compliant was 93%.								

Performance Indicator	Full Year 2014/15 Performance	Q3 2014/15 Performance	Q3 2015/16 Target	Q3 2015/16 Performance	Q3 2015/16 Status	Annual 2015/16 Target	Forecast Outturn 2015/16 Performance	Predicted Outturn 2015/16 Status
Number of Disabled Facilities Grants (DFGs) completed  Aim to maximise	207	137	150	119	A	200	200	G
Comments: (Development) 51 DFGs completed in Q3 bringing the cumulative total to 119. Predicted outturn status is green because there has always previously been a peak in Q4.								
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	26.7 weeks	26 weeks	30.8 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 being 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) 5 dangerous structures dealt with in Q3. 1 was referred to Highways, 2 didn't need any action and two needed clear up work but in both instances this was paid for by owners. 1 footpath had to be closed by police for 24 hours while a tree was removed.								

## Appendix C – Project Performance

<b>Red =</b> Progress is behind schedule or lack of governance information	<b>Amber =</b> Progress is within acceptable variance	<b>Green =</b> Progress is on track	Pending Closure = In close-down stage	On Hold = Project is currently on hold	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>CIL/S106 Idox Implementation</b> To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	01/04/16	Project Manager Attended November PMGB meeting to explain issues there have been with this project.  08/01/16 - IDOX have dates for the consultancy/training of 1st & 2nd March. The system is operational and being worked on but will only fully go live once these days have been completed to help Officers fully understand the use and functionality of the system.  Project has Amber Status due to slippage from Target End Date.	Amber	Within last month
<b>“End of Lane” waste collection policy</b> Analyse the implications of introducing an “End of Lane” waste collection policy	Facing the Future	Gordon, Beth (Operations)	30/08/15	31/03/16	Project Manager Attended November PMGB meeting to explain issues there have been with this project.  Report going to Communities and Customers Overview and Scrutiny Panel on 2 <sup>nd</sup> February.  Project has Amber Status due to slippage from Target End Date and political interest.	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 = In close-down stage	On Hold = Project is currently on hold	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Leisure Invest to Save Opportunities</b> Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.	Facing the Future	Clarke, Jon (Leisure)	30/09/15	04/04/16	Awaiting Legal Section to complete Usage Agreement between HDC & Ernulf Academy. Unable to move forward with Sport England Checklist until completed and signed by both parties. As a result, the deadline for completion is likely to be delayed.  Project has Amber Status due to PM identifying a delay.	Amber	Within last month
<b>OL Membership Software Procurement</b> 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.)	30/09/15	31/03/16	Lots of documentation. Three issues logged including one concerning whether there will be sufficient IT Support.  07/01/16 HoS notified that due to level of spend that approval is required from the Monitoring Officer. Confirmation received from Procurement Manager of CoP compliance actions required.  Project has Amber Status whilst waiting for clarity on the impact of the issues logged.	Amber	Within last month
<b>Commercial Investment Strategy Review and Implementation</b> Deliver a strategic review of Industrial and Commercial stocks	Facing the Future	Tilah, Bill (Estates)	30/09/15	31/03/16	PM Updates have been updated very recently. More risks have been added as they have been identified.	Amber	Within last month
<b>Business Intelligence Solutions</b> To deliver a corporate solution that comprises a set of techniques and tools for	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	The Project Manager (PM) retired at the end of December 2015 so has been replaced. Following consultation	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 = In close-down stage	On Hold = Project is currently on hold	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
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Title and purpose of project	Programme	Project Manager	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
the transformation of raw data into meaningful and useful information for business analysis purposes.					with the Procurement Manager, further licences are to be procured.  In addition the Project Board has decided to investigate the provision of licences for existing software and daily rates for support to meet the overall project aims.  A direct award to the existing contractor will be undertaken.  Amber due to expected delays on current end date.		
<b>Phoenix Industrial Unit Roof</b> Replace industrial roofs to address H & S and fulfil Council obligations.	Capital	Bentley, Brian (Facilities)	31/03/16	31/03/16	24th November final approval of the business case by the portfolio holder  2nd December FM instructed to employ an experienced consultant to prepare a specification against which tenders can be sought. Urgency of project highlighted in tight timescale to deliver  PM classified as Amber.	Amber	Within last month
<b>Cambridgeshire Anti-Fraud Network</b> Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Lots of documentation, Project Libraries have been updated recently.	Green	Within last month

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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
<b>Call Centre &amp; CSC Provision</b> Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams	Facing the Future	Greet, Michelle (Customer Service)	31/03/16	31/05/16	Formal consultation document is almost completed and will be reviewed by LGSS on 6th January and then CMT. If signed off by LGSS and CMT the formal consultation with the team will start on the 14th January. Finish date has slipped to May instead of March as originally expected.	Green	Within last month
<b>Council Tax Automated Forms</b> Introduce automated forms into business systems.	Facing the Future	Davies, Ian (Recovery)	31/03/16	31/03/16	Lots of documentation throughout the Project site. Communications and Parameters updated very recently. Expressions of Interest have been received, and the Invitation To Tender document has been distributed to the interested suppliers as at 05/01/16.	Green	Within last month
<b>Resource Booking</b> To explore options and procure a new room booking system for internal and third party use	Cross-Cutting	Jarnell, Kathryn (Corporate Office)	30/09/16	30/09/16	The Business Case has been approved and Kathryn Jarnell will be managing this project going forward with Chris Jablonski. It is being considered in conjunction with shared service partners. External contacts providing demonstrations mid-late January.	Green	Within last month
<b>Salix Projects</b> Salix revolving fund to finance energy efficiency measures within Council owned buildings.	Capital	Blackwell, Julia (Environment)	31/03/16	31/03/16	Updated very recently. Lots of documentation. Looks on track	Green	Within last month
<b>Pedals Scheme</b> Add new bikes to PEDALS pool of adapted bikes	Capital	Grey, Martin (Lifestyles)	31/03/16	31/03/16	On track to finish on time. Two bikes have been delivered this week with another due to be delivered next week.	Green	1 – 2 months ago



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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
<b>Octagon</b> To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.	Capital	Tilah, Bill (Estates)	31/03/16	31/03/16	2nd December - contract awarded to Breheny Ltd to complete works by the end of the financial year / as per quote attached to documents section. PM updated very recently.	Green	Within last month
<b>Re:Fit</b> Energy efficiency project regarding major works across One Leisure sites.	Capital	Blackwell, Julia (Environment)	03/04/17	03/04/17	Re:Fit now approved. PID and Project plan on SharePoint site.	Green	Within last month
<b>IT Shared Service</b> To bring together HDC, SCDC and Cambs City IT departments and implement a new structure.	Shared Service	Alterton, Emma (IMD)	01/10/15	01/04/16	The scope of this project has been extended to include the implementation of a new structure. On track for implementation by 01/04/16, although not all posts may be filled. Office 365 site is used to manage the project.	Green	1 – 2 months ago
<b>One Leisure Replacement Equipment</b> Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use	Capital	Gray, Brian (Leisure)	01/03/16	01/03/16	Project now approved and open.	Green	Within last month
<b>Replacement Financial Management System</b> To implement a new financial management system with our shared service partners and to update all the associated processes linked to this transformation	Capital	Rebecca Maxwell (Finance)	-	-	The project has yet to be formally set up with a project board etc. This will be completed in January.  Tenders have been received and demonstrations have been set up for the 3 remaining contenders. Site visits are also being arranged and once they have been completed the final scoring will be done and the tender awarded.	Green	Within last month

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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
<p><b>One Leisure Alconbury Weald Club</b> To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building.</p>	Leisure & Health	Gray, Brian (Leisure)	31/12/15	30/06/16	<p>The Project is in the middle of 5 year strategic plans so have not updated the project pages as yet.</p> <p>Delegated power to enter into an agreement to operate the new AW fitness centre from O&amp;S and from the last Cabinet meeting.</p> <p>The project is approved providing there is no financial exposure to HDC.</p> <p>U&amp;C are responsible for building, equipping and handing us a finished fitness centre ready for us to operate.</p> <p>This is agreed with U&amp;C and the negotiations are about how we split the profits from the joint venture, and the specific legal terms of the agreement.</p> <p>The project is remaining green because Project Manager says the slippage is manageable.</p>	Green	Within last month
<p><b>Legal Shared Service</b> To bring together HDC, SCDC and Cambs City Legal departments</p>	Shared Service	Cambridge City Council	01/10/15	01/10/15	CDR expected to February PMGB.	Pending Closure	1 – 2 months ago
<p><b>Building Control Shared Service</b> To bring together HDC, SCDC and Cambs City Building Control departments</p>	Shared Service	Cambridge City Council	01/10/15	01/10/15	CDR expected to February PMGB.	Pending Closure	1 – 2 months ago

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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
<b>Huntingdon West</b> Regeneration of Huntingdon Town Centre	Community	Allen, Chris (Projects)	31/08/15	01/07/16	There are ongoing discussions with the land owners on CPO payments which HDC with Deloitte are working on. Payments through CIL will continue till 2020. Lots of documents now on SharePoint site.	Pending Closure	Within last month
<b>Loves Farm Community Building</b> Delivery of new Loves Farm Community building in conjunction with CCC for a pre-school building.	Community	Allen, Chris (Projects)	31/07/15	18/09/15	Project documents now updated on SharePoint site. Project Documents not updated as this is a County Council Project – the SharePoint site is for monitoring purposes due to HDC funding. CDR going to PMGB 18/01/16.	Pending Closure	Within last month
<b>Benefits Online Changes</b> 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	30/11/15	The online change form went live to the public on 9th December 2015. The form has been working well and no major issues identified so far. However, due to the lateness of the software being delivered, the form is still pending full integration to the back office whilst further extensive testing is carried out. CDR will be submitted to PMGB before project is officially closed.	Pending Closure	Within last month
<b>Website Redevelopment</b> To completely re-build a new HDC website in Umbraco	Customer Service	Sexton, Kathryn (Customer Services)	16/10/15	16/10/15	CDR received and accepted by PMGB. Project is now closed	Closed	1 – 2 months ago
<b>Mobile Working</b> To increase flexibility and assist in mobilising the workforce	Facing the Future	Keech, Edward (IMD)	01/12/15	01/12/15	CDR received and accepted by PMGB. Project is now closed	Closed	1 – 2 months ago

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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
<b>In CAB Systems</b>	Operations	Gordon, Beth (Operations)	-	-	Project on hold. PM has submitted the Capital bid for 2016/17. This is pending approval.	On Hold	1 – 2 months ago
<b>Debt Recovery</b> Improve the debt recovery process to be efficient and cost effective to maximise financial recovery	Cross-Cutting	Clough, Lucie (Corporate Office)	-	-		Pending Approval	N/A
<b>One Leisure Huntingdon Development</b> Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.	Capital	France, Paul (One Leisure)	-	-		Pending Approval	N/A
<b>iMET</b> 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, Susan (Development)	01/07/17	01/07/17	Significant work load currently being contributed particularly around curriculum development and business engagement/validation.	Pending Approval	N/A
<b>Building Foundations for growth grant underspend project</b> To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund	Development	Bedlow, Susan (Development)	-	-	TWI bid for EU Funding submitted	Pending Approval	N/A



**Financial Performance Monitoring Suite  
December 2015**

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**Prepared By:**

Rebecca Maxwell, Finance Manager  
 Sue Martin, Principal Accountant  
 Oliver Colbert, Principal Accountant (Technical)

**1. Financial Performance Headlines**

**Revenue**            Forecast Net spend - £18.1m, ahead of the updated budget by £1.0m  
 Additional Non Domestic Rates (NDR) grant from Section 31 (new  
 burdens) of £0.7m

**Capital**             Forecast capital spend is £5.1m, from an updated budget of £9.4m, a  
 reduction of £4.3m.

**Reserves**           **Total forecast contribution to reserves £2.2m is as follows:**

- General fund: £0.2m - this figure maintains the reserves at 15% of net revenue expenditure following the transfer of £6.8m to the Capital Investment Reserve.
- Capital Investment Earmarked Reserve: £1.0m – this (as well as the £6.8m) brings the reserve up to the agreed level of £12.5m
- S.31 Reserve: £0.3m.
- Budget Surplus Reserve £0.7m – this transfer requires Cabinet approval and is the excess of the 15% minimum threshold set for the General Fund reserve.

## 2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2014/15		2015/16		Forecast Variation Compared to :-			
	Outturn	Budget		Forecast	Original Budget		Updated Budget	
		£'000	Original £'000		Updated £'000	£'000	%	£'000
<b>Revenue by Service:</b>								
Community	2,487	2,130	2,136	1,911	(219)	-10.3	(225)	-10.5
Customer Services	4,160	4,488	4,719	4,161	(327)	-7.3	(558)	-11.8
Development	1,268	1,691	1,700	1,249	(442)	-26.1	(451)	-26.5
Leisure & Health	320	58	60	(56)	(114)	-197	(116)	-193
Operations	4,546	4,593	4,593	4,390	(203)	-4.4	(203)	-4.4
Resources	2,997	3,930	3,929	4,153	223	5.7	224	5.7
Directors and Corporate	2,845	2,377	2,392	2,304	(73)	-3.1	(88)	-3.7
Technical Adjustments	(452)	(386)	(386)	0	386	-100	386	-100
<b>Net Revenue Expenditure</b>	<b>18,171</b>	<b>18,881</b>	<b>19,143</b>	<b>18,112</b>	<b>(769)</b>	<b>-4.1</b>	<b>(1,031)</b>	<b>-5.4</b>
Service Contribution to Reserves	1,693	797	535	1,566	769	96.5	1,031	192.7
<b>Budget Requirement (Services)</b>	<b>19,864</b>	<b>19,678</b>	<b>19,678</b>	<b>19,678</b>				
<b>Financing:-</b>								
NDR & Council Tax surplus	(6,222)	(4,242)	(4,242)	(4,902)	(660)	15.6	(660)	15.6
Government Grant (Non-specific)	(8,022)	(7,668)	(7,668)	(7,668)	0	0	0	0
Funding Contribution to Reserves	2,018	0	0	660				
<b>Council Tax for Huntingdonshire DC</b>	<b>(7,638)</b>	<b>(7,768)</b>	<b>(7,768)</b>	<b>(7,768)</b>				

General Fund Reserve	2014/15		2015/16		Forecast Variation Compared to :-			
	Outturn	Budget		Forecast	Original Budget		Updated Budget	
		£'000	Original £'000		Updated £'000	£'000	%	£'000
<b>Balance as at 1st April</b>	<b>8,684</b>	<b>8,537</b>	<b>8,537</b>	<b>9,287</b>	750	8.8	750	8.8
Service Contribution to Reserves	603	797	535	1,566	769	96.5	1,031	192.7
Funding Contribution to Reserves	0	0	0	660	660		660	
Transfer to NDR Reliefs Reserve	0	0	0	(300)	(300)		(300)	
Transfer to Budget Surplus Reserve	0	0	0	(733)	(733)		(733)	
Transfer to Capital Investment Reserve	0	0	0	(7,763)	(7,763)		(7,763)	
<b>Outturn forecast as at 31 March</b>	<b>9,287</b>	<b>9,334</b>	<b>9,072</b>	<b>2,717</b>	<b>(6,617)</b>	<b>-70.9</b>	<b>(6,355)</b>	<b>-70.1</b>

Earmarked Reserves	2014/15		2015/16		Forecast	Commentary
	Outturn	Addition	Deduction	Forecast		
S106 agreements	1,141			1,141		
Commutated 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	7,763		12,500	Contribution from General Fund to meet Year 1 CIS funding.	
Budget Surplus	0	733		733	General Fund in excess of 15% minimum threshold.	
NDR Reliefs	0	300		300	S31 New Burdens grant - Forecast repayment to DCLG.	
Special Reserve	2,500			2,500		
Other Reserves	1,227			1,227		
<b>Total Earmarked Reserves</b>	<b>15,697</b>	<b>8,796</b>	<b>0</b>	<b>24,493</b>		

### Definitions

Original Budget  
Updated Budget  
Provisional Outturn

As approved by Council, February 2015  
The Original Budget including approved carry forwards from 2014/15  
Provisional Outturn reported to Cabinet in June 2015.

### 3. Service Commentary

Service Forecasts as at 31st December 2015				
Service	2015/16 Updated Budget	2015/16 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
<b>Head of Community</b>				
Head of Service	104,452	93,358	(11,094)	
Community Team	693,536	674,684	(18,852)	
Commercial Team	359,557	295,740	(63,817)	Grade H vacant post.
Environmental Protection Team	476,354	414,269	(62,085)	Grade H vacant post.
Environmental Health Admin Team	166,156	140,988	(25,168)	Part year vacant post and lower software costs.
Projects & Assets Team	317,063	276,908	(40,155)	Grade E vacant post.
CCTV	(77,973)	(73,962)	4,011	
CCTV Shared Service	245,158	249,706	4,548	
Licencing	(148,665)	(161,235)	(12,570)	
	<b>2,135,638</b>	<b>1,910,456</b>	<b>(225,182)</b>	
<b>Head of Customer Services</b>				
Head of Service	88,639	93,955	5,316	
Local Tax Collection	225,601	192,168	(33,433)	2 FTE posts to be deleted as a consequence of e-forms project in 2016/17- procurement underway.
Housing Benefits	819,659	519,674	(299,985)	£55K of posts to be deleted from 16/17, new e-forms are live. Other ZBB savings to be delivered. Subsidy element complex to forecast, HDC benefits from income exceeding payments.
Council Tax Support/Benefits	(122,950)	(160,843)	(37,893)	Council Tax Benefit overpayment clawback.
Housing Needs	823,288	783,169	(40,119)	Reduction in homelessness incentive payments. 1.7 FTE posts vacant, in 2016/17 0.7 FTE will be deleted from the establishment.
Customer Services	1,105,638	957,310	(148,328)	The majority of this underspend is vacant posts, knowing the staffing budget will be reduced by c7FTE in 16/17 as agreed through the ZBB process. Approx £30k of this underspend will be used to finance the cost of the call centre moving to PFH.
Information Management	1,312,129	1,310,466	(1,663)	
Document Centre	466,883	464,556	(2,327)	
	<b>4,718,887</b>	<b>4,160,455</b>	<b>(558,432)</b>	
<b>Head of Development</b>				
Head of Service	77,928	76,122	(1,806)	
Building Control	12,892	(45,363)	(58,255)	Vacant post April to September. Building control is now operating as a shared service.
Economic Development	217,417	217,029	(388)	
Planning Policy	1,144,739	1,026,730	(118,009)	Vacant posts pending service restructure £171,000. £90,000 additional Local Plan expenditure being covered by Development Management budgets.
Transportation Strategy	65,020	65,020	0	
Public Transport	19,200	19,200	0	
Development Management	(135,644)	(311,709)	(176,065)	Vacant posts pending service restructure £90,000. £90,000 project budgets being combined with Local Plan (Planning Policy) work.
Housing Strategy	298,921	202,281	(96,640)	Loan arrangement fee of £41,000 received. £25,000 overbudgeted on salaries. One-off salary savings £15,000 and lower number of removal grants £15,000.
	<b>1,700,473</b>	<b>1,249,310</b>	<b>(451,163)</b>	

**Service Forecasts as at 31st December 2015**

Service	2015/16 Updated Budget	2015/16 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
<b>Head of Leisure &amp; Health</b>			0	
Head of Service	78,028	74,865	(3,163)	
Sport & Active Lifestyles	325,397	216,760	(108,637)	Budget £90,000 higher than it should be, in addition small saving expected.
One Leisure	(343,392)	(347,323)	(3,931)	
	<b>60,033</b>	<b>(55,698)</b>	<b>(115,731)</b>	
<b>Head of Operations</b>				
Head of Service	92,007	177,924	85,917	Senior Management restructure
Street Cleaning	882,213	760,911	(121,302)	Staff vacancies, fuel savings and savings on chemicals
Green Spaces	1,209,648	1,073,796	(135,852)	In year staff vacancy and lower building and equipment/vehicle operating costs.
Facilities Management	969,642	938,348	(31,294)	Reduced maintenance expenditure.
Environmental & Energy Management	168,962	153,233	(15,729)	
Operations Management	430,407	413,101	(17,306)	
Fleet Management	245,862	223,504	(22,358)	Lower maintenance and fuel costs
Markets	(89,395)	(72,072)	17,323	
Car Parks	(1,298,295)	(1,298,420)	(125)	
Public Conveniences	13,400	15,958	2,558	
Waste Management	1,968,161	2,003,740	35,579	Recycling processing contract price increases add £132,000 to expenditure. Staff vacancies and fuel and other vehicle cost savings partially offset the contract increase.
	<b>4,592,612</b>	<b>4,390,023</b>	<b>(202,589)</b>	
<b>Head of Resources</b>				
Head of Service	86,782	135,070	48,288	£40,000 is covered by a special reserve
Corporate Finance	3,980,317	4,123,256	142,939	Redundancy costs
Legal	142,153	196,098	53,945	£54,000 overspend due to use of external resources required to compensate for lack of permanent staff. This should decrease once the shared service restructure is completed and fully staffed.
Audit & Risk Management	617,687	595,020	(22,667)	IT audit not commissioned due to decision on shared service
Procurement	81,898	76,899	(4,999)	
Finance	639,512	627,374	(12,138)	
Commercial Estates	(1,618,488)	(1,600,703)	17,785	
	<b>3,929,861</b>	<b>4,153,014</b>	<b>223,153</b>	
<b>Corporate Team Manager</b>				
Democratic & Elections	774,341	776,394	2,053	
Corporate Team	1,154,452	1,064,708	(89,744)	In year vacant posts
Directors	463,225	463,043	(182)	
	<b>2,392,018</b>	<b>2,304,145</b>	<b>(87,873)</b>	
<b>Technical Adjustments</b>	(386,000)	0	386,000	No salary recharges to capital schemes
<b>HDC Totals</b>	<b>19,143,522</b>	<b>18,111,705</b>	<b>(1,031,817)</b>	



## 4. Capital Programme

The summary below shows the changes to the original budget and the current forecast for the year.

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

<b><u>Forecast Summary</u></b>	
<b>Updated Capital Programme</b>	<b>9,363</b>
Underspend	(108)
Cancelled schemes	(144)
Deferred schemes	(5,827)
New schemes	72
Less s106 grant	53
Contributions & Grants	1,644
<b>Forecast Total</b>	<b>5,053</b>

### Underspend

The underspend includes £60,000 on the One Leisure Redevelopment retention payment, Replacement Fitness Equipment £38,000, Play Equipment £5,000, and VAT £5,000.

### Cancelled Schemes

Cancelled projects totalling £144,000 have been confirmed for the 2015/16 programme. This includes CCTV Camera Replacements £47,000, Microsoft Enterprise Licence £75,000, and server replacements £20,000. From the 2016/17 capital bids, it is proposed by the FGB that the Capita Upgrade bid (£17,000) is brought forward to the 2015/16 programme.

### Deferred Schemes

This includes part of the loan to Luminus, which will now be advanced in 2016/17 £2,250,000. The other most significant items also includes, One Leisure Huntingdon Expansion £795,000, Huntingdon West Development £636,000, Alconbury Weald Remediation £1,985,000 and One Leisure General Improvements £79,500.

### New Schemes

The Octagon Improvements at St Ives (£50,000), approved by Cabinet in October 2015, and the Cash Receipting System Replacement £17,000, and HomeLink Software £5,000.

### s106 grants

The s106 contribution for the 3G Football Developments at One Leisure St Ives is no longer expected as the related development did not happen (£53,000).

### Contributions & Grants

Increased grants and asset sales includes, extra DFG grant (£149,000), above budgeted receipts from the sale of the Green House (£60,000), St Marys Street Land (£122,000), increased developer contributions to bins (£10,000). Also the grant received to fund the Alconbury Remediation Scheme (£1,985,000) has been rephased to 2016/17.

## Capital Programme 2015/16 - Commentary on Actuals to December 2015

### Head of Community

The camera replacement forecast expenditure has been reduced to £40,000, it is a reactive budget, and so will only be spent if the cameras breakdown or need replacing. Expenditure on Loves Farm Community Centre construction, is almost complete and will be funded from S106 receipts. Huntingdon West Development (£0.573m), expenditure is underway based on the development agreement schedule, and CIL payments are also being made.

### Head of Leisure and Health

The St Neots synthetic pitch replacement (£118,000) has been agreed by Cabinet, and is expected to be completed in February/March. The expansion at One Leisure Huntingdon (£795,000) is progressing, the full business case and project plan is in production and will be submitted to FGB for approval in January, the expenditure has been deferred to 2016/17. The Replacement Fitness Equipment (£162,000) business case has now been approved by the Finance Governance Board and the procurement process is on-going. The retention for development works at One Leisure St Ives (£60,000) is expected now not to be needed, and in addition the expected S106 receipt towards the 3G pitch development is not now expected as the development has not gone ahead. The Pedals cycling scheme has received approval from the FGB and work is progressing on the procurement.

### Head of Resources

The sale of land at St Marys Street (£420,000), was received in July 2015, other land sales (small scale) have totalled £36,000 to date. The first stage of the Housing Association loan was released in November (£750,000), with the remainder of the 2015/16 payments across the period Jan-March, £2.25m of the loan has been deferred to 2016/17. The replacement roof at Phoenix Court (£200,000) has been approved by FGB, the works are expected to commence in December with the majority of the work January to March. A new scheme to make repairs to the Octagon St Ives has been approved by Cabinet and has been added to the programme.

### 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 deferred from 2014/15.

### Head of Operations

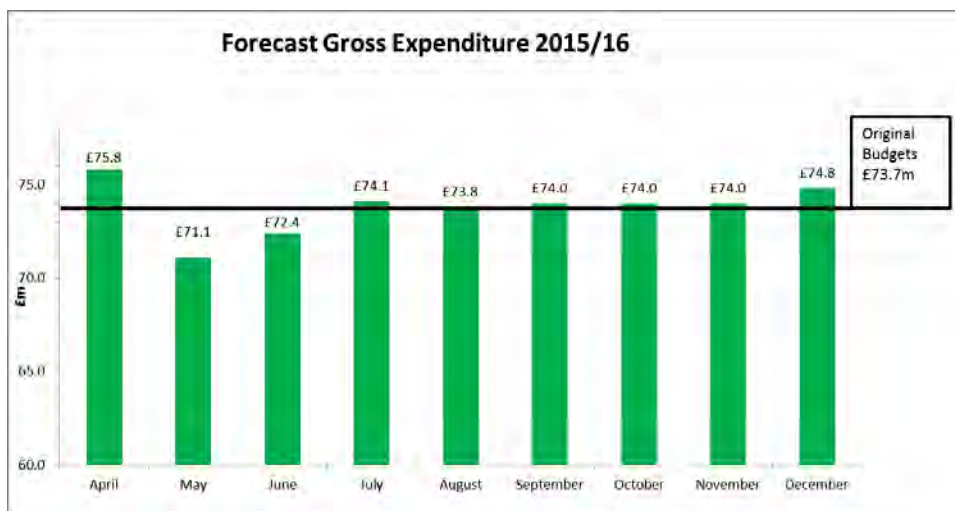
The sale of the Green House at St Ives (£295,000) has now been completed. Vehicle Fleet Replacement, subject to a satisfactory business case to FGB expenditure is expected to be mainly profiled in February and March. The Salix Building Efficiency budget will be used to replace the air handling unit at 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 was received in early December.

### Head of Development

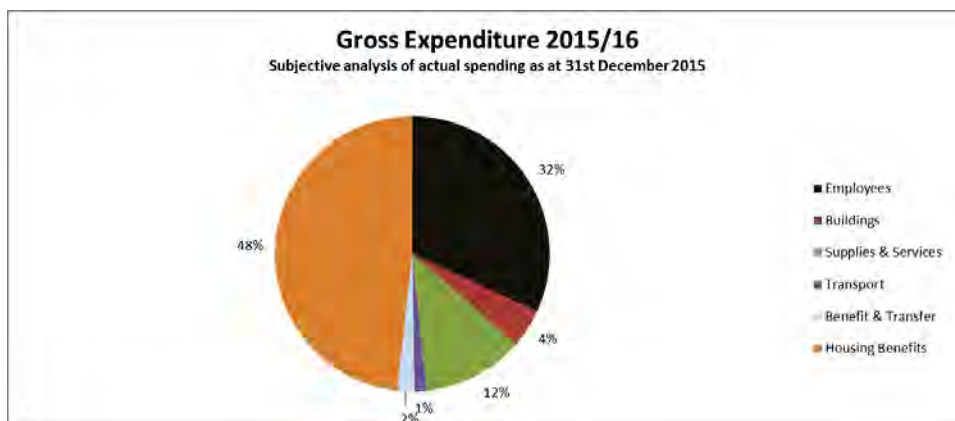
Expenditure on Disabled Facilities Grants (£996,000) has commenced, with grant from government (£549,000) in excess of that budgeted by £149,000. A CIL payment of £700,000 from the CIL fund, has been paid to Cambridgeshire County Council relating to the Hunts West Link Road project.

## 5. Financial Dashboard

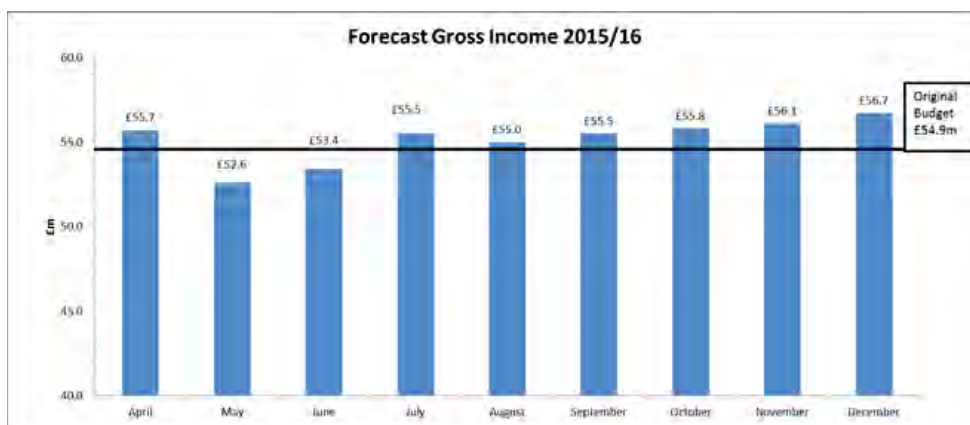
### Revenue Expenditure



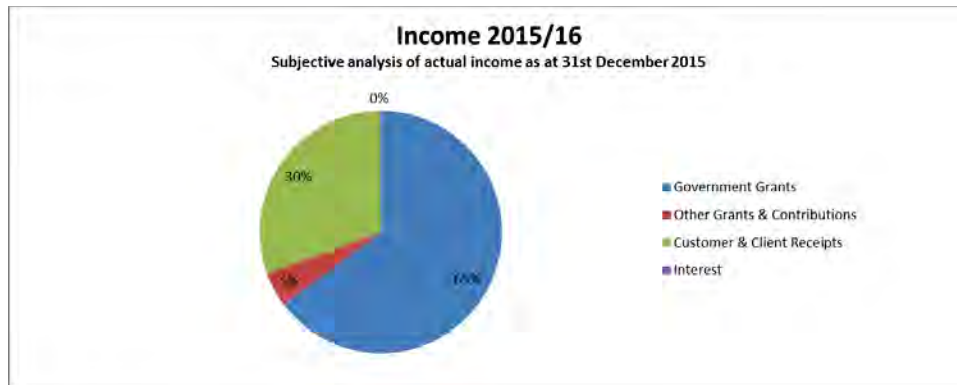
The 2015/16 original gross revenue expenditure budget of £73.7m is combined with the approved carry forwards from 2014/15 to give an updated budget of £74.0m. As shown below the main area of expenditure is Housing Benefits and employees.



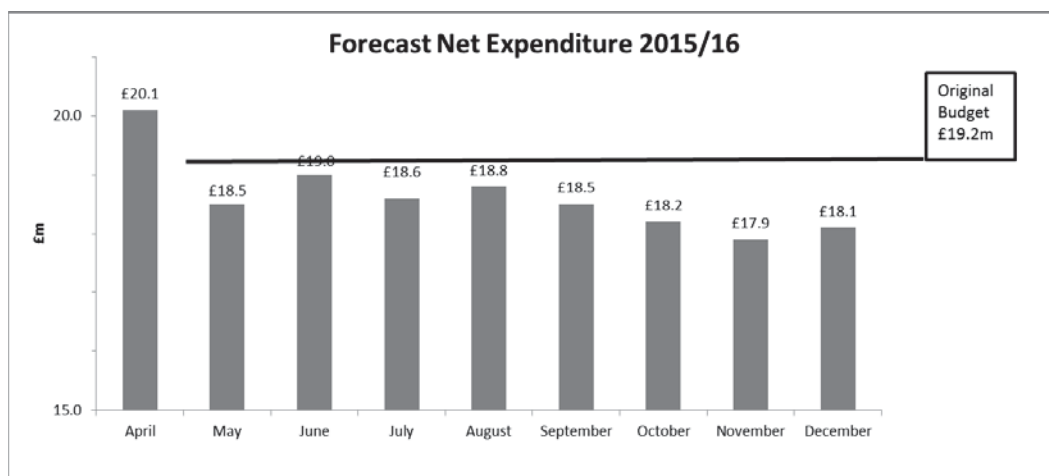
### Revenue Income



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

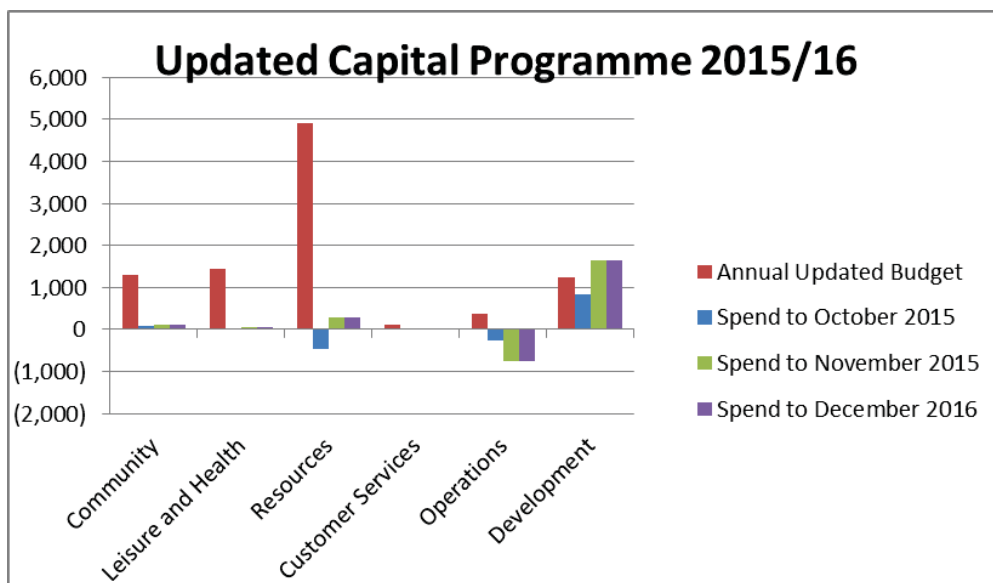


## Revenue Net Position



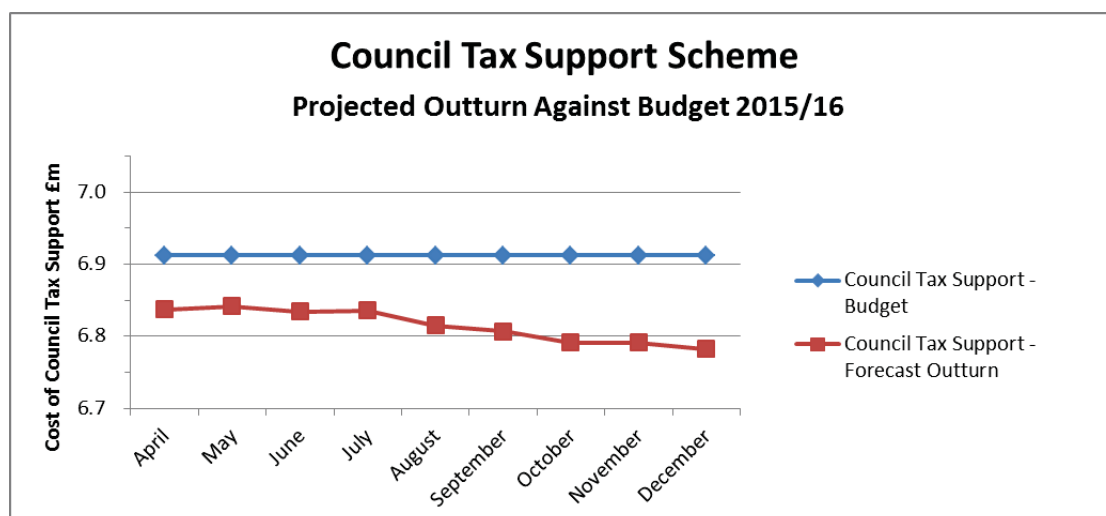
At the end of December 2015 the net revenue expenditure is forecast to be at £18.1m, £1.0m below the updated net budget of £19.1m. Taking into account the budgeted contribution to reserves as well as the 2014/15 brought forward adjustment, the overall service related surplus is expected to be £1.6m by the year end.

## Capital Programme



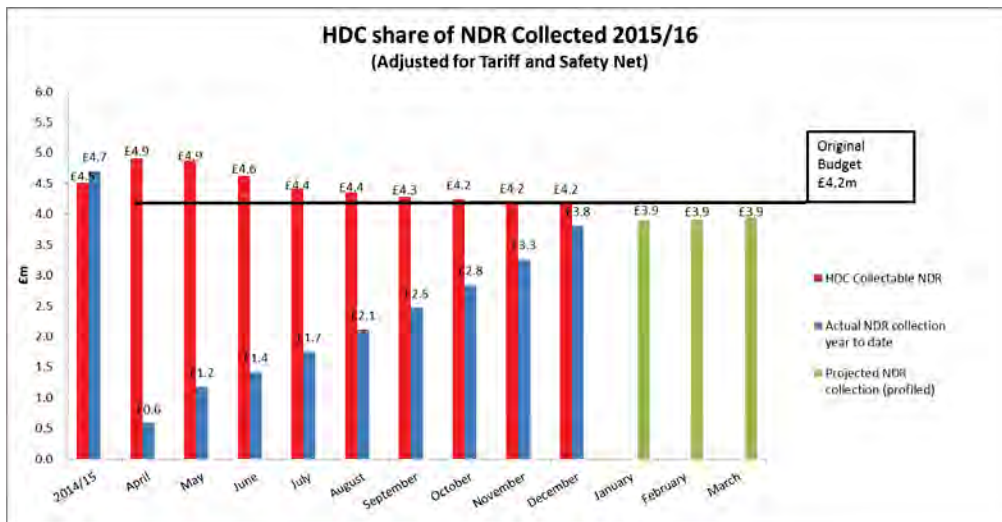
## Council Tax Support Scheme

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

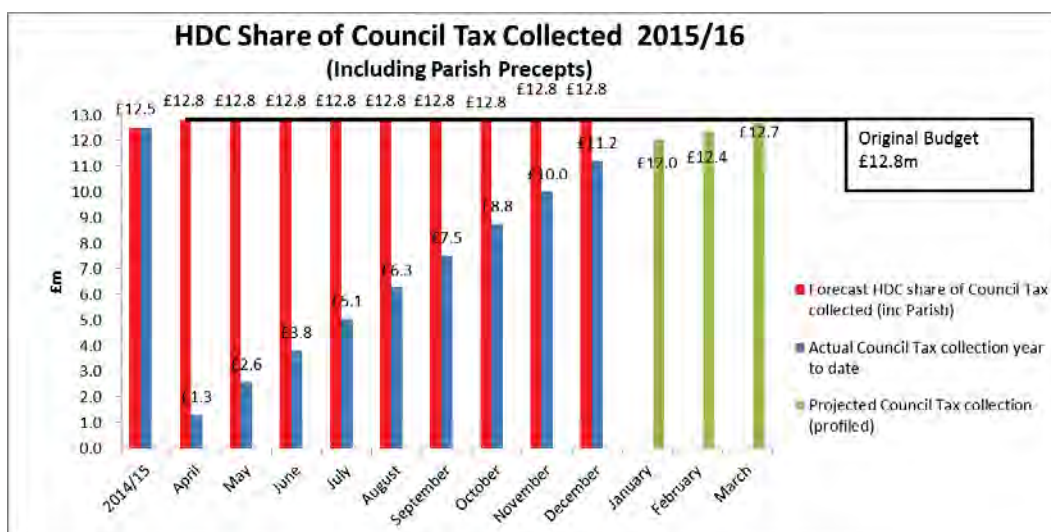


The current forecast shows that NDR is expected to be lower than the original budget of £4.2m. The graph shows how the impact of appeals has reduced the NDR total collectable figure and it is expected that only 99% of the total collectable will be received by the 31<sup>st</sup> March 2016.

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.

### Collection of Council Tax



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 variation in income will be attributable to 2017/18. The following forecasts exclude adjustments for long-term empty properties and affordable homes.

In the 12 months to September 2015, 583 new homes were completed. In the first three months of this new reporting cycle, 397 new homes have been completed. The Planning Annual Monitoring Report (2014) estimated that completions of new homes would be approximately 547 for the New Homes Bonus calculation period (October 2015 to September 2016). The latest Planning Annual Monitoring Report (December 2015) has revised this estimate to 541 and this figure has been used to assess the impact actual completions will have on NHB receipts.

