

**HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Integrated Performance Report, 2016/17 Quarter 1

**Meeting/Date:** Overview and Scrutiny (Performance and Customers)  
Panel, 7 September 2016  
Cabinet, 14 September 2016

**Executive Portfolio:** Councillor Jonathan Gray, Executive Councillor for Strategic Resources  
Councillor Stephen Cawley, Executive Councillor for Organisation and Customer Services

**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 Actions and Corporate Indicators listed in the Council's Corporate Plan for 2016/16 for the period 1 April 2016 to 30 June 2016. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of June.

An update on the Commercial Investment Strategy includes details of the investments to date and the level of returns these are expected to generate.

**Recommendations:**

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

The Panel is also invited to consider and comment on the Council's financial performance at the end of June.

## 1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2016/17 and updates on current projects.

## 2. BACKGROUND

- 2.1 The Council's Corporate Plan 2016-18 was adopted as a two-year plan in 2016, setting out what the Council aims to achieve in addition to its core statutory services. 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 2016/17.
- 2.2 As recommended by the Project Management Select Committee, project updates are included in this performance report at Appendix C. There are currently 40 open, pending approval or pending closure projects and 3 closed projects logged on the SharePoint site across all programmes. This report covers all of these projects, including all Capital Projects.
- 2.3 This report also incorporates financial performance to the end of June. Performance is summarised in sections 4-6 below and details are listed in the Financial Performance Monitoring Suite at Appendix D. A review of the position of Zero Based Budgeting (ZBB) savings to date has been carried out and a RAG (Red, Amber, Green) rating for each item is listed in the table at Appendix E.

## 3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) 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.
- 3.4 The table below summarises Quarter 1 (Q1) progress in delivering Key Actions for 2016/17:

Status of Key Actions	Number	%
Green (on track)	33	85%
Amber (within acceptable variance)	6	15%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%

All key actions were on track or had progress within an acceptable variance, with none behind schedule.

3.5 Q1 results for 2016/17 Corporate Indicators are shown in the table below:

<b>Corporate Indicator results</b>	<b>Number</b>	<b>%</b>
<b>Green (achieved)</b>	19	58%
<b>Amber (within acceptable variance)</b>	8	24%
<b>Red (below acceptable variance)</b>	5	15%
<b>Awaiting progress update</b>	1	3%
<b>Not applicable (annual/data unavailable)</b>	13	N/A

Excluding the indicators with no Q1 results available, this shows that the Council achieved more than half of its Q1 targets, with nearly a quarter within an acceptable variance and targets missed for only five indicators.

Our target to reduce staff sickness absence (under the 'Becoming a More Efficient and Effective Council' strategic theme) was missed as a high level of long-term absence in particular continued to contribute to a high number of working days lost in Quarter 1. Further information on this has been included in the Workforce Report due to be considered by the Employment Committee in September. The Council remains committed to achieving its target for 2016/17 but the first quarter's result means this will be a major challenge for managers.

The target for resolving Stage 2 complaints was narrowly missed, with just one Stage 2 complaint received in Q1 but the response issued just one day later than the 20 day target.

Two measures relating to Disabled Facilities Grants were not within the target set, although the Q1 result for time taken to completion for minor jobs up to £10,000 was slightly better than the 2015/16 full year performance reported previously. The shared Home Improvement Agency (HIA) service is provided by Cambridge City Council on our behalf and, following concerns with performance being raised by the Head of Development at the July HIA Board meeting, the HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting in November.

A new measure relating to the inspection of newly registered food businesses is affected by businesses registering months before they start trading. The target for this measure will be benchmarked to ensure performance is being assessed against an appropriate standard.

3.6 The status of corporate projects at the end of June is shown below:

<b>Corporate project status</b>	<b>Number</b>	<b>%</b>
<b>Green (progress on track)</b>	22	55%
<b>Amber (progress behind schedule, project is recoverable)</b>	3	8%
<b>Red (significantly behind schedule, serious risks/issues)</b>	4	10%
<b>Pending closure or approval</b>	11	28%
<b>Closed (completed)</b>	3	N/A

Three projects have recently been closed down following sign-off of close-down reports by the Project Management Governance Board, with another seven projects currently in the close-down stage. At the end of June, business cases for four projects had not yet been approved by the Board.

Of the projects currently in the delivery stage, four are either significantly behind schedule, have had serious risks or issues identified or have a lack of governance documentation. Details of progress made for each project can be found in Appendix C.

Overall, over three-quarters of corporate projects currently in the delivery stage are on track. Sites set up for all projects are being kept up to date by project managers in nearly all cases.

## 4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 1 Financial Performance Monitoring Suite (FMPS). With regard to the quarter 1 forecast outturn for 2016/17, key highlights are shown in paragraphs 4.2 to 4.5 below. Other aspects of the FMPS are shown at paragraphs 4.6 to 4.13.

### Approved Revenue Budget

4.2 Following the approval of the Councils budget in February 2016, the Councils budget for 2016/17 was:

- Net revenue expenditure budget of £17.9m
- Contribution to reserves of £2.3m, and
- Budget Requirement of £20.2m

### Revenue Forecast Outturn and Variations in Revenue Spend

4.3 As shown in Section 2 of **Appendix D**, the year end forecast outturn revenue position for 2016/17 is a net revenue spend of £17.3m; resulting in a saving against budget of £570,000. Appendix D contains explanations for the main variances across all services.

4.4 As part of the budget setting process for 2016/17 £2.3m of new ZBB savings were approved. A review of the position of these savings to date has been carried out and a RAG (Red, Amber, Green) rating given. There are 2 sets of RAG reporting:

- A RAG status on the implementation plan:
  - Green started and on track or not yet started but will be commenced in line with original timescales,
  - Amber timescales slippage,
  - Red Saving not being implemented in 2016/17
- A RAG status on the achievement of the savings:
  - Green savings will be achieved in full,
  - Amber reduced savings achievable in 2016/17,
  - Red saving not achievable in 2016/17 and possibly future years)

4.5 **Appendix E** shows the RAG status for all individual projects and are summarised in the table below:

	Achievement of Savings (£'000)	Achievement of Savings (%)	Achievement of Savings (Numbers)	Achievement of Savings (%)	Implementation	Implementation (%)
<b>Red</b>	(60)	3	1	3	0	0
<b>Amber</b>	(710)	15	6	15	6	15
<b>Green</b>	(1,490)	83	33	83	34	85

### Risks

4.6 There are currently two areas of significant risks, Homelessness and the IMD shared Service.

### IMD Shared Service

4.7 For all the shared services arrangements the financial target set is 15% saving across the original combined budget. For the ICT service this was £887,000 in 2016/17. During the course of the year work has been undertaken to deliver these savings and to date £380,000 (43%) has been achieved through the new staff structure. Work is currently underway to identify other areas for savings but to date there is currently still a requirement to find £500,000 of unidentified savings and there is a risk that this will not be achieved in total. Further clarification on this issue will be provided in the quarter 2 report.

## Homelessness

- 4.8 In the final quarter of 2015/16 homelessness acceptances rose and this trend has continued into 2016/17. For most of 2015/16 there were typically 10 households/individuals in bed and breakfast now that figure is running at 25-30. There are a number of factors that contribute to this change including:
- increasing homelessness, in particular as a result of higher levels of evictions from private rented properties;
  - the impact of welfare reforms on housing affordability leading to limited prevention opportunities to help families avoid homelessness; and
  - low levels of new build affordable social rented homes being delivered meaning there are fewer opportunities to help households into affordable settled homes.

Work to counter this impact is ongoing with Officers in the short term working on a number of options including working with Housing Associations to find properties for impacted customers. A longer term assessment of the options to generate more affordable housing and temporary accommodation in the District is also underway which is intended to come to Members in the autumn of 2016.

## Capital Forecast Outturn and Variations in Capital Spend

- 4.9 Following the approval of the Councils “net” capital programme in February 2016 of £9.5m and Cabinet approval of slippage of £1.5m in June 2016, the Council’s final 2016/17 “net” capital programme is £11.0m.
- 4.10 **Appendix D** shows the detailed capital programme budget, spend to date and projected outturn position. Spend to date is £1.3m and the projected outturn is £10.0m, an underspend of £1m. Of this £916,000 is anticipated delays in the implementation of schemes and £130,000 is genuine underspends.
- 4.11 It should be noted that for the past few years the capital programme has had substantial scheme slippage in the final quarter resulting in underspends occurring. The implication of this was less borrowing was required and is resulting in an underspend in the current year on MRP in the revenue budget. There is a high risk that this will incur in 2016/17 and will again result in a MRP budget for 2017/18 being set at a level higher than is required.

## General Fund Reserve

- 4.12 Members will recall that in December 2015 Cabinet approved that the minimum level of the General Fund was to be maintained at 15% of net expenditure.
- 4.13 The 2016/17 opening General Fund balance was £2.5m and is budgeted to increase to £2.7m. As a result of the projected underspend on net revenue expenditure the minimum level requirement has dropped to £2.6m, with the reduced requirement (£100,000) to be transferred into the Budget Surplus Reserve.

## Non Domestic Rates (NDR) and Council Tax Income

- 4.14 Page 12 of **Appendix D** shows the current level of bills raised for NDR (£62.0m) and Council Tax (£97.3m) and the expected level of collection. These represent the total bills raised but the Council’s share of this, and any subsequent bad debt, is 40% and 13% respectively.

## New Homes Bonus

- 4.15 Page 12 of **Appendix D** shows the current position in relation to New Homes Bonus. The revised target for the number of new homes in the year October 2015 to September 2016 is

541, with a profiled growth of 405 homes to the end of June. The current number of new homes is 417, 12 above the profiled target growth.

## 5. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

5.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the £3.6m 2020/21 forecast gap in the revenue budget.

5.2 At the end of quarter 1 the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	0	(101)	(101)
Property Rental Income	(875)	(108)	767
Management Charge	144	108	36
MRP	885	0	(885)
<b>Total</b>	<b>154</b>	<b>(101)</b>	<b>(255)</b>

### 5.3 Investments

In the first quarter of 2016-17, the Council has invested in the following CIS related asset;

**Property: 80 Wilbury Way, Hitchin.**

- Property Type: Office Block
- Purchased on 8<sup>th</sup> July 2016 (Quarter 2 completion)
- Modelled rate of return 7%
- Rent reserved £0.175m pa
- Earmarked reserves have been used to finance the purchase of this investment, which means there is no requirement for the council to set aside funds to provide for the future debt repayments (MRP)

The approval for this purchase was in line with delegated powers.

5.4 To date all of the Council's investments have been funded from the earmarked reserves and no new borrowing has been required and it is currently anticipated that this will remain the case for any further investments that are made during 2016/17. The result of this will be a saving in the 2017/18 budget of MRP.

### 5.6 CIS Investment Investigations

Between April and June 2016, 6 properties were investigated as potential investment opportunities but were rejected for the following reasons;

- Below acceptable return threshold
- Physical condition
- Long unexpired leases (2)
- Weak future letting ability
- Subject to offer by another client

In addition three properties are being investigated, including shop, retail park and a high yielding package of investments.

The Council is also investigating wider cash investments including other Property Funds and Real Estate Investment Trusts (REITs) and indirect property funds. Conclusions of these investigations will be made to the Treasury & Capital Management Group.

## **6. OTHER MATTERS**

- 6.1 In 2015 the Council agreed to the purchase of a new financial management system for the Authority, through a joint procurement and shared solution with our strategic partners, Cambridge City Council and South Cambridgeshire District Council. In December 2015 the contract was awarded to Technology 1 and the three Councils are in the process of implementing the new system, with a target date of 3 April 2017 for the go-live.
- 6.2 There are several risks associated with the implementation of the new financial management system, which will be monitored by the project team. However one significant risk is that of an implementation date of the start of a new financial year in that the Council will still be required to close the accounts of the old year, on the old system, in line with statutory deadlines, whilst ensuring the new system is properly implemented and running for the new financial year.
- 6.3 Once implemented the three Councils will have one financial system with all operating to the same controls and procedures and this will constitute a major cultural change for the Council in how it carries out its financial administration and functions.

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

- 7.1 Comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 7 September 2016 will be included in this section in the Cabinet report.

## **8. RECOMMENDATIONS**

- 8.1 The Panel is invited to consider and comment on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.
- 8.2 Cabinet are recommended to consider and comment on financial performance at the end of June, as detailed in Appendices D and E.

## **CONTACT OFFICERS**

### **Corporate Plan Performance Monitoring (Appendices A and B)**

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

☎ (01480) 388065

### **Projects (Appendix C)**

Laura Lock, Programme and Project Manager

☎ (01480) 388086

### **Financial Performance (Appendices D and E)**

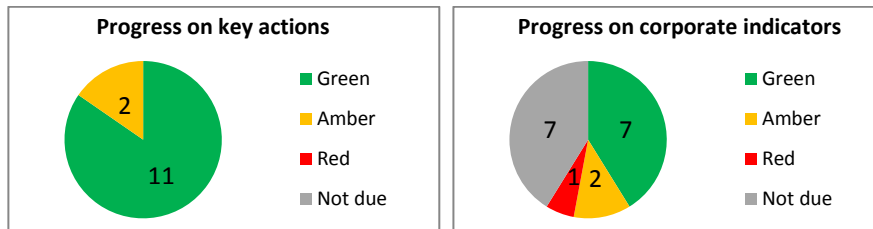
Graham Oliver, Interim Finance Manager

☎ (01480) 388604

## Performance Summary Quarter 1, 2016/17

### Enabling communities

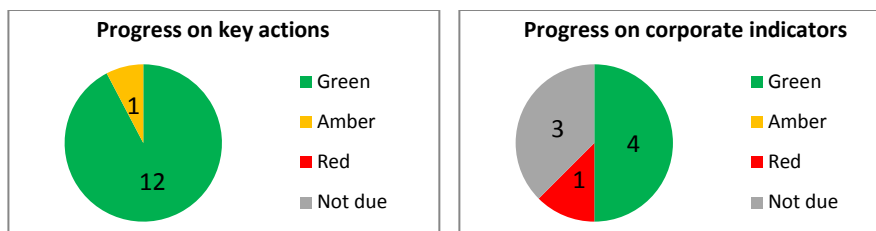
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include the award of Community Chest grants to 26 voluntary and community organisations.

### Delivering sustainable growth

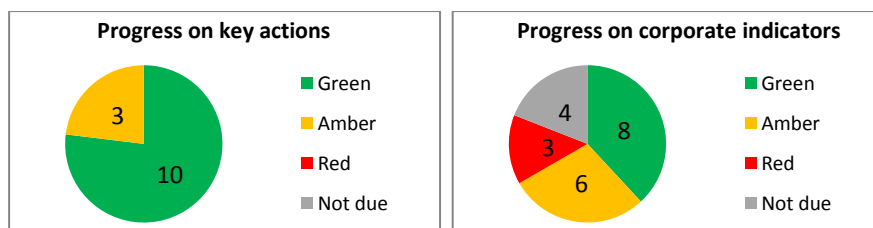
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the first homes nearing completion on the Alconbury Weald site.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include a higher rate of Council Tax collection than achieved in Quarter 1 last year.



CORPORATE PLAN – PERFORMANCE REPORT

**Appendix B**

STRATEGIC THEME – ENABLING COMMUNITIES

Period April to June 2016

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
	11		2		0		0		0

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

Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	7		2		1		1		6

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA1. Continue to manage and enhance the joint CCTV service with Cambridge City Council	31/03/2017	Cllr Brown	Chris Stopford	The District Council continues to manage the CCTV service on behalf of the District and City Council.
<b>G</b>	KA2. Reduce incidences of littering through targeting of enforcement work	31/03/2017	Cllr Carter	Chris Stopford	An awareness raising campaign regarding reporting incidents of littering has been undertaken within the HDC staff base, a further awareness raising campaign is being planned for Q4 with the wider community.
<b>G</b>	KA3. Reduce the level of household waste sent to landfill	31/03/2017	Cllr Carter	Alistair Merrick	In Q1 16/17 60.6% of household waste was diverted from landfill via our green waste and dry recycling collections.
<b>G</b>	KA4. Support delivery of sustainable community activities / facilities	31/03/2017	Cllr Criswell	Chris Stopford	Work is progressing on the Little Paxton Community Building, and the establishment of a Community Infrastructure Organisation (CIO) to take on the day-to-day management of the community building.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA5. Maintain clean open spaces to Environment Protection Act (EPA) standards	Ongoing	Cllr Carter	Alistair Merrick	592 NI195 audits have been completed from April 2016 to June 2016, of which 82.09% of work was to standard.
<b>G</b>	KA6. Adopt a new Design Guide as Supplementary Planning Document	31/03/17	Cllr Bull	Andy Moffat	Draft being updated. Consultation to begin in September/October.
<b>G</b>	KA7. Support the delivery of the Sport and Leisure Facilities Strategy	31/03/2017	Cllr Palmer	Jayne Wisely	Work continues on securing the dual Sport England investments into OL St Neots 3G Artificial Pitch (£275k) & OL Huntingdon Swimming Pool Changing Refurbishment (£208k).

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b> <b>A</b>	KA8. Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings	31/03/2017	Cllr Palmer	Jayne Wisely	One Leisure Active Lifestyles overall throughput is 12,908 at Quarter 1 – 8% up on the previous year at the same point.  One Leisure overall admissions 552,800, comparable to same period last year of 590,717. Membership sales and thus gym attendance have slowed. Additional membership promotions and the returning of the crèche to membership packages will increase attendance over the remaining quarters.
<b>A</b>	KA9. Prevent homelessness where possible by helping households either remain in their current home or find alternative housing	31/03/2017	Cllr Tysoe	John Taylor	Work is ongoing in this area with a range of tactics used by Officers to prevent homelessness occurring. However levels are rising and this this noted as a risk in section 4.8 of this report. Quarter 1 – advice, assistance and interventions led to 72 successful homelessness preventions in the quarter.

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA10. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr Bull	Andy Moffat	Discussions continue with Houghton and Wyton Neighbourhood Plan to seek to agree how the Plan could be amended to meet the basic conditions.  Neighbourhood and Community Planning Guide updated in April following Town and Parish Councils Workshop. Stukeleys Neighbourhood Plan Area designated in June.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA11. Review control and management of council owned assets and, where mutually beneficial, transfer ownership of council owned assets to the community	31/03/2017	Cllr Gray	Clive Mason	Where opportunities present themselves, they will be investigated for the mutual benefit of the wider community on a case-by-case basis
<b>G</b>	KA12. Manage the Community Chest and voluntary sector funding to encourage and promote projects to build and support community development	31/03/2017	Cllr Criswell	Chris Stopford	The Council launched the 2016/17 Community Chest in April 2016, with a closing date for applications of the 31 <sup>st</sup> May 2016. At the closing date 55 applications had been received. The Grants Panel met on the 30 <sup>th</sup> June 2016 and confirmed the award to 26 organisations.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI1. Percentage of street cleansing works completed to standard Aim to maximise	N/A	N/A	80%	90.54%	<b>G</b>	80%	80%	<b>G</b>
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data								
PI2. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations Aim to maximise	N/A	N/A	80%	82.09%	<b>G</b>	80%	80%	<b>G</b>
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data.								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI3. Percentage of street cleansing and grounds maintenance service requests resolved in five working days  Aim to maximise	N/A	N/A	80%	Street Cleansing - 80.5%	G	80%	80%	G
				Grounds maintenance- 56.7%	A			
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data. There are some issues around the data collection process in relation to this indicator which may cause inaccuracies in the data. These are currently under investigation and should be resolved and figures amended before the next reporting deadline.								
PI4. Percentage of successful enforcements – dog fouling, litter  Aim to maximise	N/A	N/A	90%	100%	G	90%	90%	G
Comments: (Community) This is a new indicator so no historic data is available.								
PI5. Percentage of HDC countryside sites self-managed by 'Friends of' groups  Aim to maximise	Sites with 'Friends of' groups – 44.66% Self-managed – 0%	N/A	N/A – annual measure			15%	15%	G
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no quarterly historic data.								
PI6. Number of play spaces created or upgraded  Aim to maximise	N/A	N/A	N/A – annual measure			7	7	G
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI7. Average length of stay of all households placed in B&B accommodation  Aim to minimise	TBC	TBC	Less than 6 weeks	?	?	Less than 6 weeks	?	?
Comments: (Customer Services) Following a tendering exercise we moved to a new software provider for the service in quarter 1. There are still several issues around the transfer of data that need to be resolved before accurate reports can be produced for the new system for quarter 1. These will be resolved soon so that retrospective reports for this PI can be produced.								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI8. Percentage of Housing Needs Analysis completed Aim to maximise	N/A (results cannot be reported, see comment below)							
Comments: Although this performance indicator was included in the Corporate Plan, it is not possible to measure progress or activity so we cannot report on this.								
PI9. Admissions or participation at targeted services including older people, long-term health conditions, disability and young people (healthy weight) Aim to maximise	48,292	11,117	13,920 (30% of annual target)	12,908	A	46,400	46,400	G
Comments: (Leisure and Health) Q2 target will be cumulative 60% of the annual target, Q3 target will be 80% and Q4 target will be 100%.								
PI10. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 Aim to minimise	33.4 weeks	26 weeks	28 weeks	32.1 weeks	R	28 weeks	30 weeks	A
Comments: (Development) This reflects the performance of the shared Home Improvement Agency (HIA) service provided by Cambridge City Council on our behalf. The Q1 performance in Hunts is slightly better than the full year performance for last year, and better than in South Cambs but worse than in Cambridge City for Q1. Concern with this performance was raised at the 27 <sup>th</sup> July HIA Board meeting by the Head of Development. The HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting on the 2 <sup>nd</sup> November.								
PI11. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme Aim to maximise	N/A New Indicator	N/A New Indicator	80%	82%	G	80%	80%	G
Comments: (Community) This is the percentage of food premises within the remit of the Food Hygiene Rating Scheme that score 3 or above, as a percentage of the total number of premises within the remit of the scheme.								
PI12. Number of complaints about food premises (per 100 food businesses) Aim to minimise	N/A New Indicator	N/A New Indicator	TBC	2.1	G	5	5	G

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>Comments: (Community) The number of complaints about food premises received by the Council. The indicator is based on a baseline number of 1,442 food premises at 1st April 2016.</p> <p>“Complaints about food premises” means complaints about food premises which relate to standards of cleanliness, structural disrepair, hygiene standards and facilities, food handling practices by staff or allegations of food poisoning/foodborne illness. It does not include complaints about the nature, substance or quality of food sold or supplied by food businesses.</p>								
PI13. Percentage of CCTV cameras operational	99%	99%	95%	99%	G	95%	95%	G
<p>Aim to maximise</p> <p>Comments: (Community) The cameras remain operational across the District and, despite the increasing age of the cameras, the reliability is being maintained.</p>								
PI14. Increase the number of One Leisure members and users in targeted segments of the community. These will be: 1. Young people (8 to 14) 2. Older People (55 to 65) 3. Families with young children 4. Young adults 18 to 30	New measure	New measure	TBC	N/A – data to be available from Q2	n/a	TBC	n/a	n/a
<p>Aim to maximise</p> <p>Comments: (Leisure and Health): Utilising the Sport England segmental analysis we have identified areas where there is room to increase or market share. In phases through the year we will concentrate marketing efforts to increase participation from listed segments. Data is being collated on a monthly basis to allow us to identify the size of each segment we currently engage with, and to then determine targets for growth. The immediate target groups have been identified to meet both our growth expectations and to meet the Health in the Community targets, the needs of our community and the commercial success of One Leisure. The overall objective is to raise the number in each segment by an average of 5% per sector. This will help drive the overall market penetration to meet Leisure and Health targets and improve commercial performance. Data for Q1 is not available but reports should provide results from Q2 onwards.</p>								
PI15. Customer satisfaction with the Anti-Social Behaviour service	N/A	N/A	TBC	N/A	n/a	TBC	n/a	n/a
<p>Aim to maximise</p> <p>Comments: (Community) This is a new measure still to be established.</p>								
PI16. Number of people accessing Citizens Advice Bureau services	N/A	N/A	N/A – annual measure			TBC	n/a	n/a
<p>Aim to minimise</p>								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Comments: (Community) This is a new indicator, information will be collated and presented from the annual report of the Rural Cambridgeshire Citizens Advice Bureau.								
PI17. Number of volunteer hours worked in Huntingdonshire	N/A	N/A	N/A – annual measure			TBC	n/a	n/a
Aim to maximise								
Comments: (Community) This is a new indicator, information will be collated and presented from the annual report of Hunts Forum and the Huntingdonshire Volunteer Centre.								

### STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period April to June 2016

#### Summary of progress for Key Actions

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

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

#### Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	4		0		1		0		3

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA13. Deliver the Council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment	Progress report due July 2016	Cllr Harrison	Andy Moffat	Report to July O&S recorded 17 actions on track - 2 more than target. The InvestHunts website has been launched and usage beginning to grow. Two Councillors attended the launch event.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA14. Advertise opportunities for local businesses by publishing the online Schedule of Proposed Procurements to promote future contract opportunities	30/09/2016	Cllr Gray	Clive Mason	Action completed on time. Now subject to on-going maintenance. Last updated 7 June 2016.

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA15. Prepare an infrastructure Delivery Plan alongside the Local Plan	Alongside Local Plan	Cllr Bull	Andy Moffat	Tender invites due to be sent out in Q2.
G	KA16. Continue to work with partners and influence the Local Enterprise Partnership's (LEP's) Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth	Ongoing	Cllr Harrison	Andy Moffat	Local Growth Strategy Group endorsed and Terms of Reference agreed by Cambridgeshire's Public Sector Board. Meeting held in May to develop the LEP's Local Growth Deal submissions to Government. HDC currently chairs this Director level meeting of all the LEP's Local Authorities.
G	KA17. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 to deliver the specific requirements of the council.	Ongoing	Cllr Bull	Andy Moffat	<p>A14 Construction compounds are due to start being constructed from September 2016 at Brampton and Swavesey. Local Planning Authority consulted and responding on Condition Discharge on 7 key conditions required before commencement. HDC officers service sub-groups relating to such matters as Design, Delivery, Legacy and Environment are on-going. Physical works will commence as from December 2016.</p> <p>A428 Central Government has granted funding to Highways England/Jacobs to progress scheme to Preferred Route announcement stage. Highways England/Jacobs engaging with MP's/cross-border Members at Counties/Districts level, plus Officers.</p> <p>A1 Identification of options to be taken forward now complete. On-going Stakeholder meetings with a range of public bodies/interested parties. HDC officers service these. Short-list of three packages;</p>



Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					<p>Package A – section of new motorway (mostly offline) in the middle (northern) section i.e. 'Middle bypass'</p> <p>Package B – local improvements (grade separating junctions or creating new grade separated junctions in the middle (northern) section i.e. 'Improve existing junctions'</p> <p>Package C – upgrade the east-west connectivity of the A1 to avoid 'hop on/hop off' behaviour i.e. 'Modest improvements'</p> <p>Next step is for Highways England to submit an Option Package Assessment to the DfT during Autumn 2016.</p>

### WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA18. Work in partnership to ensure local delivery of training to meet business growth	August 2016 for start of iMET construction  EDGE work is ongoing	Cllr Harrison	Andy Moffat	<p>iMET support: Full business case approved by Skills Funding Agency. April Minister 'officially' signed funding agreement with LEP but funding agreements still not technically completed. Target date relates to milestone of commencement of construction.</p> <p>EDGE - partnered with Anglian Water to hold Women in Engineering event 23rd &amp; 24th June. Six of Huntingdonshire secondary schools attended with 218 female students participating in the interactive activities</p>
<b>G</b>	KA19. Encourage and support apprenticeships across the district	Ongoing	Cllr Harrison	Andy Moffat	EDGE have formed a partnership with SNLP (St Neots Learning Partnership – Longsands Academy & Ernulf School) to assist with the promotion of Apprenticeships to their students. EDGE continues to work with businesses and partners to promote their apprenticeship vacancies.
<b>G</b>	KA20. Develop a HDC apprenticeship programme in response to the Apprenticeship Levy	30/09/2016	Cllr Cawley	Adrian Dobbyne	While we are still waiting for further critical information regarding drawing down from the levy and the proposed cost for an Apprenticeship to come from the Government, we are identifying with Heads of Service the areas where we think we can look to have Apprenticeships within HDC, clarifying the status of the existing or developing training providers on their support in the District and beyond and beginning to develop a policy on how we manage Apprentices and the Scheme. This will cover terms and conditions, pay rates, training support, etc. Engagement

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					across Services has been good with an interest from all, but more detailed work is now needed to see how many of these can be made into proper Apprenticeships and when we could start and where additional costs might be involved. We are also engaging externally with bodies, particularly EELGA, to seek where practical a joined up approach with neighbouring authorities. The new scheme is due to be applicable from April 2017 and so the delivery date to have a programme in place is likely to be early 2017.

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>A</b>	KA21. Prepare the Local Plan	In accordance with approved Local Development Scheme	Cllr Bull	Andy Moffat	Quarterly report was considered by O&S (Economy & Growth) and Cabinet in June. The re-validation of the Cambridge Sub-Regional Transport Model by the County Council needs to be completed before the next key stage of the Local Plan – the modelling of the traffic impacts of developments in the Plan – but its completion has been delayed. Representatives from County Council to attend the July O&S (Economy & Growth) meeting to explain the process of revalidating the Cambridge Sub-Regional Transport Model and explain why it has been delayed. This delay means no longer on target to meet timescale set out in the Local Development Scheme but still on target to meet the expected Government requirement to have submitted the Plan by the end of March 2018.
<b>G</b>	KA22. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>• St Neots</li> <li>• Wyton</li> <li>• Alconbury Weald</li> </ul>	Ongoing	Cllr Bull	Andy Moffat	<u>St Neots</u> – Inquiry date set for May 2017 for appeal following refusal based on inadequate proposed level of affordable housing of application for 2800 homes at Wintringham Park. <u>Wyton</u> – Awaiting re-validation of County Council’s Sub-Regional Transport model (see KA21) to allow modelling of transport impacts and required mitigation of Local Plan allocations including Wyton Airfield. <u>Alconbury Weald</u> – The first homes are nearing completion and sales events have taken place. Work on the first major industrial development has begun and the new primary school is on schedule to open in September.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA23. Maintain a 5 year housing land supply position	Quarterly	Cllr Bull	Andy Moffat	The Annual Monitoring Report 2015 confirms HDC has a 5 year housing land supply of 5.23 years (as at 31 <sup>st</sup> December 2015). The most recent assessment of permissions granted since that time and progress of developments (in June 2016) indicates that HDC continues to have a 5 year housing land supply.
<b>G</b>	KA24. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan	December 2016 for adoption of Strategy	Cllr Bull	Andy Moffat	Member Workshops held and Draft Strategy considered by O&S Panel (Communities and Customers) in April.
<b>G</b>	KA25. Ensure our approach to Community Infrastructure Levy (CIL) is used creatively to enable housing growth	Ongoing	Cllr Bull	Andy Moffat	Options being considered alongside pros and cons of using 2015/16 and 2016 CIL receipts to meet remaining payments for Huntingdon West relief road.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI18. Percentage of planning applications processed on target - major (within 13 weeks or agreed extended period) Aim to maximise	81%	75%	65%	82%	<b>G</b>	65%	80%	<b>G</b>
Comments: (Development) The 2016/17 target is 5% higher than the 2015/16 target.								
PI19. Number of Marketing Strategy actions on track Aim to maximise	13	n/a	15 (In Q4 and Q1)	17	<b>G</b>	15 (In Q4, Q1, Q2 and Q3)	17	<b>G</b>
Comments: (Development) Biannual – reported in July (for Q4 and Q1) and January (for Q2 and Q3).								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI20. Percentage of newly registered food businesses inspected within 28 days of registration  Aim to maximise	N/A (new indicator)	N/A (new indicator)	TBC	37%	R	50%	G	n/a
Comments: (Community) Between the 1 <sup>st</sup> April 2016 and 30 <sup>th</sup> June 2016, 54 new food businesses were registered with the Environmental Health team but some of them couldn't be inspected because they hadn't started to trade within the period in question. In the same period in 2015-16 there were 64 new registrations. Work is being undertaken to benchmark and understand this indicator in more detail, initial reviews of the Q1 data has shown that some businesses are 'registering' but then not actively trading for a period of time after registration. The first inspection can only be undertaken once trading commences.								
PI21. Proportion of Community Infrastructure Levy receipts allocated  Aim to maximise	N/A	Receipts earmarked for use towards Huntingdon West Link Road	N/A	Receipts earmarked for use towards Huntingdon West Link Road	G	Profiling to be completed to enable Cabinet to make decisions about any remaining receipts	Profiling to be completed to enable Cabinet to make decisions about any remaining receipts	G
Comments: (Development) A December 2015 Cabinet resolution gave authority to the Head of Resources to profile use of CIL receipts to pay outstanding balance payable for the Huntingdon West Link Road.								
PI22. Percentage of working age population (16-64) who have received job related training in the last 13 weeks in Huntingdonshire  Aim to maximise	22.5% (Dec 2015)	23.1% (March 2015)	18.8% (UK average)	21.3% (March 2016)	G	19%	n/a	n/a
Comments: (Development) This information is only available one quarter in arrears (source: Annual Population Survey, Office for National Statistics). The measure relates to people surveyed who live in Huntingdonshire regardless of where they may be employed. Local results are consistently above the national average.								
PI23. Number of Council apprenticeships created  Aim to maximise	N/A	N/A	TBC	n/a	n/a	TBC	n/a	n/a
Comments: (Corporate Team) No target set yet until the Government confirms the Apprenticeship Scheme (expected Autumn 2016).								
PI24. Gross number of affordable homes delivered	49	N/A	N/A – annual measure			109	109	G

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to maximise								
Comments: (Development) The target figure is based on anticipated programmes and subsequent information from Registered Social Providers.								
PI25. Net additional homes delivered	515 (for 2014/15)	N/A	N/A – annual measure			541 (for 2015/16)	541	<b>G</b>
Aim to maximise								
Comments: (Development) The figures for the preceding year are published in the Annual Monitoring Report (AMR) the following December i.e. the figures for 2015/16 will be published in the December 2016 AMR.								

### STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 2016

#### 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
	10		3		0		0		0

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

#### Summary of progress for Corporate Indicators

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	8		6		3		0		4

#### WE WANT TO: Become more efficient in the way we deliver services providing value for money services

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA26. Develop full business cases for previously identified energy reduction	TBC	Cllr Carter	Alistair Merrick	Finance Governance Board have approved all business cases based upon the Investment Grade Proposals (IGP).The return

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	projects across the Council's estates				on investment is 9.45 years with a minimum total annual benefit in excess of £100k. Approval for additional investment to meet full cost of IGP's will be presented to O&S and Cabinet in September 16.
<b>G</b>	KA27. Improve processes to reduce time taken from receipt to decision on Licencing applications	31/03/2017	Cllr Criswell	Chris Stopford	Work continues on this key action – the use of LEAN process mapping principles has been applied to the hackney carriage and private hire licencing regimes. Work is progressing regarding a review of the DBS processes, an essential part of the licencing regime.
<b>G</b>	KA28. Introduce measures to reduce energy costs in One Leisure	31/03/2017	Cllr Palmer	Jayne Wisely	Following a desk top exercise it was agreed that Bouygues Ltd, should undertake an Investment Grade Audit (IGA) and produce an Investment Grade Proposal (IGP) based on the audit findings. The IGP forms a capital bid and business plan to invest in facility upgrades to improve energy efficiency across all of the OL stock. It is anticipated that contracts will be signed by end August 2016, project plan in place for installation to commence late September 2016, finishing end February 2017.
<b>G</b>	KA29. Introduce more on line self-service delivery on the Council's website ensuring we focus on customer need	31/03/2017	Cllr Cawley	Head of ICT Shared Service	Added "find your councillor" feature to front page. Added "Payments online" feature to front page. Customers can turn on and off these customisable facilities. All forms that can be e-enabled now online. Handful of forms requiring document upload still to get online. Interactive, sortable list of acceptable bin items added to website. New eforms launched in Local Taxation that integrate into Council IT systems.
<b>G</b>	KA30. Maximise the income generating potential of One Leisure and all traded activities	31/03/2017	Cllr Palmer	Jayne Wisely	Undertaking a review of Group Fitness activities to make recommendations for new classes and fitness activities. Introduced new Cyclone concept for indoor cycling. Developing an annual marketing plan to track and maintain market presence. Undertaking a Hospitality review to maintain and improve business performance with a new management structure. Introducing new Children's party activities to raise performance in this area. Undertaken a major membership promotion to stimulate interest in membership options. Reviewed Burgess Hall performance and planned activities through the quarter.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA31. Improve residents satisfaction levels measured through a residents survey	31/03/2017	Cllr Howe	Jo Lancaster	No progress expected this quarter, on track for consultation to be completed by March 2017.
<b>A</b>	KA32. Collect money that is owed to HDC	Ongoing	Cllr Gray	Clive Mason	Total sundry debt outstanding at the end of 2015/16 was £1.797m. Amount of debt cleared during quarter 1 £0.533m (30%).A review of the Council's sundry debt policy and procedures is currently being undertaken to outstanding debt level is kept to the minimum.
<b>G</b>	KA33. Identify actions from the Employee Survey to create a more positive environment for staff	Progress report due June 2016	Cllr Cawley	Adrian Dobbyne	Progress report produced in June and shared with staff in July. The 2016 survey is underway and an action plan will be developed once results are analysed and reviewed this autumn.
<b>A</b>	KA34. Budget "Plan on a Page" to reduce reliance on Government grants and New Homes Bonus over the next few years, retaining tight budgetary control with affordability and value for money are at the core of the Council's decision making processes	31/03/2017	Cllr Gray	Clive Mason	Budget setting timetable and parameters to be agreed in quarter 2.
<b>G</b>	KA35. Undertake Zero Based Budgeting (ZBB) Phase 2 to identify further service savings	TBC	Cllr Gray	Clive Mason	Budget setting timetable and parameters to be agreed in quarter 2.
<b>A</b>	KA36. Achieve budgeted savings, planning ahead to make savings at the earliest opportunity	Ongoing, quarterly reporting	Cllr Gray	Clive Mason	66% of ZBB approved savings are on course to be implemented with 31% on amber status. Overall Q1 project is a £0.5m below budget.

### **WE WANT TO: Become a customer focussed organisation**

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA37. Implement a consultation exercise with residents and business to inform 2017/18 budget planning	31/12/2016	Cllr Gray	Clive Mason	Preparations due to start soon with the aim of consulting on draft proposals prior to the new year to inform January budget setting.
<b>G</b>	KA38. Deliver actions to contribute to the Customer Service Strategy	31/03/2017	Cllr Cawley	John Taylor	All HoS have actions on their service plans to deliver against the Customer Service Strategy. Senior Management Team (SMT) have reviewed them and a session's been held with the Management Team (all managers who report to SMT) to ensure we deliver against the actions.

## Corporate Performance and Contextual Indicators

### Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI26. Percentage of grounds maintenance targets consistently met  Aim to maximise	N/A	N/A	80%	86.46%	G	80%	80%	G
Comments: (Operations) New indicator - this monitoring has only been undertaken since April 16, therefore there is no historic data.								
PI27. Percentage of household waste sent to landfill  Aim to minimise	44.67%	40.18%	45%	39.39%	G	45%	45%	G
Comments: (Operations) Q1 2016/17 shows a slight reduction from Q1 2015/16 which is a positive indicator towards achieving the target for 2016/17. Future promotions will be taking place to promote waste minimisation throughout the year which will assist in ensuring the performance stays below the target.								
PI28. Percentage of missed bins recovered within 48 hours  Aim to maximise	N/A	N/A	90%	75%	A	90%	90%	G
Comments: (Operations) New indicator for 2016/17. We have worked hard to reduce our missed bin collections from 5 working days to 48 hours and will continue to increase the amount collected in the 48 hour timescale. We also need look at how calls are being closed down on CRM which will give us more accurate data to report for future quarters.								
PI29. Total amount of energy used in Council buildings  Aim to minimise	12,096,814 kWh	2,816,784 kWh	2,760,448.3 kWh	2,969,911 kWh	A	11,854,877.7 (kWh) 2% reduction	11,854,877.7 kWh	G
Comments: (Operations) The Combined Heat and Power unit (CHP) at One Leisure Huntingdon was switched off for a period of time while air handling units were replaced. This caused a large spike in electricity use during this quarter.								
PI30. Average number of days to process new claims for Housing Benefit and Council Tax Support	23 days	22 days	26 days	24 days	G	26 days	26 days	G



Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to minimise								
Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Enhanced Risk Based Verification processes are due to be implemented shortly which should help to concentrate resources on high risk cases, i.e. those cases most likely to contain fraud and/or error.								
PI31. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	4 days	5 days	7 days	4.5 days	G	7 days	7 days	G
Aim to minimise								
Comments: (Customer Services) New indicator showing <u>combined</u> performance for HB and CTS claims. 2015/16 performance data shows the average of the 2 old indicators. Enhanced Risk Based Verification processes are due to be implemented shortly which should help to concentrate resources on high risk cases, i.e. those cases most likely to contain fraud and error.								
PI32. Number of Disabled Facilities Grants (DFGs) completed	168	35	45	25	R	180	168	A
Aim to maximise								
Comments: (Development) Q1 completions are always low following the peak in Q4 of the preceding year. As PI10, this reflects the performance of the shared Home Improvement Agency (HIA) service which is provided by Cambridge City Council on our behalf. Concern with this performance was raised by the Head of Development and discussed at the 27 <sup>th</sup> July HIA Board meeting. The HIA has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at the next Board meeting on the 2 <sup>nd</sup> November.								
PI33. Percentage of business rates collected in year	99%	32.2%	32.5%	32.1%	A	99%	98.8%	A
Aim to maximise								
Comments: (Customer Services) 2016/17 is a "poor" year for some small ratepayers with the loss of Retail Rate Relief before the potential benefits of an enhanced Small Benefit Rate Relief regime kicks in from 2017/18. This is also subject to the impact of the revaluation of the local list changing the levels for some businesses; hence target is slightly optimistic.								
PI34. Percentage of Council Tax collected in year	98.5%	29.7%	29.7%	29.8%	G	98.6%	98.6%	G
Aim to maximise								
Comments: (Customer Services) The final outcome depends on the effort put in later quarters after the initial, largely automated, enforcement notices in the first two quarters. At this stage we are forecasting meeting target.								
PI35. Percentage of space let on estates portfolio	98%	98%	95%	97%	G	95%	96%	G

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to maximise								
Comments: (Resources) <ul style="list-style-type: none"> <li>- The demand for industrial units continues to be in high, office remains challenging, retail tenants tend to be on longer leases so turnover low.</li> <li>- Currently 4 vacant properties out of 123 premises.</li> <li>- % indicators – the 16/17 target is set at 95% as it is recognised vacancy rates are subject to economic conditions.</li> <li>- Vacant Units- The nightclub in Huntingdon is being considered for other uses. Unit 14 Caxton Road remains vacant despite strong demand in St Neots and Huntingdon take up of the units at Caxton is low – Barker Storey Matthews to be employed to market going forward. Unit 8 Phoenix Court is again vacant after business failure. Estates have increased the rents at Alms Close industrial estate by up to 40%, this has prompted two tenants to leave but demand is high.</li> </ul>								
PI36. Percentage of invoices from suppliers paid within 30 days	98.8%	98.7%	98%	99%	G	98%	98%	G
Aim to maximise								
Comments: (Resources) The performance has exceeded the target and this performance is expected to continue.								
PI37. Staff sickness days lost per full time employee	11.7 days/FTE	2.3 days/FTE	2.0 days/FTE	2.9 days/FTE	R	9.0 days/FTE	9.0 days/FTE	G
Aim to minimise								
Comments: (Corporate Team) Over 60% of the days lost in Q1 related to just 26 long-term sickness absence cases. Long-term cases are a priority, with management, HR and Occupational Health actions all being monitored closely in order to ensure that appropriate steps are being taken to facilitate prompt return to work wherever this is possible. We expect significant improvement over the rest of the year however the Q1 result means achieving the 9 days/FTE target is extremely challenging.								
PI38. Commercial Estate Rental & Property Fund Income only	N/A	N/A	£0.4m	£1.13m	G	£1.7m	£2.2m	G
Aim to maximise								
Comments: (Resources) This is a new measure so no historic data is available. <ul style="list-style-type: none"> <li>- The historic estate continues to make marginal gains from rent reviews and lease renewals, new leases, the current forecast annual rent role is £1,896,161. The rent patterns vary (annual, quarterly, monthly, other) but income received in Q1 (including accrued rents due in 2016/2017) is £1,083,111.</li> <li>- The income generated from the CIS acquisitions in Q1 is £31,250 from 2 Stonehill</li> <li>- The income from the CCLA fund was £19,727</li> </ul> This gives £1.13m Q1 performance (£1,083,111+£31,250+£19,727=£1,134,088). This puts Q1 income in Green and further income is expected for the year as follows: <ul style="list-style-type: none"> <li>- £813,050 more historic estate income</li> <li>- 2 Stonehill £125k full year (£93,750 more)</li> <li>- Wilbury Way, Hitchin (purchased) £87k remainder of year</li> <li>- Purchase of a retail park (awaiting approval) - substantial income</li> <li>- CCLA fund £101k full year (£81,723 more)</li> </ul>								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI39. Planned net budget reductions achieved Aim to maximise	N/A	N/A	£0.475m	£0.283m	A	£1.9m	£1.8m	A
Comments: (Resources) A RAG review of the planned 2016/17 ZBB savings has been undertaken showing 66% of savings at green, 31% amber and 3% red. Other savings have been found to compensate slippage, reflecting an overall 2016/17 forecast outturn £0.5m below budget.								
PI40. Change in Band D Council Tax for 2017/18 Aim to minimise	0%	N/A	N/A – annual measure			0%	0%	G
Comments: (Resources) A 0% council tax increase is included in the Council's MTFS but will be confirmed when the Council's 2017/18 budget is set in February 2017.								
PI41. Call Centre telephone satisfaction rate Aim to maximise	94.3%	N/A	N/A – annual measure			95%		
Comments: (Customer Services) This is an annual measure – data to follow in Q4.								
PI42. Customer Service Centre satisfaction rate Aim to minimise	92.2%	N/A	N/A – annual measure			95%		
Comments: (Customer Services) This is an annual measure – data to follow in Q4.								
PI43. Percentage of Stage 1 complaints resolved within time Aim to maximise	N/A	N/A	98%	92%*	A	98%	98%	G
Comments: (Corporate Team) * Due to issues with our complaints recording system, we are currently waiting for services to confirm whether four complaints were resolved in time. This figure will be updated as soon as the information is available. Four complaints related to Operations were resolved late, with the deadline missed by just <u>one</u> day in each case, so the target was narrowly missed this quarter. This is a new measure so no past data is available.								
PI44. Percentage of Stage 2 complaints resolved within time Aim to maximise	N/A	N/A	98%	0%	R	98%	90%	A
Comments: (Corporate Team) There was only one stage 2 complaint last quarter, with the deadline missed by just <u>one</u> day, so the target was very narrowly missed. This is a new measure so no past data is available.								

Performance Indicator	Full Year 2015/16 Performance	Q1 2015/16 Performance	Q1 2016/17 Target	Q1 2016/17 Performance	Q1 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI45. Website satisfaction rate Aim to maximise	N/A	N/A	75%	64%	A	75%	n/a	n/a
Comments: (ICT Shared Service) The new website launched in October 2015 so there is no past data and it is not currently possible to forecast outturn performance.								
PI46. One Leisure Net Promotor Score (NPS) (likelihood of recommending service to others) Aim to maximise	N/A	N/A	N/A – system to be ready for Q2.			10% over system average		
Comments: (Leisure and Health) The Retention People (TRP) system is a communication tool that allows One Leisure to send (direct to users) a series of requests to complete a Net Promoter Score (NPS) questionnaire. The question asked is 'how likely are you to refer your friends to One Leisure. The score is 1-10. Once answered, the participant is asked to give reasons for the score, from which we gain valuable feedback. The system will return an NPS for One Leisure based upon the responses to the questionnaire. Questionnaires will be sent at a rate of 250 per quarter to each major user group, to include Impressions members, Swim members, Casual swimmers, Group Fitness attendees, Lapsed members.								

## Appendix C – Project Performance

<p><b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation</p>	<p><b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable</p>	<p><b>Green =</b> Progress is on track with no impact to delivery</p>	<p><b>Pending Closure =</b> In close-down stage</p>	<p><b>Pending Approval =</b> Business Case to be approved</p>	<p><b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.</p>
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p><b>Leisure Invest to Save Opportunities</b> Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots.</p>	Facing the Future	Clarke, Jon (Leisure)	30/09/15	31/12/16	<p>Discussions between HDC &amp; St. Neots Learning Partnership have been escalated. The aim of these discussions is to overcome the current issues regarding the Lease Agreement, and especially over the issue of Security of Tenure over the pitch location.</p> <p>The project risk folder has been updated.</p> <p>Project has a RED status by the PM for the reasons outlined above and the slippage in expected end date.</p>	Red	Within last month
<p><b>Phoenix Industrial Unit Roof</b> Replace industrial roofs to address H &amp; S and fulfil Council obligations.</p>	Capital 2015/16	Tilah, Bill (Facilities)	31/05/16	28/02/17	<p>Minor works contract being utilised to assist with capacity issue in Estates. Breheny Contractors to manage project going forward with Bill Tilah having overview and control</p> <p>Project plan reviewed and updated and highlight report submitted.</p> <p>Project has a RED status as classified by the PM due to the project being overdue compared to the planned completion date.</p>	Red	Within last month

<p>Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation</p>	<p>Amber = Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable</p>	<p>Green = Progress is on track with no impact to delivery</p>	<p>Pending Closure = In close-down stage</p>	<p>Pending Approval = Business Case to be approved</p>	<p>Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.</p>
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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p><b>In CAB Systems</b> The project will replace the existing manual process for logging waste collection issues and involve delivery of that information in a timely manner from the refuse collection vehicle to the call centre. This will involve the purchase of a new bespoke system including hardware devices for the refuse collection vehicles.</p>	Capital 2016/17	Gordon, Beth (Operations)	31/01/17	-	<p>Project page has not been updated since the site was set up by the Programme Office.</p> <p>Issues regarding capacity have been raised by the PM and the PM has been invited to PMGB to discuss ways forward.</p> <p>Project has a RED status as classified by the Programme Office as there is no documentation on the site and little progress to date.</p>	Red	N/A
<p><b>New Telephone System</b> This project is looking to replace network switch equipment that will soon run out of support. The replacement equipment will keep Huntingdonshire District Council running a supported modern network that will enable all staff to continue to deliver their day to day services to the customers and residents</p>	3C Shared Services	Allen, Tony (3C ICT)			<p><b>Awaiting site access</b> Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.</p>	Red	-
<p><b>Intrasv4 Migration</b></p>	3C Shared Services	Bedingfield, Joe (3C ICT)	-	-	<p><b>Awaiting site access</b> Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.</p>	Red	-

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Building Access system</b>	3C Shared Services	Solanki, Raj (3C ICT)	-	-	<p><b>Awaiting site access</b></p> <p>Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.</p>	Red	-
<b>PSN Compliance</b>	3C Shared Services	Young, Alex (3C ICT)	-	-	<p><b>Awaiting site access</b></p> <p>Project has a RED status as classified by the Programme Office as whilst we believe the project is being well managed, we do not have access to documentation to confirm.</p>	Red	-
<p><b>Business Intelligence Solutions</b> To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes.</p>	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	11/11/16	<p>Contract awarded and two formal training days have been held with Officers from One Leisure, Finance and the Corporate Office.</p> <p>Project site has been recently updated and has key documentation.</p> <p>Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date.</p>	Amber	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<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.	Leisure & Health	Gray, Brian (Leisure)	31/12/15	31/10/16	Site meetings with sub-contractors, back on track, equipment recommended and being leased by U&C. Agreement has been sent over by U&C now with legal for discussion. U&C hope to open mid September. Tecnogym estimate equipment on site mid to late October.  OL development plans for marketing and staffing etc now being formalised.  Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date.	Amber	Within last month
<b>Little Paxton Community Centre</b> To manage the delivery of the new Lt Paxton Community Building being built under the S106 by Taylor Wimpey Building is expected to taken over by a new community group based around the Colts Football Club	Community	Allen, Chris (Projects)	31/03/17	31/03/17	Building has started on site and progress is being monitored and site meeting attended.  The new Community Interest organization has not yet being set up and is being chased by Penny Lichfield  Project has an AMBER status due to project site lacking information. Only recently classified as a Project and PM working hard to ensure site is up to date.	Amber	Within last month



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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Implementation of Financial Management System</b>	3C Shared Services	Buckell, Andrew (3C ICT)	-	-	Workshops are being held regularly and issues have been identified.  Project has AMBER status as classified by the Programme Office as there is no documentation on the site and little progress to date.	Amber	Within last month
<b>Housing System Review</b>	3C Shared Services	Huggon, Caroline (3C ICT)	-	-	Work is ongoing, project site has relevant documentation for this stage.  Project has AMBER status as classified by the Project Manager until report to SCDC EMT is approved.	Amber	Within last month
<b>Resource Booking</b> To explore options and procure a new room booking system for internal and third party use	3C Shared Services	Day, Steph (3C ICT)	30/09/16	31/12/16	All but 1 demo completed - requesting final quotes and putting recommendation paper together. Project has slipped but is now back on track. Site is up to date and contains all necessary documentation.	Green	Within last month
<b>Benefits Landlord Portal</b> To provide an online facility to give landlords (mainly Housing Associations) basic information relating to their tenants in receipt of Housing Benefit.	Customer Services	Huggins, Barnes (Rev. Serv)	30/09/16	30/09/16	This project has just begun with the business case and authority to proceed under a single tender very recently approved. An activity charter is currently being prepared to formalise the process and present at the first PB meeting. Site is up to date and contains all necessary documentation.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p><b>OL String Bowling</b> To replace the current problematic bowling mechanism for the Basement Lanes Ten Pin Bowling facility at One Leisure St Ives.</p>	Capital 2016/17	Davidson, Chris (Leisure)	30/06/16	30/09/16	<p>Request For Quotation happened in June with two submissions received.</p> <p>Additional information required from two submissions. Contact has been made for this information. Chris Davidson to contact 'references' of both submissions.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Clifton Road Roofs</b> Replace industrial roofs to address H &amp; S and fulfil Council obligations.</p>	Capital 2016/17	Tilah, Bill (Estates)	28/02/17	28/02/17	<p>The project has faced initial delay with appointment of PM. This is now being managed through the Minor Works Contract with Breheny managing project going forward.</p> <p>The timetable for delivery of project has been reviewed and project board meetings being scheduled to keep on track.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Levellers Lane</b> Replace industrial roofs to address H &amp; S and fulfil Council obligations.</p>	Capital 2016/17	Tilah, Bill (Operations)	28/02/17	28/02/17	<p>The project has faced initial delay with appointment of PM. This is now being managed through the Minor Works Contract with Breheny managing project going forward.</p> <p>The timetable for delivery of project</p>	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					has been reviewed and project board meetings being scheduled to keep on track. Site is up to date and contains all necessary documentation.		
<p><b>Salix Projects</b> Salix revolving fund to finance energy efficiency measures within Council owned buildings.</p>	Capital 2016/17	Blackwell, Julia (Environment)	31/03/17	31/03/17	Salix documents added and details of installers project plan. Site is up to date and contains all necessary documentation.	Green	Within last month
<p><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.</p>	Capital 2016/17	France, Paul (One Leisure)	30/06/17	30/06/17	Board Chair(JW) has agreed that with work on this project not anticipated to start until completion of the OLH pool changing rooms, Board Meetings will be held as an agenda item on the OLH Changing Room Board Agenda.  Site is up to date and contains all necessary documentation.	Green	Within last month
<p><b>One Leisure Huntingdon Changing Facilities</b> To up-grade the Changing facilities at the Swimming Pool at One Leisure Huntingdon. Changing rooms will become a changing village with different options for changing.</p>	Capital 2016/17	Martin-Peters, Karen (Operations)	17/10/16	18/11/16	Delays to project have been caused by lease and Lottery agreement fund not being agreed, expected lease and funding agreement to be signed by 31st July.  Whilst there is minor slippage, this is not deemed to be an issue. Site is up to date and contains all necessary documentation.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Waste and Recycling Reconfiguration</b> The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.	Operations	Field, Heidi (Operations)	31/07/17	31/07/17	An update report was considered by Overview and Scrutiny and Cabinet in July. This project is on the political agenda.  Key documentation has been added although some further work is required.	Green	Within last month
<b>Refit</b>	Capital 2016/17	Blackwell, Julia (Environment)	03/04/17	03/04/17	Site is up to date and contains all necessary documentation.	Green	Within last month
<b>Council Tax Automated Forms</b> Introduce automated forms into business systems.	Facing the Future	Davies, Ian (Recovery)	30/09/16	30/09/16	STAGE 1 complete - E-Forms went live on HDC website on 21st July 2016.  STAGE 2 to start by 1st August - Robotics to be implemented by 31st August.  Target project end date, after live monitoring of robotics, remains unchanged (30th September 2016).  Site is up to date and contains all necessary documentation.	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<p><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</p>	Development	Bedlow, Susan (Development)	01/07/17	01/07/17	<p>The recruitment of Commercial Director is currently underway.</p> <p>Final funding agreement between the LEP and HRC has yet to be signed and is now delaying the start of the build. Huntingdonshire Regional College's appointed Project Manager to report on Risk register at next advisory board meeting.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Server Room Consolidation Project</b> To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services.</p>	3C Shared Services	Keech, Edward (3C IT)			<p>The ITT has been signed off and distributed to the partners of the RM 1058 Framework.</p> <p>We are currently in the Q &amp; A phase.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p><b>Building Control Uniform Project</b></p>	3C Shared Services	Huggon, Caroline (3C Shared Services)			<p>Live data from IDOX received and testing is underway to go live in late August when target end date will be agreed.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
<b>Capita Upgrade</b> Capita payment management system upgrade and migration to cloud	3C Shared Services	Huggon, Caroline (3C ICT)			Discussions with internal departments affected by upgrade taking place before arranging the AIM updates to be done prior to the Captia upgrades.  Site is up to date and contains all necessary documentation although target end date is still to be confirmed.	Green	Within last month
<b>Octagon</b> To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.	Capital 2015/16	Tilah, Bill (Estates)	31/03/16	30/06/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	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	Project completed and closedown report currently with Project Board for approval.	Pending Closure	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	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>CAB Move to PFH</b> Move Citizens Advice (Rural Cambs) Huntingdon into front and back office space at Pathfinder House.	Accommodation Group	Wilby, Lauren (Corporate Team)	30/06/16	08/07/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month

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Title and purpose of project	Programme	PM	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	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<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 completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>One Leisure Stationary Cycle and Virtual Fitness Procurement</b> Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use.	Capital 2015/16	Gray, Brian (Leisure)	01/03/16	01/03/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Within last month
<b>CCTV Pathfinder House Resilience</b>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<b>CCTV Wi-Fi</b>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<b>Lone Worker Software</b>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	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 do not deem this to be deliverable and are now considering whether their proposed project can go ahead. Brexit also seems this project as a potential use of the funding is unlikely to be	Pending Approval	Within last month

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Title and purpose of project	Programme	PM	Target End Date	Expected End Date	Programme Office comments	RAG Status	Latest Update Date
					possible. Final decision will be made at a meeting with TWI on 24/8/2016 and if it is not to go ahead alternative projects need to be identified.		
<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	Closedown Report approved at PMGB 7 <sup>th</sup> July 2016.	Closed	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	Closedown Report approved at PMGB 7 <sup>th</sup> July 2016.	Closed	Within last month
<b>Pedals Scheme</b> Add new bikes to PEDALS pool of adapted bikes	Capital 2015/16	Grey, Martin (Lifestyles)	31/03/16	31/03/16	Closedown Report approved at PMGB 7 <sup>th</sup> July 2016.	Closed	Within last month



# Appendix D



## Financial Performance Monitoring Suite June 2016

### Contents

1. Financial Performance Headlines .....	1
2. Revenue and Reserve Forecast .....	2
3. Service Commentary .....	3
4. Capital programme .....	7
5. Financial Dashboard.....	8

### Prepared By:

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## 1. Financial Performance Headlines

<b>Revenue</b>	Forecast Net spend - £17.3m, ahead of the budget by £0.6m. Financing income is improved by £1.073m due to additional business rates receipts for renewable energy schemes and enterprise zone reliefs that were not budgeted for.
<b>Capital</b>	Forecast capital spend is £9.9m, compared to a budget of £11.0m, a reduction of £1.1m.
<b>Reserves</b>	<b>Total forecast contribution to reserves £2.8m is as follows:</b> <ul style="list-style-type: none"><li>• General fund: £0.2m - this figure maintains the reserves at 15% of net revenue expenditure.</li><li>• Budget Surplus Reserve £2.6m – this is the excess of the 15% minimum threshold set for the General Fund reserve and will be held to cover future years budget deficits.</li><li>• Collection Fund Reserve – this has increase by £1.073m in relation to the additional NDR receipts.</li></ul>

## 2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2015/16		2016/17		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
<b>Revenue by Service:</b>					
Community	1,676	1,911	1,850	(61)	-3.2
Customer Services	3,628	2,355	2,496	141	6.0
ICT Shared Service	494	1,796	1,816	20	1.1
Development	1,204	1,370	1,167	(203)	-14.8
Leisure & Health	(141)	(280)	(197)	83	-29.6
Operations	4,173	3,968	3,872	(96)	-2.4
Resources	4,153	4,492	3,975	(517)	-11.5
Directors and Corporate	2,112	2,301	2,364	63	2.7
Technical Adjustments	(177)	0	0	0	0.0
<b>Net Revenue Expenditure</b>	<b>17,122</b>	<b>17,913</b>	<b>17,343</b>	<b>(570)</b>	<b>-3.2</b>
Contributions from Earmarked Reserves	0	0	(20)	(20)	0.0
Service Contribution to Reserves	2,555	2,276	2,846	570	25.0
<b>Budget Requirement (Services)</b>	<b>19,677</b>	<b>20,189</b>	<b>20,189</b>		
<b>Financing:-</b>					
NDR & Council Tax surplus	(2,750)	(3,933)	(5,006)	(1,073)	27.3
Government Grant (Non-specific)	(7,668)	(8,351)	(8,351)	0	0.0
Contribution from Collection Fund Reserve	(1,492)	0	1,073	1,073	0.0
<b>Council Tax for Huntingdonshire DC</b>	<b>(7,767)</b>	<b>(7,905)</b>	<b>(7,905)</b>		

General Fund Reserve	2015/16		2016/17		
	Outturn	Budget	Forecast	Forecast Variation	
	£'000	£'000	£'000	£'000	%
<b>Balance as at 1st April</b>	<b>9,287</b>	<b>2,537</b>	<b>2,537</b>	0	0.0
Service Contribution to Reserves	2,555	2,276	2,846	570	25.0
Contribution to/(from) Collection Fund Rese	(1,492)	0	1,073	0	0.0
Transfers to/from Other Reserves	1,055	0	0	0	0.0
Transfer to NDR Reliefs Reserve	(300)	0	0	0	0.0
Transfer to Earmarked Reserve	(805)	(2,126)	(3,855)	(1,729)	81.3
Transfer to Capital Investment Reserve	(7,763)	0	0	0	0.0
<b>Outturn forecast as at 31 March (15% of Net Revenue Expenditure)</b>	<b>2,537</b>	<b>2,687</b>	<b>2,601</b>	<b>(86)</b>	<b>-3.2</b>

Earmarked Reserves	2015/16		2016/17		Commentary
	Outturn	Addition	Deduction	Forecast	
	£'000	£'000	£'000	£'000	
S106 agreements	1,233			1,233	
Commutated S106 payments	1,725			1,725	
Repairs and Renewals Funds	981			981	
Collection Fund	2,702	1,073		3,775	
Capital Investment	12,390			12,390	
Budget Surplus	805	2,782	(805)	2,782	To be held to meet future years budget deficit
NDR Reliefs	300			300	
Special Reserve	2,325			2,325	
Other Reserves	1,549			1,549	
<b>Total Earmarked Reserves</b>	<b>24,010</b>	<b>3,855</b>	<b>(805)</b>	<b>27,060</b>	

### Definitions

2016/17 Budget  
2015/16 Outturn

As approved by Council, February 2016  
Final figures for 2015/16, so these may vary slightly to the Provisional Outturn figures reported to Cabinet in June 2016.

### 3. Service Commentary

#### Service Forecasts as at 30th June 2016

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£10,000
	£	£	£	
<b>Head of Community</b>				
Head of Service	79,602	80,487	885	
Community Team	625,657	617,253	(8,404)	
Commercial Team	348,621	301,725	(46,896)	Posts being held vacant pending the Community Division restructure (£26k), additional income (£6k), underspends in transport (£5k) and supplies and services (£7k)
Environmental Protection Team	489,706	415,172	(74,534)	Posts being held vacant pending the Community Division restructure (£51k) plus in-year vacancy (£10k).
Environmental Health Admin Team	144,279	121,457	(22,822)	Posts being held vacant pending the Community Division restructure
Projects & Assets Team	140,022	245,670	105,648	Overspend on the budget resulting from delays in the implementation of the Team restructure. <b>Action on Overspend</b> - The informal consultation exercise for the Projects and Assets Team restructure highlighted some concern regarding the obtaining of professional and technical advice from Development Management, and the management of Community buildings. Work was undertaken with the Head of Development, and Interim Head of Operations. This was completed and formal consultation on the restructure proposals included the creation of a 0.5 FTE Building Services Officer, and a 12 month contingency reserve for Development Management. Formal Consultation has now been concluded successfully, and the Outcomes report is pending approval by CMT. This was see the completion of this project by December 2016.
CCTV	(71,000)	(70,925)	75	
CCTV Shared Service	212,244	209,915	(2,329)	
Licencing	(161,246)	(170,573)	(9,327)	
Corporate Health & Safety	100,608	99,497	(1,111)	
	<b>1,908,493</b>	<b>1,849,678</b>	<b>(58,815)</b>	
<b>Head of Customer Services</b>				
Head of Service	96,477	96,325	(152)	
Local Tax Collection	140,286	166,845	26,559	The level of costs received from summonses is currently forecast to be lower than budget, due to a high court ruling reducing the amount of costs that can be charged. This will be kept under review. <b>Actions on overspend</b> - possible overspend being monitored and some staffing savings may be made in advance of restructure happening at present
Housing Benefits	403,556	504,794	101,238	Higher use of B&B accommodation has led to a forecast overspend at year end (£118k), although within this budget we do see variations across the year as caseload and payments change. <b>Action on Overspend</b> - Work in hand to present options on the creation of affordable housing and temporary accommodation (led by Development) to reduce HDC's costs for homelessness.

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
Council Tax Support/Benefits	(122,950)	(137,848)	(14,898)	
Housing Needs	777,737	803,589	25,852	Includes c£32k funding for temporary accommodation units to deal with homelessness. <b>Actions on Overspend</b> - Budget is being examined, but the spend of 32k on homelessness was not planned and may remain an overspend.
Customer Services	829,303	816,417	(12,886)	Saving in benchmarking budget (£8k)
Document Centre	230,803	245,741	14,938	Currently full ZBB saving of additional profit from external income not being achieved. Offset by salary savings (£40k). <b>Actions on Overspend</b> - options to generate more income are being explored.
	<b>2,355,212</b>	<b>2,495,863</b>	<b>140,651</b>	
<b>Head of ICT Shared Service</b>				
ICT Shared Service	1,796,334	1,816,374	20,040	Vacant post being covered by more expensive contractors. Lower savings forecast because of delay in appointing key staff. Full overspend is £48,000 but the variance shows the HDC share of this.
	<b>1,796,334</b>	<b>1,816,374</b>	<b>20,040</b>	
<b>Head of Development</b>				
Head of Service	77,802	77,620	(182)	
Building Control	91,600	91,225	(375)	
Economic Development	232,062	231,527	(535)	
Planning Policy	937,657	795,474	(142,183)	Posts being held vacant pending the restructure due to be implemented in July 2016 (£90k) and higher CIL receipts result in additional income (£51k) to cover admin costs.
Transportation Strategy	65,020	56,793	(8,227)	
Public Transport	19,200	27,427	8,227	
Development Management	(275,452)	(347,301)	(71,849)	Vacant posts producing a £32,000 saving. Fee income expected to be £140,000 higher than budget but Wintringham Park appeal will add £85,000 to expenditure.
Housing Strategy	222,047	234,436	12,389	Additional costs due to Maternity leave
	<b>1,369,936</b>	<b>1,167,201</b>	<b>(202,735)</b>	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
<b>Head of Leisure &amp; Health</b>				
Head of Service	77,822	77,493	(329)	
One Leisure Active Lifestyles	222,879	203,090	(19,789)	Additional grant received to support the delivery of the Exercise Referral Scheme and Helath walks.
One Leisure	(580,782)	(477,239)	103,543	It has been identified that there is a falling Impressions Direct Debit line, the full impact of this has been felt in this financial year, in some ways due to the January promotion not being as popular as 2015. Furthermore , further promotions offering 2 / 3 months membership (at the end of 12 months continuous membership) impacting on the first quarter results. 121 Members benefited from the 'free months'. A negative impact of the new membership offer, and the removal of the free crèche facility has led to members cancelling their DD. <b>Action on Overspend</b> - A financial performance meeting took place on 10 August, and with approval of the Portfolio Holder for Leisure and Health, a decision was taken to re-introduce the free crèche by 1 September and a comprehensive and personalised communication plan will be executed to bring back the lapsed members as well as promoting this additional membership benefit. The financial impact of this has been felt most significantly at OLSN and to a degree at OLH and this is due to the local demographics and catchment at these sites.
	<b>(280,081)</b>	<b>(196,656)</b>	<b>83,425</b>	
<b>Head of Operations</b>				
Head of Service	78,302	111,209	32,907	£6,500 recruitment costs; £29,000 Interim HoS to Sep-16
Street Cleaning	826,877	768,060	(58,817)	£32,000 Weed spraying contract saving; £19,000 litter bin saving due to a reduction in the volume of replacements needed in the year.
Green Spaces	1,071,021	950,780	(120,241)	£13,000 (0.6FTE) staff savings and the remainder is general savings across all other budget headings
Facilities Management	1,041,289	1,019,736	(21,553)	£16,000 NDR Saving
Environmental & Energy Management	97,332	81,079	(16,253)	£17,000 income for sustainability advice for SCDC
Operations Management	28,891	2,682	(26,209)	General savings across all budget headings
Fleet Management	249,228	245,460	(3,768)	
Markets	(47,885)	(58,099)	(10,214)	New markets manager has resulted in increased income, due to a fairer charging policy.
Car Parks	(1,495,224)	(1,385,868)	109,356	Fee increases not implemented (see ZBB RAG Appendix). <b>Action on Overspends</b> - The review of fees and charges is being progressed in full consultation with the Leader and Executive Councillor and proposals will be submitted to O&S and Cabinet in October 2016. The development of the proposals has involved substantial financial modelling work to test the proposals.

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on variances over +/-£20,000
	£	£	£	
Public Conveniences	13,400	11,336	(2,064)	
Waste Management	2,104,683	2,125,675	20,992	£136,000 delayed ZBB round rescheduling, £16,000 Higher recycling credits and £17,000 trade waste income; £29,000 general savings; £13,000 reduced overtime; £10,000 reduced hired staff; £12,000 pension savings. <b>Action on Overspends</b> - The Round Reconfiguration project is being progressed against the project plan with staged reporting back to O&S and the Cabinet. It is a substantive project requiring levels of public consultation with planning work determined by the timeliness of responses but additional resources have been put into the project team to address this issue.
	<b>3,967,914</b>	<b>3,872,050</b>	<b>(95,864)</b>	
<b>Head of Resources</b>				
Head of Service	88,022	88,739	717	
Corporate Finance	4,413,876	4,027,156	(386,720)	No Apprentice levy in 2016/17 (£73k), higher interest receipts from short term investments (£30k) and, taking into account the current 2016/17 capital programme, along with slippage from 2015/16, the calculated MRP is expected to be less than originally estimated (£180k) plus CIS income budgeted within commercial estates (£101k).
Legal	214,838	206,051	(8,787)	
Audit & Risk Management	611,141	608,008	(3,133)	
Procurement	64,431	66,146	1,715	
Finance	658,934	665,702	6,768	
Commercial Estates	(1,556,757)	(1,686,942)	(130,185)	New Commercial Investment Strategy (CIS) acquisitions are less than planned (lack of appropriate schemes) reducing income forecasts (-£660k). This is off-set because the financing of acquisitions from reserves is reducing the forecast MRP impact (£885k) and management fee savings (£36k).
	<b>4,494,485</b>	<b>3,974,860</b>	<b>(519,625)</b>	
<b>Corporate Team Manager</b>				
Democratic & Elections	733,932	774,472	40,540	Increase in Cabinet members from 8 to 10. Additional referendum costs of £8,000 which should be reclaimable. <b>Action on Overspend</b> - £20k additional costs for Cabinet being met from reserves and anticipated the additional referendum costs will be met by central government.
Corporate Team	1,097,706	1,112,936	15,230	Additional staff costs. <b>Action on Overspends</b> - all other areas of staffing and supplies and services being examined to find compensatiing in-year savings.
Directors	468,855	476,957	8,102	
	<b>2,300,493</b>	<b>2,364,365</b>	<b>63,872</b>	
<b>HDC Totals</b>				
	<b>17,912,786</b>	<b>17,343,735</b>	<b>(569,051)</b>	

## 4. Capital Programme

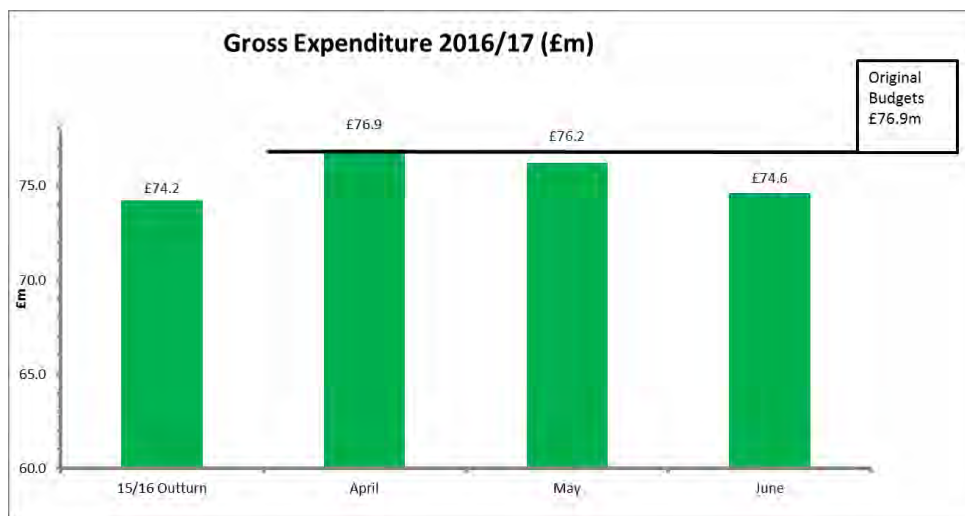
The summary below shows the changes to the original budget and the current forecast for the year.

<b>Budget Summary</b>	<b>Expenditure</b>	<b>Grant</b>	<b>Net</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Original Approved Budget</b>	10,512	(1,054)	9,458
Approved Rephasing From 2015/16	3,872	(2,343)	1,529
<b>Updated Budget</b>	<b>14,384</b>	<b>3,397</b>	<b>10,987</b>
<b>Forecast Variations</b>			
Underspends <sup>(1)</sup>	(13)	0	(13)
Cancelled Schemes <sup>(2)</sup>	(117)	0	(117)
Rephasing to 2017/18 <sup>(3)</sup>	(199)	0	(916)
	<b>(329)</b>	<b>0</b>	<b>(1,046)</b>
<b>Forecast</b>	<b>14,055</b>	<b>0</b>	<b>9,941</b>

<b>Variation Commentary</b>		<b>£000s</b>
<b>1</b>	<b>Underspends</b>	
	<b>Eforms</b> The contract with the supplier is now agreed and is less than that estimated.	<b>(13)</b>
<b>2</b>	<b>Cancelled Schemes</b>	
	<b>CRM Software Upgrade</b> The upgrade to this software has been postponed to allow consideration to a scheme covering the 3Cs partnership.	<b>(117)</b>
<b>3</b>	<b>Rephasing to 2017/18</b>	
	<b>Huntingdon West Development</b> The amount to be paid in compensation has slipped and is likely to remain unpaid until 2017/18.	<b>(199)</b>
	<b>One Leisure Huntingdon Expansion</b> Lease negotiations have delayed the start of the project.	<b>(666)</b>
	<b>One Leisure Improvements</b> Bookings for Burgess Hall mean work cannot be undertaken in 2017/18.	<b>(51)</b>
	Total	<b>(916)</b>
		<b>(1,046)</b>

# Financial Dashboard

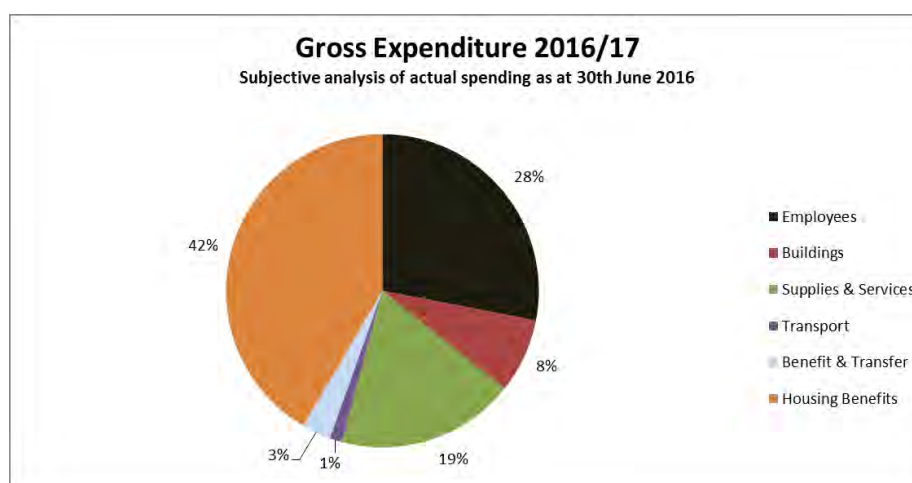
## Revenue Expenditure



The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted increase to the Minimum Revenue Provision (£1m) mainly due to the Commercial Investment Strategy. These increases have been off-set by savings that services are expected to generate following service reviews.

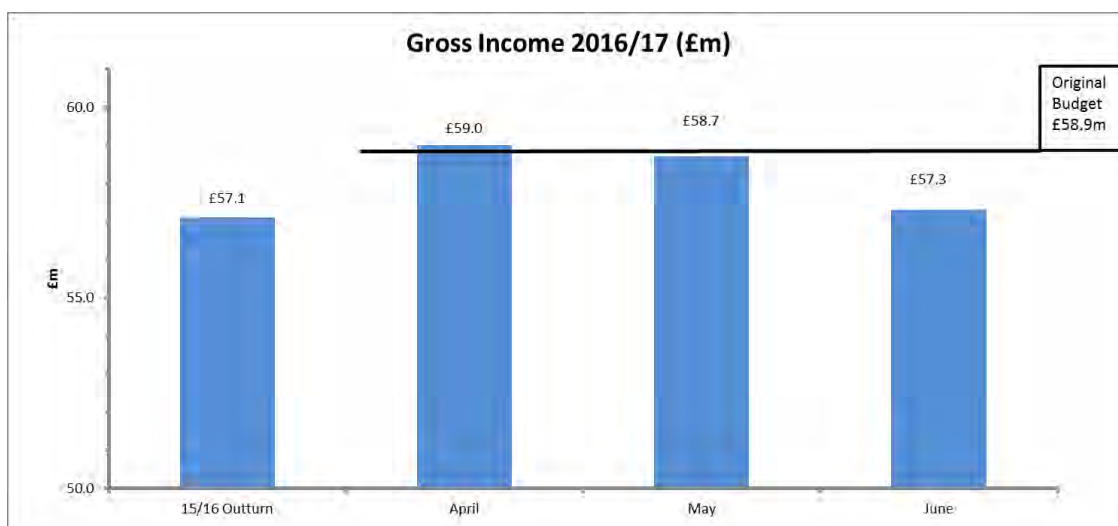
Currently, expenditure is forecast to be £74.6m which is £2.3m below the budget target. The main reason for this reduction in expenditure is that rent allowance payments are reducing because of falling caseloads and because of the impact of lower housing association rents. However, this doesn't result in an overall saving to the authority because it is off-set by a reduction in subsidy received. The minimum revenue provision is also expected to be lower than the budget because CIS acquisitions have been delayed and are being funded from reserves and not loans.

As shown below the main area of expenditure is Housing Benefits and employees.





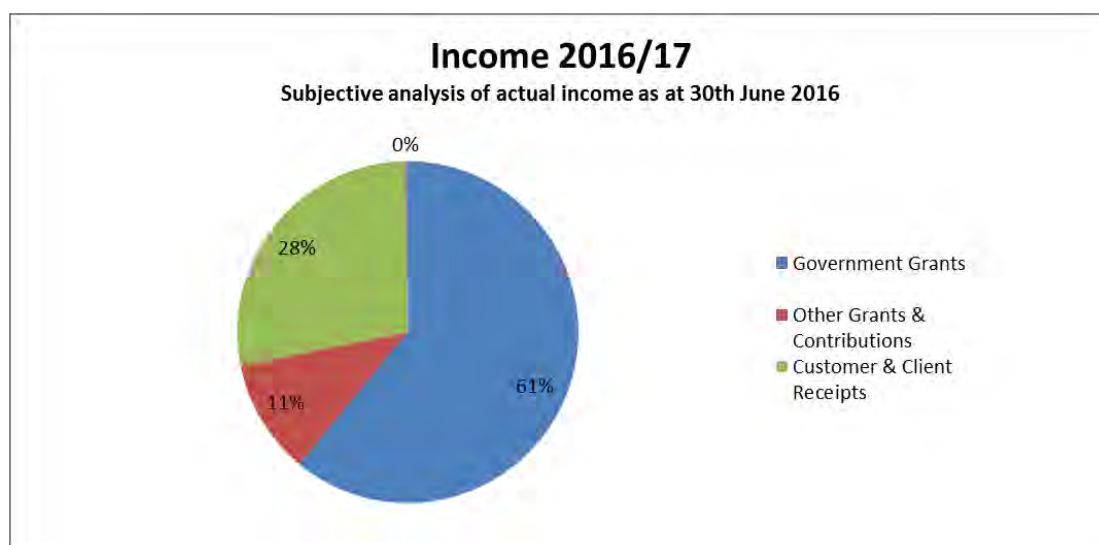
## Revenue Income



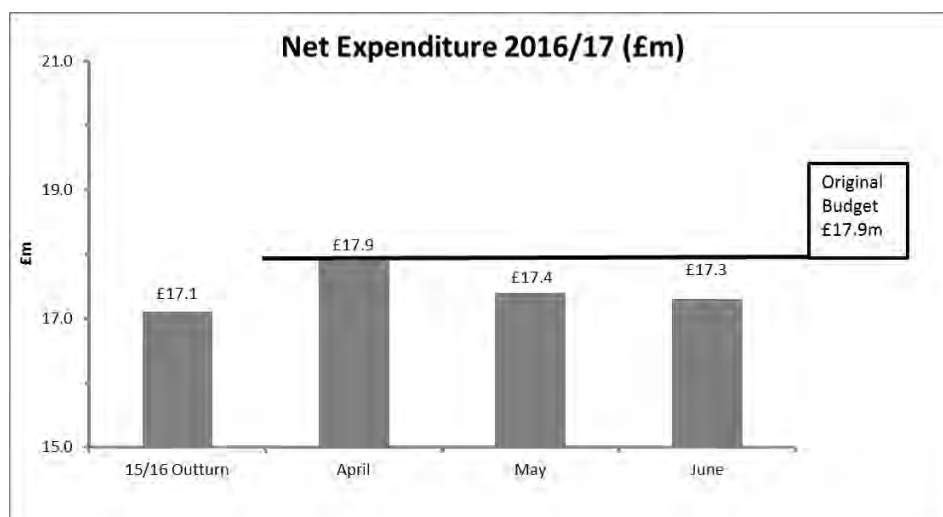
The gross revenue income budget as approved in February 2016 is £58.9m, £1.8m above the outturn for 2015/16. The main reason for this increase is due to the impact of shared services, HDC will receive £2.4m for the ICT shared service but £0.3m of Building Control income will now go to Cambridge City Council. Additional Income will also be generated by the CIS acquisitions but some one-off income items in 2015/16 have not been budgeted for in 2016/17.

Currently, income is expected to be £1.6m below the budget target but this is primarily due to an expected reduction in subsidy on lower rent allowance payments. The CIS rental income and One Leisure memberships income is expected to be below budget but other services e.g. Planning are expecting higher levels of income.

In the course of the year, services have, where necessary updated their fees and charges, after consultation and approval by their Executive Councillor. This has impacted on the income received against budget and changed the fees and charges approved by Council in February 2016.



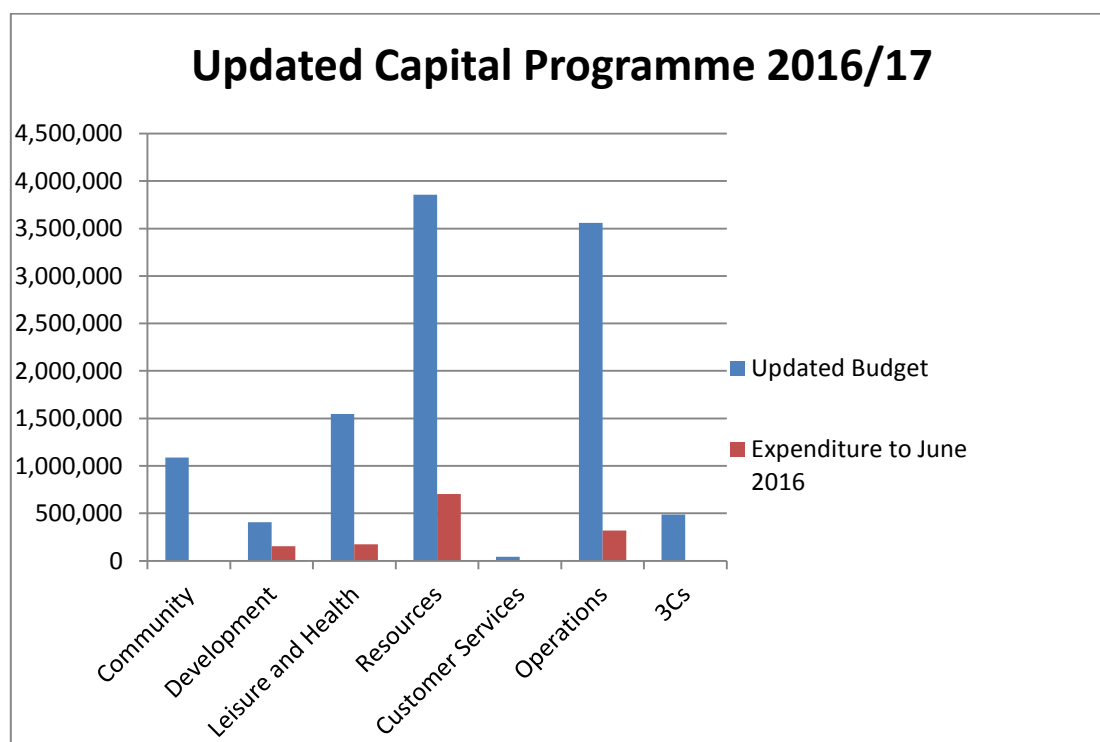
## Revenue Net Position



At the end of June 2016 the net revenue expenditure is forecast to be at £17.3m, £0.6m below the net budget of £17.9m. Taking into account the budgeted contribution to reserves, the overall service related surplus is expected to be £2.8m by the year end.

## Capital Programme

### Budget and Expenditure Update



Comments on the level of expenditure to date;

### Community

Business plans for the CCTV schemes (Camera Replacements, Pathfinder House Resilience, Wi-Fi) will not be submitted to FGB until a decision has been made on the commercialisation plan for CCTV.

## Development

Expenditure on Disabled Facilities Grants is being made on a steady monthly basis.

## Leisure and Development

Several schemes including One Leisure Huntingdon Development, and Changing Room Improvements, and One Leisure St Neots Synthetic Pitch, are all being delayed whilst the site lease agreements are being finalised.

## Resources

Expenditure on replacing three industrial unit sites (Phoenix Court, Levellers Lane, Clifton Road) are planned for the autumn/winter period when contractors will be more readily available than the busy summer period. Works at the Octagon has finished but have not been invoiced. Expenditure on the replacement financial management system is expected later in the year as the project moves on from the planning stage into the implementation stages.

## Customer Services

The scheme to implement e-forms is underway and the expected date for payment is forecast as October.

## Operations

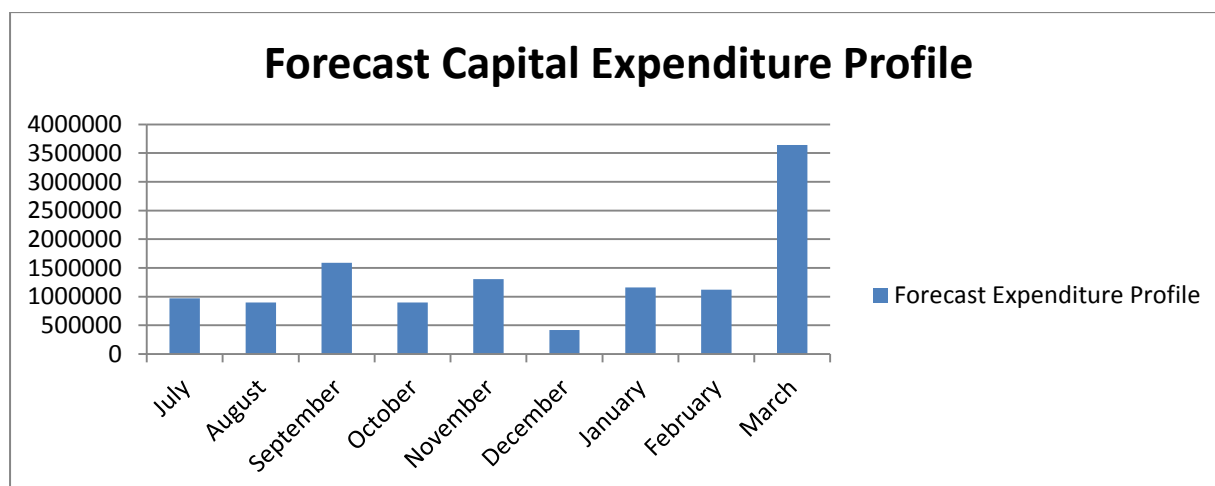
The retro-fitting scheme has now been approved by FGB; whilst the scheme will go ahead the first phase of the expenditure is not expected to be made until November. Expenditure on Bridge Place car park has been delayed whilst the need for the car park requirements are assessed. Vehicle Fleet Replacement expenditure will occur later in the year with the bulk of the expenditure in the period October to January.

## 3CS ICT

Two schemes, Flexible Working and Server Virtualisation have not yet been approved by the 3CS Management board. In the case of Server Virtualisation this has gone out to tender in order to get the exact costs of the project.

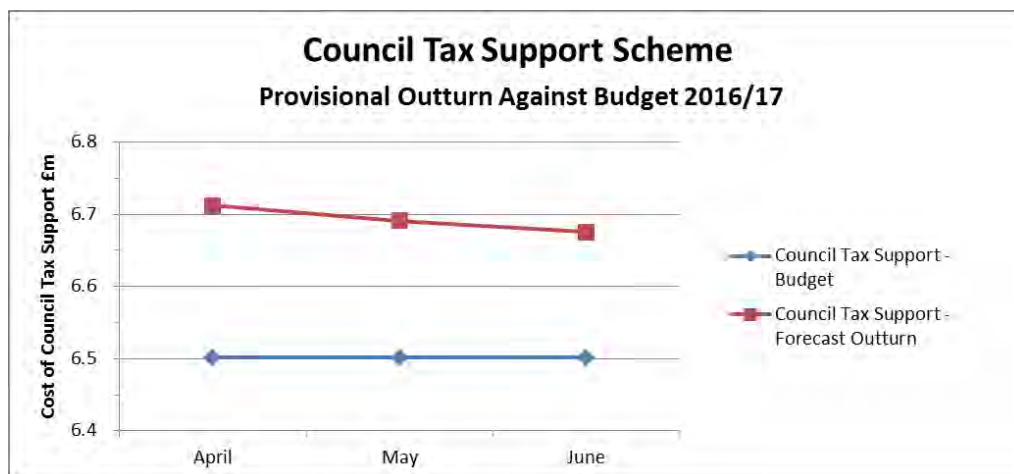
## Forecast Expenditure Profile

The graph below gives an indication of the expected profile of expenditure for the remainder of the financial year. The high expenditure forecast in March is as a result of the forecast expenditure of £1.985m grant being made to Alconbury Weald.



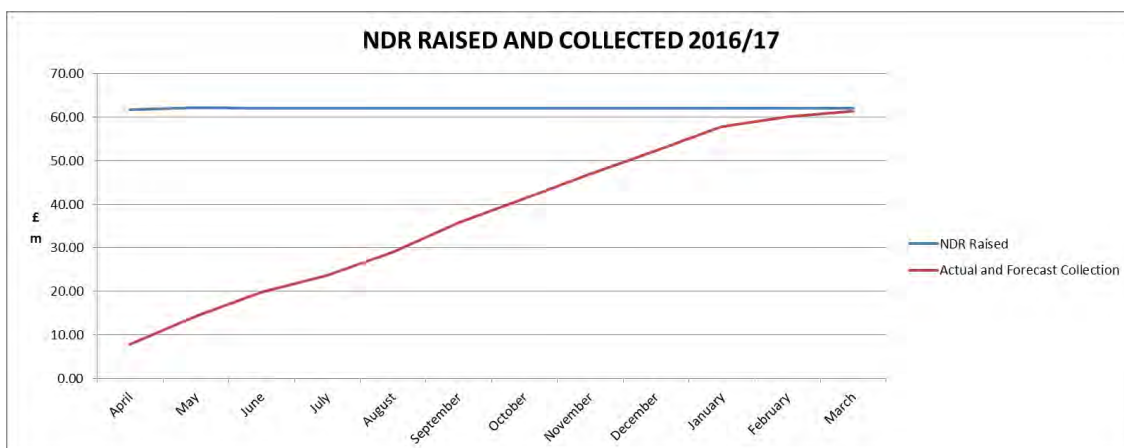
## Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.2m above the budgeted £6.5m. Any 2016/17 increase in Council Tax Support will impact in 2017/18.



The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

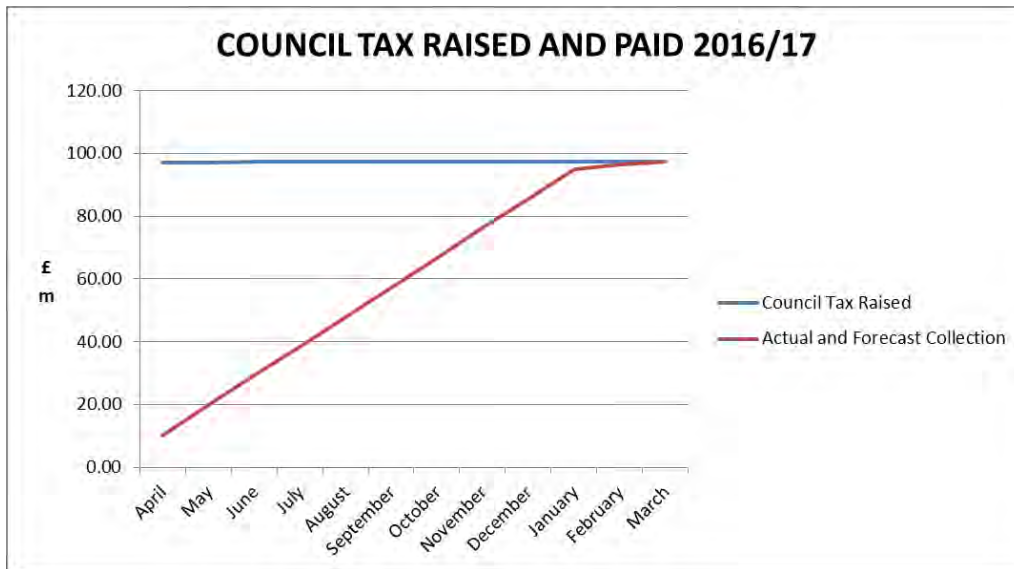
## Collection of NDR



The graph above shows the total amount of NDR bills raised in 2016/17 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £61.95m.

## Collection of Council Tax

The following graph shows the total amount of Council Tax bills raised in 2016/17 and the actual receipts received up to end of June, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £97.33m.

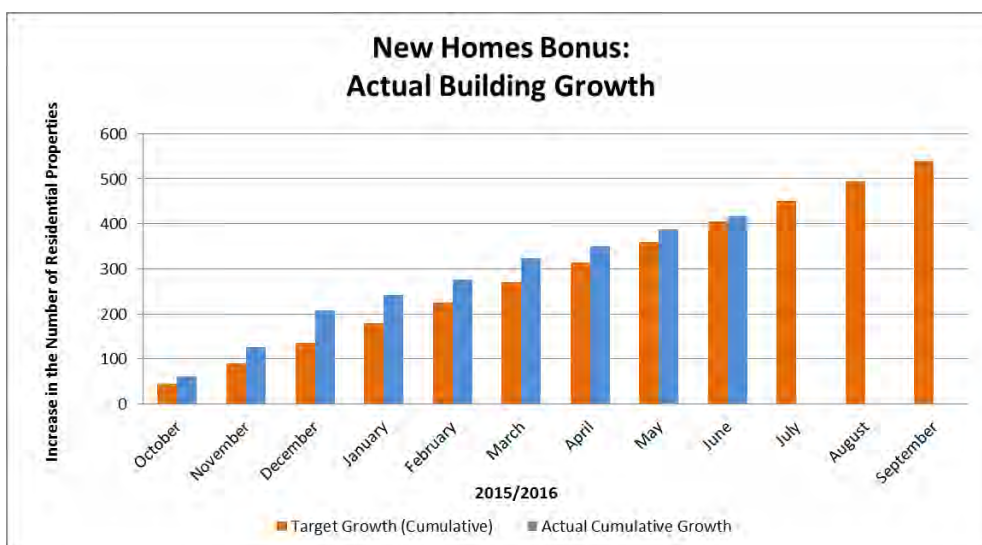


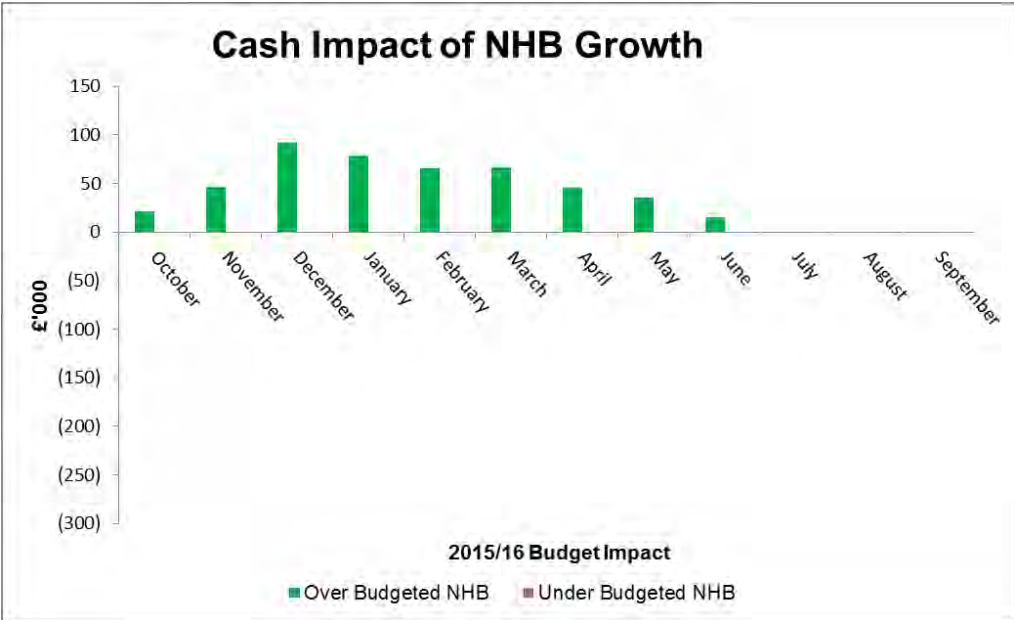
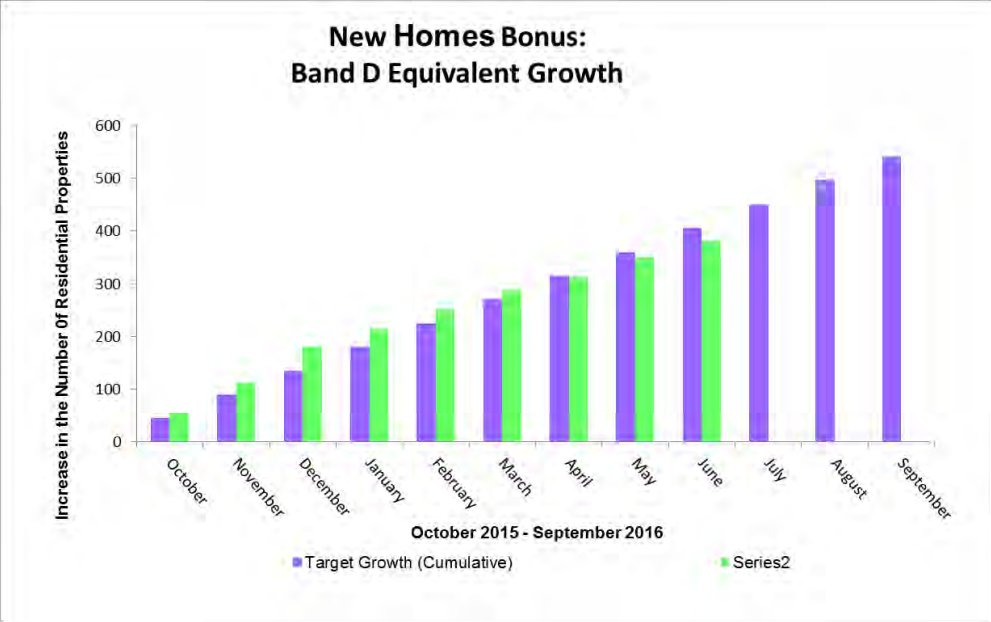
## New Homes Bonus

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. 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, a reduction of 6, and this figure has been used to assess the impact actual completions will have on NHB receipts.

Within the current reporting cycle this revised target is profiled as 45 new homes per month, giving a profiled growth to the end of June of 405 new properties. Currently we are 29 units ahead of the target with 417 new homes have been completed to the end of June against the profiled target of 405 new units.





## ZBB Savings Agreed 2016/17 Budget Setting - RAG Status

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
<b>Operational Services</b>					
Waste Management	Reconfiguration of rounds for residual waste, green waste & recycling to brig about more efficient collection	(207)	AMBER	AMBER	Delayed implementation - reduced saving in 2016/17 £136k. Full saving achieved in 2017/18. Implementation - the Round Reconfiguration project is being progressed against the project plan with staged reporting back to O&S and the Cabinet.
Whole Service	Staff Restructuring	(300)	GREEN	GREEN	
Whole Service	Income Generation and full cost recovery - Parking Services Trade Waste - Grounds Maintenance - Street Cleansing - Countryside Service	(300)	AMBER	AMBER	Car Parking (£120k) proposals for increased fees and charges deferred at members request with anticipated implementation of 1 December 2016 - shortfall in savings target £53k. £20k increase in ECN income shortfall due to staffing issues. <b>Implementation</b> - the review of fees and charges is being progressed in full consultation with the Leader and Executive Councillor and proposals will be submitted to O&S and Cabinet in October 2016.
Grounds Maintenance	Operational efficiencies in the provision of the grounds maintenance service	(50)	GREEN	GREEN	
Facilities	Additional income from external lettings at PFH and EFH	(3)	GREEN	GREEN	
<b>TOTAL OPERATIONAL SERVICES</b>		<b>(860)</b>			
Customer Services	Reductions in Service offer	(39)	GREEN	GREEN	
	Restructure of Customer Services and relocation of Call Centre to Pathfinder House	(183)	GREEN	GREEN	
	Creation of Multi-Agency Customer Service HUB at Pathfinder House	(17)	GREEN	GREEN	
Document Centre	Re-procurement and rationalisation of print and postage services	(31)	GREEN	GREEN	
	Increased income generation from external customers	(60)	AMBER	GREEN	Work looking at potential commercial partnership in hand, need to look at profile of income in light of this and other options.
Housing Needs	Re-procurement of Information Technology Systems	(10)	GREEN	GREEN	
	Reduction in Homelessness Prevention Budget	(20)	GREEN	GREEN	
	Reduce Homelessness related Housing Benefits due to reduced use of temporary accommodation	(60)	RED	GREEN	
					The ZBB saving initiative was implemented in full and if everything had been equal the saving would have been achieved. However, with the increase in homelessness, which is out of the Councils control, any saving will be wiped-out as a consequence of the higher cost of homelessness. Options are currently being explored with Strategic Housing colleagues to establish alternative homelessness provision
Local Taxation	Changes to billing - single bills with HB and e-billing	(2)	GREEN	GREEN	
	Online self service for customers	(21)	GREEN	GREEN	
	Changes to telephone answering standards	(21)	GREEN	GREEN	
Housing Benefits & Fraud	Online self service for customers	(55)	GREEN	GREEN	
	Send single annual bill and benefit entitlement	(12)	GREEN	AMBER	
	Review of benefits surgery in St Ives	(5)	GREEN	GREEN	Technical issues have delayed start of project, saving should still be achievable
	Increased recovery of HB Overpayments	(7)	GREEN	GREEN	
<b>TOTAL CUSTOMER SERVICES</b>		<b>(543)</b>			
Leisure & Health	Budget realignment of prior year budget error	(51)	GREEN	GREEN	
Sports & Leisure	Income generation from activities	(8)	GREEN	GREEN	
	Staffing efficiencies through better balance of permanent and casual staffing	(21)	GREEN	GREEN	
	general efficiency savings and savings following ending of DAS rproject	(22)	GREEN	GREEN	
<b>TOTAL LEISURE &amp; HEALTH SERVICES - ALL ZBB HEAVY REVIEWS</b>		<b>(102)</b>			

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
<b>Community Services</b>					
Strategic Assets & Projects	Restructuring	(88)	AMBER	GREEN	Delay in implementation due to outcomes from informal consultation - creation of ½ post Building Services Officer post to the establishment, and contingency fund of £5k 2016/17 and £5k 2017/18 from the projected savings to support specialisat and technical advise to Development Management
	Reductions in Environmental Improvement Budgets	(10)	GREEN	GREEN	
Licensing	Removal of vacant post	(12)	GREEN	GREEN	
	Wireless CCTV cameras	(25)	AMBER	AMBER	
<b>TOTAL COMMUNITY SERVICES</b>		<b>(135)</b>			
<b>Development Services</b>					
Economic Development	Various Grants	(30)	GREEN	GREEN	
Development Management & Planning Policy	Changes to working practices	(80)	GREEN	GREEN	
	Pre-Planning Application fee increases	(10)	GREEN	GREEN	
	Reduction in Consultants budgets for redevelopment proposals	(140)	GREEN	GREEN	
Housing Strategy	Changes to working practices	(34)	GREEN	GREEN	
	Procurement Savings	(20)	GREEN	GREEN	
<b>TOTAL DEVELOPMENT SERVICES</b>		<b>(314)</b>			
<b>Resources</b>					
Estates	Reduced Repairs & Maintenance	(8)	GREEN	GREEN	Delay in introduction of service charges on Phoenix Court and Levellers Lane, partly due to replanning of works (with removal of reserve funds) - this is being addressed over August and September 2016 (charges can be retrospective to start of financial year - introductory rate proposed)
	Increased and new fees and charges	(77)	GREEN	Amber	
<b>TOTAL RESOURCES</b>		<b>(85)</b>			
<b>Corporate Services</b>					
	Improved efficiencies within team, through deleting vacant posts and realignment of duties.	(127)	GREEN	GREEN	
	Miscellaneous savings across supplies and services	(30)	AMBER	AMBER	Budget that were due to have savings moved to IMD shared service therefore £10k not achievable in current year. Full £30k will be made in future years.
	Review of LGSS Contract	(4)	GREEN	GREEN	
	Efficiencies through the centralisation of training across the Council.	(60)	GREEN	GREEN	
<b>TOTAL CORPORATE SERVICES - ALL ZBB REVIEWS</b>		<b>(221)</b>			
<b>TOTAL SAVINGS</b>		<b>(2,260)</b>			
<b>Savings Target</b>		<b>£'000</b>	<b>Numbers</b>	<b>£,000</b>	<b>Projects</b>
Total Green		(1,490)		33 66%	83%
Total Amber		(710)		6 31%	15%
Total Red		(60)		1 3%	3%
		<b>(2,260)</b>		<b>40</b>	
<b>Implementation Status</b>					
Total Green		34		85%	
Total Amber		6		15%	
Total Red		0		0%	
		<b>40</b>			