

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2016/17 Quarter 2

Meeting/Date: Overview and Scrutiny (Performance and Customers)
Panel, 2 November 2016
Cabinet, 17 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

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 July 2016 to 30 September 2016. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of September.

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 September, as detailed in Appendices D and E.

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 36 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. Their comments on performance in Quarter 1 (Q2) can be found in section 7 below.
- 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 Q2 progress in delivering Key Actions for 2016/17:

Status of Key Actions	Number	%
Green (on track)	27	73%
Amber (within acceptable variance)	9	24%
Red (behind schedule)	1	3%
Awaiting progress update	0	0%
Not applicable	1	n/a

The key action to prevent homelessness where possible by helping households either remain in their current home or find alternative housing is behind schedule. Homelessness is increasing nationally and officers are delivering on short, medium and long-term actions to try to increase the supply of suitable homes and help move homeless households quickly into sustainable homes.

3.5 Q2 results for 2016/17 Corporate Indicators are shown in the table below:

Corporate Indicator results	Number	%
Green (achieved)	18	55%
Amber (within acceptable variance)	11	33%
Red (below acceptable variance)	4	12%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	13	n/a

Excluding the indicators with no Q2 results available, this shows that the Council achieved more than half of its Q2 targets, with targets missed by more than acceptable levels of variance for only four 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 continued in Quarter 2. Further information on this will be included in the Workforce Report due to be considered by the Employment Committee in November. The Council remains committed reducing sickness absence but it is now highly unlikely that the annual target will be achieved.

The target for resolving Stage 1 complaints was missed again in Q2, with eight of 61 complaints not responded to within 20 working days. Four of these relate to Operations, three to Development and one to Community services.

Performance on the time taken to complete minor Disabled Facilities Grants jobs was also below target again. The Q2 performance in Hunts is an improvement on the full year performance for last year and also on the Q1 performance. The Home Improvement Agency has committed to prepare a full report to explain the reasons for the apparent delays between approval and practical completion for discussion at their next Board meeting in November.

The percentage of CCTV cameras operational was below target at 90%. This was partly due to one of the cameras being involved in a road traffic collision.

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

Corporate project status	Number	%
Green (progress on track)	13	33%
Amber (progress behind schedule, project is recoverable)	9	23%
Red (significantly behind schedule, serious risks/issues)	6	15%
Pending closure or approval	8	21%
Closed (completed)	3	8%

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

Of the projects currently in the delivery stage, six are either significantly behind schedule, have had serious risks or issues identified or have a lack of governance documentation. Project sites are being kept up to date by project managers in all cases with none of the projects given a 'Red' status because of a lack of updates or missing governance documentation. Details of progress made for all projects can be found in Appendix C.

4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 2 Financial Performance Monitoring Suite (FMPS). With regard to the quarter 2 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

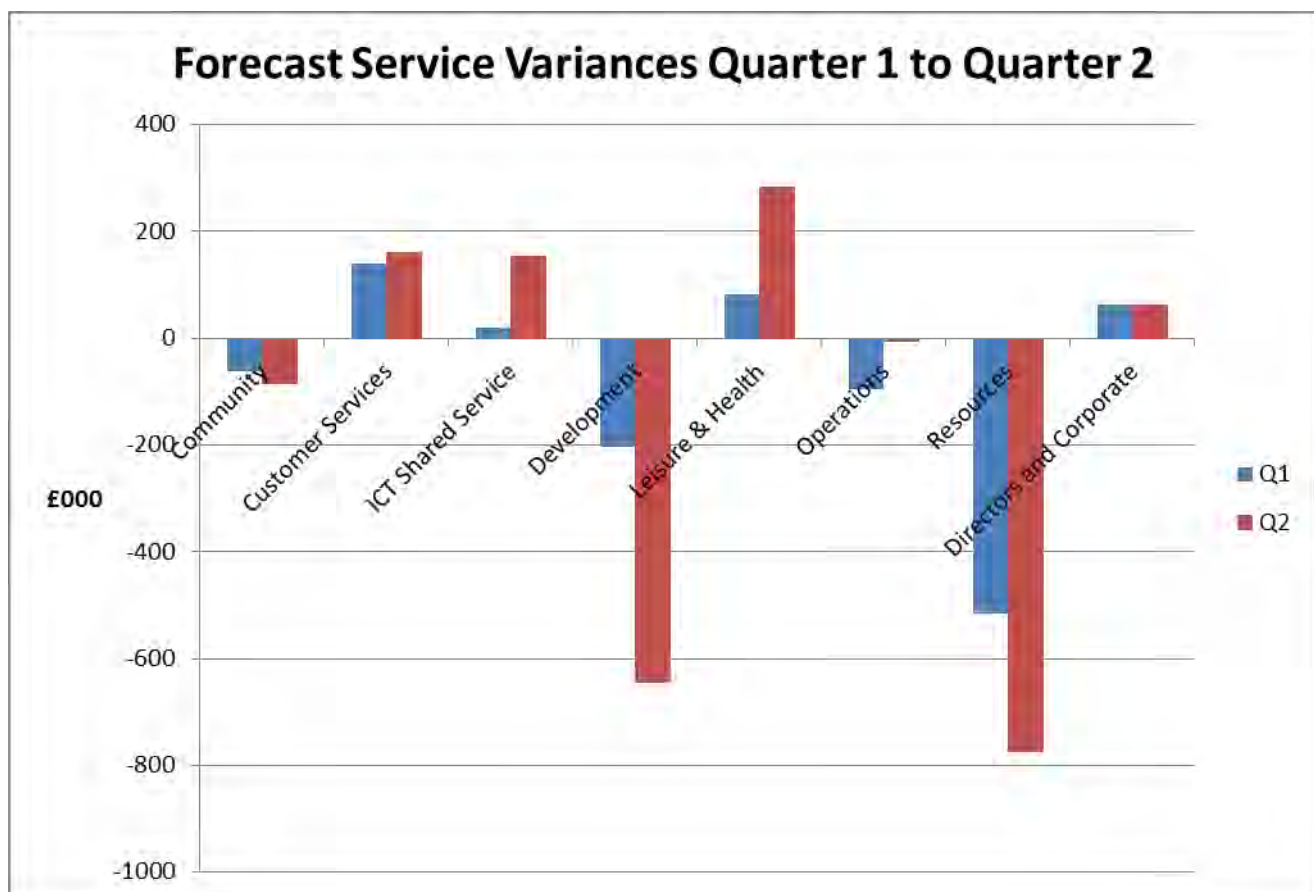
4.2 Following the approval of the Councils budget in February 2016, the Councils budget for 2016/17 was:

- 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 £17.0m; resulting in a saving against budget of £851,000. Appendix D contains explanations for the main variances across all services.

4.4 The graph below shows how the forecast outturn variances have moved from quarter 1 to quarter 2 (negative numbers indicate a forecast underspend).



4.5 Explanations for the key movements on the above graph are:

- ICT Shared Service – the gross overspend on the service is £431,000 but a proportion of this will be recharged to our partners. The HDC element is £154,000 and is as a result in additional hired staff over and above the current establishment and to date being able to identify savings that were required as part of the establishment of shared services. This position is under constant review and it is anticipated the current position will improve during the year as further savings are identified.
- Development Services – The increased underspend is as a result of additional CIL admin fees (£210k) and additional planning application fees (£373k). The additional CIL admin fees will be moved to an earmarked reserve at year end.
- Leisure and Health – The difference between forecasted surplus out-turn and budget is primarily due to a reduced Impressions direct debit line (220K). The full effect of changing Impressions memberships and additional competition was not apparent at the time of budget setting, however there is a recovery action plan in place to pull back the loss of income within year
- Operational Services – The decreased underspend is primarily as a result of ZBB savings targets for additional income form Car Parking and the County Council for grass cutting not being achieved this year.
- Resources – The increased underspend is primarily a result of an additional asset being purchased under the CIS giving an annual rental of £220k (completed mid September).

ZBB Savings Progress

4.6 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)

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

	Achievement of Savings £'000	Achievement of Savings (%)	Achievement of Savings (Numbers)	Implementation	Implementation (%)
Red	372 [60]	16 [3]	3 [1]	1 [0]	3 [0]
Amber	410 [710]	18 [31]	5 [6]	3 [6]	8 [15]
Green	1,478 [1,490]	65 [66]	32 [33]	36 [34]	90 [85]

Figures in brackets are the first quarter's comparators

Risks - Homelessness

4.8 In quarter 2 homelessness continued to be an issue for the Council and its customers, with levels of Temporary Accommodation and B&B running at levels seen in quarter 1. A number of actions are in hand to try to deal with this, from short term tactical solutions through to longer term strategic planning. This work sits within an action plan that is overseen by the Executive Councillor for Operational Resources and the Executive Councillor for Planning Policy, Housing and Infrastructure, and they meet regularly with Officers to monitor progress. Agreed

measures will be included in the new Housing Strategy which will be considered by an Overview and Scrutiny Panel prior to adoption at Cabinet (see KA24).

4.9 For example, officers are:

1. Accelerating occupation of properties by homeless clients by using 'direct lets' outside of the normal bidding/placement cycle
2. Ensuring HDC is accepting homeless cases appropriately, including asking other Councils to review some of our cases as a 'critical friend'
3. Working to maintain current levels of Temporary Accommodation in the District at a time when providers are reviewing their business models. Specific discussions are being held with Metropolitan Housing Association regarding the ongoing use of Coneygear Court.
4. Exploring opportunities with Housing Associations to bring more Temporary Accommodation into the available stock
5. Talking with partners such as MoD, CCC and others to identify potential sites for suitable development, the Council is also looking for development opportunities directly
6. Robustly challenging developers to ensure that they deliver the maximum amount of affordable housing that is viable on sites.

4.10 These actions are tackling an issue that is affecting the Country as a whole. The continued pressures of rented properties becoming less affordable, welfare reform and low levels of supply of new affordable rented homes are all long term strategic factors the Council will continue to deal with.

Capital Forecast Outturn and Variations in Capital Spend

4.11 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.

4.12 **Appendix D** shows the detailed capital programme budget, spend to date and projected outturn position. Spend to date is £1.492m and the projected outturn is £9.470m, an underspend of £1.517m. Of this £1.346m is anticipated delays in the implementation of schemes and £268,000 is genuine underspends and cancelled schemes.

4.13 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 (the current years MRP budget is underspending by £180,000). 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

4.14 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.

4.15 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

4.16 Page 14 of **Appendix D** shows the current level of bills raised for NDR (£61.0m) and Council Tax (£97.5m) 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

- 4.17 Page 15 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. The number of new homes as at the end of September 2016 is 577, 36 above the target growth.

Miscellaneous Debt

- 4.18 Page 15 shows the current position of outstanding miscellaneous debt. As at 30 September 2016, the total overdue debt is £1.351m. Of this, £0.970m relates to prior years – a reduction of £0.827m on the figure as at 31 March 2016.

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 2 the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	0	(104)	(104)
Property Rental Income	(875)	(454)	421
Management Charge	144	72	(72)
MRP	885	0	(885)
Total	154	(486)	(640)

5.3 INVESTMENTS

Between April and September 2016, 34 properties have been investigated as potential CIS investment opportunities. The Council has invested in 2 of the properties and the details of these investments are shown below. The reasons for rejecting the other 32 properties are summarised in **Appendix F**. Further investment into the CCLA property fund is being considered, the decision whether to invest will depend on what other property investments emerge.

Property: 80 Wilbury Way, Hitchin.

- Property Type: Office Block
- Purchased on 8th July 2016 (Quarter 2 completion)
- Purchase Cost (excluding completion costs) £2.2m
- Modelled rate of return 7.4%
- 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)

Property: Shawlands Retail Park, Sudbury.

- Property Type: Retail Park
- Purchased on 13th September 2016
- Purchase Price (excluding completion costs) £6.5m
- Modelled rate of return 6.9%
- Rent reserved £0.483m 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.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 6.1 Comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 2 November 2016 will be included in this section in the Cabinet report.

7. RECOMMENDATIONS

- 7.1 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.

- 7.2 The Panel is recommended to consider and comment on financial performance at the end of September, as detailed in Appendices D and E.

8. LIST OF APPENDICES INCLUDED

Appendix A - Performance Summary Quarter 2, 2016/17

Appendix B – Corporate Plan Performance Report

Appendix C – Project Performance

Appendix D – Financial Performance Monitoring Suite, September 2016

Appendix E – ZBB Savings Agreed 2016/17 Budget Setting - RAG Status

Appendix F – Reasons for rejecting CIS investment opportunities

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

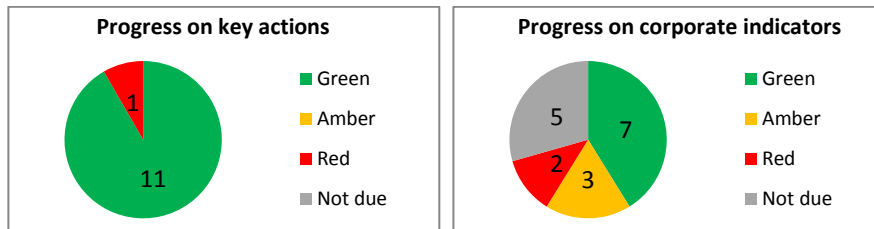
Financial Performance (Appendices D, E and F)

Graham Oliver, Interim Finance Manager ☎ (01480) 388604

Performance Summary Quarter 2, 2016/17

Enabling communities

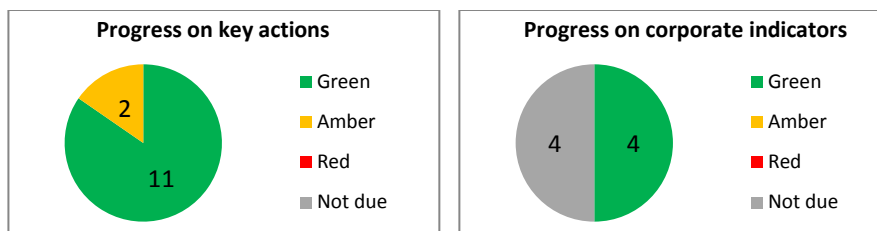
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include rising attendances for swimming-related activities offered at our One Leisure sites.

Delivering sustainable growth

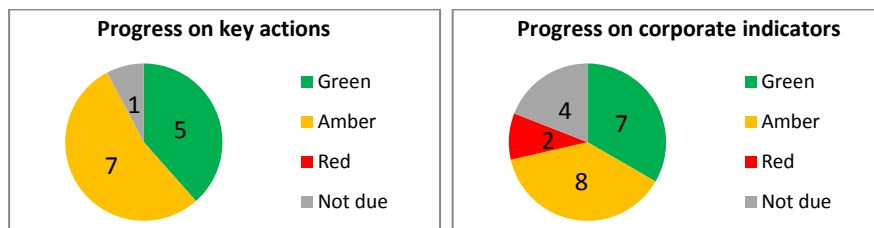
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the opening of a primary school and the first homes being occupied at Alconbury Weald.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include commercial estate rental and property fund income already exceeding the annual target.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period July to September 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
	11		0		1		0		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	7		3		2		0		5

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
G	KA1. Continue to manage and enhance the joint CCTV service with Cambridge City Council	31/03/2017	Cllr Brown	Chris Stopford	The Council continues to manage the Shared CCTV Service with Cambridge City Council. Enhancement works are being discussed with the relevant Executive Councillor, and with partners at Cambridge City. Work has been commenced to repair / replace a damaged camera in Huntingdon, and to review the location of three cameras mounted on buildings.
G	KA2. Reduce incidences of littering through targeting of enforcement work	31/03/2017	Cllr Carter	Chris Stopford	In Q2, 6 FPN's were issued from 9 reports of littering received, of these 4 have been settled with 2 in process. A litter awareness campaign is planned for Q3 to increase reporting and prosecution and inform targeted work.
G	KA3. Reduce the level of household waste sent to landfill	31/03/2017	Cllr Carter	Neil Sloper	In Q2 16/17 55% of household waste was diverted from landfill via our green waste and dry recycling collections.
G	KA4. Support delivery of sustainable community activities / facilities	31/03/2017	Cllr Criswell	Chris Stopford	Support to deliver a community facility in St Neots and discussions in progress to establish a community hub in Yaxley.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA5. Maintain clean open spaces to Environment Protection Act (EPA) standards	Ongoing	Cllr Carter	Neil Sloper	1,013 NI195 audits have been completed from July 2016 to September 2016, of which 85.69% of work was to standard.
G	KA6. Adopt a new Design Guide as Supplementary Planning Document	31/03/17	Cllr Bull	Andy Moffat	Draft being finalised. Still on target for consultation to begin in October.
G	KA7. Support the delivery of the Sport and Leisure Facilities Strategy	31/03/2017	Cllr Palmer	Jayne Wisely	Strategy used in discussions regarding Huntingdon Hockey Club having to play outside the county. Also used to assess provision required for potential new housing sites in Ramsey and St Ives.

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
G	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: Attendances in swimming related activities is bucking the national trend and rising however there is still a decline in fitness admissions. A specific action plan has been developed to address this. Burgess Hall performing well. Record attendances of 918 recorded at the annual Sports Festival in the Park held at Hinchbrooke Country Park.
R	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	In line with the national picture homelessness is increasing – Officers are delivering on short, medium and long-term actions to try to increase the supply of suitable homes and working to help move homeless households quickly into sustainable homes.

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
G	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. Discussions begun with Godmanchester with a view to public consultation being undertaken by end of 2016.
G	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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	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	A total of £61,992 awarded through the Community Chest process to community organisations across Huntingdonshire to support the delivery of community activities and facilities. A presentation evening was held on 19 th October to celebrate the work of the 26 successful voluntary and community groups receiving funding in 2016/17.

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	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 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%	91.51%	G	80%	80%	G
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%	85.69%	G	80%	80%	G
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data.								
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- 78%	A	80%	80%	A
				Grounds maintenance- 62%	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 which may cause inaccuracies. These are currently under investigation and should be resolved and figures amended before the Q3 reporting deadline.								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI4. Percentage of successful enforcements – dog fouling, litter Aim to maximise	n/a	n/a	90%	100%	G	90%	90%	G
Comments: (Community) New indicator. No historic data is available. 6 FPN's issued with 4 being paid and 2 in process.								
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%	n/a	n/a
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	n/a	n/a
Comments: (Operations) New indicator. This monitoring has only been undertaken since April 16, therefore there is no historic data. Projects tend to be in partnership with other authorities and are for the most part in their hands. Therefore it would be incredibly difficult to realistically set targets for completions by quarter.								
PI7. Average length of stay of all households placed in B&B accommodation Aim to minimise	3.0 weeks	2.2 weeks	Less than 6 weeks	5.5 weeks	G	Less than 6 weeks	5.9 weeks	G
Comments: (Customer Services) There continues to be higher levels of homelessness leading to an increased number of households placed in temporary accommodation, including B&B. This, combined with a shortage of settled affordable rented homes, has led to households staying in B&B for longer periods before their housing needs can be resolved.								
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	24,569	27,840	27,298	A	46,400	As target	G
Comments: (Leisure and Health) Q2 target is cumulative 60% of the annual target, Q3 target will be 80% and Q4 target will be 100%. Q2 figures are just under target but above last year's performance. Areas have been highlighted and being addressed to work towards meeting annual target.								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>PI10. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000</p> <p>Aim to minimise</p>	33.4 weeks	33 weeks	28 weeks	31.7 weeks	R	28 weeks	30 weeks	A
<p>Comments: (Development) This reflects the performance of the shared Home Improvement Agency (HIA) service provided by Cambridge City Council on our behalf. The Q2 performance in Hunts is an improvement on the full year performance for last year and also on the Q1 performance, which stood at 32.1 weeks. The Q2 performance in Hunts is better than in South Cambs but worse than in Cambridge City. Concern with performance was raised at the 27th 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 2nd November.</p>								
<p>PI11. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme</p> <p>Aim to maximise</p>	n/a	n/a	80%	83%	G	80%	80%	G
<p>Comments: (Community) New indicator. 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.</p>								
<p>PI12. Number of complaints about food premises (per 100 food businesses)</p> <p>Aim to minimise</p>	n/a	n/a	TBC	2.6	G	5	5	G
<p>Comments: (Community) New indicator. The number of complaints about food premises received by the Council. The indicator is calculated against 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>								
<p>PI13. Percentage of CCTV cameras operational</p> <p>Aim to maximise</p>	99%	n/a	95%	90%	R	95%	95%	G
<p>Comments: (Community) The CCTV cameras are reaching the end of their anticipated life and in need of upgrade and replacement, this work is in progress. In addition, one of the cameras has been involved in a road traffic collision and three on private properties are under review following changes of ownership of the attached property.</p>								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
PI14. Increase the number of One Leisure members and users in targeted segments of the community. These will be: <ol style="list-style-type: none"> 1. Young people (8 to 14) 2. Older People (55 to 65) 3. Families with young children 4. Young adults 18 to 30 Aim to maximise	n/a	n/a	n/a	1. 5,449 2. 2,548 3. 6,401 4. 6,007	n/a	1. 5,721 2. 2,675 3. 6,721 4. 6,307	n/a (Update Q3)	n/a (Update Q3)
Comments: (Leisure and Health): New indicator. 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.								
PI15. Customer satisfaction with the Anti-Social Behaviour service Aim to maximise	n/a	n/a	90%	91%	G	90%	90%	G
Comments: (Community) New indicator based on victims perceptions of the service that is offered in response to anti-social behaviour.								
PI16. Number of people accessing Citizens Advice Bureau services Aim to minimise	n/a	n/a	n/a – annual measure			TBC	n/a	n/a
Comments: (Community) New indicator. Information will be collated and presented from the annual report of the Rural Cambridgeshire Citizens Advice Bureau (CAB). The Head of Community will review what information the CAB can provide information more regularly in preparation for reporting on the next quarter.								
PI17. Number of volunteer hours worked in Huntingdonshire Aim to maximise	n/a	n/a	n/a – annual measure			TBC	n/a	n/a
Comments: (Community) 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 July to September 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
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

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		0		0		4	

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.
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	Procurement Pipeline schedule reviewed, updated and published online.

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	Consultants appointed to prepare the Plan in September.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
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	Initial meeting held in September with the LEP at which agreement in principle reached for a Memorandum of Understanding (MoU) with them which identifies priority projects for collaboration between our organisations. Work on drafting the MoU has commenced.
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 commenced formation in September 2016 at Brampton, Godmanchester and Swavesey. As Local Planning Authority, HDC has been consulted and responded on Condition Discharge relating to 7 key conditions required before commencement. Only one matter is still outstanding relating to HDC's requirement for weed control. HDC officers continue to service sub-groups relating to such matters as Design, Delivery, Legacy and Environment. Accommodation works are underway with the physical fencing of affected areas and works will commence on the A1 widening between Alconbury and Brampton from December 2016.</p> <p>A428 Central Government has granted funding to Highways England/Jacobs to progress the Black Cat to Caxton Gibbet improvement scheme to Preferred Route announcement stage by Spring 2017. Highways England/Jacobs continue to engage with MP's/cross-border Members at Counties/Districts level, plus Officers.</p> <p>Oxford to Cambridge Expressway DfT/Highways England have now published interim findings, which includes a strong case for corridor interventions at Strategic, Regional and Local in order to meet economy and growth needs. Existing roads are expected to form much of the Expressway (i.e. Black Cat to Caxton Gibbet improvement) although gaps in the network, such as between Milton Keynes and the M40 will need to be addressed</p> <p>A1 – M25 to Peterborough Identification of options to be taken forward now complete. Ongoing Stakeholder meetings with a range of public</p>

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					<p>bodies/interested parties continue and HDC officers service these. DfT/Highways England have now published interim findings, which includes a short-list of three packages:</p> <p>Package A – section of new motorway (mostly offline) in the middle (northern) section i.e. ‘Middle bypass’ – Junctions 10 to 14 (including Buckden)</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>The next step for Oxford to Cambridge and the A1 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
A	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	Concern raised and offer to assist made over delayed signing of land lease and construction contract for iMET. Commercial development director appointed. Arrangements made to make commercial introductions and iMET promoted at Cambridge Business Fair alongside InvestHunts. Still on target for opening in Autumn 2017.
G	KA19. Encourage and support apprenticeships across the district	Ongoing	Cllr Harrison	Andy Moffat	Promotion of apprenticeships via EDGE, EDGE stand at St Neots Learning partnership (SNLP) careers fair, economic awareness raising for teachers at SNLP.
G	KA20. Develop a HDC apprenticeship programme in response to the Apprenticeship Levy	30/09/2016	Cllr Cawley	Adrian Dobbyne	We have identified with Heads of Service the areas where we can develop Apprenticeships within HDC and this will continue to evolve. We are clarifying the status of the existing or developing training providers in the district and beyond, which is constantly changing as new Providers come along. By next quarter, we will have a policy on how we manage Apprentices and the Scheme. This will cover terms and conditions, pay rates, training support, etc. We are also engaging externally with

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					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, but confirmation on some key aspects is still to be advised by the Government.

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
A	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 September. Mott Macdonald has started work on the Strategic Transport Study to model the impacts and mitigation required to deliver 4 potential, alternative development scenarios to form the basis of the Local Plan. The delay in the County Council re-validating its CSRMs means it is not possible to meet the timescale set out in the Local Development Scheme but it is still on target to meet the expected Government requirement to have submitted the Plan by the end of March 2018.
G	KA22. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> • St Neots • Wyton • Alconbury Weald 	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. The District Council met the deadline to set out its full Statement of Case by the 30 th September. <u>Wyton</u> – Awaiting the outcome of the Strategic Transport Model which will include modelling of transport impacts and required mitigation of Local Plan allocations including Wyton Airfield (see KA21). <u>Alconbury Weald</u> – First home occupied and primary school opened in September. Work on the first major industrial development well underway.
G	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 st December 2015). The most recent assessment of permissions granted since that time and progress of developments indicates that HDC continues to have a 5 year housing land supply. Surveys have been sent out to developers/landowners to advise the trajectories in the Annual Monitoring Report 2016.

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	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. Meetings scheduled between officers, Executive Member for Planning Policy, Housing and Infrastructure and Executive Member for Operational Resources to explore all options. On target for decisions to be made in November for inclusion in the Strategy.
G	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

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	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 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%	77%	65%	73%	G	65%	75%	G
Comments: (Development) The 2016/17 target is 5% higher than the 2015/16 target. Percentages will vary from quarter to quarter as only around 60 major applications are received each year and around 15 each quarter.								
PI19. Number of Marketing Strategy actions on track Aim to maximise	13	n/a	15 (In Q4 and Q1)	n/a	n/a	15 (In Q4, Q1, Q2 and Q3)	17	G
Comments: (Development) Biannual – reported in July (for Q4 and Q1) and January (for Q2 and Q3).								
PI20. Percentage of newly registered food businesses inspected within 28 days of registration	n/a	n/a	TBC	50%	G	50%	50%	G

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
Aim to maximise								
Comments: (Community) New indicator.								
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)	21.9% (June 2015)	18.5% (UK average at June 2016)	19.2% (June 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 Aim to maximise	53	n/a	n/a – annual measure			109	109	G
Comments: (Development) The target figure is based on anticipated programmes and subsequent information from Registered Social Providers.								
PI25. Net additional homes delivered Aim to maximise	515 (for 2014/15)	n/a	n/a – annual measure			541 (projection for 2015/16)	535 (actual for 2015/16)	A

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>Comments: (Development) The figures for the preceding year are published in August and included in the Annual Monitoring Report (AMR) the following December i.e. the figures for 2015/16 were published in August 2016 and will be included in the December 2016 AMR. The figures for 2015/16 and the preceding 4 years were reported to the September 2016 Overview and Scrutiny (Economy and Growth) meeting with the conclusion that that the methods used by the District Council to project completions over the last 5 years have generally been both slightly cautious (as planned) and increasingly accurate. Critical to demonstrating a robust 5 year housing land supply is accurate forward projections as to when developments will be implemented and at what rate.</p>								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period July to September 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
5		7		0		0		1	

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

Summary of progress for Corporate Indicators

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
7		8		2		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
A	KA26. Develop full business cases for previously identified energy reduction projects across the Council's estate.	TBC	Cllr Carter	Neil Sloper	The Re:Fit Investment Grade Proposal for all One Leisure sites has been provided and is currently being developed in consultation with Senior Officers and Cabinet. Measures will not be installed where the future of a site is uncertain due to the lack of a leasehold. It is anticipated that the programme to deliver energy conservation measures will be completed in FY 2017/18.
G	KA27. Improve processes to reduce time taken from receipt to decision on Licencing applications	31/03/2017	Cllr Criswell	Chris Stopford	Work continued to review the processes regarding taxi and hackney carriage licensing. A need to replace the current Driving Standards Agency taxi test, following withdrawal of this service by the Agency is being reviewed. Work to fully map the 'end to end' process has commenced.
A	KA28. Introduce measures to reduce energy costs in One Leisure	31/03/2017	Cllr Palmer	Jayne Wisely	Due to protracted negotiations relating to leases and security of tenure a decision was taken by cabinet to defer entering into a contractual agreement with Bouygues Ltd. A further report is being considered by Cabinet on 20 th October on a proposed way forward that will mitigate the risk associated with the unsigned leases at OL St Neots and OL Huntingdon (Dry-side).

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	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	3C ICT in conjunction with HDC services have added/improved a number of e-forms to our website over 2016. We have also improved the usability of our eforms with enhanced validation and average time to complete indicators. Alongside these tradition eforms, our Council Tax team introduced integrated eforms for change of circumstances via a new eform system. We have introduced "super tasks" to the homepage allowing customers to access frequently accessed information without having to navigate away from the page and have this stored for their next visit. We have built a dynamic A to Z of waste to help customers to use the correct bins. 3C's Digital Manager has proposed a radical plan to digitally transform our back office applications and provide greatly enhanced website integration and this is currently being drawn up into a business case.
A	KA30. Maximise the income generating potential of One Leisure and all traded activities	31/03/2017	Cllr Palmer	Jayne Wisely	<p>Income through the Impressions Fitness Direct Debit line is considerably down. This is in part due to the introduction of a new membership package and the removal of the crèche, and other free activities, along with new competition in the market place in St Neots and Huntingdon. To counter act this reduced trading we have returned free crèche places to the membership scheme and are considering further steps to make the membership package attractive against our cheaper competition.</p> <p>Although Q4 is historically our best trading period, this is a significant shortfall at this time of year and although we have reacted throughout this period with a good promotional offering in June and July, and again through October there is still likely to be an end of year shortfall in Impressions income. Membership numbers in October are up and we are confident that we will reclaim some of the lost ground. We still expect to be behind budget at year end but by considerably less than currently forecasted.</p>
A	KA31. Improve residents satisfaction levels measured through a residents survey	31/03/2017	Cllr Howe	Jo Lancaster	Scoping work to establish customer metrics to be completed by March 2017.
A	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 up to 30 September 2016 £0.826m (30%). New debt raised in 2016/17. Total 2016/17 debt raised £7.469m, total outstanding (more than 21 days old) as at

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					30 September 2016 £0.380m. New policies and procedures being out in place to ensure efficient collection of debt as well as permanently recruiting to establishment to ensure stability within the team.
G	KA33. Identify actions from the Employee Survey to create a more positive environment for staff	2016 survey over summer	Cllr Cawley	Adrian Dobbyne	The 2016 survey results have been analysed and shared with staff across all Services. An action plan has been drafted for the consideration by the Our People Governance Board, who will monitor progress against the plan.
A	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 timetable for 2017/18 process in place and early work to identify savings required has commenced. A four year efficiency plan has been submitted to DCLG in order to qualify for a four year settlement, which sets out how the Council intends to meet the budget gap over the MTFS period.
n/a	KA35. Undertake Zero Based Budgeting (ZBB) Phase 2 to identify further service savings	n/a (see comment)	Cllr Gray	Clive Mason	A decision has been made that a fresh ZBB exercise is not taking place as part of the budget setting process for 2017/18.
A	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 Q2 projection is £0.9m 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
G	KA37. Implement a consultation exercise with residents and business to inform 2017/18 budget planning	31/12/2016	Cllr Gray	Clive Mason	Consultation exercise to be actioned during the next quarter as part of the budget setting process.
G	KA38. Deliver actions to contribute to the Customer Service Strategy	31/03/2017	Cllr Cawley	John Taylor	All services have actions to deliver in support of the Strategy and these are being monitored as part of the Service Planning timetable and via the performance management reviews of staff by Managers.

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	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 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%	94.66%	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%	42.44%	45%	45.47%	A	45%	45%	G
Comments: (Operations) July was 40%, August increased to 54% and September was at 41% sent to landfill.								
PI28. Percentage of missed bins recovered within 48 hours Aim to maximise	n/a	n/a	90%	75%	A	90%	75%	A
Comments: (Operations) New indicator. Working is ongoing with the call centre to get the correct data from CRM as we currently only have the closed date of the call record and not a completion date of the work within the call. The consequence of this is that Operations (Commercial Services) are required to cleanse the data which is time consuming and not sustainable going forward.								
PI29. Total amount of energy used in Council buildings Aim to minimise	12,096,814 kWh	5,318,281 kWh	5,211,915 kWh 2% reduction	5,289,199 kWh 0.6% reduction	A	11,854,877.7 kWh 2% reduction	2% reduction	A
Comments: (Operations) Further works to reduce energy use from HDC estate has been put on hold pending the approval of the REFIT project which will see a coordinated approach to energy reduction across all major HDC buildings.								
PI30. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise	23 days	22.5 days	26 days	23 days	G	26 days	26 days	G

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
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. Performance remains on track to meet annual target. Approximately 230 new claims for benefit are received each month – 97% of these are made using our on-line claim form. Risk Based Verification is used to concentrate resources on those claims most likely to contain fraud and error.								
PI31. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise	4 days	4.4 days	7 days	4.6 days	G	7 days	7 days	G
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. Performance remains on track to meet annual target. Our on-line change of circumstances form was introduced in December 2015. Nearly 75% of customers are now reporting changes on line rather than using a paper form.								
PI32. Number of Disabled Facilities Grants (DFGs) completed Aim to maximise	168	37	45	51	G	180	180	G
Comments: (Development) As PI10, this reflects the performance of the shared Home Improvement Agency (HIA) service which is provided by Cambridge City Council on our behalf.								
PI33. Percentage of business rates collected in year Aim to maximise	99%	56.8%	59.2%	58.9%	A	99%	99	G
Comments: (Customer Services) Collection is just under target at present, with impacts of appeals impacting on the collection of some accounts, although year-end target should still be met. The team are also busy working on the revaluation of business rates the Government have commissioned for implementation from 2017.								
PI34. Percentage of Council Tax collected in year Aim to maximise	98.5%	57.4%	58.3%	58.7%	G	98.6%	98.6%	G
Comments: (Customer Services) Collection is just over target at present, and the team are working hard to collect what is owed to the Council.								
PI35. Percentage of space let on estates portfolio Aim to maximise	98%	97.7%	95%	95.9%	G	95%	96%	G
Comments: (Resources) <ul style="list-style-type: none"> - The demand for industrial units remains high, office remains challenging. - Q2 recorded an average of 5 Vacant units (July - 6 empty properties, August – 5, September – 5). - With an historic estate of 123 properties, the performance for Q2 is 95.93% (123 – 5 = 118, 118/123 x 100 = PI 95.93%). 								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
<p>- % indicators – the 16/17 target is set at 95% as it is recognised vacancy rates are subject to economic conditions. Vacant Units - The nightclub in Huntingdon is being considered for other uses. Unit 14 Caxton Road remains vacant, but recent interest generated by agent appointed to market. 8 Phoenix Court has a strong lease interest and terms under negotiation. Vacancy rates at Alms Close have stabilised, with Unit 3 soon to be occupied.</p>								
PI36. Percentage of invoices from suppliers paid within 30 days	98.8%	98.8%	98%	97.5%	A	98%	98%	G
<p>Aim to maximise Comments: (Resources) Performance is marginally below the target rate by 0.5%. It is anticipated that 98% target will be hit by year end.</p>								
PI37. Staff sickness days lost per full time employee	11.7 days/FTE	5.2 days/FTE	4.0 days/FTE	5.6 days/FTE	R	9.0 days/FTE	10.6 days/FTE	R
<p>Aim to minimise Comments: (Corporate Team) The Q2 result (2.7 days/FTE) was better than Q1 (2.9 days/FTE) and further improvement is expected over the rest of the year however it is unlikely that Q3 and Q4 results will be low enough for the challenging annual target to be achieved. 65% of the days lost in Q2 related to just 25 long-term sickness absence cases. Managing sickness absence is a key priority for our Senior Management Team, 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.</p>								
PI38. Commercial Estate Rental & Property Fund Income only	n/a	n/a	£0.85m	£1.88m	G	£1.7m	£2.373m	G
<p>Aim to maximise Comments: (Resources) New indicator. No historic data is available. - The historic estate continues to make gains from rent reviews, lease renewals and new leases; the current forecast annual rent role is £1,900,209. The rent patterns vary (annual, quarterly, monthly, other) but income received in Q2 was £566,884 (a) - The income generated from the CIS acquisitions in Q2 was £151,370 (b) (Stonehill, Wilbury Way and Shawlands £148,339) - The income from the CCLA fund was £27,772 (c) This gives a £0.746m Q2 performance (£a+ £b + £c) = £746,026. The cumulative performance for the year to date reported above is £746,026 + Q1 Income £1,083,111 + Q1 CIS £31,250 + Q1 CCLA £19,727 = £1,880,114 (d). This puts the income target in Green and the following total income is expected for the year: - £1,900,209 historic estate income - 2 Stonehill £125,000k full year - Wilbury Way, Hitchin (purchased) £87,000 remainder of year (total lease rent £165,000) - Retail park in Sudbury £483,432 per annum rent – expected rent from acquisition date is £1324 per day x 197 days = £260,828 Total forecast = £2,373,037 (e).</p>								

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 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	£0.95m	£0.74m	A	£1.9m	£1.48m	A
Comments: (Resources) A RAG review of the planned 2016/17 ZBB savings has been undertaken showing 65% of savings at green, 18% amber and 16% red. Other savings have been found to compensate slippage, reflecting an overall 2016/17 forecast outturn £0.9m 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 maximise	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%	88%*	R	98%	98%	G
Comments: (Corporate Team) New indicator. Services responded late to 8 of 61 complaints received in Quarter 2 (87%), giving a cumulative year to date result of 88%.								
PI44. Percentage of Stage 2 complaints resolved within time Aim to maximise	n/a	n/a	98%	83%	A	98%	90%	A
Comments: (Corporate Team) New indicator. Q2 performance was 100%, with all five of the Stage 2 complaints received responded to within time. The cumulative performance this year is below target due to one Stage 2 complaint being resolved a day late in Q1.								
PI45. Website satisfaction rate Aim to maximise	n/a	n/a	75%	74%	A	75%		

Performance Indicator	Full Year 2015/16 Performance	Q2 2015/16 Performance	Q2 2016/17 Target	Q2 2016/17 Performance	Q2 2016/17 Status	Annual 2016/17 Target	Forecast Outturn 2016/17 Performance	Predicted Outturn 2016/17 Status
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 – TRP system to be ready for Q3.			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. This system is bedding in and collating the data required.								

Appendix C – Project Performance

<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>Leisure Invest to Save Opportunities 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	31/03/17	<p>Lease issues are still being negotiated and a new lead officer for HDC is now responsible for the negotiations.</p> <p>Meeting regarding heads of terms is scheduled.</p> <p>Project has a RED status by the PM for issues with leases.</p>	Red	Within last month
<p>Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.</p>	Capital 2015/16	Tilah, Bill (Facilities)	31/05/16	28/01/17	<p>Following Project board meeting March, the project site has been updated with re-organisation of Consultant Project Manager and timeline.</p> <p>Project has a RED status as classified by the PM but working towards amber through October / November.</p>	Red	Within last month
<p>In Cab Systems 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	31/10/17	<p>Project has a RED status as classified by the PM due to significant delay arriving from the decision to take a wider corporate approach and consider provision as part of the existing 3C Shared Service.</p>	Red	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>Refit Energy efficiency project regarding major works across One Leisure sites.</p>	Capital 2016/17	Blackwell, Julia (Environment)	03/04/17	03/04/17	<p>Issues regarding the lack of leases at OL St Neots and OL Huntingdon Dry is considered by Cabinet to be too great a risk for the project to move forward.</p> <p>Site is up to date and contains all necessary documentation.</p> <p>Project has a RED status as classified by the PM due to the complications regarding leases.</p>	Red	Within last month
<p>iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ</p>	Development	Bedlow, Susan (Development)	01/07/17	01/07/17	<p>The signing over of the lease between Urban&Civic (U&C) and HRC has yet to take place and as the contract with Willmott Dixon needs to be finalised simultaneously for insurance purposes, this is delaying the start of the build. It is highly unlikely now that the build programme will be complete for an opening at the start of the academic year in September 2017. Site is up to date and contains all necessary documentation.</p> <p>Project has a RED status as classified by the PM due to the complications regarding insufficient budgets.</p>	Red	Within last month
<p>New Telephone System This project is looking to put a new cloud hosted VOIP telephony system in at Cambridge City Council.</p>	3C Shared Services	Allen, Tony (3C ICT)	31/11/16	31/11/16	New telephone system and customer service centre went live on Saturday 10 th September.	Red	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
					Project has a RED status as classified by the PM due to project having issues still outstanding.		
Building Access Control	3C Shared Services	Solanki, Raj (3C ICT)	31/07/16	16/12/16	Some slippage regarding starting dates due to lack of communication from partners involved from other sites. Dates of when works will start have now been agreed by partners. Project has an AMBER status as classified by the PM due to project having ongoing issues with external partners.	Amber	Within last month
Clifton Road Roofs The capital bid is for funds to replace the roofs at the Clifton Road Industrial Estate, to make weather proof.	Capital 2016/17	Tilah, Bill (Estates)	28/02/17	28/02/17	Project Plan reviewed and updated - commission of contracts moved to November - completion date for works brought forward to February 2017 Project has an AMBER status as classified by the PM due to the PM being in the process of updating and bringing project on track and also procurement and tender process under discussion with Board Chair – with actions to be advised.	Amber	Within last month
Levellers Lane Replace industrial roofs to address H & S and fulfil Council obligations.	Capital 2016/17	Tilah, Bill (Operations)	28/02/17	15/03/17	Meeting with board chair to discuss procurement and status of tender / contract aware. Actions from meeting to be agreed and updated on project site.	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
					Project has AMBER status as classified by the PM due to PM in process of updating and bringing project on track and also procurement and tender process under discussion with Board Chair – with actions to be advised.		
Business Intelligence Solutions To deliver a corporate solution that comprises a set of techniques and tools for the transformation of raw data into meaningful and useful information for business analysis purposes.	Cross-Cutting	Roberts, Anthony (Corporate Team)	31/03/16	11/11/16	The project has progressed, with Officers from across the Council trained in using Tableau. The project is shown at Amber due to delays in completing the original scoping of the project, but with clarity on the need to deliver a pilot across elements of the Council - particularly in OneLeisure – the project has moved forward. This pilot has created a number of benefits which have been captured by the Project Manager. A project close report has been commissioned by the Project Board, which will capture the cost/benefits from the work and also identify lessons learnt. The report will also recommend how this technology could be expanded at HDC.	Amber	Within last month
One Leisure Alconbury Weald Club 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	Contract has been reviewed and amendments made based upon Leisure Board meeting. Amendments have been discussed with U&C and clarified. Reporting back to Leisure Board early-mid October.	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
					Project has an AMBER status as classified by the PM due to project being overdue compared to the planned completion date.		
Little Paxton Community Centre 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 organisation has not yet being set up and is being chased by Penny Litchfield. A Committee is to be set up to begin the necessary procedures and to evolve into a legal footing. Meeting was held on Wednesday 5 th October. 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
One Leisure Huntingdon Changing Facilities 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.	Capital 2016/17	Martin-Peters, Karen (Operations)	17/10/16	31/03/17	Lease and Lottery Agreement not yet signed may need escalating. Appointment of an Architect in conjunction with Project Manager. Tender for building works to be written in conjunction with Project Manager and put to tender. Site is up to date and contains all necessary documentation.	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
<p>Council Tax Automated Forms Introduce automated forms into business systems.</p>	Facing the Future	Davies, Ian (Recovery)	30/09/16	31/10/16	<p>STAGE 1 complete - E-Forms went live on HDC website on 21st July 2016. STAGE 2 started 8th August. Robotics is in test environment. The first E-Form to be automated (Direct Debit) is expected to go live in next 2 weeks.</p> <p>Project has an AMBER status due to the PM recognising that the project has now slipped, due to minor technical difficulties, and necessary changes to business rules in the robotics software</p>	Amber	Within last month
<p>Building Control Uniform Project</p>	3C Shared Services	Huggon, Caroline 3C Shared Services	31/10/16	31/10/16	<p>28th September. - Agreed that as there are still some outstanding issues the project will not be closed as yet. Agreed to book another meeting in 4-6 weeks to review the close down report.</p> <p>Will need to purchase some more Uniform spatial user licenses. Building Control's usage has increased significantly from what was initially expected. A quote has been received from Idox for 10 more licenses £12,000. Agreed that Building Control will pay their share for the licenses. Discussion regarding the splitting of costs to take place.</p> <p>Project has AMBER status classified by the PM for the ongoing issues.</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
<p>Bin Deliveries To reduce Customer Cycle Time with the expectation of increasing customer satisfaction.</p>	LEAN	Wilby, Lauren (Corporate Office)	MT: 31/12/16 LT: linked to in-cab project	N/A	Following successful report out to stakeholders, improvements are in the process of being implemented.	Green	Within last month
<p>Taxi Licensing To review the end-to-end process of taxi licensing and implement changes to reduce the processing time whilst increasing customer satisfaction.</p>	LEAN	Wilby, Lauren (Corporate Office)	31/3/17	31/3/17	Validating previous process maps against updated process and data gathering to understand current state.	Green	Within last month
<p>Switch Replacement To replace the Core and Edge switches for the computer/ telephony network at HDC.</p>	3C Shared Services	Allen, Tony (3C ICT)	31/3/17	31/3/17	Work is ongoing; project site has relevant documentation for this stage. Site is up to date and contains all necessary documentation.	Green	Within last month
<p>Implementation of Financial Management System</p>	3C Shared Services	Buckell, Andrew (3C ICT)	31/05/17	31/05/17	Workshops are being held regularly and issues have been identified and updated regularly by PM. Project is on target to finish on time.	Green	Within last month
<p>Housing System Review A review of the Housing System at SCDC with a view to going out to tender for a new system. CCC to be consulted at all stages may be included in the tender. This does not impact HDC Housing systems.</p>	3C Shared Services	Huggon, Caroline (3C ICT)	31/09/18	31/09/18	Work is ongoing; project site has relevant documentation for this stage. Continued to work on PID, Project Plan and other project documentation to be completed by first Project Board Meeting on 27 th October Arranged meetings with Katie Brown who is now on Project Board to represent Rents at SCDC and Julia Hovells to discuss CCC involvement.	Green	Within last month

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<p>OL String Bowling 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>FGB agreed additional capital of £6k on 03.10.16.</p> <p>Completion of RFQ process by 05.10.16. Completion of RFQ process by 07.10.16. Award of contract by 07.10.16.</p> <p>Agree installation date with contractor by 07.10.16.</p>	Green	Within last month
<p>Resource Booking To explore options and procure a new room booking system for internal and third party use</p>	3C Shared Services	Day, Steph (3C ICT)	30/09/16	31/12/16	<p>Site visits September 2016</p> <p>Procurement October 2016</p> <p>Minor slippage but with minimal consequence on project.</p>	Green	Within last month
<p>Benefits Landlord Portal To provide an online facility to give landlords (mainly Housing Associations) basic information relating to their tenants in receipt of Housing Benefit.</p>	Customer Services	Huggins, Barnes (Rev. Serv)	30/09/16	30/09/16	Software from Northgate has been procured. Installation is scheduled for 29th September 2016 with onsite consultancy arranged for 7th October 2016 to go over set up etc.	Green	Within last month
<p>Salix Projects 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	<p>Salix contribution to cycle path costs transferred to pay invoice</p> <p>Indicative quote received for the replacement of workshop lighting at Hinchingsbrooke Country park (HCP)</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month

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One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations.	Capital 2016/17	France, Paul (One Leisure)	30/06/17	30/06/17	15th September - Team Meeting to include newly appointed Technical PM (External) John Bucher. 2 different concept drawings to be requested to allow TPM to make costs against. PC to discuss with procurement suggestions to run both OLH projects alongside each other for economies of scale. Site is up to date and contains all necessary documentation.	Green	Within last month
Server Room Consolidation Project To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services.	3C Shared Services	Keech, Edward (3C IT)	31/12/17	31/12/17	The ITT has been signed off and distributed to the partners of the RM 1058 Framework. We are currently in the Q & A phase. Site is up to date and contains all necessary documentation.	Green	Within last month
Waste and Recycling Reconfiguration 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	31/05/17	Completed round risk assessments Reminder letters sent to customers for review of eligibility where these have not been returned. Databases have been updated. Meetings with refuse and recycling crews completed – crews now checking current round maps to ensure they are accurate.	Green	Within last month

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					Site is up to date and contains all necessary documentation.		
<p>Capita Upgrade Capita payment management system upgrade and migration to cloud.</p>	3C Shared Services	Huggon, Caroline (3C ICT)	31/11/16	31/11/16	<p>Constant testing is taking place and discussions are being held regularly. Test plan finalised and arrangements for Capita engineer on site for test set up have begun.</p> <p>Site is up to date and contains all necessary documentation.</p>	Green	Within last month
<p>Octagon To allow for additional cladding, electrical work and security provisions £50,000 is considered appropriate.</p>	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	Over 2 months ago
<p>Commercial Investment Strategy Review and Implementation Deliver a strategic review of Industrial and Commercial stocks</p>	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	Over 2 months ago
<p>CIL/S106 Idox Implementation To implement UNIFORM CIL module and Obligation Tracker for CIL, this includes Outlook Integration and Access Reports</p>	Cross-Cutting	Alterton, Emma (IMD)	30/11/13	01/04/16	Project completed and closedown report currently with Project Board for approval.	Pending Closure	Over 2 months ago
<p>Cambridgeshire Anti-Fraud Network Fraud deterrence and prevention, improved investigations processes and a joint approach to investigations by shared use of intelligence, data and technology</p>	Customer Services	Roberts, Anthony (Corporate Team)	31/03/16	31/03/16	Outstanding grant is to be split between four partners, however waiting on Anglia Revenues Partnership to invoice for their proportion. Project will close as soon as invoice is received.	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
<p>CAB Move to PFH Move Citizens Advice (Rural Cambs) Huntingdon into front and back office space at Pathfinder House.</p>	Accommodation Group	Wilby, Lauren (Corporate Team)	30/06/16	08/07/16	Project completed and closedown report currently with Project Board for approval.	Closed	Within last month
<p>Call Centre & CSC Provision Examine the future provision by the Call Centre and CSC at PFH. Include an assessment of performance standards and the business case for moving and merging the teams.</p>	Facing the Future	Greet, Michelle (Customer Service)	31/03/16	31/05/16	Project completed and closedown report currently with Project Board for approval.	Closed	Within last month
<p>One Leisure Stationary Cycle and Virtual Fitness Procurement Maintain standards and income levels, to ensure equipment remains fit for purpose and safe to use.</p>	Capital 2015/16	Gray, Brian (Leisure)	01/03/16	01/03/16	Project completed and closedown report currently with Project Board for approval.	Closed	Within last month
<p>CCTV Pathfinder House Resilience</p>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<p>CCTV Wi-Fi</p>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<p>Lone Worker Software</p>	Capital 2016/17	Stopford, Chris (Community)	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
<p>Building Foundations for growth grant underspend project To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund. The residual grant money must be used for a capital project on the EZ and</p>	Development	Bedlow, Susan (Development)	-	-	<p>TWI have confirmed that, given the EU funding bid knock back, they will not be making an investment at Alconbury in the near future and hence will not be requiring the a capital loan.</p> <p>Focus now needs to be on the</p>	Pending Approval	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
which fits within the GCGP's economic strategy.					identification and development of an alternative project within the parameters of the grant determination and state aid compliance.		

Appendix D



Financial Performance Monitoring Suite September 2016

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Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance Headlines

Revenue	Forecast Net spend - £17.0m, ahead of the budget by £0.9m 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.
Capital	Forecast capital spend is £9.5m, compared to a budget of £11.0m, a reduction of £1.5m.
Reserves	Total forecast contribution to reserves £3.1m is as follows: <ul style="list-style-type: none">• Budget Surplus Reserve £3.0m – 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.• General Fund Reserve £0.1m this maintains the reserve at 15% of Net Expenditure.• Collection Fund Reserve – this has increase by £1.073m in relation to the additional NDR receipts.

2. Revenue and Reserve Forecast

Revenue Forecast Outturn	2015/16		2016/17		
	Outturn £'000	Budget £'000	Forecast £'000	Forecast Variation £'000	%
Revenue by Service:					
Community	1,676	1,911	1,826	(85)	-4.4
Customer Services	3,628	2,355	2,517	162	6.9
ICT Shared Service	494	1,822	1,976	154	8.5
Development	1,204	1,370	725	(645)	-47.1
Leisure & Health	(141)	(280)	3	283	-101.1
Operations	4,173	3,968	3,961	(7)	-0.2
Resources	4,153	4,467	3,691	(776)	-17.4
Directors and Corporate	2,112	2,301	2,364	63	2.7
Technical Adjustments	(177)	0	0	0	0.0
Net Revenue Expenditure	17,122	17,914	17,063	(851)	-4.8
Contributions from Earmarked Reserves	0	0	(45)	(45)	0.0
Contribution to Earmarked Reserve (CIL)	0	0	210	210	0.0
Service Contribution to Reserves	2,555	2,276	2,962	686	30.1
Budget Requirement (Services)	19,677	20,190	20,190		
Financing:-					
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
Council Tax for Huntingdonshire DC	(7,767)	(7,906)	(7,906)		
General Fund Reserve					
	2015/16		2016/17		
	Outturn £'000	Budget £'000	Forecast £'000	Forecast Variation £'000	%
Balance as at 1st April	9,287	2,537	2,537	0	0.0
Service Contribution to Reserves	2,555	2,276	2,962	686	30.1
Contribution to/(from) Collection Fund Res	(1,492)	0	1,073	1,073	0.0
Transfers to/from Other Reserves	1,055	0	210	210	0.0
Transfer to NDR Reliefs Reserve	(300)	0	0	0	0.0
Transfer to Earmarked Reserve	(805)	(2,126)	(4,223)	(2,097)	98.6
Transfer to Capital Investment Reserve	(7,763)	0	0	0	0.0
Outturn forecast as at 31 March (15% of Net Revenue Expenditure)	2,537	2,687	2,559	(128)	-4.8
Earmarked Reserves					
	2015/16		2016/17		Commentary
	Outturn £'000	Addition £'000	Deduction £'000	Forecast £'000	
S106 agreements	1,233			1,233	To be held to meet future years budget deficit
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	3,150	(45)	3,910	
NDR Reliefs	300			300	
Special Reserve	2,325			2,325	
Other Reserves	1,549			1,549	
Total Earmarked Reserves	24,010	4,223	(45)	28,188	

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	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Community				
Head Of Community	79,602	82,481	2,879	
Community Team	706,813	689,476	(17,337)	Combination of overspends on building rental (£14k), and provision of new electricity supply (£5k); savings from vacant posts in the establishment (£40k), reduced demand this year on the pest control service giving a £8k shortfall in income, along with priory Centre income of £5k not being realised.
Commercial Team	349,121	291,964	(57,157)	Combination of underspends (£32k on a vacancy in the team, with associated £5k on transport costs; and £13k on supplies and services); combined with an additional £6k of income
Environmental Protection Team	408,550	348,922	(59,628)	Combination of underspends (£44k for a vacancy within the team, with associated £3k on transport; £5k on supplied and services); combined with an additional £7k of income
Environmental Health Admin	143,779	114,483	(29,296)	Combination of underspends (£20k for a vacant within the team, and £2k on supplied and services), and additional income of £7k
Projects And Assets	140,022	247,028	107,006	Overspending due to small delay in the implementation of the service restructure (£37k), and the impact of service transformation costs (£65k). Action on overspend Offset from other savings within the Division
C C T V	(71,000)	(70,484)	516	
C C T V Shared Service	212,244	220,063	7,819	
Licencing	(161,246)	(196,155)	(34,909)	Additional income in the year of £29k, along with savings within the transport budget of £8k due to savings on taxi inspections; with some small overspends in employees £2k and supplies and services £1k
Corporate Health & Safety	100,608	98,266	(2,342)	
	1,908,493	1,826,044	(82,449)	
Head of Customer Services				
Head of Customer Services	96,477	99,104	2,627	
Local Tax Collection	140,286	135,942	(4,344)	
Housing Benefits	403,556	493,522	89,966	Higher than planned use of B&B to deal with homelessness has resulted in an overspend Action on Overspend Working on options across the short, medium and long-term - but in 16/17 an overspend is likely
Council Tax Support	(122,950)	(137,598)	(14,648)	Grant funding provided by DCLG to HDC, amount not known at the time the budget is set. Forecasting a larger grant than originally expected
Housing Needs	777,737	818,325	40,588	Additional expenditure in year to maintain Coneygear Court temporary accommodation Action on Overspend This will be an overspend at year-end - this site provides 30% of HDC Temporary Accommodation - the alternative is more costly B&B for homeless clients
Customer Services	829,303	836,454	7,151	
Document Centre	230,803	260,826	30,023	Additional external income targets not being met. Action on Overspend Work looking at potential commercial partnership progressing, and new clients being sought
Information Management	0	10,361	10,361	2015/16 items not accrued at year end, not an ICT Shared Service item
	2,355,212	2,516,936	161,724	
Head of ICT Shared Service				
ICT Shared Service	1,822,219	1,976,109	153,890	This is due to differences in the cost of hired staff against saving from salaried staff. It is also made up of additional costs which have presented which were never planned but are now expected to be in the budgets. The total overspend for the ICT service is £431k but the Council's share of this is the £154k shown with the balance being billed to the other strategic partners. Action on Overspend Further work is continuing to ensure any additional charges coming in are agreed with the partners and future budgets adjusted to include all costs.
	1,822,219	1,976,109	153,890	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Development				
Head of Development	77,802	80,433	2,631	
Building Control	91,600	91,600	0	
Economic Development	232,062	233,310	1,248	
Planning Policy	854,715	557,220	(297,495)	£26.4K staff savings resulting from time taken to fill vacancies following restructure and as staff leave. £210K anticipated additional CIL admin invoiced (but not all expected to be received in 2016/17). £7.8K saving from travel expenses. £25.5K S.106 monitoring fees received previously recorded in a non-Planning budget. £20K additional income for Neighbourhood Planning. £32K costs for viability assessment incurred but will be recovered.
Transportation Strategy	65,020	55,518	(9,502)	
Public Transport	19,200	27,202	8,002	
Development Management	(192,510)	(541,523)	(349,013)	£108.7K staff savings resulting from time taken to fill vacancies following restructure and as staff leave. £5.3K saving from travel expenses. £11.9K anticipated additional spend on supplies and services. £373K anticipated additional planning application fee income. £85K anticipated overspend of appeal budget due to Wintringham Park appeal. £32K compensation payment in relation to TPO'd tree
Housing Strategy	222,047	221,165	(882)	
	1,369,936	724,925	(645,011)	
Head of Leisure & Health				
Head of Leisure & Health	77,822	78,886	1,064	
One Leisure Active Lifestyles	222,879	212,689	(10,190)	Additional income received from Grants Public Health and Sport England and a provision for additional income as part of the post DASH business plan
One Leisure	(580,782)	(288,837)	291,945	220K shortfall in Impressions Memberships income across all sites. Hospitality income at OLH & OLSN is 26K behind budget. 21K shortfall on Bowling income as capital project is still yet to take place. 43K Shortfall in Pure due to contract with Indigo and no room rentals. 28K shortfall on St Ives Heat Experience due to operational issues and closures. 17K shortfall on OLSN synthetic pitch due to capital project not taking place. 355K total income shortfall for above reasons however, swimming and Burgess Hall performing well which reduces overall deficit in income to around 160K. Staffing Expenditure has increased due to the living wage increase (affecting a large number of staff) and the pay award increments (60K) Operational costs have risen in equipment maintenance (Impressions) and Burgess Hall - £130K (offset by increased income at Burgess Hall). Other Expenditure savings are being made on general maintenance to attempt to try and balance the books as much as possible but this is having an effect on the ongoing building upkeep. Action on Overspend Action plan to address the membership shortfall issues and equipment failures. Bowling mechanism will be replaced In Nov/Dec and the Heat Experience is being resolved (although there will be no additional income for Heat Experience due to membership refunds in this financial year). Pure Treatment rooms are being rented out so some income will be recouped. The OLSN 3G project is expected to resume shortly. Improved on site Marketing will contribute to a number of re-brands and re-launches of Bowling, Parties and Swimming (OLH)
	(280,081)	2,738	282,819	

Service	2016/17 Updated Budget	2016/17 Forecast Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Operations				
Head of Operations	78,302	109,681	31,379	£24k HoS interim consultant; £7k Recruitment costs. Action on Overspend Covered by one-off in year service savings
Environmental & Energy Mgt	97,332	63,884	(33,448)	(£17k) Sustainability advice for SCDC; (£14k) County one off energy efficiency grant
Street Cleansing	826,877	780,057	(46,820)	(£12k) Litter Bin saving; (£32k) Weed spraying contract saving
Green Spaces	1,071,021	1,023,786	(47,235)	(£122k) One off in year savings; £44k to recover hedge cutting to standard; £26k Underachievement of ZBB target for CCC income
Public Conveniences	13,400	13,400	(0)	
Waste Management	2,104,683	2,102,206	(2,477)	£170k Round rescheduling delay; (£20k) insurance settlement relating to 2015/16; (£16k) Recycling credits c/f from 2015/16; (£34k) Recycling credit increase; (£34k) Trade waste income increased; (£29k) one off in year saving; (£46k) fuel price maintained low; (£14k) increased 2nd Green Bin income; (£11k) pension saving; £20k Round config Communications Costs
Operations Management	28,891	19,262	(9,629)	
Facilities Management	1,041,289	970,531	(70,758)	(£9k) EFH rent to CAB; (£31k) rent top floor of PFH; (£12.8k) rent top floor for 2015/16; (£16k) NNDR saving
Fleet Management	249,228	248,127	(1,101)	
Markets	(47,885)	(60,656)	(12,771)	(£8k) increased Market income
Car Parks	(1,495,224)	(1,309,216)	186,008	£110k Fee increase delayed until 01st Apr; £10k ZBB Free after 3 reintroduced; £30k Excess charge shortfall; £20k shortfall in season tickets; £20k specialist consultancy to inform car parking strategy in 2017/18 Action on Overspend Introduction of revised fees and charges anticipated 1st April 2017
	3,967,914	3,961,061	(6,853)	
Head of Resources				
Head of Resources	88,022	93,229	5,207	
Corporate Finance	4,413,876	4,066,255	(347,621)	Apprentice Levy not required in 16/17 (73k), CIS interest income (101k), MRP (180k) and temporary loan interest (10k)
Legal	214,838	223,963	9,125	
Audit & Risk Management	611,141	560,512	(50,629)	Insurance retender lower premiums
Procurement	64,431	65,249	818	
Finance	633,049	726,316	93,267	Interim staff required for Finance Manager, debt management and cash related work. Action on Overspend The overspend on the Finance Manager interim appointment can be covered from reserves as it is budget development work. However this is not being used as overall underspends within Resources are off-setting these overspends
Commercial Estates	(1,556,757)	(2,044,698)	(487,941)	Net off of saving from CIS related MRP (£961k) against reduced CIS income £481k because of delays in CIS programme. Saving on employee budget (£31k) due to 0.8 FTE vacant post. Lost Commercial Estate income due to vacancy of nightclub £18k.
	4,468,600	3,690,826	(777,774)	
Corporate Team Manager				
Democratic & Elections	733,932	725,704	(8,228)	
Directors	468,855	509,414	40,559	£25k excess of AK over salary budget; £13k Recruitment costs
Corporate Team	1,097,706	1,129,257	31,551	£20k Devolution; £25k Tupe consultancy; £11k OH increase due to Sick policy; (£22k) general savings Action on Overspend £20k Devolution and TUPE consultancy to be funded from reserves
	2,300,493	2,364,375	63,882	
HDC Totals	17,912,786	17,063,013	(849,773)	

4. Capital Programme

The table below shows the position on the capital programme as at quarter 2. As can be seen the spend to date is only £1.492m (13.5% of budget) but the capital programme is forecast to only have an underspend this year of £1.517m. There is a risk that this spend will not happen as the majority of schemes are still waiting to be started, even though plans are in place, contracts let etc. with a number of these.

The net spend on the Council's capital programme is financed via borrowing which has a revenue implication through the Minimum revenue Provision (MRP) the MRP budget will be set based on the period 6 or 7 forecast outturn, therefore any significant further slippage will result in a higher budget for the 2017/18 MRP being set.

Budget Summary	Revised Net Budget	Actual	Forecast Outturn	Variance
	£000s	£000s	£000s	£000s
Services				
Community Services	1,088	1	879	(209)
Development Services	406	(451)	412	6
Leisure & Health	1,547	187	756	(790)
Resources	3,857	1,408	3,867	10
Customer Services	161	28	31	(130)
ICT	370	0	436	66
Operational Services	3,559	318	3,089	(470)
TOTAL	10,987	1,492	9,470	(1,517)
Reason for Variances				
Rephasing to 2017/18				(1,346)
Overspend				36
Underspends				(151)
Cancelled				(117)
Other				117
Increased Grants and Contributions				(56)
				(1,517)

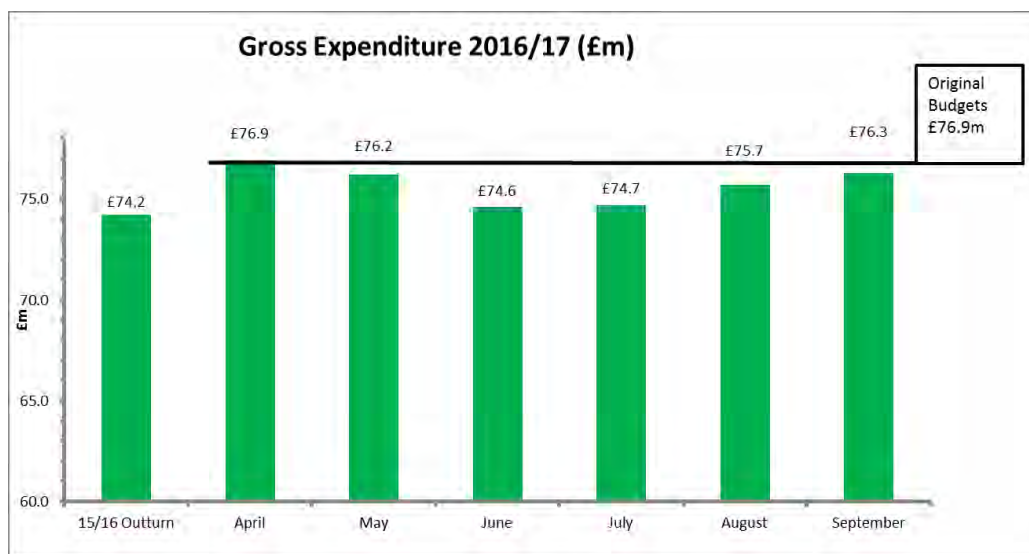
Variation Commentary		£000s
1	Underspends	
	Eforms The contract with the supplier is now agreed and is less than that estimated.	(13)
	One Leisure Replacement Equipment This scheme is now complete, the equipment cost less than anticipated.	(23)
	CCTV Camera Replacements The expected expenditure has been reduced because, there has been no need to replace cameras so far this year.	(10)
	Wheeled Bins Increase use of returned bins, smaller bins for trade waste customers, and less demand as a result of a reduced number of new developments, have reduced expenditure.	(44)
	Vehicle Fleet Replacement A saving as a result of the estimated pre-tender cost being less than the budget.	(26)
	Play Equipment The condition of the equipment has been assessed, and as a result the need for replacements has been reduced.	(5)
	Flexible Working The procurement of this software has been on a cost model that has a higher revenue cost but as a result reduces the upfront capital costs.	(30)
	Total	(151)
2	Cancelled Schemes	
	CRM Software Upgrade The upgrade to this software has been postponed to allow consideration to a scheme covering the 3Cs partnership.	(117)
	Total	(117)
3	Potential Rephasing to 2017/18	
	Huntingdon West Development The amount to be paid in compensation has slipped and is likely to remain unpaid until 2017/18.	(199)
	Alconbury Weald Remediation – Expenditure The planned project will not now proceed, and a new partner is being sought. The most likely partner is Urban and Civic and the expenditure will probably be a loan. In this instance capital sum repayments would still be governed by the grant determination letter. Alconbury Weald Remediation – Grant The planned project will not now proceed, and a new partner is being sought.	0
	One Leisure Huntingdon Development Lease negotiations with regard to the Leisure centre site have delayed the start of the project.	(666)
	One Leisure Improvements Bookings for Burgess Hall mean work cannot be undertaken in 2017/18, and in addition works at St Neots Pool are delayed due to programming issues.	(107)
	Building Efficiencies – Salix Savings to the fund have been at a reduced rate, as a result the amount available to spend has been reduced in this year.	(36)
	Retro-Fitting Buildings Delays to the installation of the energy saving equipment have	(120)

Variation Commentary		£000s
	resulted from protracted lease negotiations at One Leisure buildings, so some expenditure has been delayed to 2017-18. The sites to be completed in 2016-17 are OL St Ives, Huntingdon, and Sawtry. An exclusion clause is to be included in the contract to deal with unresolved site leases, once this is agreed work can commence at these sites.	
	Bridge Place Car Park An analysis of the requirements for parking in Huntingdon is underway, until the results of this are known this scheme will not proceed. Whilst there is still time for the scheme to proceed, it will not complete this year.	(218)
	Total	(1,346)
4	Overspends	
	One Leisure St Ives String Bowling The whole life costs of the scheme have been assessed, there is a cost benefit in spending more on the equipment which will result in lower on-going revenue costs.	6
	Virtual Server Tenders have been received and have been assessed, the costs indicated in the tender are higher than the budget. There are though anticipated saving in the flexible working budget not in the underspends above.	30
	Total	36
5	Other	
	Private Sector Grants (Housing) This scheme of grants is now complete, the expenditure for the remaining commitments exceeds the budget. Whilst there was an underspend in 2015-16 this was not rephased due the small amount.	6
	Capita Software Upgrade Extra work has been identified in addition to the Capita upgrade. This work is required to move interfaces from an in-house system to Capita AIM, and make more efficient use of this software. In addition Capita will train up in-house staff so that they are able to carry out future works.	23
	Doorstep Greens and Neighbourhood Gardens Funds were allocated in accordance with a supplementary planning agreement to provide neighbourhood gardens as a result of the Oxmoor Estate action plan which finished in 2010. Whilst some of the scheme has been funded from an earmarked reserve the remainder of the cost need to be funded from the capital programme. There are sufficient savings in the programme in 2016-17 to fund this expenditure.	22
	Telephony Switches The capital programme includes a scheme to replace telephony switches and infrastructure. This was split £0.100m in 2016-17 and £0.100m in 2017-18. Now that the procurement process has been undertaken, there would be a significant saving if the purchase of the equipment was made in one phase instead of split across two years. The total expenditure will be £0.166m, as opposed to the budget of £0.200m. If the expenditure were phased across two years it would total £0.187m. There are sufficient savings in the programme in 2016-17 to fund this expenditure.	66
	Total	117

Variation Commentary		£000s
6	Contributions and Grants	
	Increased contributions from developers for wheeled bins. Receipts from developers are exceeding that expected.	(4)
	Land Sales The pieces of land identified for sale have achieved higher selling prices than expected.	(13)
	Loves Farm Community Centre Additional s106 contributions have been received for the construction of this facility.	(39)
	Total	(56)

Financial Dashboard

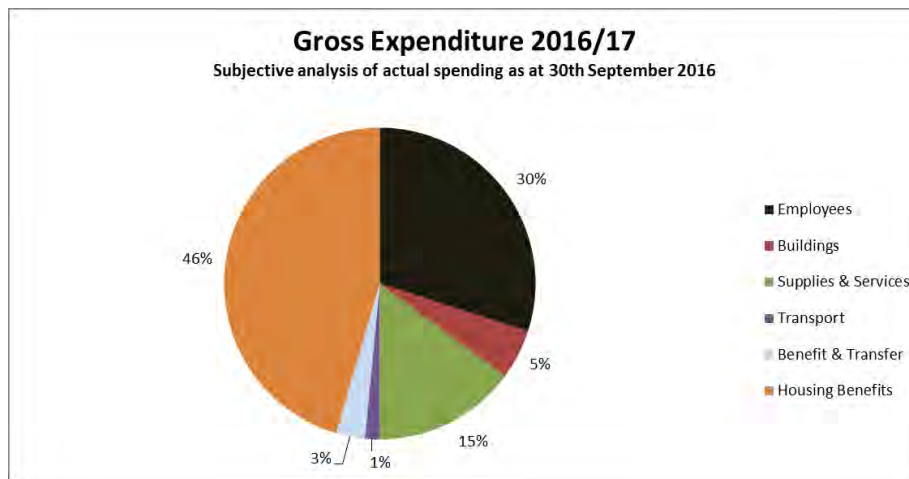
Revenue Expenditure



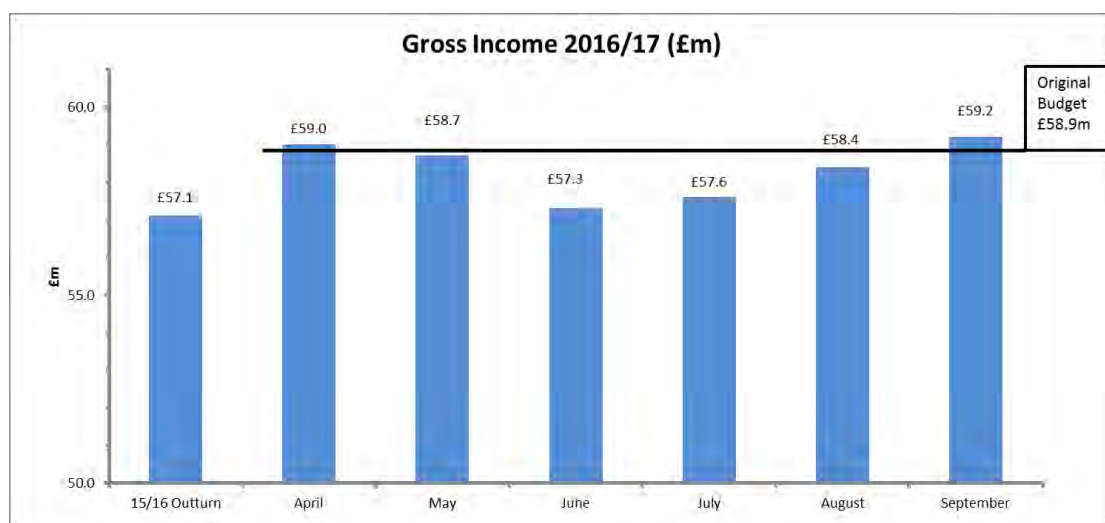
The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted 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 £76.3m which is £0.6m below the budget target. This is £1.7m higher than the June forecast. The main reason for the increase in the forecast since June is that housing benefits payments have increased by £0.85m (the June forecast was based on the Government's expected trend of a 3.5% reduction in expenditure which has not been seen in the first half yearly payments). The ICT Shared Service is also expected to spend £0.43m more than the budget. Both of these items are mostly off-set by higher income (subsidy and partner contributions). The remaining variation is down to general variations across other services, some of the increased costs are matched by higher income.

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

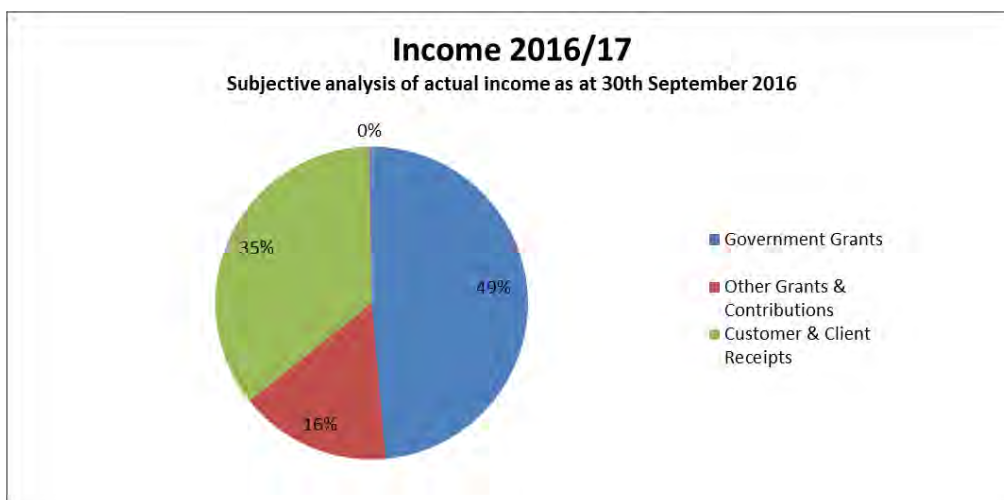


Revenue Income

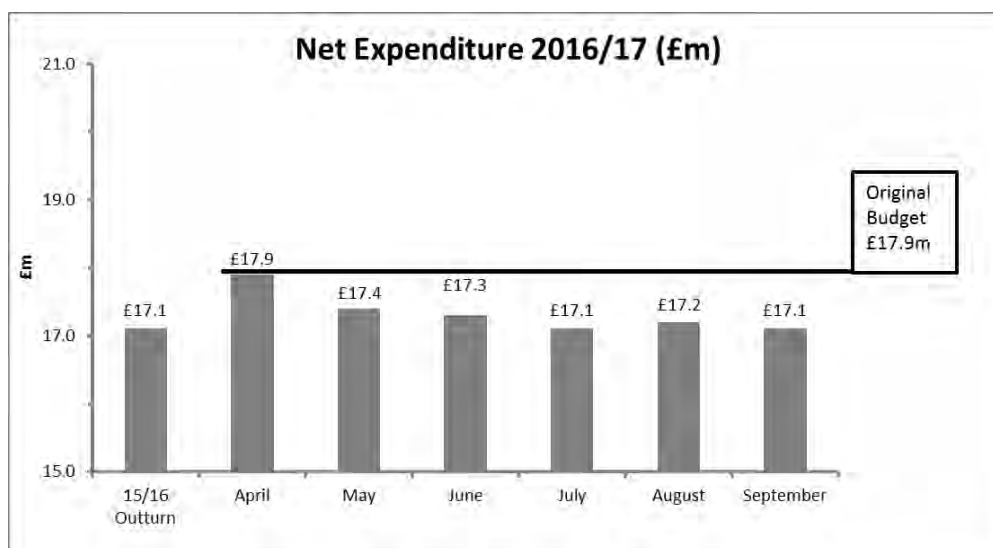


The gross revenue income budget as approved in February 2016 is £58.9m, £1.8m above the outturn for 2015/16. The main reason for this increase is due to the impact of shared services, HDC will receive £2.4m for the ICT shared service but £0.3m of Building Control income will now go to Cambridge City 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 £0.3m above the budget target. This is £1.9m higher than forecast in June. As previously mentioned, part of this increase is as a result of higher subsidy receipts (£0.82m) expected on housing benefits payments, higher contributions from partners for shared services (£0.28m). Other areas of higher income include CIL admin receipts (£0.21m) and planning fees (£0.37m). The CIS rental income (£0.48m) and One Leisure income (£0.16m) is expected to be below budget.



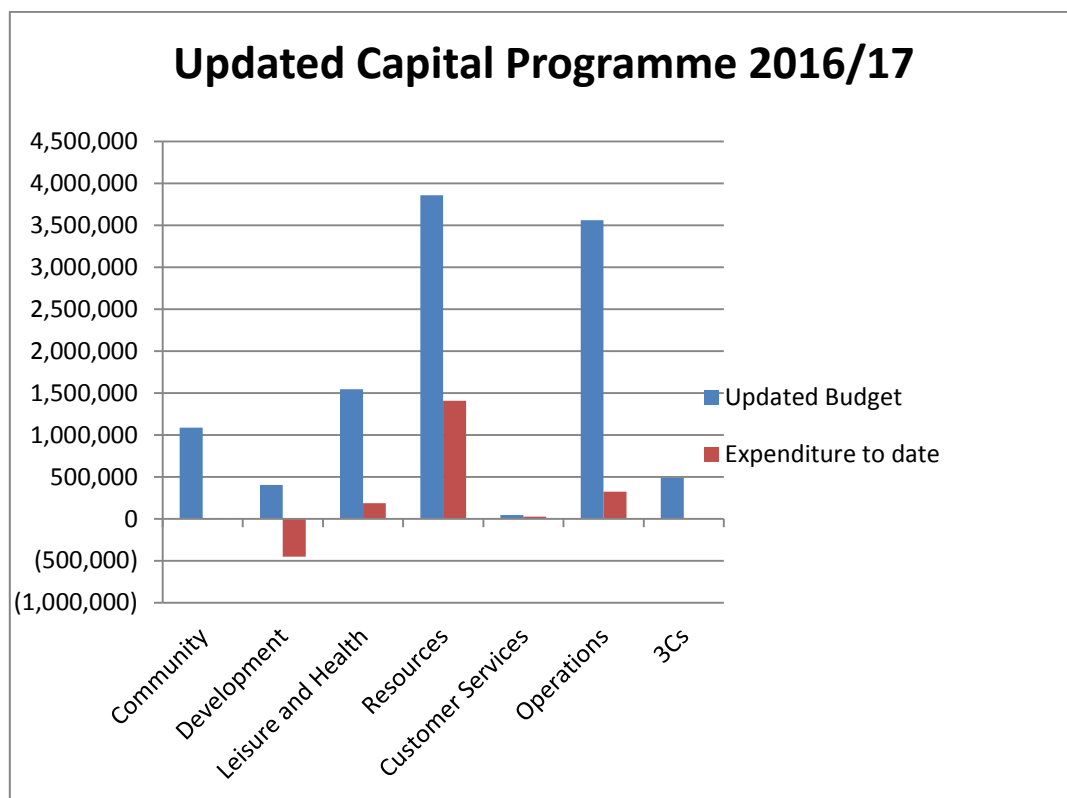
Revenue Net Position



At the end of September 2016 the net revenue expenditure is forecast to be at £17.1m, £0.8m below the net budget of £17.9m. Taking into account the budgeted contribution to reserves, the overall service related surplus is expected to be £2.9m by the year end.

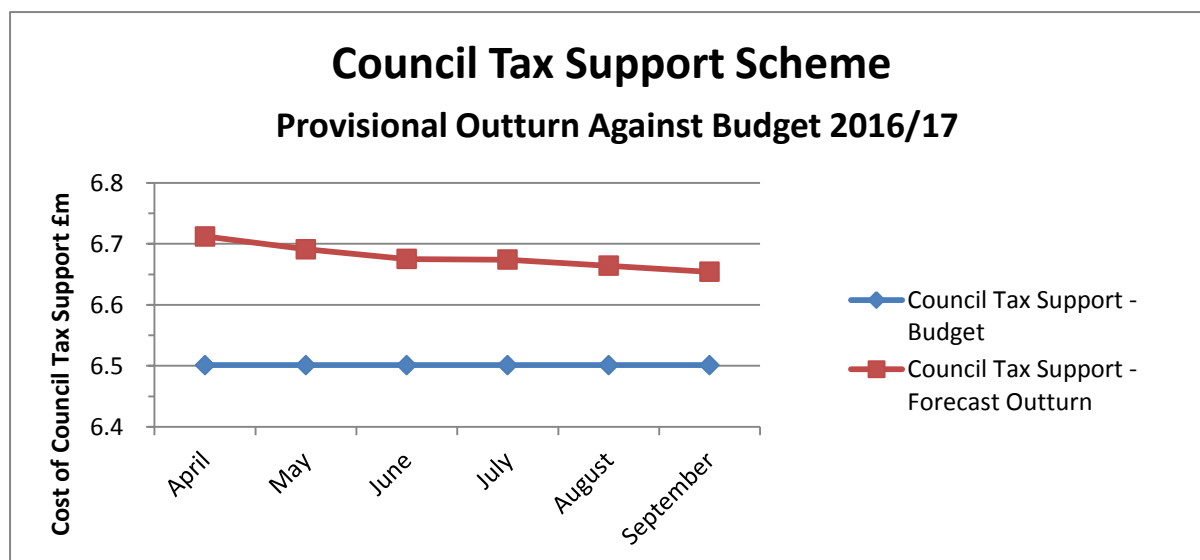
Capital Programme

Budget and Expenditure Update



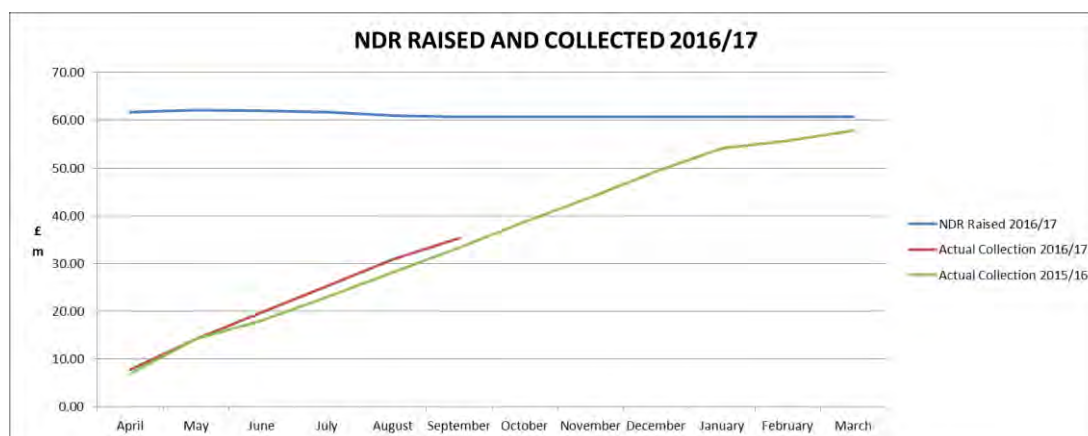
Council Tax Support Scheme

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.



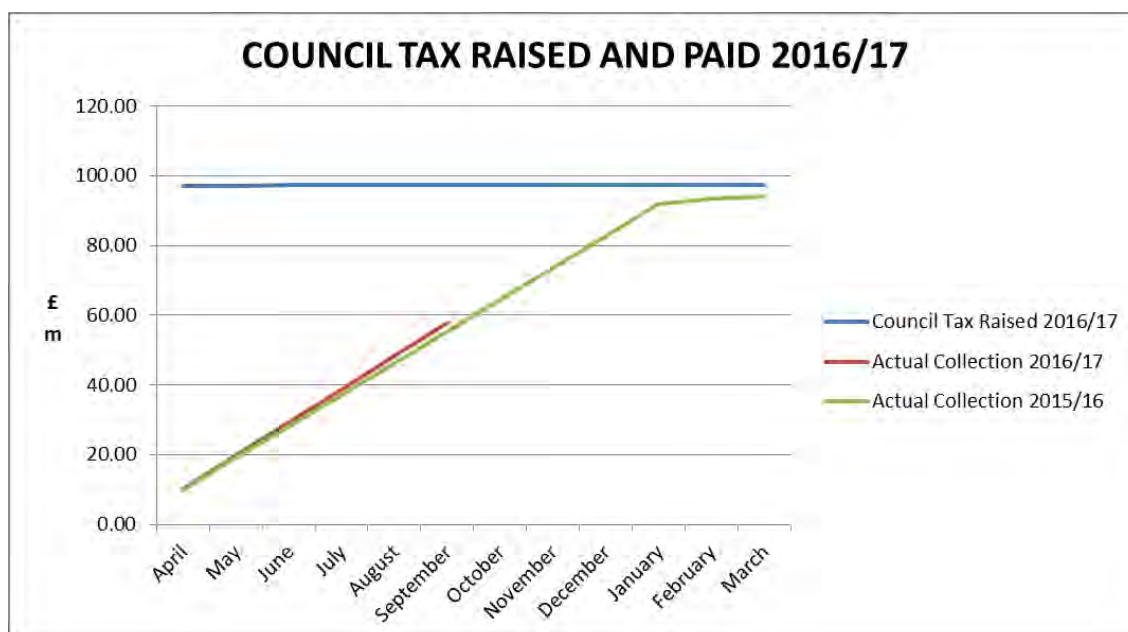
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



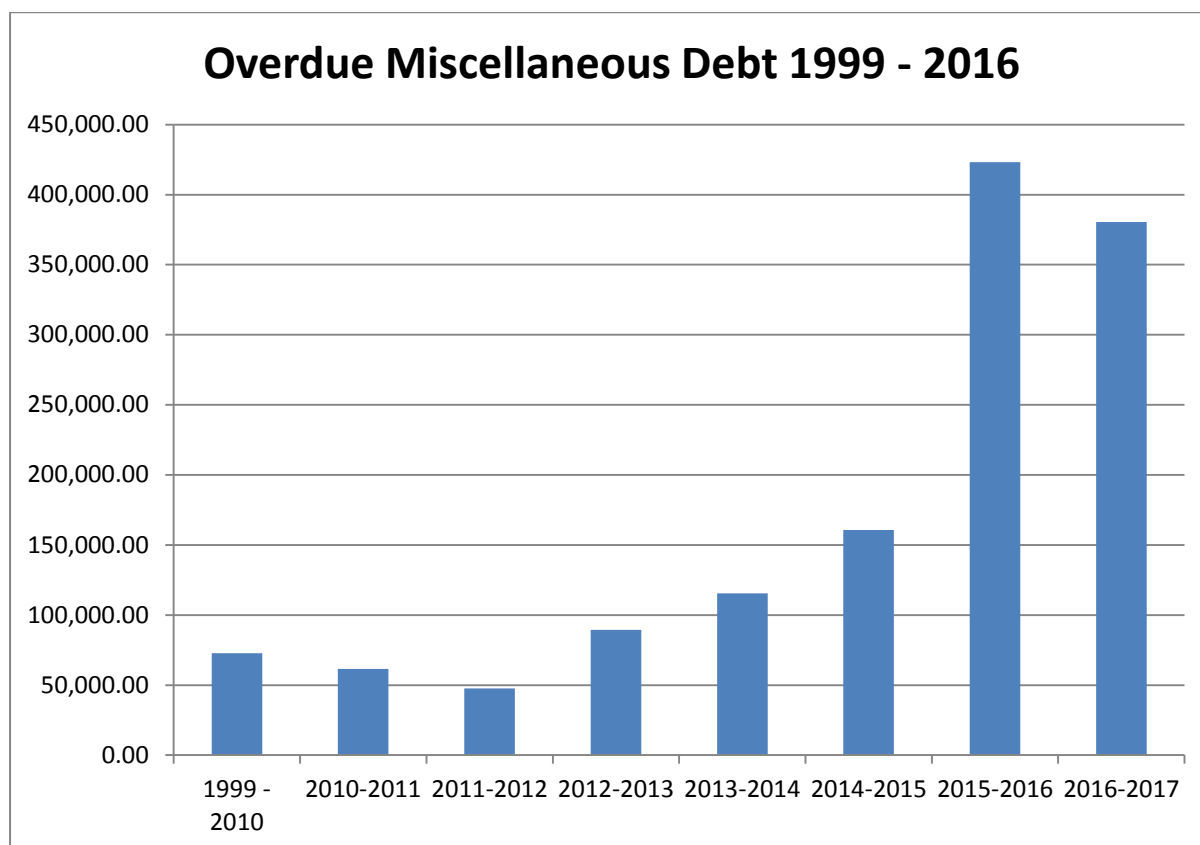
The graph above shows the total amount of NDR bills raised in 2016/17 and the actual receipts received up to end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated NDR raised is £60.63m.

Collection of Council Tax



The graph above shows the total amount of Council Tax bills raised in 2016/17 and the actual receipts received up to end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The estimated Council Tax raised is £97.50m.

Miscellaneous Debt



The total outstanding debt as at 30 September 2016 is £1.351m of which £0.970m is prior year debt, down from £1.797m as at 31 March 2016.

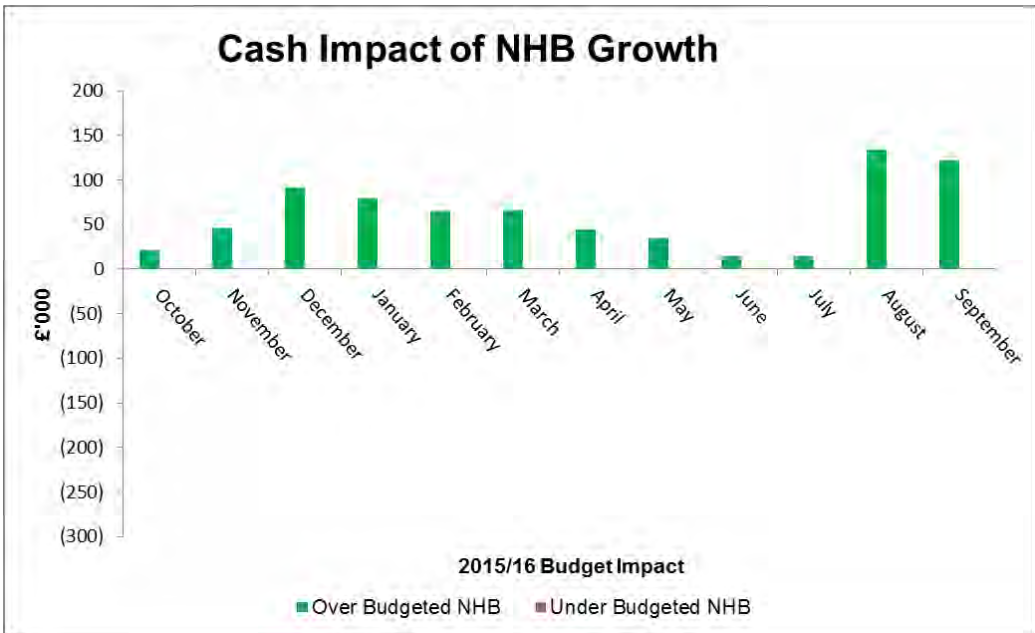
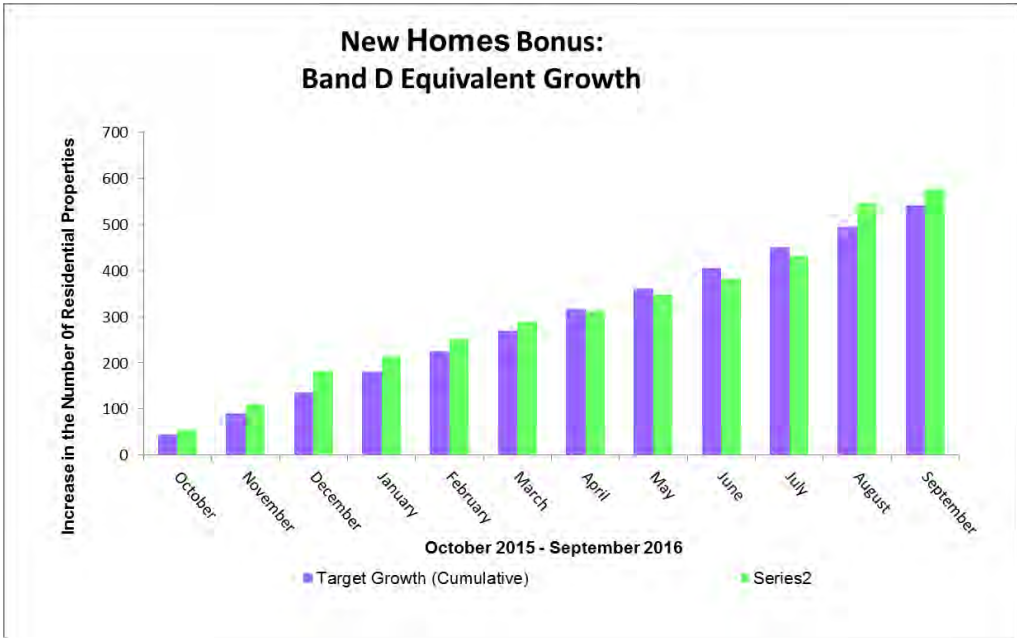
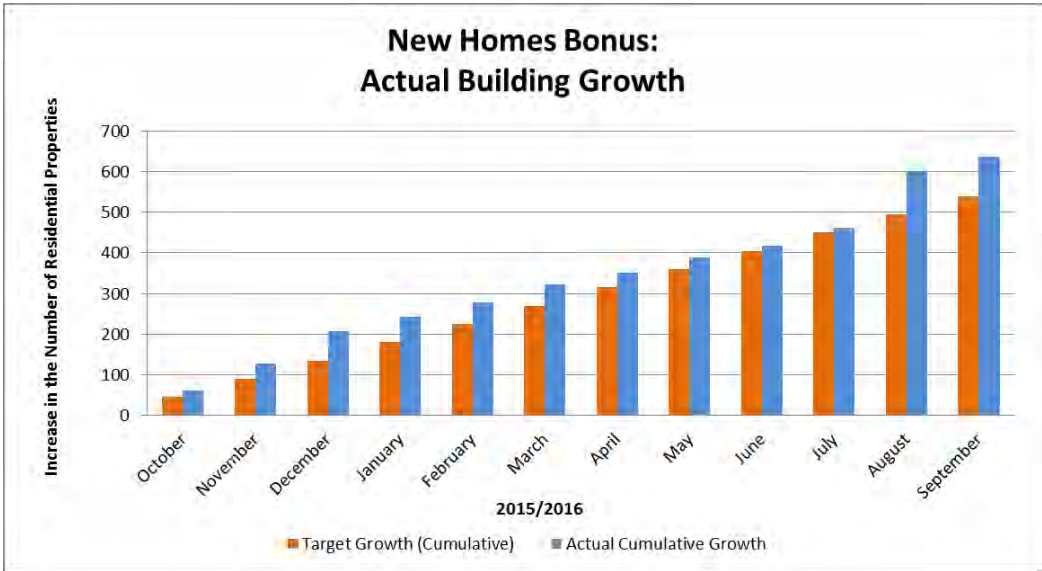
The graph shows the level of overdue miscellaneous income debt (debt is overdue when it is older than 21 days). Even though the 2015/16 debt position is currently showing a large outstanding amount the majority of this (£315k) is being collected via direct debit and will be paid by the end of the current financial year.

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.

We are now at the end of the current reporting cycle, and we are 36 units ahead of the target of 541 completions with a total of 577 new homes having been completed to the end of September. The impact of these additional units will come through in 2017/18 however any growth may be tempered by potential changes to the New Homes Bonus scheme that the Government will be introducing.



ZBB Savings Agreed 2016/17 Budget Setting - RAG Status						Appendix E
Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments	
Operational Services						
Waste Management	Reconfiguration of rounds for residual waste, green waste & recycling to bring about more efficient collection	(207)	AMBER	AMBER	Delayed implementation - now starts february 2017 - reduced saving in 2016/17 £136k. Full saving achieved in 2017/18.	
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)	RED	RED	Car Parking (£120k) proposals for increased fees and charges deferred at members request with anticipated implementation of 1 April 2017. Delays in increases in ECN income due to staff shortages and delays in the introduction of other parking related income. £70k additional income from CCC for grass cutting forgone due to member decisions not to pursue. Additional income for trade waste and GM from Luminous achieved but only accounts for £50k of overall target.	
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		
TOTAL OPERATIONAL SERVICES		(860)				
Customer Services						
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	Work looking at potential commercial partnership progressing	
Document Centre	Re-procurement and rationalisation of print and postage services	(31)	GREEN	GREEN		
	Increased income generation from external customers	(60)	AMBER	GREEN		
Housing Needs	Re-procurement of Information Technology Systems	(10)	GREEN	GREEN	2016/17 has seen an increase in homelessness and use of temporary accommodation.	
	Reduction in Homelessness Prevention Budget	(20)	GREEN	GREEN		
	Reduce Homelessness related Housing Benefits due to reduced use of temporary accommodation	(60)	RED	GREEN		
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	Technical issues have delayed start of project, saving should still be achievable	
	Send single annual bill and benefit entitlement	(12)	GREEN	AMBER		
	Review of benefits surgery in St Ives	(5)	GREEN	GREEN		
	Increased recovery of HB Overpayments	(7)	GREEN	GREEN		
TOTAL CUSTOMER SERVICES		(543)				
Leisure & Health						
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		
TOTAL LEISURE & HEALTH SERVICES - ALL ZBB HEAVY REVIEWS		(102)				
Community Services						
Strategic Assets & Projects	Restructuring	(88)	AMBER	GREEN	Slippage in delivery, project completion 28th November 2016; £10k reserve to Development Management from 2016/17 (£5k) and 2017/18 (£5k); and 0.5 FTE Grade G permanent post being created in Operations (£18.5k)	
	Reductions in Environmental Improvement Budgets	(10)	GREEN	GREEN		

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
Licensing	Removal of vacant post	(12)	RED	GREEN	This was not delivered as intended, £12k funded from elsewhere in Community salary budgets as part of restructure
	Wireless CCTV cameras	(25)	AMBER	AMBER	Some slippage in the delivery of this project due to delays in the capital programme spend, may not save the full £25k in 2016/17.
TOTAL COMMUNITY SERVICES		(135)			
Development Services					
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	
TOTAL DEVELOPMENT SERVICES		(314)			
Resources					
Estates	Reduced Repairs & Maintenance	(8)	GREEN	GREEN	
	Increased and new fees and charges	(77)	GREEN	GREEN	
TOTAL RESOURCES		(85)			
Corporate Services					
	Improved efficiencies within team, through deleting vacant posts and realignment of duties.	(127)	GREEN	GREEN	
	Miscellaneous savings across supplies and services	(30)	AMBER	GREEN	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	
TOTAL CORPORATE SERVICES - ALL ZBB REVIEWS		(221)			
TOTAL SAVINGS		(2,260)			

Appendix F

CIS Investment Investigations

The following table is a summary of the reasons for rejecting investment opportunities that arose between April and September 2016:-

Rejected because;	
Already under offer	5
Yield too low	6
Leasehold and not freehold	2
Distance too great	3
Risk too high	4
Lack of diversity against current portfolio	1
Too management intensive	1
Concerns about condition	2
Concerns about flats above	1
Concerns about the tenant's business model	1
Too geographically diverse	4
Other	2
Total	32