

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Integrated Performance Report, 2016/17 Quarter 4

Meeting/Date: Overview and Scrutiny (Performance and Customers)
Panel, 14 June 2017
Cabinet, 22 June 2017

Executive Portfolio: Councillor Jonathan Gray, Executive Councillor for Strategic Resources
Councillor Stephen Cawley, Executive Councillor for Transformation and Customers

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 2016-18 for the period 1 January 2017 to 31 March 2017. The report also incorporates progress reporting for current projects being undertaken and Financial Performance Monitoring Suite information at the end of the financial year. The Financial Monitoring Suite includes the Capital Programme outturn and proposals of rephrasing in to 2017/18.

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

A progress report on achievement of the Peer Challenge action plan is now included following Cabinet approval of the action plan in November 2016.

Recommendations:

Cabinet 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.

Cabinet is also invited to consider and comment on the Council's financial performance at the end of December, as detailed in Appendices D and E, and achievement of the Peer Challenge Action Plan, attached at Appendix G.

Cabinet is invited to consider and comment on the Capital Programme rephrasing of some schemes into 2017/18 as detailed in Appendix D.

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 progress updates for 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 35 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 at the end of the financial year. Performance is summarised in sections 4-5 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 or 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 4 will be included in the Cabinet report following their meeting.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator. Appendix C gives a breakdown of projects including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service after discussion with the appropriate Portfolio Holder.
- 3.4 The table below summarises Quarter 4 progress in delivering Key Actions for 2016/17:

Status of Key Actions	Number	%
Green (on track)	29	78%
Amber (within acceptable variance)	7	19%
Red (behind schedule)	1	3%
Awaiting progress update	0	0%
Not applicable	1	n/a

There is one 'Red' key action which is KA 30 'Maximise the income generating potential of One Leisure and all traded activities'. The total income for One Leisure in 2016/17 was £6.8m, which was down on both the previous year (£6.9m) and below the target (£7.1m). The main contributing factor was a downturn in Impressions linked activities (gym membership / fitness classes). Despite the downturn in income, One Leisure still had a trading surplus of £213k.

3.5 Quarter 4 results for 2016/17 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	%
Green (achieved)	28	67%
Amber (within acceptable variance)	6	14%
Red (below acceptable variance)	8	19%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	4	n/a

Excluding the indicators where no results are available, the Council achieved two-thirds of its targets for the year. Targets were missed by more than acceptable levels of variance for eight indicators and explanations are listed below.

Our target to resolve 80% of grounds maintenance service requests within five working days (PI 3) was missed. While this is affected by back office systems which require improvement, extreme seasonal variations in quarter 1 that affected the team's ability to deliver services within target also impacted 2016/17 performance.

Although there are 'friends of' groups and volunteers at several of our Countryside sites, there are still no sites which are completely self-managed and there is no indication that any groups are willing to take over the running of any site (PI 5).

The outturn average time between the date of referral for a Disabled Facilities Grant (DFG) to practical completion for minor jobs up to £10,000 (PI 10) was longer than for the previous year – 35.8 weeks compared to 33.4 weeks for 2015/16. A total of 167 DFGs for minor works were completed during 2016/17. Of these, 58 (34.7%) were completed within the 28 week target. The shared Home Improvement Agency (HIA) service, provided by Cambridge City, has indicated that delays were caused by staff shortages, delays obtaining necessary approval from Luminus and time taken to approve grants. Some grant approvals were delayed due to the budget being overcommitted and staff trying to prevent the budget from being significantly overspent. The HIA has appointed a new interim manager and is undergoing a review of its procedures. A report on the Home Improvement Agency and the Disabled Facilities Grant budget will be presented to Overview & Scrutiny (Communities and Environment and/or Performance and Customers) in July 2017.

Following the implementation of new waste collection rounds on 27 February, crews have new routes to learn which resulted in the number of bins missed going up. Due to resources, the time taken to recollect these missed bins (PI 28) also increased. Figures for March 2017 show the number of missed bins recovered in 48 hours increasing and we are confident that this improvement will now be sustained.

These issues have also affected other indicators, with Customer Services conducting their call centre satisfaction survey (PI 41) after Operations changed collection rounds. The change resulted in an additional 1,500+ calls and 800 emails during March. The team coped with this challenge but some customers commented about the long wait times to get through. The satisfaction rate of 90% was still high but below the 95% target set for the year. Surveys will now be undertaken quarterly to achieve more balance across the year and allow regular performance monitoring.

The percentage of Stage 1 complaints resolved within time (PI 43) was also affected. 28 complaints about Operations services not resolved in the 20 working day target brought performance down from 89% last quarter to 78% at the year end. These complaints mostly related to the waste management service during the round re-configuration. The service collects 8,000 bins on a daily basis and, although the majority of changes were implemented successfully, a number of persistent cases of missed bins led to increased numbers of complaints. Given the focus of the management team to address staffing shortages and deliver

the changes, response times to complaints fell short of acceptable standards. This has also been addressed with new duty management arrangements.

The target to reduce energy used in Council buildings was missed (PI 29), with a 1% increase in energy used compared to the year before. Although total energy use increased, it is worth noting that a shift from electricity towards gas has resulted in lower energy costs and reduced carbon emissions as gas is a cheaper and less carbon intensive fuel. It is anticipated that measures included in the RE:FIT programme, delayed due to lease issues at One Leisure sites, should deliver a 6% reduction in energy demand. These are scheduled for completion by October 2017.

Although the staff sickness target was missed (PI 37), fewer working days were lost due to sickness than in 2015/16 and all cases are actively managed. Days lost per full-time employee fell from 11.7 to 10.7 – slightly higher than the local government average of 10.5 (Chartered Institute of Personnel and Development, 2016). 42% of employees had no time off due to sickness in 2016/17, up from 40% last year.

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

Corporate project status	Number	%
Green (progress on track)	12	34%
Amber (progress behind schedule, project is recoverable)	8	23%
Red (significantly behind schedule, serious risks/issues)	5	14%
Pending closure	7	20%
Closed (completed)	3	9%
Awaiting progress update	0	0%

Three projects have recently been closed down following sign-off of close-down reports by the Project Management Governance Board, with another seven projects currently in the close-down stage. Business cases for a further three projects are awaiting approval by the Board.

Of the projects currently in the delivery stage, five were Red at the end of Quarter 4 as they were either significantly behind schedule, had serious risks or issues identified or had a lack of governance documentation. Four of these had been rated as Red at the end of December. The Leisure Invest to Save Opportunities project was previously Amber. Details of all Red projects can be found in Appendix C.

Two projects which were previously Red at the end of Quarter 3 had progressed to an Amber status by the end of Quarter 3. These were the Levellers Lane and Clifton Road roof replacement projects where it is anticipated that contracts will be awarded by the end of July once tenders have been evaluated.

4. FINANCIAL PERFORMANCE

4.1 Attached at **Appendix D** is the Quarter 4 Financial Performance Monitoring Suite (FPMS), which provides details on:

- **Revenue and Reserves 2016/17 provisional outturn** – the net expenditure of £17.2m which is an underspend of £0.59m, commentary on the variances and movements in the year for Earmarked Reserves.
- **Capital Programme 2016/17 provisional outturn** – expenditure of £7.7m which is an underspend of £4.5m and details of potential re-phasing of some schemes in to 2017/18.
- **Non Domestic Rates (NDR) and Council Tax Income** - shows the level of bills raised for NDR and Council Tax and the expected levels of collection.

- **Miscellaneous Debt** - shows the position of outstanding miscellaneous debt at £1.314m.
- **New Homes Bonus** - shows the position in relation to New Homes Bonus where 637 new homes completed in the reporting cycle.

4.2 ZBB Savings Progress

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 for the year has been carried out and a RAG (Red, Amber, Green) rating given.

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	524 [282]	23 [12]	9 [6]	9 [6]	19 [13]
Amber	178 [428]	8 [19]	3 [7]	3 [7]	7 [14]
Green	1,558 [1,550]	69 [69]	35 [35]	35 [35]	74 [73]

Figures in brackets are the 3rd quarter's comparators

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 forecast gap in the revenue budget, by 2021/22 it will have in part contributed in reducing this to £1.2m.

5.2 At the end of Quarter 4 the financial projections for the CIS are:

Budget Heading	Budget (£'000)	Forecast Outturn (£'000)	Variance (£'000)
CCLA Property Fund	0	(111)	(111)
Property Rental Income	(875)	(509)	366
Management Charge	144	0	(144)
MRP	885	0	(885)
Total	154	(606)	(760)

5.3 INVESTMENTS

Between April 2016 and March 2017, 75 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 57 properties are summarised in **Appendix F**.

Returns from the CCLA property fund have remained relatively stable throughout the year (circa 4.5%) despite slight fluctuations in the gross dividend price. Other investment vehicles such as bank deposits and money market fund have seen their returns fall sharply over the course of the year.

Property: 80 Wilbury Way, Hitchin.

- Property Type: Office Block
- Purchased on 8 July 2016

- 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 provides for the future debt repayments (MRP)

Property: Shawlands Retail Park, Sudbury.

- Property Type: Retail Park
- Purchased on 13 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 provides 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 .The result of this is a saving in the 2016/17 Budget of MRP.

6. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 6.1 Comments from the Overview and Scrutiny (Performance and Customers) Panel meeting on 14 June 2017 will be sent to Cabinet under separate cover.

7. RECOMMENDATIONS

- 7.1 Cabinet 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 Cabinet is also invited to consider and comment on financial performance at the end of March, as detailed in Appendices D and E.

8. LIST OF APPENDICES INCLUDED

Appendix A - Performance Summary Quarter 4, 2016/17
 Appendix B – Corporate Plan Performance Report
 Appendix C – Project Performance
 Appendix D – Financial Performance Monitoring Suite, March 2016
 Appendix E – ZBB Savings Agreed 2016/17 Budget Setting - RAG Status
 Appendix F – Reasons for rejecting CIS investment opportunities
 Appendix G – Peer Challenge Action Plan Progress Report

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Policy, Performance & Transformation Manager (Scrutiny) ☎ (01480) 388065

Projects and Peer Challenge Action Plan (Appendix C and G)

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

Financial Performance (Appendices D, E and F)

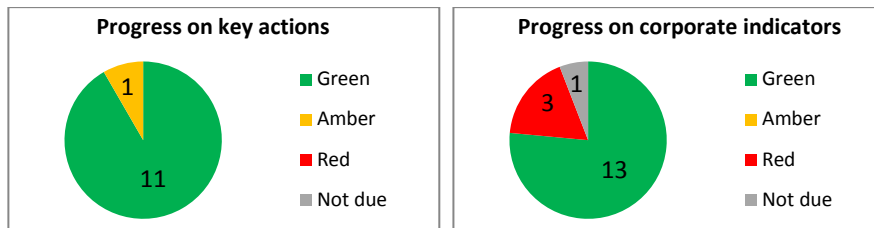
Adrian Forth, Finance Manager ☎ (01480) 388605

Appendix A

Performance Summary Quarter 4, 2016/17

Enabling communities

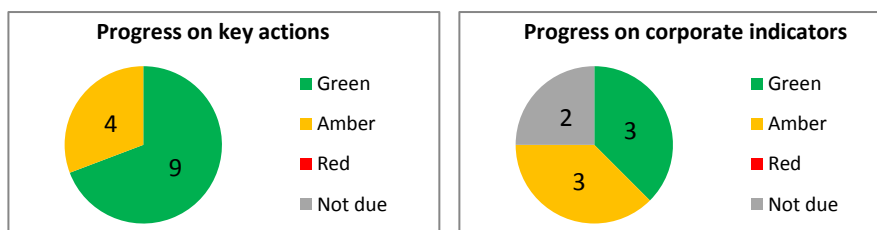
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include the establishment of a community infrastructure organisation (CIO) to take on the day to day management of The Hub community centre at Little Paxton.

Delivering sustainable growth

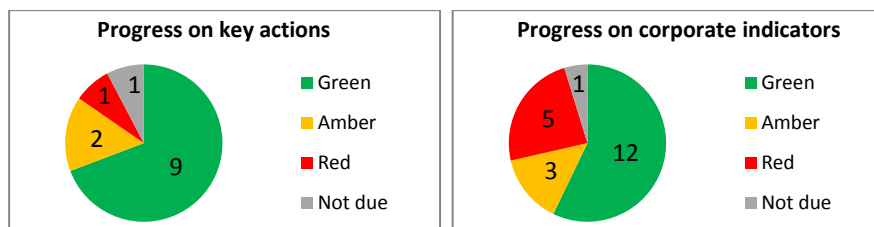
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include 76% of major planning applications being processed on target despite an increase in the number submitted in 2016/17 compared to previous years.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include achieving the target of processing changes of circumstances for Housing Benefit and Council Tax Support within an average of 4 days. Performance was in line with the previous year despite reducing staffing levels, partly due to the introduction of an on-line change of circumstances form which had a take up of 78%.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period January to March 2017

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		1		0		0		0

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

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	13		0		3		0		1

Performance Indicator	Full Year 2015/16 Performance	Annual 2016/17 Target	Outturn 2016/17 Performance	Outturn 2016/17 Status
PI 3. Percentage of grounds maintenance service requests resolved in five working days Aim to maximise	n/a (new measure)	Grounds maintenance-80%	61%	R
Comments: (Operations) Issues with CRM data collection have continued to impact the accuracy of Grounds Maintenance figures throughout the year. A change in the CRM reporting process has now been implemented which should improve the accuracy of reporting but there are issues relating to Grounds Maintenance 'scheduled works' which directly impact on the service request 'resolved' date. A new back office system is required if we are to accurately report this indicator. Q1 was also subject to extreme seasonal variations which affected GM's ability to deliver services within target, impacting on overall 16/17 performance.				
PI 5. Percentage of HDC countryside sites self-managed by 'Friends of' groups Aim to maximise	Sites with 'Friends of' groups - 44.66% Self-managed – 0%	15%	Sites with 'Friends of' groups - 44.66% Self-managed – 0%	R
Comments: (Operations) Friends and volunteers groups continue to support HDC countryside team but no sites are completely self-managed. There is no indication that any of the Friends groups are willing to take over the running of any site.				

Performance Indicator	Full Year 2015/16 Performance	Annual 2016/17 Target	Outturn 2016/17 Performance	Outturn 2016/17 Status
PI 10. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 Aim to minimise	33.4 weeks	28 weeks	35.8 weeks	R
<p>Comments: (Development) The shared Home Improvement Agency (HIA) service is provided by Cambridge City. A total of 167 DFGs were completed during 2016/17 for minor works. Of these, 58 (34.7%) were completed within the 28 week target.</p> <p>The Cambs Home Improvement Agency who project manage the works on behalf of customers, for a fee, have indicated that the delays were caused by staff shortages, delays obtaining necessary approval from Luminus, and time taken by HDC in approving grants. HDC delayed some grant approvals due to the budget being overcommitted and staff trying to prevent the budget from being significantly overspent. HIA has appointed a new interim manager and is undergoing a review of its procedures. Overview & Scrutiny (Communities and Environment and/or Performance and Customers) will consider a report on the Home Improvement Agency Annual Report and Review, and Disabled Facilities Grant budget at its July 2017 meetings.</p>				

STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period January to March 2017

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
	9		4		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
	3		3		0		0		2

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period January to March 2017

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
9		2		1		0		1	

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

Status	Key Actions for 2016/17	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2016/17
R	KA 30. Maximise the income generating potential of One Leisure and all traded activities	31/03/2017	Cllr Brown	Jayne Wisely	Total income for One Leisure out turned at £6.767M which was down £138K on the previous year and against a target of £7.090M. The major contributing factor to this was a downturn in the Impressions linked activities (gym memberships / fitness classes). This still represented a trading surplus of £213K.

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
12		3		5		0		1	

Performance Indicator	Full Year 2015/16 Performance	Annual 2016/17 Target	Outturn 2016/17 Performance	Outturn 2016/17 Status
PI 28. Percentage of missed bins recovered within 48 hours Aim to maximise	n/a (new measure)	90%	72%	R
Comments: (Operations) New indicator. Cumulative figure for the year. New rounds were implemented on 27 February. Crews have new routes to learn which resulted in the number of bins being missed increasing. Due to resources the time taken to recollect increased. The figures for March 2017 show the number of missed bins recovered in 48 hours increasing and we are confident that this improvement will now be sustained.				
PI 29. Total amount of energy used in Council buildings Aim to minimise	12,096,814 kWh	11,854,877.7 kWh 2% reduction	12,227,550 kWh 1.08% increase	R

Performance Indicator	Full Year 2015/16 Performance	Annual 2016/17 Target	Outturn 2016/17 Performance	Outturn 2016/17 Status
<p>Comments: (Operations) Leasing issues at One Leisure sites have resulted in delays to the RE:FIT programme but work is now underway and scheduled for completion by October 17. It is anticipated that the measures included in the programme should deliver a 6% reduction in energy demand. Although total energy use has increased this year, it is worth noting that there has been a shift in HDC's energy use, using more gas than electricity. This has resulted in lower energy costs and reduced carbon emissions this year as gas is a cheaper and less carbon intensive fuel.</p>				
PI 37. Staff sickness days lost per full time employee Aim to minimise	11.7 days/FTE	9.0 days/FTE	10.7 Days/FTE	R
<p>Comments: (Corporate Team) More robust management of sickness cases has seen the overall number of days per FTE reduce by 1.0 days per FTE (450 days), although it has fallen short of our target. All cases are actively managed and reported on monthly to the Managing Director which has ensured sickness absence remains a high priority for the organisation. 42% of employees had no time off due to sickness in 2016/17, up from 40% last year.</p>				
PI 41. Call Centre telephone satisfaction rate Aim to maximise	94.3%	95%	90%	R
<p>Comments: (Customer Services) Customer Services were able to achieve a high level of customer satisfaction in difficult circumstances. We conducted our survey after Operations changed collection rounds which resulted in an additional 1,500+ calls and 800 emails coming through during March. Our team coped with this challenge, although some customers commented about the long wait times to get through. In the next financial year we will be moving to quarterly satisfaction surveys, to achieve a more balanced figure and monitor performance more regularly. Performance of 90% was below the target set for the year but still indicates a high level of satisfaction.</p>				
PI 43. Percentage of Stage 1 complaints resolved within time Aim to maximise	n/a (new measure)	98%	78%	R
<p>Comments: (Corporate Team) New indicator. Poor Quarter 4 performance has brought the yearly total down from 89% to 78%. 51 Stage 1 complaints were recorded on the corporate complaints database in Quarter 4 and 28 of them were not resolved within the 20 working day target. All 28 related to Operations services. However, it is understood that many other complaints received by Operations have not been recorded on the database, most of which were also not dealt with within target.</p> <p>The waste management service received a large number of complaints during the round re-configuration. The service collects 8,000 bins on a daily basis and, although the majority of these changes were implemented successfully, a number of persistent cases of missed bins led to increased numbers of complaints. Improvement actions since Easter have continued to reduce missed bins from 40-50 to 30-40 daily (0.5%). Missed bin collections are now organised the next day from receipt of cases and collected within a maximum of 3 working days from 5 previously. Given the focus of the management team to address staffing shortages and deliver the changes, response times to complaints fell short of acceptable standards. This has also been addressed with new duty management arrangements.</p>				

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>Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations.</p>	Capital 2015/16	Golby, Jackie (Resources)	30/11/17	30/06/17	<p>Building Surveyors appointed and initial investigations and project costs received showing anticipated costs over capital budget for this project.</p> <p>Tender process for works underway - in conjunction with other roof projects at Clifton Road and Levellers Lane to ensure any value is engineered through multiple projects/single tender approach.</p> <p>Tender returns for all three projects will be evaluated and projects will be re-worked to ensure most urgent work contracts are to be awarded by 30 July</p>	Red	Within last month
<p>Implementation of Financial Management System To introduce a new Financial Management System across the council.</p>	3C Shared Services	Buckell, Andrew (3C ICT)	31/05/17	31/10/17	<p>The project status is red due to the Accounts Receivable module requiring further development by the supplier. The supplier has withdrawn a consultant until early August and the interface build and B-ETL build are behind schedule.</p>	Red	Within last month
<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>The Heads of Terms have now been agreed between HDC & St. Neots Learning Partnership. This should see the lease between the two parties signed before the end of January 2017. Once the lease has been signed, discussions can then take place with Sport England regarding the funding and timing of the project.</p>	Red	Over 3 months ago

<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
					Ideally, site work would not commence before the clocks change so that the centre can maximise current facility booking revenues and work can then take place during the quietest time of the year and be completed prior to the start of the new soccer season.		
<p>Door Access Card Reader Replacement The change to Proximity Card reader from Magnetic Readers at CCC and configure or replace Card Readers at SCDC and HDC. This will improve the security at CCC and provide one card access solution for the three council sites.</p>	3C Shared Services	Solanki, Raj (3C ICT)	31/07/16	16/12/16	This is showing as red due to the length of time (over 18 months) it has taken to procure and then implement. The delays have come from both the supplier and the availability of Council staff to progress the project. The door readers at the Guildhall offices have been commissioned, 3C ICT has requested and been granted by MBSS a sponsor for this project.	Red	Within last month (Bitrix)
<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	Connor, Sharon (Operations)	31/01/17	31/10/17	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. User requirements for operations back office and in-cab technology are currently being established by 3C IT across South Cambridgeshire, Cambridge City and Huntingdonshire District Council. Workshops are completed. HDC awaiting spec to be signed off by South Cambs and Cambridge City. Tony Allen is the Project Manager for in cab	Red	Within last month

Appendix D

Financial Performance Monitoring Suite March 2017 – Provisional Outturn 2016/17

Contents

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Prepared By:

Sue Martin, Principal Accountant

Oliver Colbert, Principal Accountant (Technical)

1. Financial Performance

Revenue The Provisional Outturn Net spend is £17.2m which is an underspend of £0.59m (£0.64m for February) compared to the Budget. Details by Service and funding are shown later in the report.

The details of the Earmarked Reserves is in the report showing the movement in the year.

Capital The Provisional Outturn on Capital spend is £7.7m and compared to the revised Budget of £12.2m there is an underspend of £4.5m (£3.0m for February). The Capital Programme by scheme, shows the potential rephrasing in to 2017/18.

Revenue and Reserves 2016/17 Provisional Outturn

Revenue Provisional Outturn	2015/16		2016/17				
	Outturn	Budget	Provisional Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Financial Performance	Variation
	£'000	£'000	£'000	£'000	£'000	£'000	£'000 %
Revenue by Service:							
Community	1,676	1,911	1,697	(2)	6	1,701	(214) -11.2
Customer Services	3,628	2,355	2,816	(213)	0	2,603	461 19.6
ICT Shared Service	494	1,796	1,972	(49)	93	2,016	176 9.8
Development	1,204	1,370	578	(43)	417	952	(792) -57.8
Leisure & Health	(141)	(270)	55	0	25	80	325 -120.4
Operations	4,173	3,968	4,292	(100)	0	4,192	324 8.2
Resources	4,153	4,492	3,221	0	66	3,287	(1,271) -28.3
Directors and Corporate	2,112	2,291	2,693	(350)	0	2,343	402 17.5
Technical Adjustments	(177)	0	0			0	0 0.0
Net Revenue Expenditure	17,122	17,913	17,324	(757)	607	17,174	(589) -3.3
Contributions from Earmarked Reserves	0	0	(757)				(757) 0.0
Contribution to Earmarked Reserves	0	0	607				607 0.0
Service Contribution to Reserves	2,555	2,276	3,015				739 32.5
Budget Requirement (Services)	19,677	20,189	20,189				
Financing:-							
NDR & Council Tax surplus	(2,750)	(3,933)	(7,108)				(3,175) 80.7
Government Grant (Non-specific)	(7,668)	(8,351)	(8,404)				(53) 0.6
Contribution to Collection Fund Adjustment Ac	(1,492)	0	3,214				
Contribution to Reserves			14				14 0.0
Council Tax for Huntingdonshire DC	(7,767)	(7,905)	(7,905)				

General Fund Reserve	2015/16		2016/17		
	Outturn	Budget	Provisional Outturn	Variation	
	£'000	£'000	£'000	£'000	%
Balance as at 1st April	9,287	2,537	2,537	0	0.0
Service Contribution to Reserves	2,555	2,276	3,029	753	33.1
Contribution to/(from) Collection Fund Reserv	(1,492)	0	0	0	0.0
Transfers to/from Earmarked Reserves	1,055	0	(150)	(150)	0.0
Transfer to NDR Reliefs Reserve	(300)	0	0	0	0.0
Transfer to Earmarked Reserve	(805)	(2,126)	(2,822)	(696)	32.7
Transfer to Commercial Investment Reserve	(7,763)	0	0	0	0.0
Outturn forecast as at 31 March (15% of Net Revenue Expenditure)	2,537	2,687	2,594	(93)	-3.5

Earmarked Reserves	2015/16		2016/17		Commentary
	Outturn	Addition	Deduction	Provisional Outturn	
	£'000	£'000	£'000	£'000	
S106 agreements	1,233	446	(602)	1,077	
Commuted S106 payments	1,725	5	(408)	1,322	
CIL Admin Reserve	0	282	0	282	
					Holds the difference between CIL admin receipts on an accounting and cash basis
Repairs and Renewals Funds	981	33	(5)	1,009	
Collection Fund	2,702	1,244	(1,984)	1,962	
Commercial Investment	12,390	584	(9,187)	3,787	
Budget Surplus	805		(730)	75	To be held to meet future years budget deficit
NDR Reliefs	300			300	
Special Reserve	2,325	195	(1,220)	1,300	£1m To Transformation Reserve
Transformation Reserve	0	1,250	(213)	1,037	From Special Reserve
Other Reserves	1,549	1,722	(322)	2,949	
Total Earmarked Reserves	24,010	5,761	(14,671)	15,100	

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.

Earmarked Reserves showing movement in the year 2016/17

Earmarked Reserves Summary Sheet 2016/17								
Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2016	Additions 2016/17	Applied 2016/17	Transfers 2016/17	Balance 31 March 2017	Comment
			£'000	£'000	£'000	£'000	£'000	
S106 Agreements	Development	Andy Moffat	(1,233)	(446)	603	0	(1,076)	Subject to S.106 contractual restrictions
Commutted S106 Payments	Development	Andy Moffat	(1,725)	(5)	408	0	(1,322)	Subject to S.106 contractual restrictions
Chequers Court	Resources	Clive Mason	(500)	0	0	0	(500)	Reserve to meet potential shortfall in S.106 funding at Chequers Court.
One Leisure St Ives 3G Pitch	Leisure & Health	Jayne Wisely	(125)	(25)	0	(600)	(750)	Funding Agreement with Football Foundation requires £100,000 security (sinking fund). Still required to meet the Football foundation funding requirements.
Env Health Equpt Renewals Fund	Community	Chris Stopford	(62)	(7)	2	0	(67)	Phased reduction from 2016/17 to 2019/20.
Oak Tree Centre Renewals Fnd	Resources	Clive Mason	(277)	0	0	0	(277)	Fund to meet substantial repairs from "contracted" tenant service charges. Full property assessment to be undertaken during 2016/17 to determine extent of repairs required.
Commercial Investment Strategy	Resources	Clive Mason	(12,390)	0	9,187	(584)	(3,787)	Fund to meet future Commercial Investment Strategy acquisitions.
Budget Surplus	Resources	Clive Mason	(805)	0	86	644	(75)	This will have a balance at the year-end and will represent the amount of the General Fund that exceeds the 15% minimum threshold less any planned use of this reserve.
Special Reserve	Resources	Clive Mason	(2,325)	0	220	805	(1,300)	Fund to meet future costs of service transformation.
Silc Clubs Funding (2009 On)	Leisure & Health	Jayne Wisely	(1)	0	0	0	(1)	Reserves of a community group, now closed. HDC voluntarily agreed to use funds to assist other groups in hard-ship. Still required, review to be undertaken in 2017/18 (delayed from 2016/17 due to changes in personnel on site).
Housing Homeless Reserve	Customer	John Taylor	(92)	0	11	0	(81)	To meet "peaks-and-trough" in homelessness provision. However, with potential future changes in service provider, reserve to remain at this time.
Building Control Reserve	Development	Andy Moffat	(127)	0	0	0	(127)	Rolling Fund for Building Control surpluses, to be transferred to Cambridge City Council as part of the 3C's shared service arrangement.
Housing Association Footpaths	Development	Andy Moffat	(39)	0	39	0	0	In the spirit of the original external contribution, the entire reserve has been used during 2016/17 to support a residential development in Godmanchester.
LPSA	Development	Andy Moffat	(51)	0	0	0	(51)	Former LPSA monies, to be used in the EDGE partnership activity in respect of Apprenticeships.
Local Plan	Development	Andy Moffat	(500)	(133)	0	0	(633)	New reserve to fund the development of the Local Plan. Planned workflows in 2016/17 did not proceed as expected so contribution to reserve will allow this work to be completed in 2017/18.
TCA	Resources	Clive Mason	(63)	0	63	0	0	Balance of TCA Funding to be used by three partner councils. HDC accountable body.
Transformation Reserve	Resources	Clive Mason	0	0	213	(1,250)	(1,037)	£1m transferred from the Special Reserve to fund transformation programme expenditure
NDR Relief	Resources	Clive Mason	(300)	0	0	0	(300)	Additional S31 Grant relating to NDR Reliefs
Fraud Hub	Customer	John Taylor	(35)	0	35	0	0	External funding relating to HDC Anti-Fraud Activity. To be used with a range of partners. HDC is the accountable body. All remaining funds used in 2016/17
Cambridge Anti-Fraud Network	Customer	John Taylor	(99)	0	85	0	(14)	External funding relating to HDC Anti-Fraud Activity. To be used with a range of Cambridgeshire partners. HDC is the accountable body.
Call Centre Move	Customer	John Taylor	(40)	0	26	14	0	Identified in-service savings to fund Call Centre Relocation from St Ives to Pathfinder House. Move now complete, balance to be returned to general reserves
Operations Efficiency Reserve	Operations	Neil Sloper	(229)	0	0	0	(229)	
One Leisure Huntingdon Changing Room Project	Operations	Jayne Wisely	(11)	0	0	0	(11)	To contribute to the Project cost of the refurbishment of OLH changing room to meet SE financial requirements - still required
Commercial Property Maintenance Reserve	Resources	Clive Mason	(236)	0	0	(300)	(536)	

Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2016	Additions 2016/17	Applied 2016/17	Transfers 2016/17	Balance 31 March 2017	Comment
			£'000	£'000	£'000	£'000	£'000	
Mobile Home Park Renewals Fund	Resources	Andy Moffat	(12)	(2)	3	0	(11)	Rolling-Fund to meet "larger" maintenance costs that enhance the overall asset. The action proposed to reduce the balance will bring it to a minimum amount.
Env Imps Renewals Fund	Operations	Neil Sloper	(31)	0	0	0	(31)	50% of original Reserve to be held to fund some Parish off-road parking schemes, balance to be surrendered.
Collection Fund	Resources	Clive Mason	(2,702)	0	1,984	(1,244)	(1,962)	Technical reserve to meet costs relating to the Collection Fund; especially costs relating to previous years Collection Fund surplus/deficits.
New Reserves 2016/17								
CIL Admin Proportion not Received	Development	Andy Moffat	0	(282)	0	0	(282)	Reserve holds the difference between the admin proportion of CIL receipts calculated on a cash and an accruals basis. May not be able to retain all of these receipts if costs are below the 5% receipts figure based on actual amounts received.
New FMS Implementation Reserve	Resources	Clive Mason	0	(66)	0	(50)	(116)	2016/17 budget allocation for FMS implementation costs tranfered to reserve when project implementation was put back. Should be used in 2017/18
OL Huntingdon/Medway Centre Transfer	Resources	Clive Mason	0	0	0	(300)	(300)	Reserve set up from 2016/17 Budget Surplus to fund the asset transfer between HDC and HTC now due in 2017/18.
Huntingdonshire LATHC	Resources	Clive Mason	0	0	0	(100)	(100)	Reserve set up from 2016/17 Budget Surplus to cover the setting up of the new trading company.
Business Intelligence	Resources	Clive Mason	0	0	0	(80)	(80)	
ICT Shared Service Reserve	ICT Shared Service	Paul Sumpter	0	(92)	48	0	(44)	3C's Board decision not to distribute 2015/16 saving on ICT Shared Service - surplus put into reserve to cover future shared costs.
TOTAL Earmarked Reserves			(24,010)	(1,058)	13,013	(3,045)	(15,100)	
General Fund Reserve			(2,537)	(3,106)	0	3,045	(2,598)	

2. Service Commentary

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service.

Service Provisional Outturn as at 31st March 2017				
Service	2016/17 Updated Budget	2016/17 Provisional Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Community				
Head Of Community	79,602	81,593	1,991	
Community Team	706,813	657,936	(48,877)	£48k vacant post in the team being recruited to as part of the Community restructure, £9.5k reduced costs for legal and enforcement action, additional costs of £15k for building rental and electricity
Commercial Team	349,121	277,062	(72,059)	£46k vacant post in the team being recruited to as part of the Community restructure, and £16k saving legal, laboratory fees and materials, transport savings of £6k from impact of vacant post and LEAN working, combined with additional income of £7k
Environmental Protection Team	411,550	345,044	(66,506)	£45k vacant post in the team being recruited to as part of the Community restructure, savings on transport £4k attributable to the vacant post, additional income of £17k,
Environmental Health Admin	143,779	107,637	(36,142)	£22k savings from vacant post in the team being recruited to as part of the Community restructure, combined with additional income of £10k from licensing
Projects And Assets	140,022	219,303	79,281	Covered from underspends across the Community service, further work being undertaken to reallocate budgets to new budget holder teams
C C T V	(71,000)	(77,050)	(6,050)	
C C T V Shared Service	212,244	232,498	20,254	Non shared service income moved to CCTV line above
Licencing	(161,246)	(237,152)	(75,906)	£71k additional income from increased demands on the licensing service giving higher than expected income at this point in the Year.
Corporate Health & Safety	100,608	94,086	(6,522)	
	1,911,493	1,700,957	(210,536)	
Head of Customer Services				
Head of Customer Services	96,477	100,844	4,367	
Local Tax Collection	140,286	147,559	7,273	
Housing Benefits	403,556	571,916	168,360	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 for homelessness - but in 16/17 an overspend has occurred
Council Tax Support	(122,950)	(164,087)	(41,137)	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	832,269	54,532	Additional expenditure in year to maintain Coneygear Court temporary accommodation Action on Overspend This is 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	829,302	845,176	15,874	Team was restructured in 16/17 and moved location, some of the resulting additional costs were funded from reserves. The restructure saves over £200k p.a. on an ongoing basis
Document Centre	230,803	269,979	39,176	Less income than forecast in MTFS and work looking at potential commercial partnership is progressing. Business case presented to Director & Portfolio Lead in Feb-17 - asked to continue. Action on Overspend Work looking at potential commercial partnership progressing, and new clients being sought
Information Management	0	0	0	
	2,355,211	2,603,656	248,445	

Service Provisional Outturn as at 31st March 2017

Service	2016/17 Updated Budget	2016/17 Provisional Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of ICT Shared Service				
ICT Shared Service	1,796,334	2,015,897	219,563	<p>This is a combined figure based on several budget codes, as such this needs multiple explanations.</p> <p>There has been accurate forecasting for budget code 240/248 however this forecast was based on incomplete budget information provided by one partner, once the correct budget details were understood we were able to adjust the forecast incurring a projected overspend.</p> <p>The budget code 203 for IT hardware has had several purchases made against it which are yet to be recharged to the purchasing partner. Most of the recharges have been actioned now but there are numbers still outstanding.</p> <p>Budget code 511 for maintenance has seen an increase due to maintenance on aging infrastructure and due to contract costs being higher due to USD/GBP fluctuations. There has been 50% of this component cost already identified as rechargeable and therefore following recharge the figure will reduce.</p> <p>Action on Overspend Work has always been in place to challenge and validate the budget figures on the original transferred budgets, unfortunately until a full year cycle has completed the full accurate picture was never going to show itself. This test and challenge continues but once the year end is out the full picture for 17/18 will be set. The process for recharge needs to be more robust as even small items that are unexpected capital expenditure should be recharged to the procuring partner. That work continues and more rigour is being put into the process. Process has been re-engineered and forward to relevant Finance for comment to commence in 17/18.</p> <p>When the budget was set and transferred (some items were inadvertently omitted) but it was never anticipated that anything other than basic inflation would impact the cost of maintenance and software. In the ICT world the Brexit fallout has impacted significantly many purchases and licencing prices in some cases to the tune of 20% uplift. We continue to work hard with suppliers and the market in general to demonstrate and receive best value for the authorities' purchases. The most significant proportion of the overspend is due to the continued reliance on Hired Staff. With the NPS Transition now underway budget is now available to permanently recruit staff which will mitigate this issue moving forward. Movement this month is largely due to unbudgeted Hired Staff.</p>
	1,796,334	2,015,897	219,563	
Head of Development				
Head of Development	77,802	80,865	3,063	
Building Control	91,600	83,125	(8,475)	
Economic Development	232,062	234,369	2,307	
Planning Policy	854,715	642,432	(212,283)	Mainly due to increased CIL income of £430K against budget, however £282K will be transferred to an earmarked reserve. £26K for S106 monitoring fees; £20K additional NP income. £36K staff savings resulting from time taken to fill vacancies following restructure & as staff leave.
Transportation Strategy	65,020	55,201	(9,819)	Balances to zero when adding variance to Public Transport
Public Transport	19,200	27,724	8,524	Balances to zero when adding variance to Transportation Strategy
Development Management	(192,510)	(379,463)	(186,953)	£172K variance is due to increase in planning application income. £80k overspent on consultants (St Ives West Legal and Wintringham Park Consultants) and £5605 credit budget against 799 taken out to reduce to zero, £8k overspend on postage, £8k overspend on photocopying and scanning. £4K overspend on software and £4K overspend on corporate subscriptions. £89K salary savings resulting from time taken to fill vacancies following restructure and as staff leave.
Housing Strategy	222,047	207,442	(14,605)	Expected relocation budget expenditure reduced by £12K in line with claims and expected expenditure. £2.5K is not going to be spent as a result of reduced annual cost of the SHMA. £8K increase in likely income from mobile home park.
	1,369,936	951,694	(418,242)	

Service Provisional Outturn as at 31st March 2017

Service	2016/17 Updated Budget	2016/17 Provisional Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Leisure & Health				
Head of Leisure & Health	77,822	79,978	2,156	
One Leisure Active Lifestyles	222,879	213,497	(9,382)	Additional funding from Public Health
One Leisure	(570,764)	(212,898)	357,866	The One Leisure recovery plan for memberships is progressing with the introduction of the new (old) membership package from January this year. Challenging monthly targets have been virtually achieved in January and February this year. Work on retention continues and OL Impressions currently has a growing membership base i.e. more members are joining than leaving. The new membership package will support the attrition rate and the length of memberships. There has been a reduction in the forecast for the utility costs and employee costs to the end of year which has contributed to the improvement from last month to the end of year forecast. Action on Overspend - Employee costs are being managed well and the impact upon the introduction of the living wage and performance increments has been absorbed so costs stay within budget. This has been achieved through pro-actively managing rota's and recruitment of staff. All other expenditure is being pro-actively managed to maintain within budget.
	(270,063)	80,577	350,640	
Head of Operations				
Head of Operations	78,302	120,430	42,128	£35k HoS interim consultant; £7k Recruitment costs Action on Overspend - Covered by one off in year service savings
Environmental & Energy Mgt	97,332	52,393	(44,939)	(£26k) Sustainability advice for SCDC; (£14k) County one off energy efficiency grant
Street Cleansing	826,877	793,043	(33,834)	(£12k) Litter Bin saving; (£32k) Weed spraying contract saving; £8k Mini Sweepers
Green Spaces	1,071,021	1,077,229	6,208	(£122k) One off in year savings; £22k to recover hedge cutting to standard; £26k Underachievement of ZBB target for CCC income; £20k Play equipment (Paint ramps); £8k shortfall in County income for learning placement scheme; £8k reduction in café income. Commuted Sums income £51k lower than budgeted.
Public Conveniences	13,400	10,156	(3,244)	
Waste Management	2,104,683	2,346,747	242,064	£250k Start of round rescheduling reprofiled; (£20k) insurance settlement relating to 2015/16; (£16k) Recycling credits c/f from 2015/16; (£24k) Recycling credit increase; (£34k) Trade waste income increased; (£29k) one off in year saving; (£23k) fuel price maintained low; (£14k) increased 2nd Green Bin income; (£11k) pension saving; £53k Round config Communications Costs Action on Overspend - Introduction of the revised round schedule is anticipated on 01st March. Although delayed this will then start to realise the savings.
Operations Mangement	28,891	8,903	(19,988)	(£25k) One off in year savings
Facilities Management	1,041,289	979,032	(62,257)	(£9k) EFH rent to CAB; (£31k) rent top floor of PFH; (£12.8k) rent top floor for 2015/16; (£16k) NNDR saving; £35k NNDR new costs for subletting PFH; (£20k) Repairs to PFH delayed due to lack of resources; £5k trade waste recharge; (£12k) minor savings on other office running costs
Fleet Management	249,228	265,262	16,034	£20k for pressure washer Action on Overspend - Funded by savings from vehicle cleaning in other budgets
Markets	(47,885)	(61,026)	(13,141)	(£8k) increased Market income
Car Parks	(1,495,224)	(1,400,618)	94,606	£110k Fee increase abandoned ; £10k ZBB Free after 3 reintroduced; £30k Excess charge shortfall; £20k shortfall in season tickets; (£40k) increase in casual income volume; (£36k) lower payments re supermarket car parks. Action on Overspend - Introduction of revised fees and charges anticipated 1st Apr
	3,967,914	4,191,550	223,636	

Service Provisional Outturn as at 31st March 2017

Service	2016/17 Updated Budget	2016/17 Provisional Outturn	Variance	Comments on Variance +/- £10,000
	£	£	£	
Head of Resources				
Head of Resources	88,022	92,860	4,838	
Corporate Finance	4,413,876	3,705,884	(707,992)	Apprentice Levy not required in 16/17 (73k), additional income from RSL investments (42k) and CIS investments (99k). Capital programme forecast underspend resulting in reduced MRP (180k) and less external borrowing (61k). Additional costs for external audit including NFI and uninsured claim +33k. Lower bad debt provision (£10k). Historic cash balance (£258k)
Legal	211,838	208,396	(3,442)	
Audit & Risk Management	611,141	568,319	(42,822)	Insurance retender lower premiums
Procurement	64,431	65,579	1,148	
Finance	658,934	761,767	102,833	Additional 2 interims, partly offset by vacancies (115k). Delay in the implementation of the new FMS (-66k); however, the saving on the FMS has been transferred to earmarked reserves and carried forward to 2017/18. 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)	(2,115,393)	(558,636)	Net saving of £50k for additional estate management costs (insurance, NDR expenditure, repairs and general management). Lost income from Voids and Rent Reviews £36k and as a consequence of not acquiring as many properties as planned but also not undertaking external finance to fund the acquisitions made, there is a net increase in the CIS surplus of £540k (MRP -885k less reduced income of £345k).
	4,491,485	3,287,412	(1,204,073)	
Corporate Team Manager				
Democratic & Elections	733,932	711,362	(22,570)	Final accounts reconciliation for PCC Elections showed more favourable variance than budgeted. Final accounts due next month on Referendum
Directors	468,855	529,862	61,007	£35k excess of AK over salary budget; £13k Recruitment costs; £187k Reinvigoration & Transformation; £20k Devolution. Action on Overspend - £20k Devolution and £187k Transformation to be funded from reserves
Corporate Team	1,087,688	1,101,448	13,760	£32k Tupe consultancy; £11k OH increase due to Sick policy; (£29k) general savings; £22k Resourcelink additional modules; Apprenticeships (£20k)
	2,290,475	2,342,672	52,197	
HDC Totals	17,912,785	17,174,416	(738,369)	

3. Capital Programme

3.1 Summary of Provisional Outturn

The table below shows the provisional outturn position on the Capital Programme as at 31 March 2017 of £7.662m (63% of budget). It shows an underspend and re-phase position this year of £4.525m.

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 was set based on the period 9 forecast outturn, therefore further slippage will result in a higher budget for the 2018/19 MRP being set.

Budget Summary	Budget	Provisional Outturn	Variance (Budget to Prov OT)
	£000s	£000s	£000s
Services			
Community Services	330	0	(330)
Development Services	1,164	2,077	913
Leisure and Health	1,547	372	(1,175)
Resources	5,057	2,875	(2,182)
Customer Services	161	28	(133)
ICT	370	470	100
Operational Services	3,558	1,840	(1,718)
Total	12,187	7,662	(4,525)

The table below shows the Capital Programme in detail and includes the potential re-phasing in to 2017/18 of particular schemes.

3.2 Analysis of Capital Provisional Outturn by Scheme

Division	Scheme	Budget £	Provisional Outturn £	Variance £	Overspend £	Underspend £	Growth £	Potential Re- phase £	Comments From Budget Holder
Community	CCTV Camera Replacements	40,000	0	(40,000)		(10,000)		(30,000)	The CCTV schemes are to form part of the Commercialisation process, and will become part of the new Trading Company. As a result of this decisions on the form these schemes will take will be made after the new company is formed.
	CCTV Pathfinder House Resilience	20,000	0	(20,000)				(20,000)	
	CCTV Wi-Fi	250,000	0	(250,000)				(250,000)	
	Lone Worker Software	20,000	0	(20,000)				(20,000)	
Development	Huntingdon West Development	758,000	1,484,212	726,212			761,212	(35,000)	An increased amount of CIL has been paid to Cambridgeshire County Council, in order to pay down the balance more quickly. This will be funded from the CIL reserve.
	Disabled Facilities Grants	382,000	553,024	171,024	261,880	(90,856)			An increased demand for grants and the speed at which the HIA processes payments.
	Housing Private Sector Grants	24,000	28,879	4,879			4,879		This scheme is now ended and the final payment has been made, which was slightly higher than estimated.
	Alconbury Weald Remediation	0	0	0				0	The Alconbury Weald Fund of £2.0m is still held in a reserve. A new form of scheme is being worked on.
	Homelink Software	0	10,602	10,602			10,602		This software will help Housing to make allocations more efficiently; it is being funded from a reserve.
Leisure	One Leisure Improvements	302,000	139,828	(162,172)		(105,672)		(56,500)	Underspends have resulted from approval of other schemes which will make the facility improvements, this includes the Refit project and the Burgess Hall refurbishment. Rephase to two schemes at One Leisure St Neots due to planning delays and One Leisure Huntingdon due to lease negotiations.
	One Leisure St Ives String Bowling System	42,000	47,100	5,100	5,100				This scheme is complete, with a small overspend due to selecting the lowest life-cost RFQ for the project. This will save maintenance expenditure in future years.
	One Leisure Huntingdon Changing Facilities	92,000	20,139	(71,861)				(71,861)	This scheme is now underway, with the design phase complete, but the majority of the works will be completed in 2017-18.

Division	Scheme	Budget £	Provisional Outturn £	Variance £	Overspend £	Underspend £	Growth £	Potential Re- phase £	Comments From Budget Holder
	One Leisure Huntingdon Development	811,000	1,312	(809,688)				(809,688)	This scheme has been delayed by lease negotiations, whilst the design has gone ahead the main works will commence in 2017-18.
	One Leisure St Neots Synthetic Pitch	115,700	101	(115,599)				(115,599)	This scheme has been delayed due to the site lease negotiations. This scheme will be undertaken in 2017-18.
	Replacement Fitness Equipment	183,800	163,805	(19,995)		(19,995)			This scheme was completed under budget.
Resources	Housing Association Loan	3,250,000	2,750,000	(500,000)		(500,000)			A loan facility was offered to Luminus to fund the construction of Langley Court Care Home. Whilst £5.5m was available only £5m was advanced
	Phoenix Court Lane Industrial Unit Roof Enhancement	197,000	0	(197,000)				(197,000)	A Building Surveyor has been appointed to manage this project. Tender exercises are underway to appoint the roofing contractors. Initial tenders suggest the cost may exceed the budget.
	Levellers Lane Industrial Unit Roof Enhancement	78,000	0	(78,000)				(78,000)	A Building Surveyor has been appointed to manage this project. Tender exercises are underway to appoint the roofing contractors. Initial tenders suggest the cost may exceed the budget
	Clifton Road Industrial Unit Roof Enhancement	70,000	0	(70,000)				(70,000)	A Building Surveyor has been appointed to manage this project. Tender exercises are underway to appoint the roofing contractors. Initial tenders suggest the cost may exceed the budget.
	Octagon Improvements	30,000	30,042	42	42				The scheme to make the Octagon watertight is complete.
	Financial Management System Replacement	192,000	165,167	(26,833)				(26,833)	The go-live date for this project has been moved from April to October, the rephase represents the cost of the work that will now be completed in 2017-18.
	Capita Software Upgrade	17,000	16,289	(711)			23,000	(23,711)	The project to upgrade the cash receipting software is complete. An additional budget was allocated for work to upgrade the cash interfaces in conjunction with the new FMS. However as the FMS go-live has been delayed this project will commence in 2017-18.

Division	Scheme	Budget £	Provisional Outturn £	Variance £	Overspend £	Underspend £	Growth £	Potential Re- phase £	Comments From Budget Holder
	Land Sales	(84,200)	(97,960)	(13,760)		(13,760)			Land sales (Queens Gardens Eaton Socon, London Road St Ives) exceeded the expected sale value.
	VAT Exempt Capital	107,000	11,172	(95,828)		(7,000)		(88,828)	Delays to Phoenix Roof Improvements and One Leisure Synthetic Pitch have delayed the requirement for this budget as well.
	Capital Grant to Huntingdon Town Council	300,000	0	(300,000)	38,000			(338,000)	As the land lease negotiations have not completed, this payment has not been made.
	Loan Facility to Huntingdon Town Council	800,000	0	(800,000)				(800,000)	As the land lease negotiations have not completed, this loan has not been advanced.
	Investment in Company	100,000	0	(100,000)				(100,000)	The HDC Trading Company has not yet been formed so the expected investment has been delayed.
Customer Services	CRM System Upgrade	117,000	0	(117,000)		(117,000)			This scheme was cancelled as the plan is to look to purchase software which will work with SCDC and CCC.
	E-forms	44,000	28,041	(15,959)		(13,000)		(2,959)	This scheme cost less than expected, a small amount of work remains to be completed in 2017-18.
3CS ICT	Flexible Working - 3CSS	50,000	9,308	(40,692)		(40,692)			This project was procured on a cost model that has higher revenue costs, which meant that less was paid for the software.
	Telephones - 3CSS	100,000	146,542	46,542			75,000	(28,458)	An extra £75,000 was allocated to this scheme, some work to replace cabling has not been completed, and this work is to be completed in 2017-18.
	Virtual Server - 3CSS	220,000	314,099	94,099			175,000	(80,901)	An additional budget of £175,000 was allocated to this scheme as this initial estimate was not sufficient. Most of the scheme has been completed, but some work remains to be completed in 2017-18.
Operations	Building Efficiencies (Salix)	74,000	19,706	(54,294)				(54,294)	Savings are being recycled at a lower rate than expected and therefore the capital expenditure was reduced for 2016-17. It is expected that this scheme will complete in 2017-18.
	Wheeled Bins	198,000	96,783	(101,217)		(101,217)			Income from developers has been higher than expected and in addition more bins have been reused and the round rescheduling has delayed the delivery of bins.

Division	Scheme	Budget £	Provisional Outturn £	Variance £	Overspend £	Underspend £	Growth £	Potential Re- phase £	Comments From Budget Holder
	Vehicle Fleet Replacement	2,207,100	1,540,945	(666,155)		(125,039)		(541,116)	There have been savings made against budget through the procurement process, and in addition the delivery of 15 vehicles has been delayed as a consequence of supplier issues relating to EU environmental legislation.
	In-Cab Technology	75,000	0	(75,000)				(75,000)	This will form part of a larger project to update the Operations back office in 2017-18.
	Play Equipment	25,000	20,040	(4,960)	9,350	(14,310)			The underspend was as a result of the need not to replace around £5,000 worth of equipment and an additional £9,000 of s106 funding, which was spent in full.
	Retro-Fitting Buildings	662,000	180,043	(481,957)				(481,957)	Prolonged contract negotiations have delayed expenditure, particularly negotiations relating to land leases at One Leisure Huntingdon and St Neots. In addition electrical network issues mean that PV Panel work at One Leisure Huntingdon is not possible.
	Bridge Place Car Park Godmanchester	318,000	0	(318,000)				(318,000)	An extensive review of the requirement for this car park was undertaken, although this is now complete this meant that works could not commence in 2016-17, and will now start in 2017-18.
	Loves Farm Community Centre		(39,243)	(39,243)		(39,243)			Additional s106 funding has been received for this scheme that completed in 2015-16.
	Doorstep Greens and Neighbourhood Gardens		22,000	22,000			22,000		Additional funding was allocated for this scheme, to complete works on Neighbourhood Gardens at Oxmoor, which had not been completed as part of the Oxmoor Regeneration Scheme which completed in 2010.
	Civic Suite Audio Equipment		0	0			108,000	(108,000)	An additional budget was allocated to replace the equipment in the Civic Suite. However the size of the project now means it falls under the EJUAs regulations which have delayed the purchase of the equipment.
Total		12,187,400	7,661,976	(4,525,424)	314,372	(1,197,784)	1,179,693	(4,821,705)	

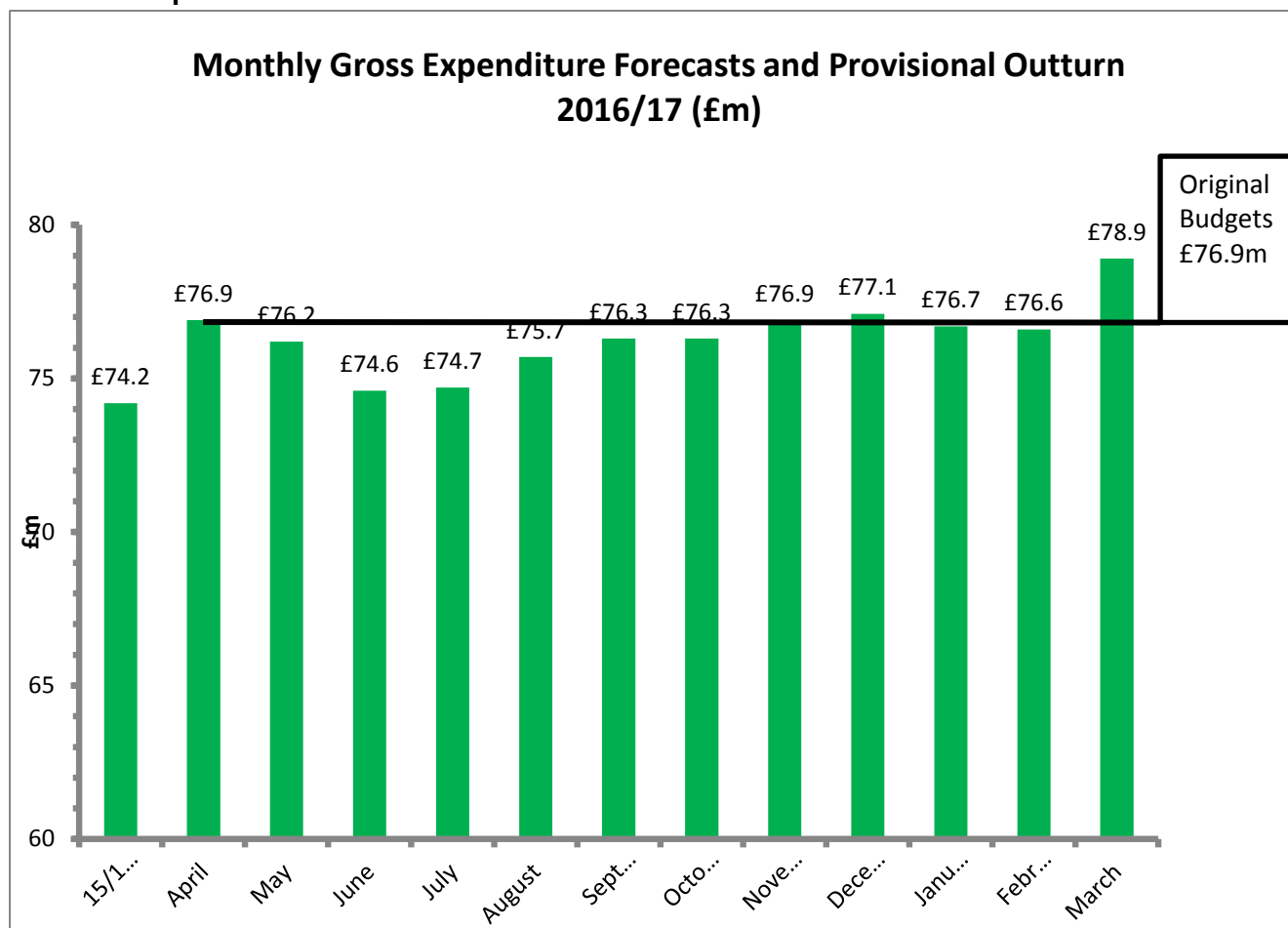
3.3 Re-phase of Budgets to 2017/18

At the Finance and Procurement Governance Board meeting on 16 May 2017, the requested budget re-phasing were reviewed and the following table summarises the budgets that are recommended to be re-phased to 2017/18. The reasons for the re-phasing are detailed in the comments column on the above table.

Scheme	Potential Re-phase	Already Re-phased in MTFS	Re-phase to 2017-18	FPGB Comments
CCTV Camera Replacements	(30,000)	0	(30,000)	
CCTV Pathfinder House Resilience	(20,000)	(20,000)	0	
CCTV Wi-Fi	(250,000)	(250,000)	0	
Lone Worker Software	(20,000)	(20,000)	0	
Huntingdon West Development	(35,000)	0	(35,000)	
Alconbury Weald Remediation	0	0	0	Net Nil Budget
One Leisure Improvements	(56,500)	(96,000)	39,500	
One Leisure Huntingdon Changing Facilities	(71,861)	0	(71,861)	
One Leisure Huntingdon Development	(809,688)	(779,000)	(30,688)	
One Leisure St Neots Synthetic Pitch	(115,599)	0	(115,599)	
Phoenix Court Lane Industrial Unit Roof Enhancement	(197,000)	(157,000)	(40,000)	
Levellers Lane Industrial Unit Roof Enhancement	(78,000)	(56,000)	(22,000)	
Clifton Road Industrial Unit Roof Enhancement	(70,000)	(49,000)	(21,000)	
Financial Management System Replacement	(26,833)	0	(26,833)	
Capita Software Upgrade	(23,711)	0	(23,711)	
VAT Exempt Capital	(88,828)	(29,000)	(59,828)	
Capital Grant to Huntingdon Town Council	(338,000)	0	(338,000)	
Loan Facility to Huntingdon Town Council	(800,000)	0	(800,000)	
Investment in Company	(100,000)	0	(100,000)	
E-forms	(2,959)	0	(2,959)	
Telephones - 3CSS	(28,458)	0	(28,458)	
Virtual Server - 3CSS	(80,901)	0	(80,901)	
Building Efficiencies (Salix)	(54,294)	0	(54,294)	
Vehicle Fleet Replacement	(541,116)	(174,000)	(367,116)	
In-Cab Technology	(75,000)	(75,000)	0	FPGB decided this would not be rephased.
Retro-Fitting Buildings	(481,957)	0	(481,957)	
Bridge Place Car Park Godmanchester	(318,000)	(218,000)	(100,000)	
Civic Suite Audio Equipment	(108,000)	0	(108,000)	FPGB requirement require further detail before this project commences
Sub-Total	(4,821,705)	(1,923,000)	(2,898,705)	
In-Cab Technology	0	0	75,000	FPGB decided this would not be rephased.
Total	(4,821,705)	(1,923,000)	(2,823,705)	

Financial Dashboard

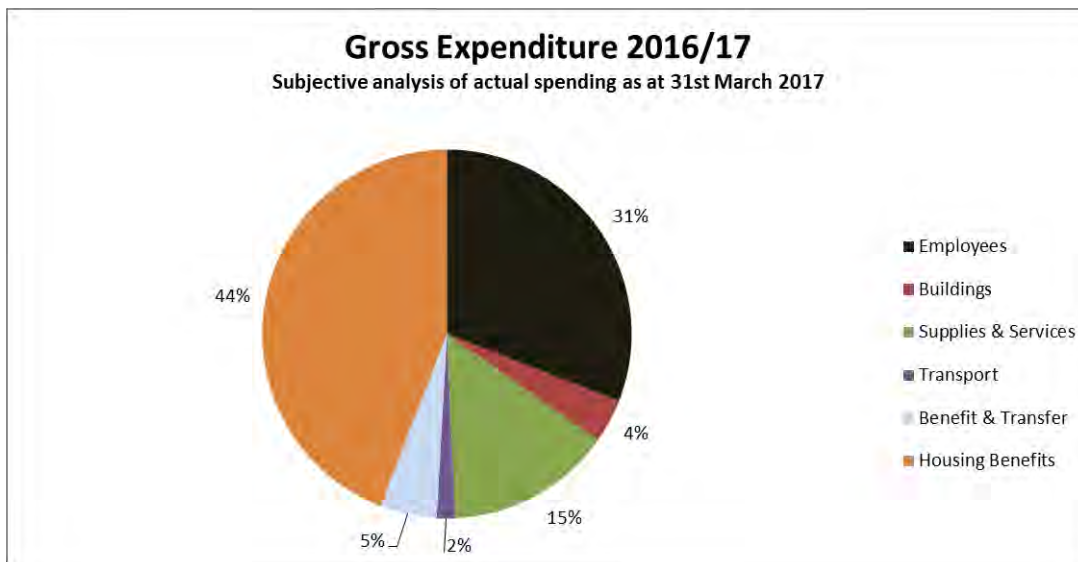
Revenue Expenditure



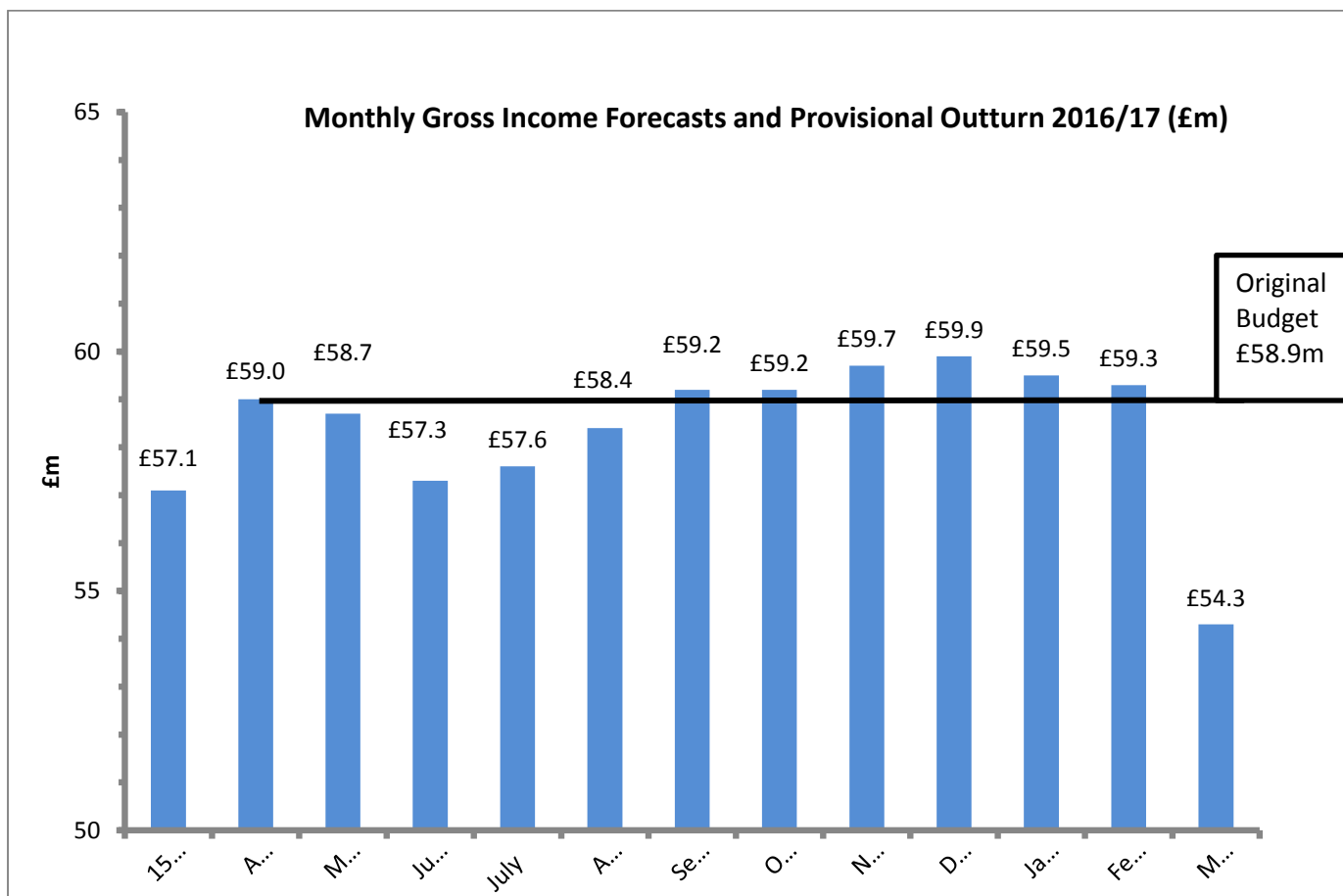
The 2016/17 gross revenue expenditure budget is £76.9m, which is £2.7m above the outturn for 2015/16. Most of this increase is explained by the impact of shared services, (HDC is hosting the ICT Shared Service which increases expenditure by £2.4m when compared to the 2015/16 outturn) and the budgeted 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.

Forecasting the ICT Shared Service expenditure has proved difficult throughout the year. Work is still being undertaken to identify on-going commitments and further fluctuations to their figures may arise over the next few months.

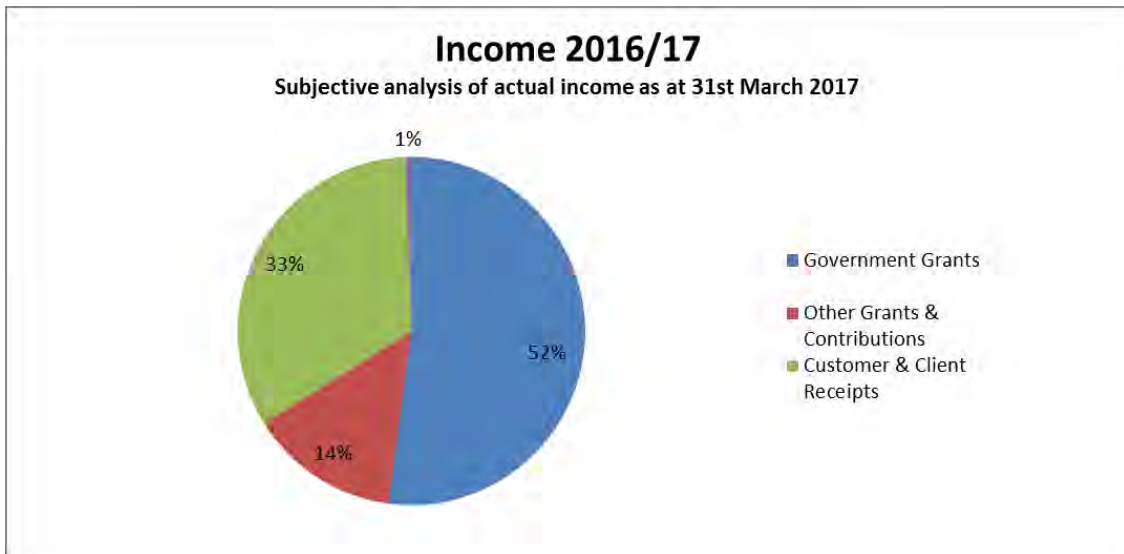
As shown below the main area of expenditure is Housing Benefits and employees.



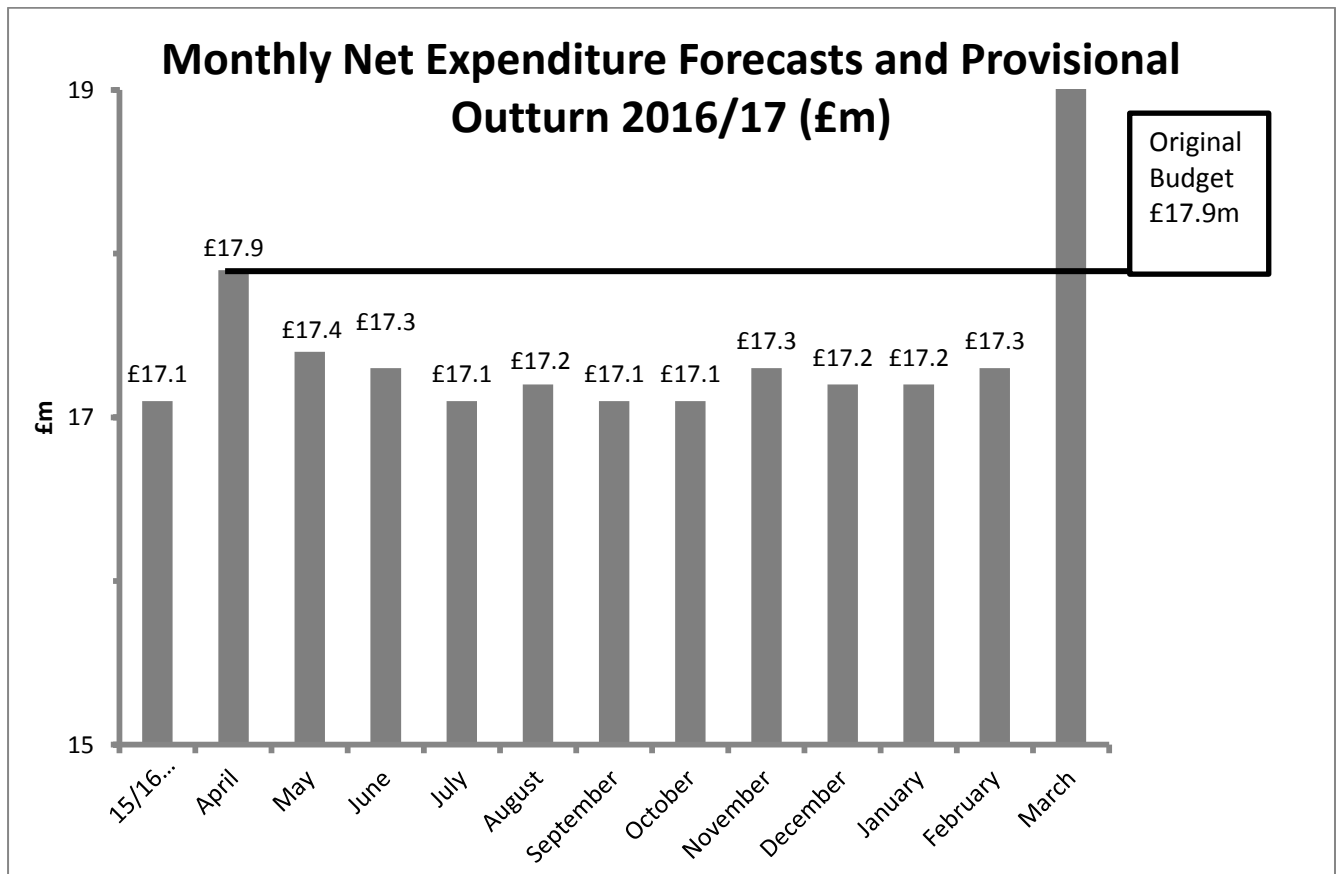
Revenue Income



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.



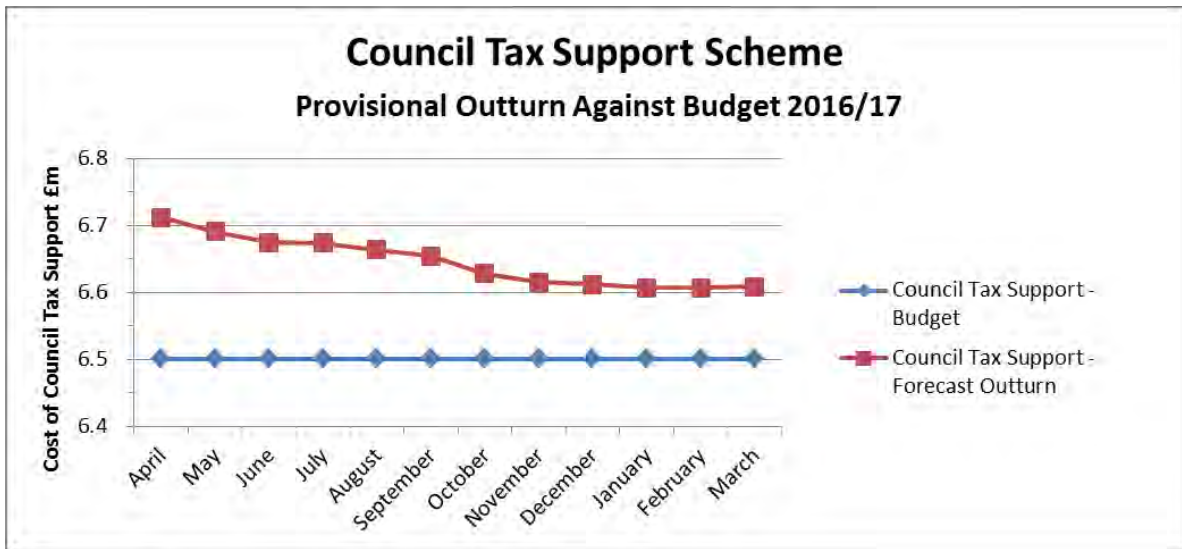
Revenue Net Position



At the end of March 2017 the actual net revenue expenditure is £17.3m, £0.6m below the net Budget of £17.9m.

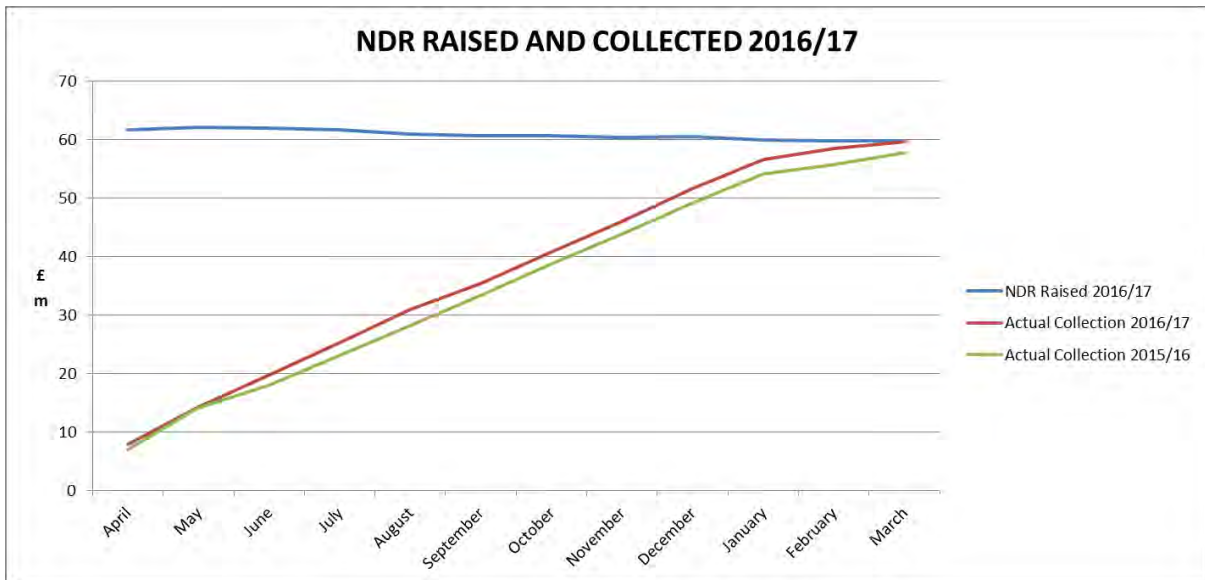
Council Tax Support Scheme

The actual take-up of Council Tax Support in 2016/17 was £0.1m above the budgeted £6.5m. This increase in Council Tax Support will impact in 2017/18.



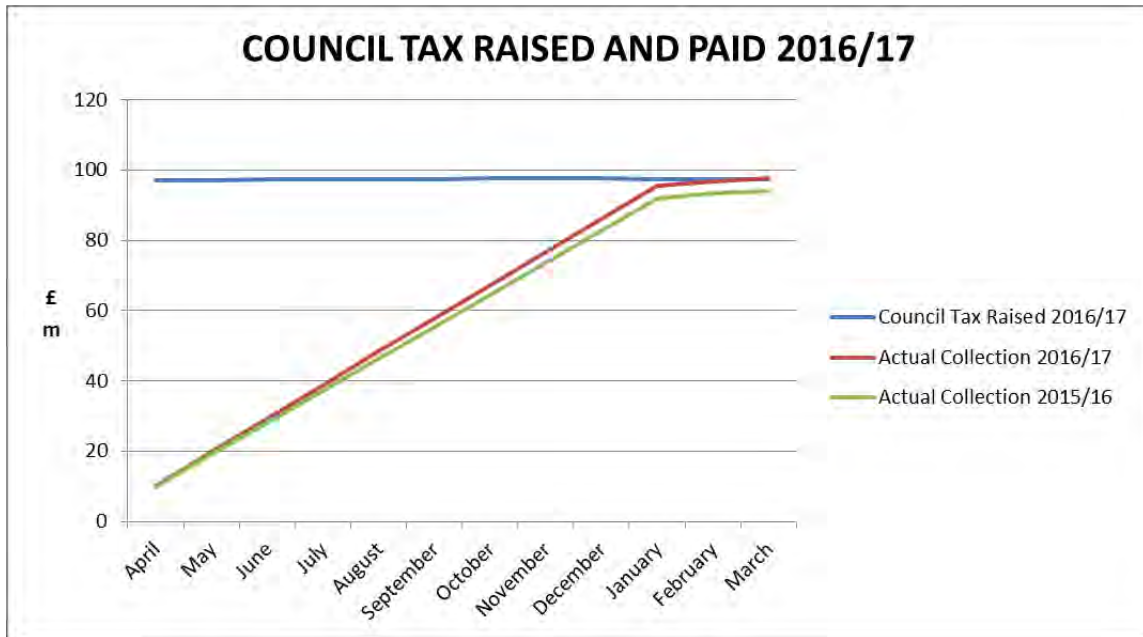
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



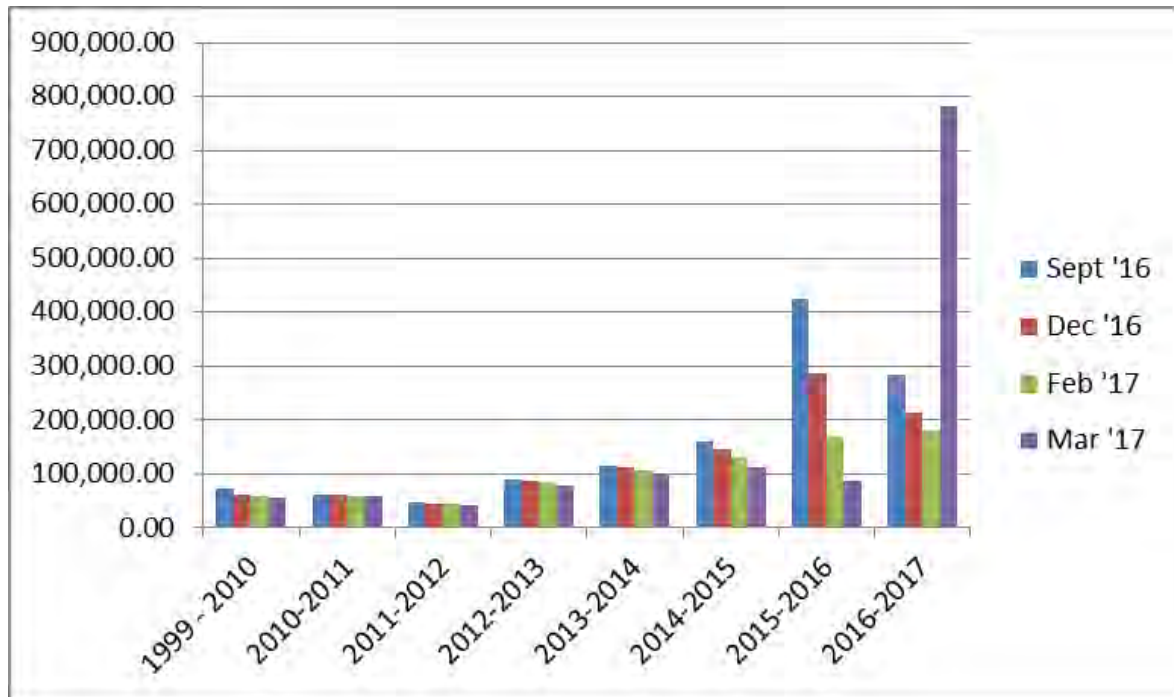
The graph above shows the total amount of NDR bills raised in 2016/17 and the actual receipts received up to end of March. The actual NDR raised is £59.82m (February forecast £59.82m).

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 March. The actual Council Tax raised is £97.53m (February forecast £97.53m).

Miscellaneous Debt



The total outstanding debt as at 31 March 2017 is £1.314m (£0.834m February 2017) of which £0.531m is prior year debt (£0.654m February 2017), down from £1.797m as at 31 March 2016. The reason for the increase in March 2017 is mainly due to invoices raised for 2017/18.

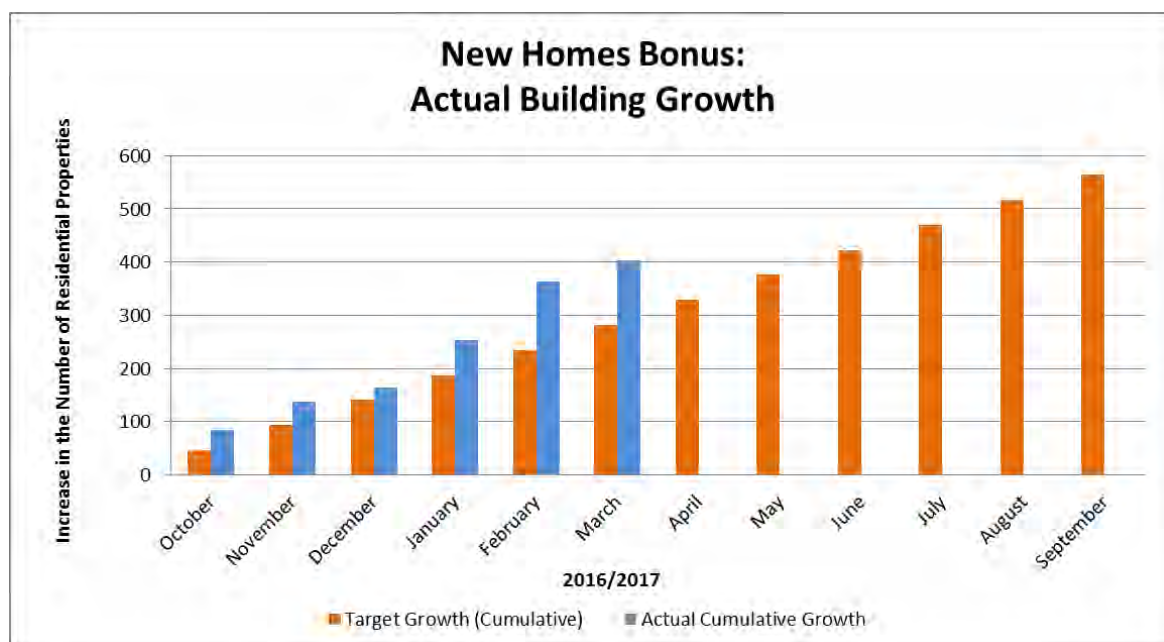
The graph shows the level of overdue miscellaneous income debt (debt is overdue when it is older than 21 days). Even though the 2015/16 debt position is currently showing a large outstanding amount the majority of this (£68k) is being collected via direct debit and will be paid by the end of the current financial year.

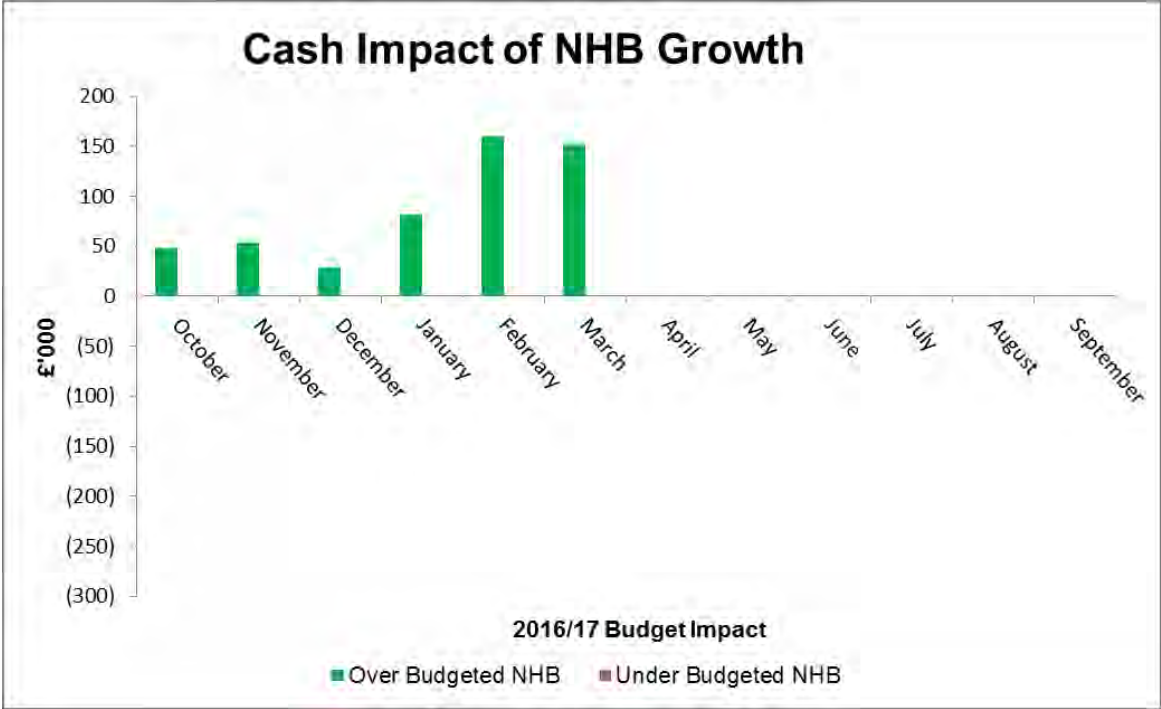
New Homes Bonus

The 2015/16 reporting cycle (October 2015 to September 2016) is now complete, and we were 96 units ahead of the target with 637 new homes completed compared to the target of 541. 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.

The new reporting cycle which started in October 2016 and the target number of completions for 2016/17 (October 2016 to September 2017) in the Planning Annual Monitoring Report (December 2015) was 940. The draft Planning Annual Monitoring Report (December 2016) is now showing a reduced completions target for 2016/17 of 567. This lower figure has been used to assess the impact actual completions will have on NHB receipts.

As part of the Local Government Financial Settlement 2016/17 issued in December 2016 the Government announced changes to the New Homes Bonus Scheme. The number of years over which NHB will be paid has reduced from six to four and a new 'deadweight' factor of 0.4% is now being applied meaning the first 0.4% growth above the base does not attract NHB. The impact of these new factors, particularly the deadweight, on the NHB receipts beyond 2017/18 is currently being assessed.





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)	RED	RED	Reprofiled implementation to ensure accuracy of new models of collection revised started in March but has not achieved savings yet.
Whole Service	Staff Restructuring	(300)	GREEN	GREEN	
Whole Service	- Parking Services - Increased Fees	(110)	RED	RED	Proposal withdrawn by Members.
	- Parking Services - Stop "Free after 3 at Xmas"	(10)	RED	RED	Proposal withdrawn by Members.
	- Parking Services - MSCP 3rd Flr Licence	(10)	RED	RED	The licence is in place but use levels are lower than estimated figure than in ZBB. £2k annual income is expected in the first year.
	- Parking Services - Increased ECN Productivity	(20)	RED	RED	Long term sickness has meant that this has been missed.
	- Trade Waste	(20)	GREEN	GREEN	Target over achieved in year one. Target for 2019/20 already achieved.
	- Grounds Maintenance - County	(70)	RED	RED	Proposal withdrawn by Members.
	- Grounds Maintenance - Luminus	(30)	GREEN	GREEN	All OK.
	- Street Cleansing - County				
	- Street Cleansing - Luminus				
	- Street Cleansing - Regime change and fully charge services to Parishes				
	- Countryside Service	(30)	AMBER	AMBER	Income target achieved, however increased costs have reduced the net position to £12k in 2016/17.
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	Muir in place £31,500, CAB in EFH £8,000, DWP 2017/18 £35,000, Interaction 2017/18 £30,000; currently only £20k short of 2019/20 target.
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	
	Review the costs and benefits of the CSC's at Yaxley, St Neots & Ramsey	0	GREEN	GREEN	
Document Centre	Re-procurement and rationalisation of print and postage services	(31)	GREEN	GREEN	
	Increased income generation from external customers	(60)	AMBER	AMBER	Work looking at potential commercial partnership progressing. MTFS is proposed for adjustment in the budget papers going to Members in Q4.
Housing Needs	Re-procurement of Information Technology Systems	(10)	GREEN	GREEN	
	Reduction in Homelessness Prevention Budget	(20)	GREEN	GREEN	
	Reduce Homelessness related Housing Benefits due to reduced use of temporary accommodation	(60)	RED	RED	2016/17 has seen an increase in homelessness and use of temporary accommodation. MTFS is proposed for adjustment in the budget papers going to Members in Q4.
Local Taxation	Changes to billing - single bills with HB and e-billing	(2)	GREEN	GREEN	
	Online self service for customers	(21)	GREEN	GREEN	
	Changes to telephone answering standards	(21)	GREEN	GREEN	
Housing Benefits & Fraud	Online self service for customers	(55)	GREEN	GREEN	
	Send single annual bill and benefit entitlement	(12)	GREEN	GREEN	
	Review of benefits surgery in St Ives	(5)	GREEN	GREEN	
	Increased recovery of HB Overpayments	(7)	GREEN	GREEN	
TOTAL CUSTOMER SERVICES		(543)			
Leisure & Health - Phase 3					
	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 project	(22)	GREEN	GREEN	
TOTAL LEISURE & HEALTH SERVICES		(102)			
Community Services					
Strategic Assets & Projects	Restructuring	(88)	AMBER	AMBER	Amber - 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	Green - £10k removed in 2016/17 budget compared to 2015/16 (£90); further £5k to be removed 2017/18 - but this is now under the control of Operations.
Licensing	Removal of vacant post	(12)	RED	RED	Red - this will not be delivered, £12k funded from elsewhere in Community salary budgets as part of restructure.

ZBB Savings Agreed 2016/17 Budget Setting - RAG Status

Appendix E

Service	Recommendation	2016/17 (£'000)	RAG Status (Savings)	RAG Status (Implementation)	Comments
	Wireless CCTV cameras	(25)	RED	RED	Delays in purchasing the equipment as linked to the commercialisation with setting up of the new Trading Company.
TOTAL COMMUNITY SERVICES		(135)			
Development Services					
Economic Development	Various Grants	(30)	GREEN	GREEN	
Development Management & Planning	Changes to working practices	(80)	GREEN	GREEN	
Policy	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)	GREEN	GREEN	
	Review of LGSS Contract	(4)	GREEN	GREEN	
	Efficiencies through the centralisation of training across the Council.	(60)	GREEN	GREEN	
TOTAL CORPORATE SERVICES		(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 2016 and March 2017:

Reason for rejecting:	Number:
Risk too high	13
Already under offer	10
Yield too low	9
Distance too great	8
Lack of diversity against current portfolio	8
Concerns about condition	5
Leasehold and not freehold	4
Too geographically diverse	4
Too management intensive	2
Concerns about tenant's business model	2
Already under offer	2
Concerns about flats above	1
Joint venture did not materialise	1
Out Bid	1
Other	7
Total	77

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Completed	Commentary
1. Develop a long term narrative of the future of Huntingdonshire to inform place shaping, direct decision making and future forms of partnership working. This should make use of local evidence and context, along with national data of future trends and projections, to underpin this.	1a. Give further consideration to this recommendation once a decision on devolution is made by Council in October 2016.	Jan-17	Jo Lancaster	Cabinet, O&S, Local Stakeholders	Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe)	G	✓	Now integrated into Corporate Plan review beginning in June
	1b. Statutory consultation on proposed Local Plan to 2036 submission.	May-July 2017	Andy Moffat	Planning Policy, Cambridgeshire County Council Transport	Local Plan to 2036 (Cllr Harrison)	G	✓	Consultation due to commence in June 2017
	1c. Analyse a range of data, including Economic, Health, Demography and housing trends to identify future trends and areas of concern that may present barriers to achieving our long term vision for Huntingdonshire.	Apr-17	Adrian Dobbyne	Dan Buckridge	Local Plan to 2036, Housing Strategy (Cllr Bull) and Skills and Enterprise Policy (Cllr Harrison)	G	✓	Evidence base for Corporate Plan 2018/20 includes these data sets
	1d. Work with Cabinet to ensure decisions are made based on the evidence and for them to proactively work to inform residents and partners on the vision for Huntingdonshire. For example, providing report writing training for senior officers.	Year end	Jo Lancaster	Cabinet	Cllr Cawley	G	✓	Training done, activity ongoing
2. Ensure the Corporate Plan drives the budget and delivery - this will mean changing the footprint of existing service delivery to focus on new priorities.	2a. Involve Members in reviewing the Corporate Plan and deciding what our key actions and performance indicators should be.	Mar-17	Adrian Dobbyne	O&S/Cabinet	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓	O&S Task and Finish Group 27 Feb. SMT discussing with Portfolio Holders. To Cabinet 16 March and Council 29 March
	2b. Make clear decisions on what our services standards should be based on cost and customer need, to include reviewing the provision of non-statutory services.	Feb-17	HoS / PFH	Council	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓	Service standards now incorporated into "business as usual" via LEAN.
	2c. Quantify the workstreams on the reworked Plan on a Page to better link finances and delivery.	Oct-17	Clive Mason / Jo Lancaster	PFH Resources	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓	
	2d. Introduce charging options for higher levels of service.	Dec-17	HoS / PFH	O&S/Council	Link to commercialisation (Cllr Brown)	G	✓	Members elected not to change charges in 2016, a review will follow the establishment of a Parking Strategy in September 2017
	2e. Use benchmarking data to ensure resources are achieving maximum value within 2017/18 service plans.	Feb-17	HoS / PFH	HoS	Cllr Cawley	G	✓	Benchmarking of Planning Service by Planning Officers' Society completed in Feb 17
	2f. Use the budget challenge process to focus budgets on achieving Corporate Plan priorities.	Nov-16	Anthony Kemp	O&S/Council	Plan on a Page, Budget and MTFS (Cllr Gray)	G	✓	Business Planning cycle in place

Recommendation	Actions	Deadline	Responsible Person	Key Contributors and Partners	Link to Policy and/or responsible Executive Member	RAG Status	Completed	Commentary
3. Recast the approach to working in partnership, recognising that this means not always leading, to secure benefits for the wider area and the community.	3a. Build on the decision to award two contracts, one for advice based services and the other for infrastructure services, to the voluntary sector in order to ensure the sector is in the best possible position to support the community.	Mar-17	Nigel McCurdy	Third sector/O&S	Community Resilience Plan (Cllr Dickinson)	G	✓	Contract monitoring will ensure this outcome is delivered.
	3b. Ensure formal contracts with partners are written to protect the interests of the Council and its residents.	Year end	Clive Mason	Corporate Governance Committee	Cllr Brown	G	✓	Ongoing
	3c. Develop an asset disposal/asset management plan for HDC land and property.	Year end	Clive Mason	Cabinet	Use of Council Assets (Cllrs Gray and Howe)	G	✓	First wave of disposals underway
	3d. Use the Making Assets Count programme to maximise benefits from colocation or better use of existing assets.	Year end	Nigel McCurdy	County / Districts / Public Sector	Use of Council Assets (Cllrs Gray and Howe) and County Council Land Swap and Maintenance (Cllrs White and Gray)	G	✓	MAC closed, but work being done via other channels
4. Use all Members' democratic position, as ambassadors of the Council, to engage and influence partners and forms of partnership working.	4a. All Members appointed as representatives on organisations to be responsible for reporting to O&S on a quarterly basis.	Apr-17	Adrian Dobbyne	Group Leaders	Cllr Cawley	G	✓	The three O&S Panels have allocated the organisations to their Panels and will receive a report on an annual basis.
	4b. Introduce a Council Champion approach and ask all members to sign up to the principle of acting as an ambassador of the Council.	Apr-17	Adrian Dobbyne	Group Leaders	Relationships with County, Town and Parish Councils (Cllr Dickinson)	G	✓	Agenda item at Members' Summit
	4c. Encourage all members to keep themselves up to date on HDC decisions via existing mechanisms.	Apr-17	Adrian Dobbyne	Group Leaders	Cllr Howe	G	✓	Agenda item at Members' Summit
	4d. Remind officers of the need to ensure Members are aware of key decisions on service provision in their wards.	Jan-17	Adrian Dobbyne	All Councillors	Cllr Howe	G	✓	Message delivered via Managers Forum
5. Improve the relationship, the Council offer and partnership working with the business sector.	5a. Work with the LEP to improve insight and intelligence into the local economy and businesses based in Huntingdonshire	Apr-17	Nigel McCurdy	Leader/ PFH	Skills and Enterprise Policy (Cllr Harrison)	A		Not under our direct control; SEP evidence base now delayed by LEP
	5b. Through our connections, work with Town Councils and small businesses to improve insight and intelligence into local economy and small business sector	Apr-17	Nigel McCurdy		Cllr Harrison/ Cllr Dickinson	A / G		Work with small businesses needs impetus; Town Council work is at Green status

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6. Retain the Council's focus on continued growth, including meeting the full range of housing need. Growth will be contingent upon increased housing.	6a. Present details of progress indicated in the Annual Monitoring Report to O&S and Cabinet.	Jan-17	Andy Moffat	O&S / Cabinet	5 Year Housing Land Supply and Housing Strategy (Cllrs Harrison and Bull)	G	✓	Report considered at Oct 16 PDG meeting
	6b. Undertake a longer term assessment of options to generate more affordable housing and temporary accommodation in the district.	Dec-16	Andy Moffat / Jon Collen	O&S E28/ Cabinet	Homelessness Accommodation (Coneygear Court) (Cllr Fuller) and Housing Strategy (Cllr Bull)	G	✓	Reports considered at Nov 16, Jan 17 and Apr 17 PDG meetings. Housing Strategy due to be considered/adopted in Jun 17.
7. Conduct further work on refining the organisational understanding of efficiency that extends beyond just financial savings. This should link efficiency with the other two Council priorities of growth and enabling communities. New ways of working can lead to outcomes that include redefining models of delivery, service improvement and improved satisfaction.	7a. Commence a programme of work relating to continuous improvement to enable the business to work smarter and achieve more with less.	Dec-16	CMT	SMT / Cabinet	Commercialisation (Cllrs Brown), improvement (Cllr Cawley)	G	✓	Part of the business project within the Transformation Programme
	7b. Develop measures to monitor customer satisfaction and implement the Customer Service Strategy.	Mar-17	Adrian Dobbyne / John Taylor	O&S / Cabinet	Cllr Cawley	G	✓	All HoS have actions in their service plans to deliver the Customer Service Strategy. The Transformation Programme is developing measures that suit a new delivery model. The new Corporate Plan will subsume the Customer Service Strategy
8. Extend benchmarking activity so that the Council can benefit from understanding the 'value for money' of its services compared with other councils. This would assist the Council in its decision making on service cost, quality and performance.	Related actions already listed under 2e, 7a and 7b.					N/A		
9. Enhance and develop the organisational understanding of demand management to	9a. Engage with internal and external stakeholders to develop a Community Resilience Plan.	Mar-17	Chris Stopford	Cllr Criswell / External Stakeholders	Community Resilience Plan (Cllr Dickinson)	G	✓	PDG 16 May

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form the cornerstone of the enabling communities and community resilience priority. Initiate an internal and external debate on what an enabling communities programme might look like and use this to inform the production of an Enabling Communities Strategy. This would guide Council activity on this priority with greater assurance and understanding of resources required.	9b. Create an action plan to deliver the plan.	Apr-17	Chris Stopford	Cllr Criswell	Community Resilience Plan and Relationships with Parish Councils (Cllr Dickinson). Community Planning Guide (Cllrs Dickinson and Bull)	G	✓	Principles paper in May, Procedure paper in June
10. Continue to develop the model of Commercial Investment Strategy to produce future income streams. As part of this evaluate how the Strategy could both deliver economic growth and housing priorities within the area while also generating important income streams.	10a. Review options for investment in housing and any savings that could be achieved against housing support costs.	Feb-17	Clive Mason / Andy Moffat	Cllr Gray / Cllr Bull	Homelessness Accommodation (Coneygear Court) (Cllr Fuller) and Use of Council Assets (Cllrs Gray and Howe)	G	✓	Ties into Asset Disposal Strategy too
	10b. Start to consider the impact of changes to NNDR retention when making commercial property investment decisions, along with the employment opportunities that may be presented.	Apr-17	Clive Mason / John Taylor	Cllr Tysoe	Use of Council Assets (Cllrs Gray and Howe)	G	✓	
	10c. Services to review their commercialisation and income generation opportunities.	Feb-17	HoS	Cabinet	Commercialisation (Cllr Brown)	G	✓	Doc Centre and CCTV business case prepared & ready for Cllr Brown to take to Members
11. The relationship with the Local Enterprise Partnership needs to be 'reset' and built afresh, taking a different approach from that to date, recognising the constraints both organisations are under.	11a. Use devolution as a catalyst to reset the relationship with the LEP.	Year end	Nigel McCurdy / Jo Lancaster	LEP / Cllr Harrison	Cambridgeshire and Peterborough Devolution Agreement (Cllr Howe)	A / G		Much effort is going into an improved relationship built around common priorities
12. Produce a formal transformation strategy and implementation plan.	12a. Produce a formal transformation strategy and implementation plan.	Dec-17	Anthony Kemp	Cabinet / SMT	Cllr Cawley	G	✓	In place and being expanded
	Related action already listed under 7a.					N/A		