

**HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Integrated Performance Report, 2017/18 Quarter 4

**Meeting/Date:** Cabinet, 21 June 2018

**Executive Portfolio:** Councillor Jonathan Gray, Executive Councillor for Resources  
Councillor Darren Tysoe, Executive Councillor for Digital and Customer

**Report by:** Corporate Team Manager and Finance Manager

**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 to 31 March 2018 and on current projects being undertaken. 'Red' indicators where variance from the target is not acceptable include some where performance results are skewed by short periods of particularly poor performance, e.g. impacts from Quarter 1 and/or 2. These continue to affect results throughout the year even where subsequent performance has exceeded targets. Scheduled performance clinics focus on delivering continuous improvements in all services.

The report also incorporates Financial Performance Monitoring Suite information setting out the financial position at 31 March 2018. It provides outturn figures for revenue and the capital programme. Headlines are:

**Revenue** – the provisional outturn shows an overspend of £0.5m.

**Capital programme** – the provisional outturn shows an underspend of £3.1m.

An update on the Commercial Investment Strategy includes details of investments to date and the level of returns these are expected to generate, with information on potential investment opportunities reviewed in Quarter 4 attached at Appendix E.

**Recommendations:**

The 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.

The Cabinet is also invited to consider and comment on financial performance at the end of March, as detailed in Appendices D, and the register of reviews of Commercial Investment Strategy propositions at Appendix E.

## 1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan for 2016-18, and project delivery, in the context of the Council's financial performance.

## 2. BACKGROUND

- 2.1 The Council's Corporate Plan 2016-18 was refreshed for 2017/18 in March 2017 and sets out what the Council aims to achieve in addition to its core statutory services. The information in the summary at **Appendix A** relates to Key Actions and Corporate Indicators listed for 2017/18 and the performance report at **Appendix B** details those with a 'Red' status at the year end.
- 2.2 As recommended by the Project Management Select Committee, updates for projects with a 'Red' status based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 23 projects which are open, pending approval or pending closure, one project which is on hold and four projects logged which have recently closed.
- 2.3 This report also incorporates financial performance to the end of March. Performance as detailed in sections 4-6 below. Further details are listed in **Appendix D**. A review of the position of Zero Based Budgeting (ZBB) and Line by Line Review savings to date has been carried out and a RAG (Red, Amber or Green) rating for each item is listed at 4.5. Commercial investment propositions reviewed are 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 circulated to Cabinet following their meeting on 6 June.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators which had a 'Red' status at the end of Quarter 3. **Appendix C** provides information about projects with a 'Red' status, 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 following table summarises final outturn progress in delivering Key Actions for 2017/18:

Status of Key Actions	Number	Percentage
Green (on track)	37	86%
Amber (within acceptable variance)	6	14%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%
Not applicable	0	0%

Nearly nine out of ten Key Actions were on track at the year end, with none significantly behind schedule.

- 3.5 Final outturn results for 2017/18 Corporate Indicators are shown in the following table:

<b>Corporate Indicator results</b>	<b>Number</b>	<b>Percentage</b>
<b>Green (achieved)</b>	28	55%
<b>Amber (within acceptable variance)</b>	16	31%
<b>Red (below acceptable variance)</b>	7	14%
<b>Awaiting progress update</b>	0	0%
<b>Not applicable (annual/data unavailable)</b>	0	0%

The Council achieved the majority of its targets in 2017/18. Seven indicators missed targets by more than acceptable variance and details of these are shown below. Performance clinics are being held monthly to focus on delivering continuous improvements in all services.

1. The average length of stay of all households placed in B&B accommodation was 7 weeks against a target of 6 weeks. Performance is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available. Alternative sources of temporary accommodation continue to be brought on-line with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. The main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.
2. The average time between referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 was 40.6 weeks against a target of 28 weeks. The new Cambs Home Improvement Agency manager has introduced a performance plan to improve the time taken to complete DFGs and presented the plan to the Overview & Scrutiny Panel (Communities and Environment) in December 2017. The service is improving with time taken in Quarter 4 reduced to 30.9 weeks on average. This demonstrates a marked improvement in speed which is expected to continue.
3. Only £1.1m of the £1.5m planned net budget reductions were achieved in 2017/18, with some savings not achieved, some partially achieved and some foregone as a result of prior savings decisions being overturned during the year.
4. 2017/18 outturn performance showed 1.06 bins were missed per 1,000 household collections against a target of 0.75. Quarter 4 performance was improved at 0.8 per 1,000 household collections, with a considerable decrease in the number of bins missed in March 2018 at 0.59 compared to 2.7 in April 2017 following implementation of new waste rounds. Missed bins also had a significant impact on performance against the next three indicators.
5. While there are concerns with how Stage 1 complaints have been recorded on the corporate system, the high volume of complaints about missed bins in Quarter 1 (prompting more than five times as many formal complaints as in Quarter 1 in 2016/17) contributed to poor performance in resolving promptly (just 74 out of 280 received were responded to within 20 working days in Quarter 1). It was not possible to recover from that position as these complaints outstripped numbers received throughout the rest of the year.
6. Stage 2 complaints also had a poor start in Quarter 1 but the final position was exacerbated by Operations responding late to another two complaints during Quarter 4. Full year performance was below target with 5 out of 23 dealt with late (4 related to Operations services and 1 related to Development).
7. The percentage of calls to Call Centre answered in 2017/18 was 79% against a target of 90%. This was also affected by the number of missed bins with performance lowest between April and September when calls about these were highest. An average answer rate of 86% was achieved in Quarter 4 and the Council is investigating options for an online customer portal and further changes to business process to improve the service level in the coming year.

3.6 The status of corporate projects at the end of March is shown in the following table:

Corporate project status	Number	Percentage
Green (progress on track)	6	38%
Amber (progress behind schedule, project is recoverable)	6	38%
Red (significantly behind schedule, serious risks/issues)	4	25%
Pending closure	3	
Closed (completed)	4	

Four projects have recently been completed with a close-down report signed off and three other projects are currently in the close-down stage. Business cases for a further four projects have not yet been approved and one other project is currently on hold.

Of the projects currently in the delivery stage, four were Red at the end of Quarter 4 and three of those were joint partnership or shared service projects. The Project Management Governance Board has held one-to-one meetings with project managers and has identified that unrealistic timeframes were a common theme for amber/red flags, as well as a lack of up to date governance documentation. Lessons learned are captured through closedown reports and are being shared with all project managers. Details of all Red projects can be found in **Appendix C**.

## 4. FINANCIAL PERFORMANCE

### 4.1 Financial Performance Headlines

The Management Accounts include the provisional outturn position for the current financial year and the impact of variations will be incorporated within MTFS. Revenue statements show gross expenditure by service and where some costs are funded by reserves this is shown to provide the net position.

**Revenue** The approved Budget is £17.2m with the provisional outturn being £17.7m which is an overspend of £0.5m. This represents a reduction of £0.2m from last month's forecast overspend and the main reasons are shown on the next page. Action is still needed to be taken to address this level of the forecast overspend.

**MTFS** The MTFS has been updated as part of the 2018/19 Budget setting process and any 2017/18 outturn variations that have an impact on future years will be incorporated into future MTFS.

**Capital** The approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m (£8.8m net, after taking account specific grants and contributions). The net provisional outturn is £5.7m giving an underspend of £3.1. The reasons for these variances are detailed in paragraph 5.6.

The Financial Dashboard at **Appendix D, Annex E** presents information on take-up of Council Tax Support, NDR and Council Tax collection, miscellaneous debt and New Homes Bonus funding.

## 4.2 Summary Revenue Forecast variances by Service

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

	Budget £000	Provisional outturn gross £000	Transfers to / (from) reserves £000	Provisional outturn net £000	Forecast (underspend) / overspend £000	Main reasons for variance
Community	1,953	1,837	7	1,844	(109)	<ul style="list-style-type: none"> <li>Restructure and the impact of staffing vacancies during recruitment produced staff savings</li> <li>The fire at Eastfield House resulted in additional costs due to the need to maintain service delivery via outsourcing of printing activity</li> <li>Better than expected income to the service from fees and charges</li> </ul>
Customer Services	2,396	2,504	14	2,518	122	<ul style="list-style-type: none"> <li>Additional costs relating to higher volume of homelessness applications</li> <li>Customer service satellite offices remaining open</li> <li>The Housing Benefits budget can have significant variation within each year with the cycle of payments which total c £33m annually – in year variation is common.</li> </ul>
ICT	1,721	1,735	0	1,735	14	<ul style="list-style-type: none"> <li>Unplanned work as part of networking/firewall changes</li> </ul>
Development	1,132	1,080	(125)	955	(177)	<ul style="list-style-type: none"> <li>Lower Planning Application fee income was off set by additional CIL administration income and other income sources.</li> <li>Delays in recruitment to the new structure produced salary savings</li> </ul>
Leisure and Health	(160)	127	(12)	115	275	<ul style="list-style-type: none"> <li>Burgess Hall/Bar (£55k) and Impressions (222k) are the 2 main areas where despite efforts to attract more customers/members, the income did not achieve the budget target.</li> <li>Revenue impacts of delays in delivering the capital programme for OSLN 3G and swimming pool/changing room refurbishment and OLH dryside projects.</li> <li>Education income down on previous years especially at OL Sawtry by (£20)</li> <li>In general terms income is down £646k, but this has been mitigated in parts by savings on employee costs of £269k and building costs of £96k</li> </ul>
Operations	4,035	4,832	75	4,907	872	<ul style="list-style-type: none"> <li>Complexity of waste management rounds rescheduling has meant savings have not been achieved in order to ensure delivery of service.</li> <li>Contamination rates are affecting recycling credits and gate fees – this is a country wide issue that is being addressed.</li> <li>S106 funding is drying up.</li> <li>Ageing fleet (although replaced in Nov 17) contributed to higher transport costs</li> </ul>
Resources	4,423	4,291	(91)	4,200	(223)	<ul style="list-style-type: none"> <li>Higher insurance premium costs</li> <li>CIS acquisitions behind schedule (i.e. reduced income) but compensated due to reduced MRP costs</li> <li>Additional grant and property fund</li> <li>MRP saving and higher income from existing commercial properties is off-setting the items above</li> </ul>
Directors and Corporate	1711	2052	(607)	1,445	(266)	<ul style="list-style-type: none"> <li>Balance from Mayoral, County, PCC and EU Referendum Elections</li> <li>Saving from having no district elections this year</li> <li>Staff savings due to some seconded officers not being backfilled and other vacancies held</li> <li>Reduced income from Land Charges</li> </ul>
<b>Total</b>	<b>17,211</b>	<b>18,458</b>	<b>(739)</b>	<b>17,719</b>	<b>508</b>	

4.3 Further analysis of the revenue variance and service commentary are at **Appendix D**. This provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

#### 4.4 ZBB Savings Foregone

The table below provides the impact of the ZBB savings on the forecast outturn which have subsequently been overturned.

<b>Forecast outturn</b>	<b>£000</b>	<b>£000</b>
2017/18 Forecast outturn		707
ZBB savings reversed:		
- Closure of Customer Services Centres	(23)	
- Document Centre (income foregone)	(67)	
- Car parks (income foregone and rationalisation)	(208)	
- Grass cutting (income foregone)	(70)	
- CCTV (income foregone)	(25)	(453)
2017/18 Forecast outturn – if ZBB proposals had not been reversed		254

#### 4.5 ZBB and Line by Line Review Savings Progress

As part of the budget setting process for 2017/18, £1.9m of ZBB and Line by Line Review 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.

	<b>ZBB</b>		<b>Line by Line</b>	
	<b>Savings target</b>	<b>Achieved by category</b>	<b>Savings target</b>	<b>Achieved by category</b>
	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>%</b>
<b>Red</b>	95	0	263	0
<b>Amber</b>	149	61	146	82
<b>Green</b>	591	100	292	100
<b>Total</b>	835	82	701	59

**Red** – savings not achieved

**Amber** – savings have not been fully achieved yet at this time

**Green** – savings have been achieved or will be achieved in year

#### 4.6 Medium Term Financial Strategy

The provisional outturn for 2017/18 shows an overspend of £0.5m and will have some impact on the MTFs. Future MTFs will be updated where the outturn has an impact over the new MTFs period (2019/20 to 2022/23).

### 5. CAPITAL PROGRAMME

5.1 The approved gross Capital Programme 2017/18 is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme for 2017/18 of £12.4m.

5.2 The provisional gross expenditure outturn is £8.5m (69% of budget for the year). The Capital Programme has a net underspend of £3.1m for 2017/18, this includes underspends, re-phasings and other variations.

<b>Variation Commentary Summary</b>		<b>£000s</b>
	<b>Overspend</b>	
	<b>Development – DFGs</b> The overspend is based on the current level of demand from clients. This is partly offset by private donations which are forecast to exceed the budget by £0.119m, this is a net overspend of £0.631m.	777
	<b>Development One Leisure St Ives</b> Payment of retention for the scheme that was completed in 2012.	49
	<b>One Leisure Development Huntingdon</b> During the development the opportunity has been taken to upgrade associated facilities, whilst this had lead to extra cost the customer experience will be enhanced.	27
	<b>Audio Visual Equipment</b> This equipment has now been replaced in the Civic Suite with the best tedered price exceeding the cost allocation.	10
	<b>New FMS</b> Due to the extended implementation period expenditure has increased.	80
	<b>One Leisure Changing Facilities</b> This small amount will be funded from an earmarked reserve.	6
	<b>Operations – Play Equipment</b> Extra equipment purchases.	1
	<b>Virtual Server</b> Expenditure on the changes to the server network has exceeded the budget because of extra consultancy work required during the upgrade (This is HDC's share)	39
	<b>Underspend</b>	
	<b>Operations – Vehicle Fleet Replacement</b> A saving has resulted from actual prices of vehicles being less than that estimated at the procurement stage.	(98)
	<b>One Leisure St Ives – Burgess Hall</b> Bar shutters were included in the original estimate, but SMT decided that these should not be fitted.	(44)
	<b>Resources – Clifton Road Industrial Unit and Levellers Lanes</b> The roofing schemes are now complete for Levellers Lane and Phoenix Court, the Clifton Road scheme is now complete.	(20)
	<b>3CS ICT - Telephones</b> The scheme is complete with the tender price marginally under the allocation	(1)
	<b>Huntingdon West Development</b> Payments relating to the CPO are still on-going	(20)
	<b>Wheeled Bins</b> The number of bins required is less than expected due to the use of bins in stock	(25)
	<b>Rephase</b>	
	<b>Transformation</b> The projects committed to from this budget, in the main Council Anywhere have not commenced in 2017/18, and it is expected that these projects will be completed in early 2018/19.	(1,000)
	<b>Flexible Working</b> Improvements to mobile phone and mobile phones management have cost less than expected	(15)
	<b>Operations – Salix</b> The budget available has been reduced based on the amount of work that was completed in previous years.	(55)
	<b>One Leisure Improvements</b> A scheme for works at St Neots Pool has not been completed in the year, and this is now subject to rephase to complete in early 2018/19.	(40)
	<b>Resources – FMS Archive and cash Receipting</b> With the delay of the Technology One project this work has also been delayed	(16)

<b>Variation Commentary Summary</b>		<b>£000s</b>
	<b>Resources – Loan to Huntingdon Town Council, Medway Replacement</b> Draft drawings have been completed with a Pre-App meeting already held, from which the architect is now completing final drawing ready for submission for Planning Permission during this month. There is a 13 week planning period and 6 week tender period, the anticipated draw down is programmed for June 2018. There is no MRP on this scheme.	(800)
	<b>Resources – Investment in HDC Ventures</b> The Council's company will not now be incorporated until 2018/19	(100)
	<b>Community – CCTV Wi-Fi and Cameras</b> HDC Ventures will not be commencing operation until 2018/19. Once partnership arrangements have been sorted out this budget will be allocated	(510)
	<b>Operations – Back Office</b> This scheme has been moved to 2018/19 while options have been considered	(135)
	<b>Resources – Bridge Place Car Park</b> This scheme has been delayed while Secretary of State approval is sought to use common land to park on	(304)
	<b>Leisure – Astroturf Pitch and Pool St Neots One Leisure</b> Lease negotiations between HDC & St. Neots Learning Partnership has now been successfully concluded, with the main sticking point over the Security of Tenure having been resolved. The school has now forwarded the Lease Agreement to the Dept of Education for the authorisation to release the land. The Draft Lease was sent to the Dept of Education in Nov. 2017 and an outcome is anticipated in early 2018. The goal is for the pool works to be completed prior to the 2018 summer holidays and the 3G pitch to be completed in time for the start of the new academic year in Sept. 2018.	(394)
	<b>Operations – Refit Projects</b> Following the finalisation of the lease at One Leisure St Neots, the refit improvements to that centre has now been put back into the programme. Work on the boilers at St Ives and building engineering management at each site has also been rephased.	(477)
	<b>Printing Equipment</b> The purchase of printing has been paused at the tender selection stage whilst the implications of HDC Ventures are thought through.	(176)
	<b>Pathfinder House</b> Works are still ongoing and it expected that the payment from DWP will be received in 2018/19, and that the project will come in on budget	158
	<b>VAT Partial Exemption</b> This budget will be rephased to meet VAT costs	(33)
	<b>Total</b>	<b>(3,116)</b>

5.3 The net spend on the Council's Capital Programme is financed via borrowing which has a revenue implication through the Minimum Revenue Provision (MRP).

5.4 Appendix D, Annexes C and D provide the following information:

**Annex C** provides details by scheme with proposed rephasing, expenditure to date and forecast outturn.

**Annex D** details the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing

## 6. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

6.1 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.



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

<b>CIS Investments</b>	<b>Budget (£'000)</b>	<b>Outturn (£'000)</b>	<b>Variance (£'000)</b>
<b>Cash Investments</b>			
CCLA Property Fund	(162)	(177)	(15)
<b>Total Cash Investments</b>	<b>(162)</b>	<b>(177)</b>	<b>(15)</b>
<b>Property Investments</b>			
Property Rental Income	(5,038)	(3,285)	1,753
MRP	1,896	0	(1,896)
<b>Net Direct Property Income</b>	<b>(3,142)</b>	<b>(3,285)</b>	<b>(143)</b>
Management Charge	144	2	(142)
<b>Total Property Investments</b>	<b>(2,998)</b>	<b>(3,283)</b>	<b>(285)</b>
<b>TOTAL</b>	<b>(3,160)</b>	<b>(3,460)</b>	<b>(300)</b>

### 6.3 Investments

Between January 2018 and end March 2018, 32 properties have been investigated as potential CIS investment opportunities. Significant work has been undertaken on a number of local investment opportunities. Our bid on property in Hinchingsbrooke was unfruitful as the owner ultimately decided not to sell due to lack of alternative investment opportunities open to them. A current bid in St Neots on a leisure property has just been accepted and subject to Cabinet approval. Further local opportunities (retail and distribution) are awaiting leases to be completed before being offered for sale and we are in an early bidder position for these. A summary of opportunities is included in **Appendix E**.

Returns from the CCLA property fund have remained at the 2016/17 level (circa 4.5%). Other investment vehicles such as bank deposits and money market funds interest rates continue to be low.

To date the majority of the Council's investments have been funded from earmarked reserves or cash balances with a £5m loan from PWLB secured for the acquisition at Fareham, the balance of the purchase price and acquisition costs was met from earmarked reserves.

## 7. COMMENTS OF OVERVIEW & SCRUTINY PANELS

7.1 Comments from the Overview and Scrutiny (Performance and Customers) Panel will be circulated separately to Cabinet following the Panel's meeting on 14 June 2018.

## 8. RECOMMENDATIONS

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

8.2 The Panel is also invited to consider and comment on financial performance at the end of March, as detailed in section 4 and in **Appendix D**, and the register of reviews of Commercial Investment Strategy propositions at **Appendix E**.

## 9. LIST OF APPENDICES INCLUDED

**Appendix A** – Performance Summary, Quarter 4, 2017/18

**Appendix B** – Corporate Plan Performance Report ('Red' status), Quarter 4, 2017/18

**Appendix C** – Project Performance ('Red' status), March 2018

**Appendix D** – Financial Performance Monitoring Suite (FPMS) including:

**Annex A** – Revenue Provisional Outturn and Service Commentary March 2018

**Annex B** – Movements to Earmarked Reserves 2017/18  
**Annex C** – Capital Programme Provisional Outturn, March 2018  
**Annex D** – Capital Programme Funding 2017/18  
**Annex E** – Financial Dashboard, March 2018

**Appendix E** – Register of reviews of CIS investment propositions 2017/18

## **CONTACT OFFICERS**

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

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

### **Project Performance (Appendix C)**

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

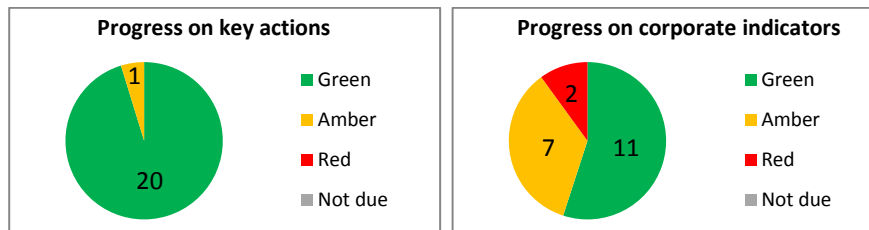
### **Financial Performance (Appendices D and E)**

Paul Loveday, Interim Finance Manager ☎ (01480) 388605

## Performance Summary Quarter 4, 2017/18

### Enabling communities

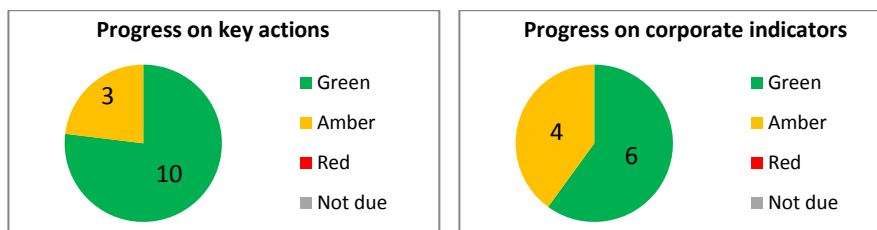
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include an increase in the number of fines issued for littering from a vehicle.

### Delivering sustainable growth

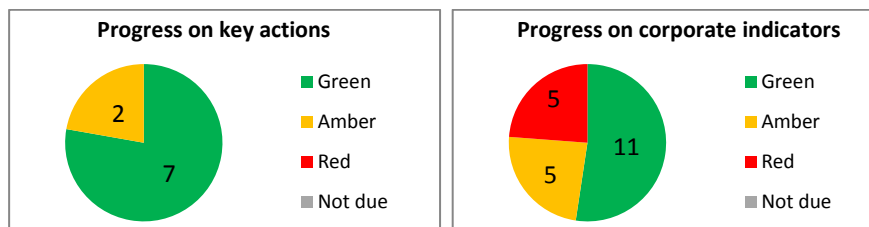
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the Local Plan to 2036 being submitted in March 2018.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include receiving £3.3m in Commercial Estate rental and Property Fund income (net of MRP - Minimum Revenue Provision), with income growth leveraged through new lettings and renewal of existing leases.

**STRATEGIC THEME – ENABLING COMMUNITIES**

Period January to March 2018

**Summary of progress for Key Actions**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	20		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**

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	11		7		2		0		0

**Corporate Performance and Contextual Indicators**

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 6. Average length of stay of all households placed in B&B accommodation Aim to minimise	5.1 weeks	6 weeks	7 weeks	<b>R</b>
Comments: (Customer Services) This is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available. Successful preventions also play an important part in preventing people hitting a crisis point and requiring a placement into temporary accommodation. Alternative sources of temporary accommodation continue to be brought on-line with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. There are c.30 units of this type in use as well as c.20 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.				

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 8. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000  Aim to minimise	35.8 weeks	28 weeks	40.6 weeks	<b>R</b>
Comments: (Development) The Cambs Home Improvement Agency recruited a new manager in Summer 2017. The new manager has introduced a performance plan to improve the time taken to complete DFGs and presented the plan at the December 2017 Overview & Scrutiny Panel (Communities and Environment) meeting. Although time taken to complete a DFG is still much longer than the target, the service is improving: time taken between referral and completion in Q1 = 44.7 weeks, Q2 = 44.4 weeks, Q3 = 41.1 weeks and Q4 = 30.9 weeks. This demonstrates a marked improvement in the speed of providing DFGs which is expected to continue.				

## STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period January to March 2018

### Summary of progress for Key Actions

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

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

### Summary of progress for Corporate Indicators

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
	6		4		0		0		0

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

Period January to March 2018

### 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
7		2		0		0		0	

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

### Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
11		5		5		0		0	

### Corporate Performance and Contextual Indicators

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 24. Number of missed bins per 1,000 household collections Aim to minimise	N/A	0.75	1.06	<b>R</b>
Comments: (Operations) March saw a considerable decrease in the number of bins missed with 0.59 missed per 1,000 collections, giving Q4 performance of 0.80 and an annual performance of 1.06.				
PI 34. Planned net budget reductions achieved Aim to maximise	£1.9m	£1.5m	£1.1m (provisional)	<b>R</b>
Comments: (Resources) Some savings were not achieved, some were partially achieved and some were foregone as a result of prior savings decisions being overturned during the year. Further details are provided at section 4.3 and 4.4 of the Integrated Performance Report.				
PI 38a. Percentage of stage 1 complaints resolved within time Aim to maximise	78%	98%	n/a	<b>R</b>

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
Comments: (Corporate Team) Concerns about the lack of stage 1 complaints recorded on the corporate system (only 5 in Q2 compared to 61 last year and 280 in Q1) are unresolved so we are unable to report accurately on this indicator. However, the high volume of late responses in Q1 (when 206 complaints were dealt with late, mostly relating to missed bin collections) means that overall performance for the year would have been well below target.				
PI 38b. Percentage of stage 2 complaints resolved within time  Aim to maximise	89%	98%	78%	<b>R</b>
Comments: (Corporate Team) 60% of Stage 2 complaints received in Q4 were responded to on time but Operations were late in responding to both of their complaints. Cumulative year to date performance was below target with 5 out of 23 dealt with late (4 relating to Operations and 1 to Development).				
PI 40. Percentage of calls to Call Centre answered  Aim to maximise	n/a	90%	79%	<b>R</b>
Comments: (Customer Services) In the last quarter an average answer rate of 86% was achieved. The yearly figure is influenced by lower performance between April and September. HDC is investigating options for an online customer portal and further changes to business process to improve our service level in the coming year.				



## Appendix C: Project Performance, End of Financial Year 2017/18

<b>Red =</b> Project is significantly behind schedule, seriously over budget, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, over budget, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	Pending Closure = In close-down stage	Pending Approval = Business Case to be approved	Closed = Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
---	---	---	--	--	--

### Projects relating to Huntingdonshire District Council services/facilities only:

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update / Programme Office comments	RAG Status	Latest Update Date
<b>Leisure Invest to Save Opportunities</b> Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots. <b>Programme:</b> Facing the Future <b>Project Manager:</b> Jon Clarke (Leisure) <b>Project Sponsor:</b> <i>Previously Cllr Daryl Brown</i>	30/09/15	<b>Red</b>  Historical delays due to legal issues with the lease.	02/09/18	02/09/18	A revised tender report was received on 09/03/18 identifying the same company as the most suitable to be appointed, however prices have increased by approx. 13-15% since March 2016. This increase is a result of increases in material costs but also surface performance changes introduced by FIFA, and adopted by Sport England. Consideration will need to be given to the scope of the work or seeking additional funding. It is anticipated that work could start at the end of May 2018 for completion by the end of August 2018.	<b>Red</b>	21-Mar-18

### 3C IT Projects where Huntingdonshire District Council is a customer

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Revised End Date	Latest Update Date
<b>Mobile Phone Contract Procurement</b> The current HDC contract ended in May 2017; CCC and SCDC are both out of contract. <b>Programme:</b> 3C Shared Services <b>Project Manager:</b> Caroline Huggon (3C ICT) <b>Project Sponsor:</b> Emma Alterton	TBC	TBC	31/03/2018	31/03/2018	The rollout of smart phones is now well underway at both SCDC and HDC. The pre-requisite work is due to start for CCC in the middle of March. We are currently working on populating the corporate App Store so new iPhone users will start to see more applications available to download in due course.	<b>Red</b>	12-Mar-18

<b>Red =</b> Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	<b>Amber =</b> Progress is behind schedule, some risks/issues have been identified or some documentation is missing. The project may be recoverable	<b>Green =</b> Progress is on track with no impact to delivery	<b>Pending Closure =</b> In close-down stage	<b>Pending Approval =</b> Business Case to be approved	<b>Closed =</b> Project is closed. Closedown report approved by Project Board and Project Management Governance Board.
--	--	---	---	---	---

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Revised End Date	Latest Update Date
<b>Server Room Consolidation Project</b> To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services. <b>Programme:</b> 3C Shared Services <b>Project Manager:</b> Martin Steadman (3C ICT) <b>Project Sponsor:</b> Fiona Bryant	TBC	TBC	31/03/2018	31/03/2018	Work is progressing with this project but unfortunately issues are being experienced with 3rd party suppliers, which has had an impact on timescales. These are currently being discussed with the Project Team.	Red	12-Mar-18

Other Shared Service Projects where Huntingdonshire District Council is a customer

Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Revised End Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Original Date	Latest Update Date
<b>Implementation of Financial Management System</b> To introduce a new Financial Management System across the council. <b>Programme:</b> 3C Shared Services <b>Project Manager:</b> Andrew Buckell (3C ICT)	TBC	Red	31/10/17	31/10/17	Capita have agreed to a new sign off of 26/1 and implement 6/2 however still 9 items with Capita. Go cash reconciliation to be fully tested. AR data migration issues being addressed and AR fixes arriving 5/2 which is late for UAT to complete 28/2. <b>Programme Office: Lack of updates will be raised at SMT.</b>	Red	15-Jan-18 (Via Bitrix Highlight Report)

# Appendix D

## Financial Performance Monitoring Suite, March 2018 Provisional Outturn 2017/18

### Executive Summary

This report sets out the provisional financial position at 31 March 2018. The actual outturn position cannot be confirmed until after the final accounts have been audited. The headlines are:

**Revenue** - the provisional outturn shows an overspend of £0.5m, this is £0.2m below the £0.7m overspend forecast in February 2018. The spread of this net figure over the Heads of Service has changed since the February forecast and is shown in the table at 2.1.

**Reserves** - The expected surplus for the year to be transferred to reserves is £3.6m. The bulk of this, £2.2m, will transfer to the budget surplus reserve to off-set future budget deficits. Some will remain in the General Fund reserve to maintain the 15% minimum level of reserves required. The remaining additional balance will be allocated:-

- £0.5m to the Market Towns Investment Fund
- £0.25m to the Transformation Reserve
- £0.25m to the Commercial Investment Fund
- £0.35m to the Collection Fund Reserve

The movements on useable reserves are shown in Annex B.

**Capital programme** – The provisional outturn shows an underspend of £3.1m. This was previously forecast to be an underspend of £1.7m in February 2018.

## 1. Financial Performance Headlines

This financial year the monthly management accounts show the gross expenditure by service. Where costs are funded by reserves, this is shown to provide the net position.

**Revenue**            The approved Budget is £17.2m and the Provisional Outturn is £17.7m which is an over spend of £0.5m. This is a reduction of £0.2m on the forecast at the end of February. However, there have been some large variations at service level when compared to last month's forecast. The main reasons for the service variations are shown on the next page. Action still needs to be taken to address this level of forecast overspend.

**Capital**            The approved Budget is £9.3m plus the re-phasing of £3.1m giving a revised total Capital Programme of £12.4m (£8.8m net, after taking account specific grants and contributions). The net provisional outturn is £5.7m giving an under spend of £3.1m compared to last month's Forecast underspend of £1.7m. The reasons for this variation are detailed at 5.

## 2. Summary Revenue Forecast variances by Service

2.1 The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

Service	Budget	Provisional Outturn - gross	Transfers to / (from) reserves	Provisional Outturn - net	Variance (underspend) / overspend	Change to Previous Month's Forecast Outturn	Main reasons for variance
	£000	£000	£000	£000	£000	£000	
Community	1,953	1,837	7	1,844	(109)	(47)	<ul style="list-style-type: none"> <li>Restructure and the impact of staffing vacancies during recruitment produced staff savings</li> <li>The fire at Eastfield House result in additional costs due to the need to maintain service delivery via outsourcing of printing activity</li> <li>Better than expected income to the service from fees and charges</li> </ul>
Customer Services	2,396	2,504	14	2,518	122	(20)	<ul style="list-style-type: none"> <li>Additional costs relating to higher volume of homelessness applications</li> <li>Customer service satellite offices remaining open.</li> <li>The Housing Benefits budget can have significant variation within each year with the cycle of payments which total c£33 million annually – meaning some in year variation is common.</li> </ul>
ICT	1,721	1,735	0	1,735	14	(160)	<ul style="list-style-type: none"> <li>Unplanned work as part of networking/firewall changes.</li> </ul>
Development	1,132	1,080	(125)	955	(177)	(121)	<ul style="list-style-type: none"> <li>Lower Planning Application fee income was off set by additional CIL administration income and other income sources</li> <li>Delays in recruitment to the new structure produced salary savings</li> </ul>
Leisure and Health	(160)	127	(12)	115	275	20	<ul style="list-style-type: none"> <li>Burgess Hall / Bar (£55K) and Impressions (£222K) are the two main areas where, despite efforts to attract more customers / members, the income did not achieve the budget target.</li> <li>Revenue impacts of delays in delivering the capital programme for OSLN 3G and swimming pool / changing room refurbishment and OLH dryside projects.</li> <li>Education income down on previous years especially at OL Sawtry by (£20K).</li> <li>In general terms Income is down £646K, but this has been mitigated in parts by savings on employee costs of £269K and building costs of £96K.</li> </ul>
Operations	4,035	4,832	75	4,907	872	170	<ul style="list-style-type: none"> <li>Complexity of waste management rounds rescheduling has meant savings have not been achieved this year, in order to ensure delivery of service.</li> <li>Contamination rates are affecting recycling credits and gate fees - this is a county wide issue that is being addressed.</li> <li>S106 Funding drying up.</li> <li>Ageing fleet (although replaced in Nov-17) contributed to higher transport costs.</li> </ul>
Resources	4,423	4,291	(91)	4,200	(223)	(44)	<ul style="list-style-type: none"> <li>Higher insurance premium costs</li> <li>CIS acquisitions behind schedule (i.e. reduced income) but compensated due to reduced MRP costs</li> <li>Additional grant and property fund</li> <li>MRP saving and higher income from existing commercial properties is off-setting the items above</li> </ul>
Directors & Corporate	1,711	2,052	(607)	1,445	(266)	43	<ul style="list-style-type: none"> <li>Balance from Mayoral, County, PCC and EU Referendum Elections</li> <li>Saving from having no District elections this year</li> <li>Staff savings due to some seconded officers not being backfilled and other vacancies held</li> <li>Reduced income from Land Charges</li> </ul>
<b>Total</b>	<b>17,211</b>	<b>18,458</b>	<b>(739)</b>	<b>17,719</b>	<b>508</b>	<b>(159)</b>	

2.2 Further analysis of the variance and service commentary are at **Annex A**. This provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the over spend.

### 2.3 ZBB Savings Foregone

The table below provides the impact of the ZBB savings on the forecast outturn which have subsequently been overturned.

Forecast outturn	£000	
2017/18 Forecast outturn		707
ZBB savings reversed:		
- Closure of Customer Services Centres	(23)	
- Document Centre (income foregone)	(67)	
- Car parks (income foregone and rationalisation)	(268)	
- Grass cutting (income foregone)	(70)	
- CCTV (income foregone)	(25)	(453)
2017/18 Forecast outturn – if ZBB proposals had not been reversed		254

### 3. Medium Term Financial Strategy

The provisional outturn for 2017/18 shows an overspend of £0.5m. The new MTFS period (2019/20 to 2022/23) incorporated adjustments for 2017/18 variances that were likely to impact later years. Now that the final position for 2017/18 is known these assumptions will be revisited in 2018/19 monitoring to see if there is likely to be an additional impact over the MTFS period.

### 4. Financial Dashboard

The Financial Dashboard is attached as **Annex D**. It provides information on the Council Tax Support scheme, NDR and Council Tax collection rates and a New Homes Bonus forecast.

## 5. Capital Programme

The approved gross Capital Programme 2017/18 is £9.3m. As part of the Quarter 4 Integrated Performance Suite, Cabinet (22/06/17) approved the rephasing of schemes from 2016/17 to 2017/18 totalling £3.1m, to give the total Capital Programme for 2017/18 of £12.4m.

The gross expenditure to date is £8.5m (68% of Budget) and the Capital Programme is forecast to have a net underspend of £3.1m, this includes underspends, rephasings and other variations. The forecast overspend on DFGs is partly funded from additional grants,

Variation Commentary Summary		£000s
<b><u>Overspend</u></b>		
<b>Development – DFGs</b>		777
The overspend is based on the current level of demand from clients. This is partly offset by private donations which are forecast to exceed the budget by £0.119m, this is a net overspend of £0.631m.		
<b>Development One Leisure St Ives</b>		49
Payment of retention for the scheme that was completed in 2012.		
<b>One Leisure Development Huntingdon</b>		27
During the development the opportunity has been taken to upgrade associated facilities, whilst this had lead to extra cost the customer experience will be enhanced.		
<b>Audio Visual Equipment</b>		10
This equipment has now been replaced in the Civic Suite with the best tendered price exceeding the cost allocation.		
<b>New FMS</b>		80
Due to the extended implementation period expenditure has increased.		
<b>One Leisure Changing Facilities</b>		6
This small amount will be funded from an earmarked reserve.		
<b>Operations – Play Equipment</b>		1
Extra equipment purchases.		
<b>Virtual Server</b>		39
Expenditure on the changes to the server network has exceeded the budget because of extra consultancy work required during the upgrade (This is HDC's share)		
<b><u>Underspend</u></b>		
<b>Operations – Vehicle Fleet Replacement</b>		(98)
A saving has resulted from actual prices of vehicles being less than that estimated at the procurement stage.		
<b>One Leisure St Ives – Burgess Hall</b>		(44)
Bar shutters were included in the original estimate, but SMT decided that these should not be fitted.		
<b>Resources – Clifton Road Industrial Unit and Levellers Lanes</b>		(20)
The roofing schemes are now complete for Levellers Lane and Phoenix Court, the Clifton Road scheme is now complete.		
<b>3CS ICT - Telephones</b>		(1)
This scheme is complete with the tender price being marginally under the allocation.		
<b>Huntingdon West Development</b>		(20)
Payments relating to the CPO are still on-going		
<b>Wheeled Bins</b>		(25)
The number of bins required is less than expected due to the use of bins in stock		
<b><u>Rephase</u></b>		
<b>Transformation</b>		(1,000)
The projects committed to from this budget, in the main Council Anywhere have not commenced in 2017/18, and it is expected that these projects will be completed in early 2018/19.		
<b>Flexible Working</b>		(15)
Improvements to mobile phone and mobile phones management have cost less than expected		
<b>Operations – Salix</b>		(55)
The budget available has been reduced based on the amount of work completed in previous years.		

<b>Variation Commentary Summary</b>		<b>£000s</b>
<b>One Leisure Improvements</b> A scheme for works at St Neots Pool has not been completed in the year, and this is now subject to rephase to complete in early 2018/19.		(40)
<b>Resources – FMS Archive and cash Receipting</b> With the delay of the Technology One project this work has also been delayed		(16)
<b>Resources – Loan to Huntingdon Town Council, Medway Replacement</b> Draft drawings have been completed with a Pre-App meeting already held, from which the architect is now completing final drawing ready for submission for Planning Permission during this month. There is a 13 week planning period and 6 week tender period, the anticipated draw down is programmed for June 2018. There is no MRP on this scheme.		(800)
<b>Resources – Investment in HDC Ventures</b> The Council's company will not now be incorporated until 2018/19		(100)
<b>Community – CCTV Wi-Fi and Cameras</b> HDC Ventures will not be commencing operation until 2018/19. Once partnership arrangements have been sorted out this budget will be allocated		(510)
<b>Operations – Back Office</b> This scheme has been moved to 2018/19 while options have been considered		(135)
<b>Resources – Bridge Place Car Park</b> This scheme has been delayed while Secretary of State approval is sought to use common land to park on		(304)
<b>Leisure – Astroturf Pitch and Pool St Neots One Leisure</b> Lease negotiations between HDC & St. Neots Learning Partnership has now been successfully concluded, with the main sticking point over the Security of Tenure having been resolved. The school has now forwarded the Lease Agreement to the Dept of Education for the authorisation to release the land. The Draft Lease was sent to the Dept of Education in Nov. 2017 and an outcome is anticipated in early 2018. The goal is for the pool works to be completed prior to the 2018 summer holidays and the 3G pitch to be completed in time for the start of the new academic year in Sept. 2018.		(394)
<b>Operations – Refit Projects</b> Following the finalisation of the lease at One Leisure St Neots, the refit improvements to that centre has now been put back into the programme. Work on the boilers at St Ives and building engineering management at each site has also been rephased.		(477)
<b>Printing Equipment</b> The purchase of printing has been paused at the tender selection stage whilst the implications of HDC Ventures are thought through.		(176)
<b>Pathfinder House</b> Works are still ongoing and it expected that the payment from DWP will be received in 2018/19, and that the project will come in on budget		158
<b>VAT Partial Exemption</b> This budget will be rephased to meet VAT costs		(33)
<b>Total</b>		<b>(3,116)</b>

This process of managing under/over spends on the programme is managed by the Finance and Performance Governance Board. Factors such as preliminary work and planning, unexpected resource issues and others can lead to variations.

The net spend on the Council's Capital Programme is financed via borrowing which has a revenue implication through the Minimum Revenue Provision (MRP).

Annexes C and D provide the following information:

**Annex C** – the Capital Programme by scheme with proposed rephasing, expenditure to date and forecast outturn.

**Annex D** – the financing of the Capital Programme showing the funding from grants and contributions, capital receipts, use of earmarked and capital reserves and internal borrowing.



## Service Commentary

## Annex A

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. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

Revenue Forecast Outturn	2017/18 Draft Provisional Outturn						
	Budget	Provisional Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Provisional Outturn	Net Variation	
	£'000	£'000	£'000	£'000	£'000	£'000	%
<b>Revenue by Service:</b>							
Community	1,953	1,837		7	1,844	(109)	-5.6
Customer Services	2,396	2,504	(13)	27	2,518	122	5.1
ICT Shared Service	1,721	1,735			1,735	14	0.8
Development	1,132	1,080	(342)	217	955	(177)	-15.6
Leisure & Health	(160)	127	(37)	25	115	275	171.9
Operations	4,035	4,832	(168)	243	4,907	872	21.6
Resources	4,423	4,291	(181)	90	4,200	(223)	-5.0
Directors and Corporate	1,711	2,052	(607)		1,445	(266)	-15.5
<b>Net Revenue Expenditure</b>	<b>17,211</b>	<b>18,458</b>	<b>(1,348)</b>	<b>609</b>	<b>17,719</b>	<b>508</b>	<b>3.0</b>
Contributions to/(from) Earmarked Reserves	0	(739)				(739)	0.0
Service Contribution to Reserves	2,966	2,458				(508)	-17.1
<b>Budget Requirement (Services)</b>	<b>20,177</b>	<b>20,177</b>					
<b>Financing:-</b>							
Taxation & Government Grants	(10,477)	(11,025)				(548)	5.2
Contribution to/(from) Reserves	(1,534)	(986)				548	-35.7
<b>Council Tax for Huntingdonshire DC</b>	<b>(8,166)</b>	<b>(8,166)</b>					

Note:

Red – over spend by 2% or more

Amber – underspend by more than 4%

Green – overspend up to 2% and underspend up to 4%

**Service Provisional Outturn as at 31st March 2018**

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Provisional Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Provisional Outturn (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Community</b>						
4,300	Head Of Community Total	89,875	87,714	6,612	94,326	4,451	
11,063	C C T V Total	(70,393)	(59,330)	0	(59,330)	11,063	Review of income recognised error in invoicing, error corrected resulted in in-year refund of overpayments <b>Action on Overspend</b> - To be recovered in service
(7,102)	C C T V Shared Service Total	256,389	244,649	0	244,649	(11,740)	Savings due to vacant posts within the year and better than expected income from the year, overset by high than expected costs for the maintenance of the camera network
24,095	Commercial Team Total	293,803	311,601	0	311,601	17,798	Savings from the delayed recruitment to posts vacated during the restructure of the service, offset by redundancy costs charged to service, lower than expected income from traded activities including training and primary authority <b>Action on Overspend</b> - The redundancy costs are one-off and can be covered by savings within the division.
(6,890)	Corporate Health & Safety	102,622	96,208	0	96,208	(6,414)	
(21,671)	Licensing	(137,464)	(182,448)	0	(182,448)	(44,984)	Predicting higher than expected income on licensing at this point in the year, particularly from Licensing Act 2003 licensed premises, and in increase in the number of licensed Hackney Carriage and Private Hire vehicles. Budget process impacted by process changes including direct payment for DBS checks by the applicants , and increased costs for vehicle inspections
(31,813)	Community Team	624,632	573,569	0	573,569	(51,063)	Promotion of the Council's pest control service during 2017/18 seeks to increase income along with increased Environmental Enforcement activity resulting from the Community restructure. Savings predicted from the salaries budget due to part-time working within a number of the Community team posts. Impacted by costs of implementation for the Public Space Protection Order for Dog Control, including the purchase of replacement PSPO signage, and higher than expected rental costs
(38,745)	Environmental Protection Team	379,555	330,798	0	330,798	(48,757)	Savings from the recruitment to posts arising from the restructure of the Community service combined with better than expected income, offset by higher than budgetted supplies and services
5,884	Emergency Planning	11,575	5,906	0	5,906	(5,669)	
(4,859)	Environmental Health Admin	139,140	133,624	0	133,624	(5,516)	
3,431	Document Centre	263,426	294,928	0	294,928	31,502	Impact of outsourcing of printing activities during the recovery from the fire at Eastfield House. <b>Action on Overspend</b> - recovery of costs from the insurance claim, costs recovered in service.
<b>(62,306)</b>		<b>1,953,160</b>	<b>1,837,221</b>	<b>6,612</b>	<b>1,843,833</b>	<b>(109,327)</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Customer Services</b>						
(182)	Head of Customer Services	97,080	63,378	27,039	90,417	(6,663)	
1,744	Local Tax Collection	(226,770)	(226,059)	0	(226,059)	711	
49,004	Housing Benefits - Homeless	281,996	359,065	0	359,065	77,069	Reflects higher numbers of homeless placed in Bed & Breakfast accommodation. This is the net cost to HDC after taking into account customers income and Government subsidy. Use of B&B is necessary as no alternatives are available. Longer term solutions are being pursued. The 2018/19 MTFB budget was increased as this higher level of expenditure is expected to continue in the short term.
115,997	Housing Benefits - Other	637,731	764,055	(12,779)	751,276	113,545	Additional contribution to bad debt provision of £26k was required. Net £35k increase on benefits payments - this is a very large budget with £33million in benefit payments moving in/out of it annually, a variation of this amount is not uncommon. Of the remaining variation, £19k extra was spent on staff, summons cost recovered were £23k lower than expected and £13k of project related expenditure will be covered by reserves. These variations are not likely to continue into future years.
(22,277)	Council Tax Support	(134,894)	(156,193)	0	(156,193)	(21,299)	(£20k) of old Council Tax Benefits overpayments recovered.
(9,896)	Housing Needs	917,332	863,797	0	863,797	(53,535)	New Burdens grant for Homeless Act implementation (£56k). Higher bad debt provision £18k. Staff savings on vacant posts (£32k). Higher expenditure on homeless families £19k
8,010	Customer Services	823,404	836,200	0	836,200	12,796	Staff savings in the main CSC are helping to off-set the additional costs of keeping the satellite offices open. The 2018/19 MTFB budget was increased to cover the continuing cost of the satellite offices.
<b>142,400</b>		<b>2,395,879</b>	<b>2,504,242</b>	<b>14,260</b>	<b>2,518,502</b>	<b>122,623</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of ICT Shared Service</b>						
173,722	ICT Shared Service	1,721,333	1,735,067	0	1,735,067	13,734	Over the past 3 months a considerable amount of work has been conducted to critically review all 3C ICT transactions against the original business case, verify with partners forecast costs and ensure partners were recharged appropriately for items not included in the original transferred budgets. Many of the issues are due to a member of staff who is no longer with the service and poor accounting processes within 3C ICT. With over 2000 transactions to cross correlate again the FMS and original budgets this has taken considerable time and also required partner review. The net effect is that there has been a large number of forecast transactions removed/updated, moved to the correct partner cost centres and considerable recharging activity resulting in a positive movement in the budgets for HDC. The swing in February occurred when partners accepted the charges. Moving forward processes to control this have been established with additional restructuring in the FMS. Transactions/recharges will be reviewed on a monthly basis with improved transactional review. Overall performance against budget is favourable, the final outturn figure is largely due to increased VMB charges for unplanned work as part of networking/firewall changes.
<b>173,722</b>		<b>1,721,333</b>	<b>1,735,067</b>	<b>0</b>	<b>1,735,067</b>	<b>13,734</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
<b>Head of Development</b>							
2,076	Head of Development	81,516	83,628	0	83,628	2,112	
(275)	Building Control	147,670	227,862	(126,577)	101,285	(46,385)	HDC receiving (£30K) recharge for office accommodation costs, (£6K) recharge for costs incurred on behalf of 3CBC and (£10K) reduced costs of HDC share of non-fee earning costs.
(74,395)	Economic Development	253,389	169,834	0	169,834	(83,555)	(£71K) saving due to delay in recruiting to new posts, then deletion of Marketing Officer post and savings from secondment to Mosaic Team. (£12K) income from BID Huntingdon levy collection.
(177,972)	Planning Policy	706,848	446,328	(67)	446,261	(260,587)	(£205k) due to increase in CIL admin income. JSPU disbanded and (£5.5k) contribution no longer required. (£12K) contribution not paid out. £10K spend on viability. (£9K) costs recovered. Forecasting net £4k decrease in Neighbourhood planning fees over costs. £28k additional staff cost but (£25K) income for Wintringham Park staffing. £214K additional Local Plan consultants costs but (£25K) funded within budget and (£189K) of Local Plan spend, principally on Strategic Transport Study, to be funded from Local Plan Earmarked Reserve. (£50K) income to support Strategic Developments. Smaller variances amounting to (£5k).
0	Transportation Strategy	56,120	50,096	0	50,096	(6,024)	
1,600	Public Transport	26,100	23,834	0	23,834	(2,266)	
222,854	Development Management	(359,076)	(99,308)	0	(99,308)	259,768	Received (£96k) for Wintringham Park Appeal Costs (Paid for in 1617) Planning App income £265k lower than budget. Pre-app fee income £5k lower. Appeal overspend of £96k. Smaller variances amounting to (£5K).
(29,439)	Housing Strategy	219,892	178,162	1,620	179,782	(40,110)	(£37k) Reassessed staff costs forecast for 2017/18. (£4K) income from staff secondment to CCC. £11k Additional costs over income at Mobile Home Park. (£7k) Lower renovation/improvement grant payments. Smaller variances amounting to £3k.
<b>(55,550)</b>		<b>1,132,459</b>	<b>1,080,436</b>	<b>(125,024)</b>	<b>955,412</b>	<b>(177,047)</b>	
<b>Head of Leisure &amp; Health</b>							
(439)	Head of Leisure & Health	80,980	80,531	0	80,531	(449)	
(6,123)	One Leisure Active Lifestyles	203,274	197,463	0	197,463	(5,811)	
261,002	One Leisure	(444,236)	(150,855)	(12,235)	(163,090)	281,146	This month sees a variance of £20K on the previous months forecast. This is due to the accounting for £8K in reserves and £10K in utility costs not forecasted for previously at OLSN.
<b>254,439</b>		<b>(159,982)</b>	<b>127,139</b>	<b>(12,235)</b>	<b>114,904</b>	<b>274,886</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Operations</b>						
5,313	Head of Operations	78,789	85,000	0	85,000	6,211	
6,992	Environmental & Energy Mgt	77,167	82,659	0	82,659	5,492	
(1,763)	Street Cleansing	793,949	817,674	0	817,674	23,725	£28k saving from carrying 3 vacancies for 1st Quarter (0.75 FTE) and other vacancies November to March. Additional income £7k. Higher vehicle maintenance costs £47k
38,388	Green Spaces	1,165,650	1,314,477	(93,396)	1,221,081	55,431	£79k staff saving from 3x6 month posts not filled and other vacancies for part year. £151k funding due from S106 receipts is now expected to reduce to £125k. Additional play equipment maintenance costs £25k. Vehicle costs up £43k. £28k reduced income from Arb and charges to Towns and Parishes. £18k urgent Watercourses work, water courses have been neglected and current budget is too low.
(11,308)	Public Conveniences	13,400	3,668	0	3,668	(9,732)	
650,144	Waste Management	2,000,856	2,738,893	0	2,738,893	738,037	Additional staff costs £410k because round rescheduling savings unable to be achieved and transitional costs to the new rounds. Dispute with recycling contractor £47k. Vehicle hire and vehicle maintenance increased due to aging fleet and pending insurance claim £37k. Diesel usage up £74k <b>Action on Overspend</b> - Internal audit has been completed. ASPE service review to be completed by end of Feb, Financial analysis to be completed by end of Feb. Provide independent round evaluation by end of March. Then compile waste improvement plan for 2018/19.
20,354	Facilities Management	1,069,413	1,081,043	0	1,081,043	11,630	£47k Rent to DWP not anticipated to start this year. £4k rent reduction given to Muir. £39k reduction in building maintenance while awaiting survey.
16,430	Fleet Management	256,247	268,796	0	268,796	12,549	Additional cost incurred - installation of fleet management system
18,091	Markets	(67,542)	(45,474)	0	(45,474)	22,068	£5k discount anticipated to encourage traders in Jan & Feb. £6k income reduction. £6k Staff regrading
(40,649)	Car Parks	(1,352,616)	(1,514,521)	168,879	(1,345,642)	6,974	
<b>701,991</b>		<b>4,035,313</b>	<b>4,832,215</b>	<b>75,483</b>	<b>4,907,698</b>	<b>872,385</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Head of Resources</b>						
440	Head of Resources	87,865	88,804	0	88,804	939	
(287,458)	Corporate Finance	4,604,336	4,427,229	(82,779)	4,344,450	(259,886)	Redundancy payments and strain which will be covered by reserves (-19k), reduced MRP (-£164k), extra income from loans to other organisations (-£152k), increased IDB levy cost from parishes (+£11k), Government grant DCLG Ctax Discount (-£24k)
7,962	Legal	218,060	207,918	0	207,918	(10,142)	
105,133	Audit & Risk Mgmt	556,355	668,230	0	668,230	111,875	Net saving on Secondment against external supplier costs (-£12k), increased costs relating to insurance premiums (+£119k). <b>Action on Overspend</b> - Not possible to reduce in the short-term as this is as a consequence of higher insurance premiums. The largest is as a consequence of the Jan 2017 refuse freighter accident.
138	Procurement	60,226	60,524	0	60,524	298	
76,715	Finance	687,208	870,019	(98,412)	771,607	84,399	Delay in FMS has resulted in staffing resources needed for longer and additional temp staff for back filling and covering longterm sickness (+£178k) the TechOne hired staff is to be covered by reserves (-£98k), Delay in new FMS resulting in reduced software licensing costs (-£25k) and increased consultancy costs (+£22k) <b>Action on Overspend</b> - There are one-off costs relating to the implementaiton of the FMS; they should not be repeated next year.
153,714	Commercial Estates	(2,633,916)	(2,638,739)	90,000	(2,548,739)	85,177	Property Maintenance costs and additional insurance (+£69k), higher staffing costs as part of Comm Estates (+£165k), reduced CIS income due to highly competitive market and therefore reduced CIS propositions being acquired (+£166k) (this variance is a mix of reduced MRP expenditure and reduced CIS income). Increased estates income excl CIS (-£308k) <b>Action on Overspend</b> - The service continues to proactively investigate CIS opportunities and will complete on an acquisition during October; however further investments are required to meet income targets. In addition, alternative delivery models for Commercial Estates are being investigated including the potential to place the management element within HDC Futures.
(236,175)	HR and Payroll	841,561	605,559	0	605,559	(236,002)	Vacancies in HR (-£82k), Saving in Apprenticeship scheme which started in Sept (-£154k), long service award payment (+£23k), no external training provided (+£10k) and consultant for HR restructure in next financial year (-£31k)
<b>(179,530)</b>		<b>4,421,695</b>	<b>4,289,544</b>	<b>(91,191)</b>	<b>4,198,353</b>	<b>(223,342)</b>	

FEBRUARY FORECAST		MARCH PROVISIONAL OUTTURN VERSUS BUDGET					
Variance (Net)	Service	2017/18 Budget	2017/18 Forecast Outturn (Gross)	Transfers to/ (from) Earmarked Reserves	2017/18 Forecast (Net)	Variance (Net)	Comments on Variance +/- £10,000
£		£	£	£	£	£	
	<b>Corporate Team Manager</b>						
(111,926)	Democratic & Elections	776,150	715,266	0	715,266	(60,884)	(£53k) saving from no district elections in 2017; £50k spend for 2018 district "All out" election, funded from reserves; (£67k) balance from Mayoral, County, PCC, EU Ref Elections; £9k Member Code of Conduct Enquiries no budget; £66k land charges reduction in demand; (£25k) reduction in Cabinet size + not all member allowances claimed; (£4k) tri annual member allowances review postponed to 2018/19.
(41,304)	Directors	499,847	461,651	(9,881)	451,770	(48,077)	(£28k) Corporate Director Vacancy, other PA vacancies (£33k)
(154,917)	Corporate Team	434,710	314,180	(36,074)	278,106	(156,604)	(£93k) Several members of staff moved to Transformation; (£30k) Marketing Post moved to One Leisure; (£32k) holding vacancies; £36k 3C Shared Service Hub)
0	Transformation	0	560,705	(560,705)	0	0	Programme streams expenditure profile now shows that some expenditure will slip to later years of the transformation programme. £1m of reserves set aside to fund the transformation programme.
<b>(308,147)</b>		<b>1,710,707</b>	<b>2,051,801</b>	<b>(606,660)</b>	<b>1,445,141</b>	<b>(265,566)</b>	
<b>667,019</b>	<b>HDC Totals</b>	<b>17,210,563</b>	<b>18,457,665</b>	<b>(738,756)</b>	<b>17,718,909</b>	<b>508,346</b>	



## Movements to Earmarked Reserves 2017/18

Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2017	Additions 2017/18	Applied 2017/18	Transfers 2017/18	Balance 31 March 2018	Comment
			£'000	£'000	£'000	£'000	£'000	
S106 Agreements	Development	Andy Moffat	(1,077)	(393)	85	0	(1,385)	Subject to S.106 contractual restrictions
Commuted S106 Payments	Development	Andy Moffat	(1,322)	(4)	93	0	(1,233)	Subject to S.106 contractual restrictions
Chequers Court Reserve	Resources	Clive Mason	(500)	0	0	250	(250)	Reserve to meet potential shortfall in S.106 funding at Chequers Court.
One Leisure St Ives 3G Pitch	Leisure & Health	Jayne Wisely	(150)	(25)	0	0	(175)	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	(66)	(6)	0	0	(72)	Phased reduction from 2016/17 to 2019/20.
Oak Tree Centre Renewals Fnd	Resources	Clive Mason	(877)	0	0	0	(877)	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 Fund	Resources	Clive Mason	(3,997)	(98)	747	(250)	(3,598)	Fund to meet future Commercial Investment Strategy acquisitions.
Budget Surplus Reserve	Resources	Clive Mason	(75)	(244)	107	(2,000)	(2,212)	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	(1,300)	0	302	0	(998)	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	(82)	0	0	0	(82)	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	127	0	0	Rolling Fund for Building Control surpluses, has now been transferred to Cambridge City Council as part of the 3C's shared service arrangement.
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	(633)	(25)	215	0	(443)	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.
Transformation Reserve	Resources	Clive Mason	(1,037)	(27)	606	(250)	(708)	£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
Cambridge Anti-Fraud Network	Customer	John Taylor	(15)	0	13	0	(2)	External funding relating to HDC Anti-Fraud Activity. To be used with a range of Cambridgeshire partners. HDC is the accountable body.
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	(536)	0	0	0	(536)	
Mobile Home Park Renewals Fund	Resources	Andy Moffat	(10)	(1)	0	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 Reserve	Resources	Clive Mason	(1,961)	0	1,247	(600)	(1,314)	Technical reserve to meet costs relating to the Collection Fund; especially costs relating to previous years Collection Fund surplus/deficits.

Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2017	Additions 2017/18	Applied 2017/18	Transfers 2017/18	Balance 31 March 2018	Comment
			£'000	£'000	£'000	£'000	£'000	
CIL Admin Proportion not Received	Development	Andy Moffat	(282)	(190)	0	0	(472)	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	(116)	0	0	0	(116)	2016/17 budget allocation for FMS implementation costs transferred to reserve when project implementation was put back. Should be used in 2017/18
OL Huntingdon/Medway Centre Transfer	Resources	Clive Mason	(300)	0	300	0	0	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	(100)	0	0	0	(100)	Reserve set up from 2016/17 Budget Surplus to cover the setting up of the new trading company.
Business Intelligence	Resources	Clive Mason	(80)	0	0	0	(80)	
ICT Shared Service Reserve	ICT Shared Service	Paul Sumpter	(44)	0	0	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.
<b>New Reserves 2017/18</b>								
District Elections Reserve	Corporate	Adrian Dobbyne	0	0	0	(182)	(182)	Reserve set up in 2017/18 to even out the budget impact of moving to 4-yearly District Elections
Market Towns Investment Fund	Resources	Clive Mason	0	0	0	(500)	(500)	Reserve set up in 2017/18 to support the redevelopment of Huntingdonshire's Market Towns.
<b>TOTAL Earmarked Reserves</b>			<b>(15,310)</b>	<b>(1,013)</b>	<b>3,842</b>	<b>(3,532)</b>	<b>(16,013)</b>	
<b>General Fund Reserve</b>			<b>(2,598)</b>	<b>(3,592)</b>	<b>0</b>	<b>3,532</b>	<b>(2,658)</b>	

Capital Programme 2017/18		Provisional Outturn						
Table 1 Expenditure	Status	Budget Manager	Approved Budget £	Slippage or Supplementary £	Updated Budget £	Expenditure £	Net Variance £	
<b>Community</b>								
CCTV Camera Replacements	Waiting for company formation	Chris Stopford	190,000	30,000	220,000	0	(220,000)	
CCTV Pathfinder House Resilience		Chris Stopford	20,000		20,000	0	(20,000)	
CCTV Wi-Fi		Chris Stopford	250,000		250,000	0	(250,000)	
Lone Worker Software		Chris Stopford	20,000		20,000	0	(20,000)	
						0	0	
<b>Development</b>								
Disabled Facilities Grants	Overspend forecast due to excess demand	Caroline Hannon	1,300,000		1,300,000	2,467,958	1,167,958	
Huntingdon West Development	CPO expenditure expected	Claire Burton		35,000	35,000	76,101	41,101	
Alconbury Weald Remediation	Agreement with U&C for loan	Sue Bedlow	1,985,000		1,985,000	1,005,444	(979,556)	
						0	0	
<b>Leisure and Health</b>								
One Leisure Improvements	Projects complete	Pete Corley	205,000	(40,000)	165,000	167,144	2,144	
Burgess Hall	Project complete	Gareth Clark	305,000		305,000	261,051	(43,949)	
One Leisure Huntingdon Changing Facilities	Complete	Karen Martin-Peters		72,000	72,000	286,372	214,372	
One Leisure Huntingdon Development	Project complete	Paul France	779,000	31,000	810,000	855,100	45,100	
One Leisure St Neots Synthetic Pitch	Project delayed due to lease	Jon Clarke		390,000	390,000	0	(390,000)	
One Leisure St Ives Redevelopment	Retention from 2011 scheme		0	0	0	65,666	65,666	
OL St Neots Pool	Project delayed due to lease negotiations	Jon Clarke	290,000		290,000	11,043	(278,957)	
						0	0	
<b>Resources</b>								
Phoenix Court Lane Industrial Unit Roof Enhancement	Tenders returned - over budget. Best estimate now adopted as realistic price but subject to building surveyor review	Jackie Golby	157,000	40,000	197,000	245,417	48,417	
Levellers Lane Industrial Unit Roof Enhancement		Jackie Golby	56,000	22,000	78,000	79,596	1,596	
Clifton Road Industrial Unit Roof Enhancement		Jackie Golby	49,000	21,000	70,000	0	(70,000)	
Cash Receipting System	Project complete	Paul Loveday		26,000	26,000	23,897	(2,103)	
	Go live July, development in progress							
Financial Management System Replacement		Paul Loveday		27,000	27,000	106,916	79,916	
FMS Archive	Payment made	Paul Loveday	14,000		14,000	0	(14,000)	
VAT Exempt Capital	Related to roofs	Paul Loveday	29,000	59,000	88,000	15,000	(73,000)	
Capital Grant to Huntingdon Town Council	Paid	Paul Loveday		338,000	338,000	338,000	0	
Loan Facility to Huntingdon Town Council	Required June 2018	Paul Loveday		800,000	800,000	0	(800,000)	
	Company registered, company set up in progress							
Investment in Company		Paul Loveday		100,000	100,000	0	(100,000)	
							0	
<b>Customer Services</b>								
Printing Equipment	Tenders received but paused	Andy Lusha	176,000		176,000	0	(176,000)	
E-forms	Finished	Amanda Burns		3,000	3,000	2,541	(459)	
							0	
<b>ICT</b>								
Flexible Working - 3CSS	Mobile phone project complete	Emma Alterton	50,000		50,000	35,230	(14,770)	
Telephones - 3CSS	Project complete	Emma Alterton		28,000	28,000	26,732	(1,268)	
Virtual Server - 3CSS	Project complete	Emma Alterton		81,000	81,000	120,334	39,334	
							0	
<b>Operations</b>								
Building Efficiencies (Salix)	Spent on floodlighting at EFH and OL sites	Chris Jablonski	28,000	54,000	82,000	26,642	(55,358)	
Wheeled Bins	Orders complete	Heidi Field	231,000		231,000	188,587	(42,413)	
							(42,413)	
Vehicle Fleet Replacement		David Rook	1,146,000	367,000	1,513,000	1,415,214	(97,786)	
Operations Back Office Development	IT examining business case	Matt Chudley	135,000		135,000	0	(135,000)	
Play Equipment	Purchases complete	Helen Lack	24,000		24,000	24,829	829	
Re-Fit Buildings	Part completed some works to be rephased	Chris Jablonski	311,000	481,000	792,000	315,533	(476,467)	
	Order with Brehenny to produce a design but on hold pending sale of land							
Bridge Place Car Park Godmanchester		George Mc Dowell	218,000	100,000	318,000	14,037	(303,963)	
Pathfinder House Reception (DWP)	Project underway but incomplete	Chris Jablonski	303,000		303,000	183,147	(119,853)	
							(119,853)	
In Cab Technology		Matt Chudley	75,000	(75,000)	0	0	0	
Civic Suite Audio Equipment	Works complete	Emma Alterton		108,000	108,000	117,728	9,728	
							0	
<b>Transformation</b>								
Transformation Schemes	Plan to rollout Council Anywhere, plus other planned transformation projects	John Taylor	1,000,000		1,000,000	0	(1,000,000)	
<b>Total Expenditure</b>			<b>9,346,000</b>	<b>3,098,000</b>	<b>12,444,000</b>	<b>8,475,259</b>	<b>(3,968,741)</b>	

**Capital Programme 2017/18**
**Provisional Outturn**
**Annex D**

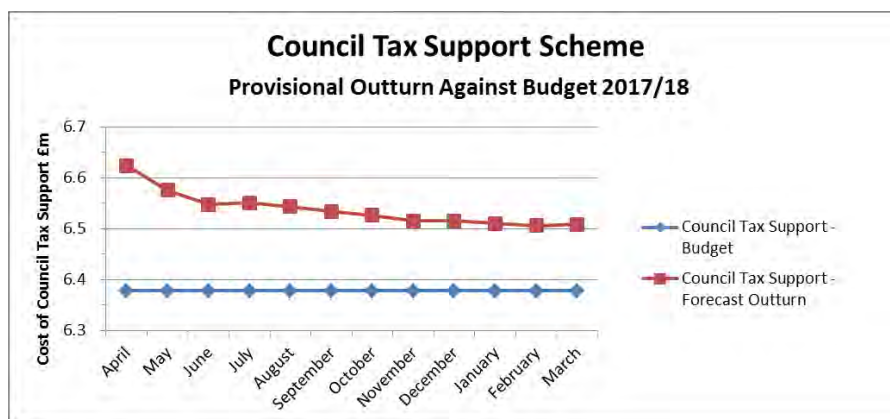
<b>Table 2 Funding of Capital Programme</b>	<b>Budget Manager</b>	<b>Approved Budget</b>	<b>Slippage or Supplementary</b>	<b>Updated Budget</b>	<b>Expenditure</b>	<b>Variance</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Grants and Contributions</b>						
DFGs	Caroline Hannon	(1,000,000)	0	(1,000,000)	(1,391,037)	(391,037)
Pathfinder House Reception	Chris Jablonski	(278,000)	0	(278,000)	0	278,000
Wheeled Bins	Heidi Field	(89,000)	0	(89,000)	(71,749)	17,251
Synthetic Pitch	Jon Clarke	0	(274,000)	(274,000)	0	274,000
One Leisure Huntingdon Changing Facilities	Karen Martin-Peters	0	0	0	(208,000)	(208,000)
One Leisure Huntingdon Development	Paul France	0	0	0	(16,316)	(16,316)
One Leisure St Ives Development	Chris Keeble	0	0	0	(18,500)	(18,500)
		0	0	0	0	0
<b>Total Grants and Contributions</b>		<b>(1,367,000)</b>	<b>(274,000)</b>	<b>(1,641,000)</b>	<b>(1,705,602)</b>	<b>(64,602)</b>
<b>Use of Capital Reserves</b>						
Alconbury Remediation Works Reserve	Sue Bedlow	(1,985,000)	0	(1,985,000)	(1,005,444)	979,556
<b>Total Capital Reserves</b>		<b>(1,985,000)</b>	<b>0</b>	<b>(1,985,000)</b>	<b>(1,005,444)</b>	<b>979,556</b>
<b>Capital Receipts</b>						
Loan Repayments	Paul Loveday	(320,000)	0	(320,000)	(238,000)	0
Housing Clawback Receipts	Paul Loveday	(500,000)	0	(500,000)	(450,618)	0
<b>Total Capital Receipts</b>		<b>(820,000)</b>	<b>0</b>	<b>(820,000)</b>	<b>(688,618)</b>	<b>0</b>
<b>Use of Earmarked Reserves</b>						
Financial Management System Replacement	Paul Loveday	0	(27,000)	(27,000)	(106,916)	(73,000)
Capital Grant to Huntingdon Town Council	Paul Loveday	0	(300,000)	(300,000)	(338,000)	(38,000)
Investment in Trading Company	Paul Loveday	0	(100,000)	(100,000)	0	0
ICT Transformation	John Taylor	(1,000,000)	0	(1,000,000)	0	0
FMS Archive	Paul Loveday	(14,000)	0	(14,000)	0	0
CIL Reserve	Andy Moffat	0	0	0	(61,332)	(61,332)
<b>To Earmarked Reserves</b>		<b>(1,014,000)</b>	<b>(427,000)</b>	<b>(1,441,000)</b>	<b>(506,248)</b>	<b>(172,332)</b>
<b>Total Funding</b>		<b>(5,186,000)</b>	<b>(701,000)</b>	<b>(5,887,000)</b>	<b>(3,905,912)</b>	<b>742,622</b>
<b>Net to be funded by borrowing</b>		<b>4,160,000</b>	<b>2,397,000</b>	<b>6,557,000</b>	<b>4,569,347</b>	<b>(4,711,363)</b>

<b>Budget Reconciliation</b>		<b>Updated Budget</b>	<b>Expenditure</b>	<b>Variance</b>
	Gross Expenditure	12,444,000	8,475,259	(3,968,741)
	Total Grants and Contributions	(1,641,000)	(1,705,602)	(64,602)
	Use of Capital Reserves	(1,985,000)	(1,005,444)	979,556
	CIL Reserve	0	(61,332)	(61,332)
	<b>Total</b>	<b>8,818,000</b>	<b>5,702,881</b>	<b>(3,115,119)</b>

## Financial Dashboard

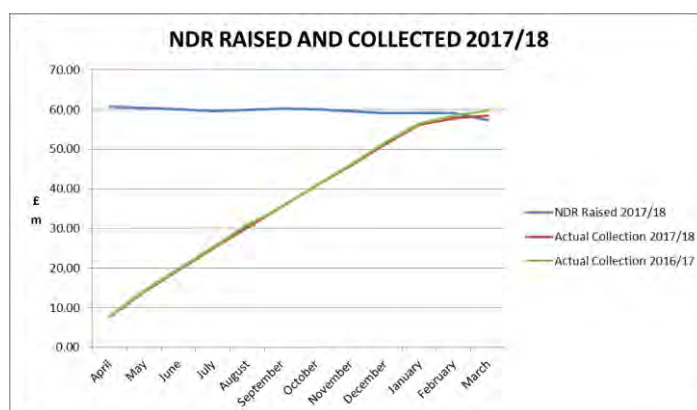
### Council Tax Support Scheme

In 2017/18, the actual take-up of Council Tax Support was approximately £0.13m above the budgeted £6.4m. This increase will impact in 2018/19.



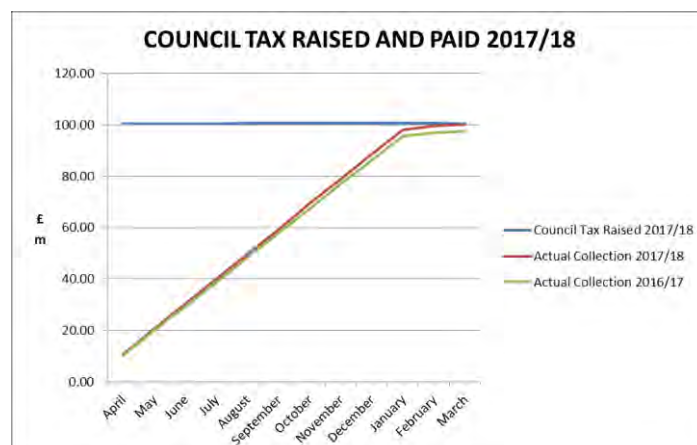
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

### Collection of NDR



The NDR graph above shows the total amount of NDR bills raised in 2017/18 and the actual receipts received up to the end of March, The Council tax graph below provides the same analysis.

### Collection of Council Tax



## Miscellaneous Debt

The total outstanding debt as at the end of March 2018 is £3.408m, £0.519m is prior year debt of which £0.140m relates to 2016/17.

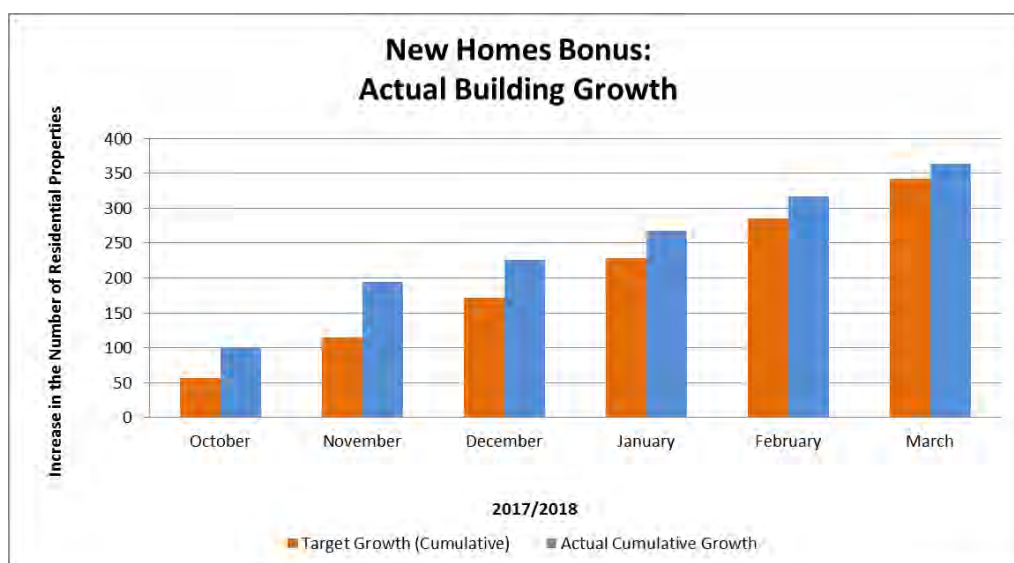
The 2016/17 and 2017/18 debt position is currently showing a large outstanding amount (£3.029m), £1.098m relates to Commercial Rents, £495k relates to homeless accommodation/prevention and £369k relates to schools and other customers use of One Leisure facilities. Currently, £97k is being collected via direct debit.

## New Homes Bonus

The 2016/17 reporting cycle (October 2016 to September 2017) saw 695 completions which was 128 ahead of the target of 567. The impact of these additional units will come through in 2017/18.

The current reporting cycle (October 2017 to September 2018) has a target number of completions of 1,135, as published in the draft Planning Annual Monitoring Report (December 2016). However, this has been revised downwards to 689 in the December 2017 Planning Annual Monitoring Report and so this lower figure has been used as our target for this year. Currently, 342 properties have been completed in the first half of this current reporting cycle.

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 has been assessed and is included in the MTFS.



The process of considering CIS opportunities is as follows:

**Step 1**

Property investment opportunities are both introduced by agents and actively sourced by the Commercial Estates Team. An initial review is undertaken against the outline criteria of the CIS such as yield, length of lease, tenant strength etc. and if they are judged to be reasonable investments, further preliminary initial due diligence is undertaken to determine the quality of the leases and an initial financial appraisal is undertaken.

**Step 2**

If Step 1 is passed, more detailed due diligence is undertaken (including detailed tenant strength review, ownership title, property energy efficiency, market analysis of rents and yield etc), this may lead to a site visit and more robust financial appraisal/modelling and further market scrutiny.

**Step 3**

If Step 2 is passed, then approval is sought from the members of the Treasury & Capital Management Group, the Managing Director, Corporate Director (Services) and the Head of Resources to submit a formal initial bid, subject to contract and relevant building and condition surveys

**Step 4**

If the bid submitted at Step 3 is successful, then this progresses to consideration by Overview and Scrutiny and approval for Cabinet.

**Step 5**

Once approval is given, formal legal and building condition due diligence commences by instruction of lawyers and building/specialist surveys are undertaken. This may take several weeks during which all concerns raised on legal and lease title and building condition are satisfied. If any significant concerns are unsatisfied, these can either be negotiated on price or withdraw from the purchase.

**Reviews Undertaken: January – March 2018 (Quarter 4)**

Over the above period, 32 propositions were reviewed up to stage 1, of which 6 reviewed up to stage 2 and one currently in the bidding process at stage 3. All bar three opportunities were outside the District. Of the three in District, bids have been submitted on one at The Rowley Arts centre leisure park and the other two are confidential introductions for properties which are highly likely to come to the market but dependent on lettings being completed.

By property type the investments considered in Q4 are as follows:

Offices	9	Development sites (non investment)	3
Car showrooms	2	Leisure	4
Retail high street	2	Industrial/warehouse	3
Retail warehouse	3	Other (trade counter /petrol stn/mixed use)	6

Over the full year, 112 investment opportunities have been considered compared with 78 in 2016/17 (a 45% increase) and these are summarised below:

Step 1	85
Step 2	20
Step 3	4
Step 4	2
Step 5	1