

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Integrated Performance Report, 2018/19 Quarter 1
Meeting/Date:	Cabinet, 20 September 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 draft Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 for the period 1 April to 30 June 2018 and on current projects being undertaken. Scheduled performance clinics focus on delivering continuous improvements in all services.

Any changes to Key Actions, Corporate Indicators or targets included in the final version of the Corporate Plan 2018/22 due to be taken to Council for approval in October will be incorporated into future quarterly Integrated Performance Reports.

The report also incorporates Financial Performance Monitoring Suite information setting out the financial position at 30 June 2018. It provides outturn figures for revenue and the capital programme. Headlines are:

Revenue – the forecast outturn shows an overspend of £0.6m.

Capital programme – the forecast outturn shows an overspend of £0.6m.

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 1 attached at Appendix E.

Recommendations:

The Cabinet is invited to consider and comment on progress made against draft Key Actions 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 June, 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 2018/22, and project delivery, in the context of the Council's financial performance.

2. BACKGROUND

- 2.1 The Council's Corporate Plan is currently being refreshed and once adopted will set out what the Council aims to achieve in addition to its core statutory services. The information in the summary at **Appendix A** relates to draft Key Actions and Corporate Indicators and the performance report at **Appendix B** shows details of their status at the end of June.
- 2.2 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 25 projects which are open, pending approval or pending closure, and one project logged which has recently closed.
- 2.3 This report also incorporates financial performance to the end of June. This performance was as shown in sections 4-6 below, with further details listed in **Appendix D**. Commercial investment propositions reviewed are at **Appendix E**.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 1 will be inserted in section 7 following their meeting on 4 September.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 1. **Appendix C** provides information about 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 following table summarises Quarter 1 progress in delivering Key Actions for 2018/19:

Status of Key Actions	Number	Percentage
Green (on track)	35	90%
Amber (within acceptable variance)	3	8%
Red (behind schedule)	1	3%
Awaiting progress update	0	0%
Not applicable	3	

Most Key Actions were on track at the end of Quarter 1, with one significantly behind schedule:

1. Of 575 street cleansing inspections carried out in Quarter 1, 389 were recorded as in specification – a 67.65% pass rate. The key reason for failure is the standard of highway weed treatment and clearance undertaken on behalf of the County Council, due to insufficient budget to deliver the standards required. Benchmarking has identified that our inspection standard is higher than other authorities so inspection training is being carried out with the deployment of a software solution for inspections.

3.5 Quarter 1 results for 2018/19 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	22	63%
Amber (within acceptable variance)	4	11%
Red (below acceptable variance)	9	26%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable)	5	

Nine indicators missed targets by more than acceptable variance, with some linked together. Details of these Red indicators are shown below. Performance clinics are being held monthly to focus on delivering continuous improvements in all services.

1. The average length of stay for the 32 households leaving bed and breakfast accommodation was 7.2 weeks (against a target of less than 6 weeks). Our performance in this area 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 (relets of existing properties and the delivery new build rented properties). 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 underachievement is linked to the forecast overspend on the Revenue budget, which is predominantly due to variance within Operations. More details are available in section 4.
3. 16 EDGE customers were supported into work against a target of 23. However, follow up work to ascertain whether clients have secured jobs sometimes has to wait if footfall in the EDGE shop is busy. This means the data is sometimes lagging behind reality. For example, in the week following this period (excluded) an additional 4 clients into work were recorded which would have brought this measure much closer to target. Annual outturn is still anticipated to hit target.
4. As stated in 3.4, the street cleansing inspection pass rate is below target. A second weed treatment is taking place and our street cleansing inspection standard is being reviewed.
5. The grounds maintenance inspection pass rate was also below target, due to grass cutting. 70% of fails are due to grass being out of specification. The extreme wet weather (April / May) resulted in uncharacteristically large quantities of arisings when the grass was able to be cut. However, customer requests are down 38% year on year indicating that we are meeting customer expectations. As with street cleansing, inspection training is being carried out with the implementation of inspection software.
6. Six Stage 1 complaints were responded to late in Quarter 1. With a further 27 complaints not being tracked to allow confirmation of whether they were dealt with in time or not, concerns about complaints management across the Council still need to be addressed.
7. A single late Stage 2 complaint means the target for Quarter 1 was missed and makes it likely that this indicator will remain Red throughout 2018/19. The target is being reviewed but the late response reflects issues with how services are dealing with formal complaints.
8. The target to answer 90% of calls to the Call Centre was missed in Quarter 1, with Customer Services experiencing a high turnover of staff during this period. When experienced staff leave, it takes 6-9 months of training for their replacements to become fully skilled and we use agency staff and temporary staff to provide cover.

9. There has been progress in reducing avoidable contact from customers but the 25% reduction target was missed. This work is undertaken jointly with other services as well as through Lean work aimed at reducing waste and increasing efficiency. The introduction of the new online customer accounts platform is expected to drive further reductions.

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

Corporate project status	Number	Percentage
Green (progress on track)	8	44%
Amber (progress behind schedule, project may be recoverable)	3	17%
Red (significantly behind schedule, serious risks/issues)	7	39%
Pending closure	7	
Closed (completed)	1	

Business cases for a further three projects have not yet been approved but are due to be merged into one single CCTV project with a project approval request to be submitted for this.

Of the projects currently in the delivery stage, seven were Red at the end of Quarter 1 and five 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 have been 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 have recently been shared with all project managers. Details of all projects can be found in **Appendix C**.

4. FINANCIAL PERFORMANCE

4.1 Financial Performance Headlines

The Management Accounts include the forecast outturn position for the current financial year and the impact of variations will be incorporated within the 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 £17.3m with the forecast outturn being £17.9m which is an overspend of £0.6m. 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 was updated as part of the 2018/19 Budget setting process and will again be updated as part of the 2019/20 Budget setting process which is now under way. The revision of the MTFS will include 2017/18 outturn variations and others occurring or foreseen in 2018/19 that have an impact on future years.

Capital The approved Budget is £5.6m plus the re-phasing of £5.1m giving a revised total Capital Programme of £10.7m (£8.4m net, after taking account specific grants and contributions). The net forecast outturn is £11.3m giving an overspend of £0.6m. 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	Forecast outturn gross £000	Transfers to / (from) reserves £000	Forecast outturn net £000	Forecast (underspend) / overspend £000	Main reasons for variance
Community	1,779	1,815	7	1,822	43	<ul style="list-style-type: none"> • CCTV additional camera maintenance • Document Centre external income lower than budgeted
Customer Services	2,533	2,366	97	2,463	(70)	<ul style="list-style-type: none"> • Additional grant allocations
ICT	2,107	2,107	0	2,107	0	
Development	1,071	992	2	994	(77)	<ul style="list-style-type: none"> • Staff savings
Leisure and Health	(190)	92	(134)	(42)	148	<ul style="list-style-type: none"> • One Leisure income is generally lower than the budget (mainly Burgess Hall) • Expenditure savings are being made where possible to offset the lower income
Operations	3,906	4,679	(98)	4,581	675	<ul style="list-style-type: none"> • Waste Management fuel, staff and recycling expenditure increasing • Delays to staff restructure is impacting on the budget savings • Pathfinder House rental income is down – no tenant for 3rd floor
Resources	4,434	4,491	(69)	4,422	(12)	<ul style="list-style-type: none"> • Expenditure increasing on insurance premiums, FMS implementation and commercial estates management • Savings arising on HR and apprentice staff costs
Directors and Corporate	1,642	1,576	0	1,576	(66)	<ul style="list-style-type: none"> • Staff savings
Transformation	0	373	(373)	0	0	
Total	17,282	18,491	(568)	17,923	641	

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 **Medium Term Financial Strategy**

The actual outturn for 2017/18 (post audit) showed an overspend of £0.5m which will have some impact on the MTFs. The new MTFs for the period 2019/20 to 2022/23 which will be compiled during the current budget setting process will be updated where the 2017/18 outturn has an impact.

5. **CAPITAL PROGRAMME**

5.1 The approved gross Capital Programme 2018/19 is £5.6m plus the re-phasing of £5.1m giving a revised total Capital Programme for 2018/19 of £10.7m.

5.2 The forecast gross expenditure outturn is £11.3m, an overspend of £0.6m. The gross expenditure to 30 June 2018 was £2.025m (19% of Budget, 25% of the year).

Variation Commentary Summary		£000s
	Overspend	
	Development – DFGs The overspend is based on the current level of demand from clients. It is possible that increased contributions from clients will reduce this overspend, but this not yet certain	320
	New FMS Due to the extended implementation period expenditure has increased by £50,000. This will be funded from the earmarked reserve set up for the purpose	0
	Bridge Place Car Park The current capital allocation was based on the estimates generated in April 2015 and did not account for the revised bridge access required for planning and the more specific design following due diligence	196
	CIL Payment Huntingdon West A Payment of £533,000 has been made for the contribution to Huntingdon West Link Road. This is being funded from the CIL reserve	0
		584
	Growth	
	Re-Fit Projects Additional expenditure was approved by the Senior Leadership Team on 5 th June 2018, to finance works at One Leisure St. Neots. The project was signed off on 7 th June 2018	16
		16
	Underspend	
	Health and Safety Works – Commercial Properties It is anticipated that some works will be rechargeable to tenants which would reduce the cost to the Council	(20)
	CCTV Schemes The contracts have been awarded at a lower cost than estimated	(6)
		(26)
	Total	574

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 £1.6m.

6.2 At the end of Quarter 1, the financial projections for the CIS are:

CIS Investments	Budget (£'000)	Outturn (£'000)	Variance (£'000)
Cash Investments			
CCLA Property Fund	(162)	(166)	(4)
Total Cash Investments	(162)	(166)	(4)
Property Investments			
Property Rental Income	(5,235)	(3,465)	1,770
MRP	1,896	139	(1,757)
Net Direct Property Income	(3,339)	(3,326)	13
Management Charge	144	0	(144)
Total Property Investments	(3,195)	(3,326)	(131)
TOTAL	(3,357)	(3,492)	(135)

6.3 Investments

Between April and the end of June 2018, 16 properties have been investigated as potential CIS investment opportunities. We have bid £7.7m, and being accepted with cabinet approval, on a leisure property in St Neots, however due diligence has been significant due to a number of issues identified and raised over the last three months. We have resolved many of these and are dealing with the final handful of critical matters relating to construction and warranties. Further local opportunities in retail and distribution are still being monitored and awaiting leases to be completed before being offered for sale and we are in an early bidder position for these. Very recently an industrial estate in Huntingdon has become available and we are undertaking early investigations for this. 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 have increased since the Bank of England raised the base rate to 0.5%.

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 Members commented that they had concerns with the overspend in Operations and One Leisure however, it was explained that the relevant Portfolio Holders and Heads of Service would be in a better position to answer those concerns.

- 7.2 The Commercial Investment Strategy (CIS) was raised, by the Panel, as an area which could be susceptible to a decrease in income however, it was explained that the majority of units owned by the Council through the CIS are small to mid-ranged units on trading estates and retail parks and are more resilient than those units located on the High Street.
- 7.3 The Panel raised the issue of recycling contamination and urged that more is done on educating residents on what materials can go into the recycling bin.

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 June, 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 1, 2018/19

Appendix B – Corporate Plan Performance Report, Quarter 1, 2018/19

Appendix C – Project Performance, June 2018

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

Annex A – Revenue Provisional Outturn and Service Commentary June 2018

Annex B – Capital Programme Provisional Outturn, June 2018

Annex C – Capital Programme Funding 2018/19

Annex D – Financial Dashboard, June 2018

Appendix E – Register of reviews of CIS investment propositions, Quarter 1, 2018/19

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)

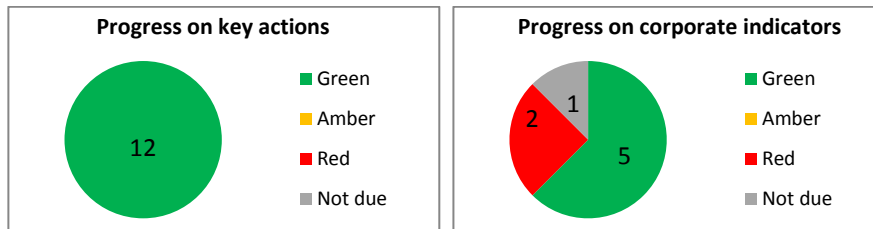
Paul Loveday, Interim Finance Manager ☎ (01480) 388605

Appendix A

Performance Summary Quarter 1, 2018/19

People

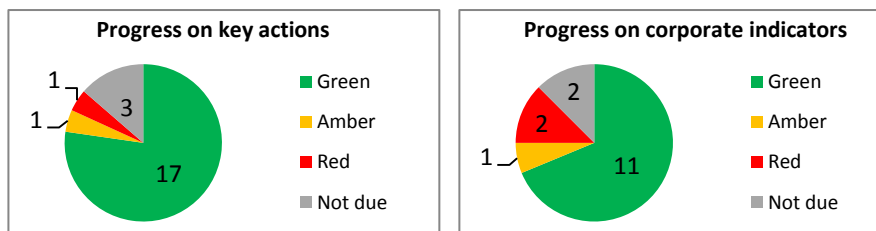
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include the launch of a new Park Run in St Neots and a significant improvement in the average time taken from referral to practical completion of minor (up to £10,000) Disabled Facilities Grants jobs.

Place

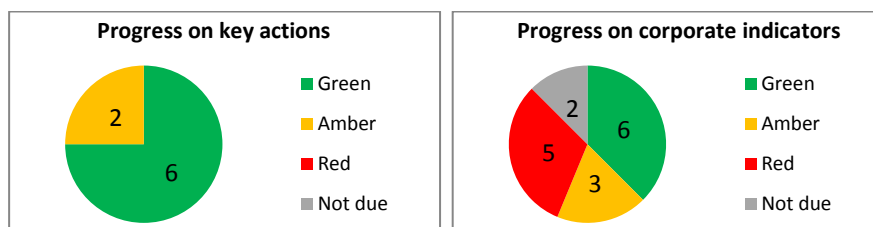
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the Cambridgeshire and Peterborough Combined Authority approving a £4.1m package of funding to deliver the first phase of the St Neots Masterplan and a reduction in household waste sent to landfill.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include a reduction in the amount of energy being used in Council buildings and an improved Call Centre customer satisfaction rate.

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – PEOPLE

Period April to June 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
	12		0		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
	5		0		2		0		1

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 1. Support the delivery of the Sport and Leisure Facilities Strategy	Ongoing	Cllr Palmer	Jayne Wisely	A number of new planning applications within Q1 supported by the strategy to highlight sports facility needs and infrastructure. Ongoing work with strategic site delivery. Projects completed include One Leisure Huntingdon redevelopment.
G	KA 2. Increase physical activity levels through the provision of activities at One Leisure sites and in parks, open spaces and community settings	Ongoing	Cllr Palmer	Jayne Wisely	Active Lifestyles activities are on target with 12,799 attendances recorded against a quarter 1 target of 12,050 [6% up]. Work is ongoing across One Leisure sites, with open space teams and community partners. The Park Run at St Neots has been a great success.
G	KA 3. Continue to develop and support early homelessness prevention initiatives in line with the new duties contained within the Homelessness Reduction Act,	Ongoing	Cllr Fuller	Customer Services – Jon Collen	Two customer group pathways identified for action and improvement: 1. Offender Pathway: event hosted by HDC in May for all agencies involved with this client group. Task and finish sub

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	to help customers remain in their current homes or find alternative housing				group formed to improve preventative pathways for this client group to avoid where possible people facing homelessness at the point of release. 2. Health pathway: Q2 and Q3 for this planned work.
G	KA 4. Revised Homelessness Strategy to be approved by February 2019	February 2019	Cllr Fuller	Customer Services – Jon Collen	Q3 and Q4 for this planned work.
G	KA 5. Supporting the development of volunteer opportunities	Ongoing	Cllr Palmer	Neil Sloper / Jayne Wisely	1,233 volunteering days were recorded in Quarter 1, including 361 volunteer opportunities undertaken through Active Lifestyles activities.
G	KA 6. Continue to work with volunteers to manage and maintain relevant parks and open space	Ongoing	Cllr Palmer	Neil Sloper	Countryside Services recorded 872 volunteering days in April, May and June.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 7. Encourage and support all levels of apprenticeships across the district	Ongoing	Cllr Fuller	Andy Moffat	All live apprenticeship vacancies promoted on a weekly basis at the EDGE shop in Benedict's Court.

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 8. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr Fuller	Andy Moffat	Designated area for Neighbourhood Plan for Elton, and received application for designation of Neighbourhood Plan area for Old Weston.
G	KA 9. Actively manage Council owned non-operational assets, where mutually beneficial, transfer ownership of assets to the community	Ongoing	Cllr Gray	Clive Mason	Little Paxton community centre in process of granting 99 year lease to Community Hub at peppercorn rent, subject to SofS approval. Other small parcels of land considered on as and when basis e.g. flood alleviation scheme, Godmanchester led by CCC.
G	KA 10. Manage the Community Chest funding pot and voluntary sector funding		Cllr Gray / Cllr Palmer	Chris Stopford	The 2018/19 round of the Community Chest is currently open for applications following a review of the criteria. The closing date

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	to encourage and support projects to build and support community development				for applications is 9 th August 2018. A meeting of the Grants Panel to determine the award of the 2018/19 Community Chest pot has been set for the 3 rd September 2018.
G	KA 11. Support Sports Club development e.g. work with a number of clubs over the year	Ongoing	Cllr Palmer	Jayne Wisely	Active Lifestyles has collaborated with over 40 different organisations from sports clubs to Parish Councils to health partners and community organisations during Quarter 1 to develop and deliver activities, strengthening local communities and community resilience.
G	KA 12. Support and encourage community action on litter picking	Ongoing	Cllr Palmer / Cllr Beuttell	Neil Sloper	8 litter picks supported in first quarter.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 1. Average length of stay of all households placed in B&B accommodation Aim to minimise	7 weeks	5.9 weeks	Less than 6 weeks	7.2 weeks	R	Less than 6 weeks	7 weeks	R
<p>Comments: (Customer Services) The average length of stay for the 32 households leaving B&B in Q1 was 7.2 weeks. Our performance in this area 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 (relets of existing properties and the delivery new build rented properties).</p> <p>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.40 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.</p>								
PI 2. Average time between dates of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to	40.6 weeks	44.7 weeks	Less than 30 weeks	23.9 weeks	G	Less than 30 weeks		A

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
£10,000 Aim to minimise								
Comments: (Development) The Cambs Home Improvement Agency recruited a new manager in Summer 2017. The new manager has introduced and is implementing a performance plan to improve the time taken to complete DFGs. The plan was presented to Overview & Scrutiny Panel (Communities and Environment) in December 2017. The time taken to complete a DFG has reduced significantly since the plan was introduced. However, there are still some historical cases in the system which could affect the average performance time. The average time taken between referral and practical completion was 31.2 weeks during May 2018 and 24.4 weeks in June 2018. The improved performance of the CHIA will result in the HDC DFG budget being committed sooner. It is possible that HDC may seek to slow down performance to reduce the likelihood of the budget being overspent hence the forecast year end outturn being Amber.								
PI 3. Number of days of volunteering to support HDC service delivery Aim to maximise	3,720	1,198	750	1,233	G	TBC	n/a	G
Comments: (Countryside & Leisure and Health) The number of volunteer days exceeds the same period last year.								
PI 4. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise	24 days	25 days	24 days	24 days	G	24 days	24 days	G
Comments: (Customer Services) Allocation of case work is being monitored in order to achieve targets.								
PI 5. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise	4.5 days	5 days	5 days	5 days	G	5 days	5 days	G
Comments: (Customer Services) Allocation of case work is being monitored in order to achieve targets.								
PI 6. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over previous 12 months) Aim to maximise	1,056	901	1,060	1062	G	1,100	1,100	G
Comments: (Development)								
PI 7. Number of EDGE customers supported into work	n/a – new measure	n/a – new measure	23	16	R	92	92+	G

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Aim to maximise								
Comments: (Development) Follow up with clients to ascertain whether they have secured work sometimes has to wait if footfall in the shop is busy. This means that the data is sometimes lagging behind reality. For example, in the week following this period (excluded) an additional 4 into work were recorded which would have brought this measure much closer to target. Annual outturn is still anticipated to hit target.								
PI 8. All Neighbourhood Plans are 'made' by Council within 8 weeks of a referendum vote in favour of the Plan	n/a - new indicator	n/a	100% of Plans subject to a positive referendum vote	n/a	n/a	100% of Plans subject to a positive referendum vote	n/a	n/a
Aim to maximise								
Comments: (Development) No referendum votes in Q4 of 2017/18 or Q1 of 2018/19.								

STRATEGIC THEME – PLACE

Period April to June 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
17		1		1		0		3	

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		1		2		0		2	

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 13. Continue to manage and enhance the joint CCTV service with Cambridge City Council	Ongoing	Cllr Tysoe / Cllr Beuttell	Chris Stopford	The Shared Service continued to operate efficiently. Works to upgrade the CCTV networks across Cambridge City and Huntingdonshire have not been approved. This will improve the reliability of the CCTV cameras and reduce the reliance on BT fibre communication.
G	KA 14. Reduce incidents of littering through targeting of enforcement work	Ongoing	Cllr Beuttell	Chris Stopford	A paper proposing the adoption of new legislation relating to Littering from Vehicles has been approved by Licensing and Protection Committee meaning that delegated officers will have the power to issue Fixed Penalty Notices where they believe an offence has been committed. The Committee approved for fines to be issued at the maximum level of £150/ offence with no early payment option. This takes effect from 1 st August and demonstrates the Authority's zero tolerance to litter across the District.
G	KA 15. Increase the awareness of Recycling and Green Composting through	Ongoing	Cllr Beuttell	Neil Sloper	Much work has taken place with RECAP to create a Communications plan for the partnership. This month

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	organising and supporting community initiatives				communications have included – Green News Page within the Hunts Post, World Environment Day, Renewal of the additional garden bin subscriptions, World Cup related communications - recycling plastics, glass and cans, Grounds Team reusing old wheeled bins for planters (this was well received by people on social media), Imogen Bella on social media as well as an article in the Hunts Post, Supporting the Free Water Refill scheme in St Ives - promoting reuse.
G	KA 16. Support delivery of sustainable community / leisure activities / facilities	Ongoing	Cllr Palmer	Jayne Wisely	Worked with St Neots Town FC to support the delivery of a new 3G ATP carpet, funded by a S106 receipt and grant funding of £50K from Mick George Grants.
R	KA 17. Maintain clean open spaces to DEFRA Code of Practise on Litter and Refuse, compliant with the Environment Protection Act	Ongoing	Cllr Beuttell	Neil Sloper	In Q1 575 street cleansing inspections were carried out, with 389 recorded as in specification. This gives a 67.65% pass rate. APSE Inspection training is being carried out in June 18 which will allow validation for us to realign our inspection regime with customer expectations. Current trends would indicate that our inspection standard is far higher than customer expectation.
G	KA 18. Support the delivery of Open Spaces and Play Provision Strategy	Ongoing	Cllr Palmer	Neil Sloper	Preliminary drafts being produced, progress slow due to the prioritisation of business cases for our Countryside sites to reduce/eliminate subsidised operation.
G	KA 19. Continue to monitor air pollution across the District, and particularly within the Air Quality Management Area, working collaboratively with partners to reduce the impact of air pollution on the health and well-being of our community	Ongoing	Cllr Palmer	Chris Stopford	The annual Air Quality report is in advanced draft stage and requires sign-off at HDC level by the Managing Director and at County level by the Director of Public Health prior to submission to DEFRA. Following up on DEFRA's feedback from the last annual report, work is programmed for this year to review and potentially revoke the Air Quality Management Area in St Neots due to the trend of improving air quality that has been evidenced over the past five years.
G	KA 20. Achieve Green Flag (a national standard) status for Hinchbrooke Country Park, Paxton Pits and Riverside St Neots by 2020		Cllr Palmer	Neil Sloper	Three applications made in April 18. All successful.
G	KA 21. Support and develop play facilities alongside Town and Parish Councils	Ongoing	Cllr Palmer	Neil Sloper	Ongoing.
G	KA 22. Aim to reduce the energy usage in One Leisure by 20% via the Refit energy efficiency programme (of the 2015/16 baseline figure)	Ongoing	Cllr Palmer	Jayne Wisely	Q1 2015/2016: 1,598,907 kWh. Q1 2018/19: 1,134,422 kWh (29% reduction on baseline year).

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
n/a	KA 23. Review the focus for service delivery in the Council's Economic Growth Plan 2013 - 2023 on an annual basis	December 2018	Cllr Fuller	Andy Moffat	
A	KA 24. Deliver Action Plan to implement Off Street Car Parking Strategy		Cllr Beuttell	Neil Sloper	The Strategic Review of Parking Task and Finish Group endorsed the Draft Strategy developed in 2017/18 Q4, however the finalisation of this delayed to enable review and agreement of implementation actions by the new Portfolio Holder for Operations.

WE WANT TO: Support development of infrastructure to enable growth

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 25. Continue to work with partners and influence the Combined Authority in the preparation of the Strategic Spatial Framework and securing resources to facilitate delivery of new housing and drive economic growth and to mitigate any negative impacts of this	Ongoing	Cllr Fuller	Andy Moffat	CA Cabinet considered SSF report at the end of June. The board agreed the scope and budget but also added an addition recommendation (c) <i>Agree that Phase 2 of the non-statutory Strategic Spatial Framework would be developed and delivered in conjunction with the planning policy forum to support the evidence gathering and analysis of spatial implications of the economic and housing projections, key infrastructure and environmental implications and views on strategic sites.</i> It is expected that project meetings will resume in August. Clara Kerr, Planning Service Manager, is part of the project team.
G	KA 26. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428/the expressway, the route of the East-West Rail and the local road network to deliver the specific requirements of the Council	Ongoing	Cllr Fuller	Andy Moffat	Officers are actively engaging with Highways England on A14 and A428 matters. A14 remains on target to open by end of 2020. More recently officers have input into establishing the Landscape and Visual Impact Assessment points for the A428 and officers attend the A14 legacy groups.
G	KA 27. Work with partners to deliver roll-out of high-speed broadband and mobile phone coverage across the District	Ongoing	Cllr Tysoe	John Taylor	HDC is part of the Connecting Cambridgeshire Board. In Q1 the group obtained £5million in funding from the Combined Authority to deliver more broadband, tackle mobile phone coverage and to work with partners to create a digital

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					infrastructure corridor from St Ives across to Linton. The team is also awaiting a decision on a bid for £4million from DEFRA to improve connectivity for rural businesses and locations.
n/a	KA 28. Provide an annual report to Cabinet to enable it to make decisions on spend of Community Infrastructure Levy (CIL) receipts	March 2019	Cllr Fuller	Andy Moffat	Meeting held with County Council to discuss its infrastructure requirements and programme.

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

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 29. Prepare for examination of the Local Plan to 2036 by the Secretary of State	All submissions for hearings in July and September 2018 in accordance with Inspector's timescales.	Cllr Fuller	Andy Moffat	Hearing Statements for July submitted in accordance with Inspector's timescales. Hearing Statements for September submitted on the 6 th July, in accordance with the Inspector's timescales. The Hearings will commence on the 17 th July for 1 week, and resume on the 10 th September for 3 weeks.
n/a	KA 30. Prepare a programme of the next review of The Local Plan	As required by revised National Planning Policy Framework.	Cllr Fuller	Andy Moffat	The revised National Planning Policy Framework expected to be published in Summer 2018 will set out the framework.
G	KA 31. Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots and Alconbury Weald		Cllr Fuller	Andy Moffat	St Neots - The planning applications that make up St. Neots East both have resolution to approve subject to completion of S106 agreements to mitigate the impact of the development. At the time of this report those negotiations are ongoing but moving closer to conclusion.
G	KA 32. Maintain a five year housing land supply position	Ongoing (with Action	Cllr Fuller	Andy Moffat	The December 2017 Annual Monitoring Report demonstrates that the Council currently has more than a 5 year supply, but it

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
		Plan within 1 month if found to have less than a 5 year supply)			should be expected that this will continue to be challenged at appeal, and through the Local Plan examination.
G	KA 33. Housing Strategy annual Action Plan adopted and implemented	September 2018	Cllr Fuller	Andy Moffat	An assessment of the outcome of the 2017/18 Housing Strategy Action Plan has been concluded and progress reported to Portfolio Holder. Conversations are taking place to agree and adopt an action plan for 2018/19.
G	KA 34. Support the Combined Authority's preparation and delivery of 'Masterplans' for the Market Towns	Ongoing	Cllr Fuller	Andy Moffat	£4.1m package of funding approved at the June 2018 Combined Authority Board meeting in order to deliver the first phase of the St Neots Masterplan.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 9. 80% of sampled areas are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations Aim to maximise	74%	68.48%	80%	67.65%	R	80%		R
Comments: (Operations) Second weed treatment is now underway. APSE Inspection training is being carried out in June 18 which will allow validation for us to realign our inspection regime with customer expectations. Current trends would indicate that our inspection standard is far higher than customer expectation. Weed control and clearance undertaken for the County Council, budget assigned by County is insufficient to achieve assessed standards.								
PI 10a. 85% of street cleansing service requests will be resolved in five working days	93.4%	93.8%	85%	100%	G	85%	85%	G

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Aim to maximise								
Comments: (Operations) CRM Customer requests are similar to the previous year indicating that we are meeting customer expectations.								
PI 10b. 85% of grounds maintenance service requests will be resolved in five working days	82.1%	81.69%	85%	100%	G	85%	85%	G
Aim to maximise								
Comments: (Operations)								
PI 11. 100% of successful enforcements – dog fouling, litter, anti-social behaviour etc Fixed Penalty Notices (FPNs).	82.4%	100%	100%	75% currently but still expecting 100% to be collected	G	100%	100%	G
Aim to maximise								
Comments: (Community) The team continue to conduct targeted patrols in areas where dog fouling has been identified as a concern and officers have been given delegated authority to issue FPNs under new legislation from 1 st August meaning that someone found to be littering from a vehicle will be issued with a fine of £150.								
PI 12. 43% of household waste will be sent to landfill	45%	38%	43%	34.03%	G	43%	43%	G
Aim to minimise								
Comments: (Operations)								
PI 13. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme	97%	97%	95%	96.97%	G	95%	97%	G
Aim to maximise								
Comments: (Community) Food ratings show how well the business is doing overall in terms of cleanliness and standards of compliance at the time of inspection. There has been a slight increase in the number of businesses scoring 3 or above this quarter. Those premises who are due an inspection and have a rating between 0 and 2 are receiving a letter prior to inspection reminding them of their responsibilities and the steps that they need to take to ensure a good rating at inspection. So far this appears to have had a positive impact on two businesses who have both improved their rating, one to 3 and one to 4. One business has changed owner and another has closed following enforcement action (see below for detail).								
PI 14. Number of complaints about food premises (per 100 food businesses)	3.9	2.7	5	3.17	G	5	3	G

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Aim to minimise								
Comments: (Community) Complaints received include dirty and unhygienic premises; food handler smoking and not washing hands; concerns about a consignment of imported corned beef which was potentially unfit and several suspected food poisonings, which may be associated to the warmer temperatures we have been experiencing. Complaints are assessed and dealt with in accordance with the enforcement policy and relevant procedures. A complaint which arose in 2017 resulted in prosecution in court in May, the food handler was found guilty in his absence and fined over £6,000.								
PI 15. 82% of grounds maintenance works inspected will pass the Council's agreed service specification	81.7%	71.22%	82%	70.1%	R	82%	70%	R
Aim to maximise								
Comments: (Operations) Weather and staff shortages impacting upon performance. 70% of fails are due to grass being out of specification, unseasonal levels of arisings following heavy rainfall/flooding and then cuts. CRM Customer requests are down 38% year on year indicating that we are meeting customer expectations. APSE Inspection training is being carried out in June 18 which will allow validation for us to realign our inspection regime with customer expectations. Current trends would indicate that our inspection standard is far higher than customer expectation.								
PI 16. Number of missed bins per 1,000 households	1.06	1.53	0.75	0.74	G	0.75	0.75	G
Aim to minimise								
Comments: (Operations)								
PI 17. Net business-use floor space created	+36,161m2 (actual for 2016/17)	n/a – reported annually	n/a	n/a	n/a	n/a	n/a	n/a
Aim to maximise								
Comments: (Development) The net figure for 2017/18 will be published in the December 2018 Annual Monitoring Report.								
PI 18. CIL collected (£m)	£6,173,921	£671,486	TBC	£4,480,300	G	TBC		
Aim to maximise								
Comments: (Development) This quarter is by no means the 'norm' and that figure would be considered an acceptable/average annual amount. This has been due in part to the increase in delivery but also due to the nature of sites in the district. This quarter has seen a number of strategic sites paying a second instalment on phased chargeable developments within the wider site. Under the Council's CIL Instalment policy, the second instalment payment is the largest at 50% of the overall chargeable development – the 1st and 3rd instalments each being 25% of the overall chargeable development. Of the monies received and shown, it should be noted that 15 – 25% is transferred to the local Town/Parish Council as the 'meaningful proportion' for them to spend as they prioritise in accordance with the regulations. Up to 5% is also retained to cover the monitoring and administrative costs.								
PI 19a. % of planning applications processed on target – major (within	76%	65%	70%	75%	G	70%	75% - 80%	G

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
13 weeks or agreed extended period) Aim to maximise								
Comments: (Development)								
PI 19b. % of planning applications processed on target – minor (within eight weeks or agreed extended period) Aim to maximise	72%	81%	70%	81%	G	70%	70% - 75%	G
Comments: (Development)								
PI 19c. % of planning applications processed on target – households extensions (within eight weeks or agreed extended period) Aim to maximise	91%	98.5%	83%	94%	G	83%	90% - 95%	G
Comments: (Development)								
PI 20. Number of new affordable homes delivered in 2018/2019 Aim to maximise	123	53	108	83	A	239	239	G
Comments: (Development) It was anticipated that 108 new affordable homes would complete during Quarter 1. However a number of schemes have reported delayed handovers Bluntisham Road Colne (10 dwellings) and RAF Brampton (8) due to delays with service connections; and Hill Place Brington (3) and St. Andrews Way Sawtry (4) due to programming changes. The delivery of those additional 25 affordable homes are not in jeopardy and they are expected to complete in Quarter 2 and 3. The programme is still on target to deliver 239 new homes by the end of the year.								
PI 21. Net additional homes delivered 2017/2018 Aim to maximise	682 (actual for 2016/17)	n/a – reported annually	n/a – reported annually	n/a – reported annually	n/a – reported annually	689 (for 2017/18)	689	G
Comments: (Development) The projected figure of 689 for 2017/18 comes from the December 2017 Annual Monitoring Report. The number of completions for 2017/18 will be published in the December 2018 Annual Monitoring Report.								

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period April to June 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
6		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
6		3		5			0		2

WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 35. Deliver the HDC Transformation Programme; focussed on LEAN reviews and maximising the impact of flexible working	Ongoing	Cllr Tysoe	John Taylor	LEAN reviews have taken place in Planning and Revenues & Benefits – with improvement ideas being implemented immediately and over the next three months. The programme of reviews continues, with work in Licensing, OneLeisure and Operations underway. Flexible working will become a reality for many more staff in 18/19. In Q1 we have worked on the requirements we have for flexible working, with each HoS identifying the benefits it will bring to their teams.
A	KA 36. Maximise the income generating potential of One Leisure and all traded activities	March 2018/19	Cllr Palmer	Jayne Wisely	Generally the 5 Leisure Centres are achieving their overall financial targets (bottom line), however there are variances across the sites and specifically a deficit at The Burgess Hall and at Huntingdon where performance is improving following the capital investment but is still lagging behind due to a late opening means that overall income is behind budget by an estimated £100K.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Impressions Fitness Suites are showing a constant improvement in membership and admissions totals and swimming lessons at all sites except St Neots (due to closure) are also increasing. With the delay in delivery of the new FMS process the exact effect on income is still to be shown on Q1 year to date. Charging for the Exercise Referral Scheme, implemented in April 2018, has been successful to date with income on target to meet budget. Active Lifestyles group class income (both course fees and commissioned work) are also well on track to meet budget targets and likely exceed them.
A	KA 37. Deliver current apprenticeships programme and develop a revised programme for cohort 2 (second intake) to reflect HDC and its community needs		Cllr Tysoe	Clive Mason	SLT have been tasked with refining their proposals for the next cohort to ensure it meets the wider corporate objectives of HDC.
G	KA 38. Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members	Survey to run over summer	Cllr Tysoe	Adrian Dobbyne	Preparatory work being undertaken in Quarter 1, ahead of issuing the survey in Quarter 2.
G	KA 39. Actively manage Council owned non-operational assets, and where possible, to ensure such assets are generating a market return for the Council	Ongoing	Cllr Gray	Clive Mason	£18.5k of additional <u>annual</u> income completed through two transactions (non-operational property) and £64.3k of additional <u>annual</u> income approved through eleven rent reviews and lease renewals. Further £9k p.a. awaiting approval and £49k of one of income in legal transaction at present.
G	KA 40. All projects will be managed using approved Project Management methodology	Ongoing	Cllr Tysoe / Cllr Gray (capital)	Adrian Dobbyne	The Project Management Governance Board meets monthly to review the status and governance arrangements on all projects. A review of current projects and those planned for 2018/19, linking in with the Service Plans and Capital Programme has been undertaken to try and capture all projects.

WE WANT TO: Become a more customer focussed organisation

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 41. Deliver the HDC Transformation Programme; focused on tackling 'wicked issues', improving online services and delivering the multi-agency Customer	Ongoing	Cllr Tysoe	John Taylor	Work on interventions with customers who may be at risk of homelessness continues – and we are seeing real results as we prevent even more customers falling into homelessness.

Status	Key Actions for 2018/19	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	Service Centre at Pathfinder House				<p>Online services will see a real improvement in 18/19 and in Q1 we have been defining what our customers want and finding the best systems to deliver it. We will be introducing self-service accounts that bring together customer information into a single place and automatically alerting customers as actions are taken.</p> <p>The Customer Service Centre at Pathfinder House opened in Q1. It brings together HDC, Citizens Advice and DWP and is the only District site in Cambs to have achieved this. Customers are finding the service useful – and we continue to develop what we offer.</p>
G	KA 42. Launch the new organisational values in 2018/19 and ensure they become embedded into 'business as usual' for staff	Ongoing	Cllr Tysoe	John Taylor	In Q1 all staff were briefed on the new 'icare' values that the organisation has created. The sessions were delivered by the staff, from across the Council, who have been involved in creating the values. A new appraisal framework has been introduced that uses icare - and a management development programme framed around icare is also being launched.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 22. Total amount of energy used in Council buildings Aim to minimise	11,480,928 kWh 6.1% reduction	2,969,911 kWh	3.5% reduction	2,039,872 kWh 31% reduction	G	3.5% reduction	3.5% reduction	G
Comments: (Operations) This indicates a 31% saving on energy in comparison to the same period last year – however the closure of the pool at St Neots OL for refurbishment has meant we have used less energy than normal for this site and the warm weather has also helped to reduce fuel use.								
PI 23. 99% of business rates collected in year	99%	32.7%	32.7%	32.09%	A	99%	99%	G

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
Aim to maximise								
Comments: (Customer Services) Collection rate during Q1 can fluctuate depending on the dates that government departments and public sector organisations make payment. There are no concerns about performance.								
PI 24. 98.6% of Council Tax collected in year	98.5%	30%	30%	30.15%	G	98.6%	98.6%	G
Aim to maximise								
Comments: (Customer Services) Performance is on track and recovery processes for unpaid instalments are underway.								
PI 25. 95% of space let on estates portfolio	96.7%	97.6%	95%	93.3%	A	95%	95%	G
Aim to maximise								
Comments: (Resources) Large number of expired leases under negotiation for new terms and inevitably the rent increases to market rent levels has resulted in some tenants leaving and voids at Levellers Lane combined with a couple of business failures (3 units) – total of 10 vacant units . This must be balanced with better than expected income levels on a number of rent reviews and lease renewals. Focus on dealing with the larger rent transactions larger rents will mean that short term loss of income on some smaller units is offset by larger increases elsewhere.								
PI 26. 98% of invoices from suppliers paid within 30 days	98.75%	99%	98%	98.3%	G	98%	98%+	G
Aim to maximise								
Comments: (Resources)								
PI 27. Staff sickness days lost per full time employee	10.0 days/FTE	2.4 days/FTE	2.0 days/FTE	2.5 days/FTE	A	9.0 days/FTE	10.0 days/FTE	A
Aim to minimise								
Comments: (Corporate Team and Resources) More than two-thirds of the days lost in this quarter were due to long-term sickness absences. These absences relate to a very low proportion of the staff employed. More details of the sickness absence from April to June will be included in the Workforce Report due to be taken to Employment Committee in September 2018.								
PI 28. £3.3m generated in Commercial Estate Rental & Property Fund Income	£3.5m	£1.5m	£1.6m	£1.7m	G	£3.3m	£3.6m	G
Aim to maximise								
Comments: (Resources) Existing estate income is holding up and rent reviews and lease renewals are being settled. With regard to new acquisitions in 2018/19, it has been a very competitive investment market in the first quarter with few quality investments being openly marketed. In the three months, 16 opportunities were								

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
investigated, 1 is currently being appraising and a bid was made on a property which is with 3C Legal. Q1 positive income reflects rent billing for the full year on some properties.								
PI 29. £1.5m planned net budget reductions achieved Aim to maximise	£1.1m	N/a	£0.45m	£0.29m	R	£1.8m	£1.2m	R
Comments: (Resources) The underachievement is linked to the forecast overspend on the Revenue budget, which is predominantly due to variance within Operations.								
PI 30a. 95% of Staff Appraisals completed (Quarter 1) Aim to maximise	93%	93%	95%	n/a	n/a	95%	n/a	n/a
Comments: (Resources) Information not available at time of reporting.								
PI 31. 80% Call Centre telephone satisfaction rate Aim to maximise	90%	95.3%	80%	92.0%	G	80%	88%	G
Comments: (Customer Services) We are pleased that customers continue to appreciate the service they receive after speaking to our advisors. 5 surveys did flag up excessive waiting times though which is expected due to how busy we are.								
PI 32. 80% Customer Service Centre satisfaction rate Aim to maximise	96%	100%	80%	93.7%	G	80%	90%	G
Comments: (Customer Services) Another great result for the face to face service which is delivered by the same advisors who take calls.								
PI 33a. 95% of Stage 1 complaints resolved within time Aim to maximise	n/a (Red)	26%	95%	89.7%	R	95%	90%	R
Comments: (Corporate Team) Of the 58 complaints we know the outcomes of, only 52 were responded to within the time limit. There are still issues being encountered in collecting reliable data on the number of Stage One complaints received and our responses to them with at least 27 more complaints received but not tracked. This has been an issue for over a year now and needs to be resolved. Poor performance on responding to complaints also needs to be addressed in some service areas.								
PI 33b. 95% of Stage 2 complaints resolved within time Aim to maximise	78%	73%	95%	80%	R	95%	90%	R
Comments: (Corporate Team) Of five Stage Two complaints due to be completed, four were responded to on time. Given the low volume, the single complaint dealt with late will cause the indicator to remain Red all year even if all further complaints are responded to on time. The target is being discussed with the Portfolio Holder.								

Performance Indicator	Full Year 2017/18 Performance	Q1 2017/18 Performance	Q1 2018/19 Target	Q1 2018/19 Performance	Q1 2018/19 Status	Annual 2018/19 Target	Forecast Outturn 2018/19 Performance	Predicted Outturn 2018/19 Status
PI 34. 90% of calls to Call Centre answered Aim to maximise	79%	65%	90%	82.6%	R	90%	85%	R
Comments: (Customer Services) Customer services is experiencing a high turnover of staff during this period. Whenever staff leave, there is 6-9 months of training to full skill a new staff member. We also have to use agency staff and temporary staff.								
PI 35. Reduce avoidable contacts by 25% Aim to maximise	N/A	N/A	-25%	-17.7%	R	-25%	-25%	G
Comments: (Customer Services) We already do work on reducing avoidable contact with the departments we provide services for as well as through Lean work. We are optimistic that the introduction of the new online customer accounts platform will drive further reductions.								
PI 36. Generate customer accounts for 8% of households Aim to maximise	n/a (new measure)	n/a (new measure)	8%	n/a	n/a	8%	n/a	n/a
Comments: (Customer Services) All 3C council partners have signed a contract with IEG4 to implement an online customer accounts platform. Initial training on the new system will commence in September 2018, with a phased implementation across the next 10-12 months. As the system is not live yet, there is no data for this quarter or forecast at this stage.								

Appendix C: Project Performance – end of September 2018

Red = Project is significantly behind schedule, seriously over budget, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, over budget, some risks/issues have been identified or some documentation is missing. The project may be recoverable	Green = 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.
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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
Leisure Invest to Save Opportunities Explore further opportunities for invest to save schemes including the conversion of synthetic pitch at St Neots. Programme: Facing the Future Project Manager: Jon Clarke (Leisure) Project Sponsor: Cllr John Palmer	30/09/15	Red Historical delays due to legal issues with the lease.	31/12/18	31/12/18	Update from Project Sponsor: Waiting for lottery funding grant to be signed off on, there have been issues with drawing up the plan with the estates team and we are currently awaiting approval from legal. Once approved, we expect works to start in late November 2018.	Red	22-Oct-18
Council Tax Automated Forms Introduce automated forms into business systems. Programme: Facing the Future Project Manager: Ian Davies (Customer Services) Project Sponsor: John Taylor	31/03/17	Red Restructure and lack of resources to test caused delays.	31/12/18	31/12/18	We are busy testing the V2 forms, Direct Debits and Single Person Discounts should go live very soon. • The Blue Prism (robotics) software has been updated in our test system so is ready to go as soon as we are live with the V2 forms. • On-site meeting arranged with IEG4 on 4th October to talk about the robotics testing and looking at the best way of dealing with issues encountered so as to enable prompt resolution. Also hope to discuss use of a possible 2 nd robot. Programme Office: Project Board to meet to discuss End Date and New Project Manager	Red	01-Oct-18
Refit Energy efficiency project regarding major works across One Leisure sites.	September 2017 - This was	Red	21/12/18	21/12/18	Contract variation to cover the changes for St Neots lighting has been signed, work to commence shortly. Work has commenced on replacing the	Amber	18-Oct-18

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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
Programme: Capital 2016/17 (see 2015/16) Project Manager: Julia Blackwell (Operations) Project Sponsor: Chris Jablonski / Neil Sloper	contingent on leases being signed	Red			boilers at St Ives Outdoor, all the work on the site is scheduled to complete by the end of October - some work delayed to accommodate half term activities. PV installation completed and registered for FiT payments. Due to the technical nature of the work to install the CHP and adaptations of the boilers, it is currently anticipated that the project will be completed by the end of January 2019, rather than December 2018. Change to the end date of the project to be confirmed by the Project board, as a result the project is currently set at amber.		
Phoenix Industrial Unit Roof Replace industrial roofs to address H & S and fulfil Council obligations. Programme: Capital 2015/16 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	28/02/17	Red	30/11/2018	30/11/2018	Specialist fire compartmentalisation surveys are delayed due to consultant ceasing trading and alternative consult being sought, meeting on site w/c 8/10/18 to progress. Programme Office: Enquiry sent to PM regarding end dates.	Green	06-Oct-18
Little Paxton Community Centre To manage the delivery of the new Lt Paxton Community Building. Programme: Community Project Manager: Claudia Deeth (Community) Project Sponsor: Finlay Flett	01/10/17	Red	30/11/18	30/11/18	The final pitch inspection has taken place and been signed off as complete and ready for use. A maintenance schedule has been provided in preparation for handover. A meeting is planned with 'The Hub' charity for the next couple of weeks to agree a handover date resulting in the pitch and building becoming the responsibility of the charity on a 99 year lease.	Green	01-Oct-18

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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
<p>Development of Land at Alms Close, Huntingdon Programme: Resources Project Manager: Carl Egonu (Resources) Project Sponsor: Clive Mason</p>	31/10/19	<p>Amber (Due to Pre-Construction Costs increasing by £40k)</p>	31/10/19	31/10/19	<p>Project Board Meeting scheduled for 25th Oct It is anticipated a planning application will be submitted within October. Subject to any adverse matters arising the application should be approved in December or early January 2019.</p> <p>Pre-construction costs will be higher and approval has been obtained via the project sponsor to progress. Costs increasing from 95K to 135K. Programme Office: RAG Status for Original End Date set to Amber as original costs have increased but could be recovered by Project Close.</p> <p>The Quantity Surveyors will be appointed first week in November and their first task is to prepare a detailed breakdown of costs to allow HDC to have firm costs with relation to construction.</p>	Green	22-Oct-18
<p>Dementia Friendly Workplace Programme: Corporate Team Project Manager: Amanda Elphick (Customer Services) Project Sponsor: Adrian Dobbyne</p>	28/12/18	Green	28/12/18	28/12/18	<p>Holding DF sessions after icare cohorts through Oct-Nov (all managers been sent invites), discussed ways to still promote DF after project team comes to an end - quarterly sessions</p>	Green	19-Sep-18
<p>Salix Projects Salix revolving fund to finance energy efficiency</p>	N/A – Yearly	N/A – Yearly	01/04/20	01/04/20	Boiler installed at St Neots. Waiting on indicative quotes for the boilers at Ramsey.	Green	05-Oct-18

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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
<p>measures within Council owned buildings.</p> <p>Need to have a flow of eligible projects - due to the successes of previous years using Salix funding the scheme has completed many of the easy to achieve projects and the remaining work is harder to complete under the Salix criteria. Lighting projects now have a 10 year payback available to them thanks to changes made by BEIS.</p> <p>Original end date was based on the requirement to go to FGB to approve the spending for each financial year and the project site was set up to reflect just one year of work rather than a continuous flow of work to the end of the recycling period</p> <p>Programme: Capital 2016/17</p> <p>Project Manager: Julia Blackwell (Operations)</p> <p>Project Sponsor: Chris Jablonski/ Neil Sloper</p>	Ongoing Project	Ongoing Project			<p>-----</p> <p>Project will have completed the full recycling of funds following the completion of the FY 2019/20. The original fund of £150K needs to be recycled 3 times so that a total of £450K has been invested in energy efficiency measures. Funding recycled back into the funding pot, indicates that the recycling target will be achieved following the completion of measures in FY2019/20</p> <p>Target spend 2018/19 £30.966 - to be confirmed by Salix</p> <p>Target spend 2019/2020 £24,762 - to be confirmed by Salix</p> <p>Also amount from any underspend in previous years is rolled over into the following financial year</p>		
<p>Commercial Estates – Energy Performance Certificates</p> <p>Programme: Capital 2018/19</p> <p>Project Manager: Jackie Golby (Resources)</p> <p>Project Sponsor: Clive Mason</p>	31/03/19	Green	31/03/19	31/03/19	<p>Programme of surveys underway to assess energy efficiency rating of commercial estate units, with priority being given to units being marketed or subject to lease renewal where an energy performance certificate with a rating of E or better must be in place before the transaction can complete. Fewer units than expected are failing to meet the standard, in part due to recent improvements at properties at Phoenix Court and Levellers Lane. Works orders are being</p>	Green	06-Oct-18

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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
					implemented to carry out works to bring properties up to a level C rating where required (3 to date).		
Commercial Estates – Health and Safety Programme: Capital 2018/19 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	31/03/19	Green	31/03/19	31/03/19	Programme of capital works is being assembled to address issues identified by recent health and safety audits of the common areas of the commercial estate. Major works commence on shops at Mayfield Road on 08.10.18 to address safety concerns on the walkways to the residential flats and replacement of canopy roof coverings at a cost of c £29k, together with some revenue repair works. Works completed on renewing surface of car park at Clifton Road due to trip hazards, cost £9k Costs being obtained for fire stop works at Caxton Road.	Green	06-Oct-18
Levellers Lane Replace industrial roofs to address H & S and fulfil Council obligations. Programme: Capital 2016/17 Project Manager: Jackie Golby (Resources) Project Sponsor: Clive Mason	24/03/17	Red	31/08/18	31/08/18	Project closedown report in preparation.	Pending Closure	06-Oct-18
St Neots Pool Project	09-Jul-18	Amber	16-Jul-18	09-Jul-18	Snagging meeting took place 23rd July which identified a quantity of small tasks that can be	Pending Closure	12-Sep-18

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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
<p>Programme: Capital 2017/18</p> <p>Project Manager: Jon Clarke (Leisure)</p> <p>Project Sponsor: Jayne Wisely</p>					<p>completed over the coming weeks. Only 1 major item was found and this was an area of water ponding resulting from the floor falls being incorrect.</p> <p>This will require a 3-4 day closure to the public whilst a section of flooring is taken up and relayed. The period between Christmas and New Year has been identified as the most appropriate time for this, as this will have no impact upon the clubs, schools or lessons and minimal impact upon the public as public participation at this time is very low.</p> <p>Snagging works will be moved to Business as Usual and project will now be entering Closedown. Programme Office: Project Sponsor will be discussing Pending Closure Report status with Project Manager due to snagging works.</p>		
<p>Building Foundations for growth grant underspend project</p> <p>To determine the best VFM use for the c. £2m underspend/clawback on this capital grant fund. The residual grant money must be used for a capital project on the EZ and which fits within the GCGP's economic strategy.</p> <p>Programme: Development</p> <p>Project Manager: Susan Bedlow (Development)</p> <p>Project Sponsor: Nigel McCurdy</p>	<p>N/A*</p> <p>*No retrospective request for a PID</p>	<p>N/A</p> <p>*No retrospective request for a PID</p>	-	<p>31/08/27*</p> <p>*The Project will be closed once the paperwork to Urban & Civic has been completed. Then it will be moved to Business as Usual.</p>	<p>Three drawdowns of this loan facility have now been transacted and one more is due to take place to complete the drawdown of the full amount expected by the end of July. Finance have been asked to prepare the first of the quarterly interest statements to be issued to U&C. Once the final draw down has transacted and the first interest statement issued is proposed that a project close down report is prepared and that this project is then treated as BAU. Programme Office: Andy Moffat has advised that he is working on a Closedown Report for this project in Susan Bedlow's absence.</p>	<p>Pending Closure</p>	<p>30-Aug-18</p>

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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
DWP Co-Location at Pathfinder House Programme: Customer Services Project Manager: Michelle Greet (Customer Services) Project Sponsor: John Taylor	TBC	TBC	31/05/18	31/05/18	The project Close Down Meeting took place on 1.8.18 and all parties were happy that the project be closed down with a few snagging items still outstanding that are being worked through with regular meetings with all parties to keep good communication. The Final Close Down report will be updated and shared as soon as all final costs have come through linked to the final snagging. This is expected to be within budget. Regular meetings will continue under BAU to look at how we can improve the customer journey by working together more effectively.	Pending Closure	3-Oct-18
CCTV Pathfinder House Resilience Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)		Pending Approval	-	-	Business Case not yet approved by Finance Governance Board. Programme Office: Chris Stopford has reported that these Projects will be merged into a single Project and a Project Approval Request will be submitted in due course.	Pending Approval	N/A
CCTV Wi-Fi Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)			-	-			N/A
Lone Worker Software Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)			-	-			N/A

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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
One Leisure St Ives – Outdoor Fitness Facility Programme: Capital 2018/19 Project Manager: Daniel Gammons (L&H) Project Sponsor: Jayne Wisely		Pending Approval			Pending approval by Finance Governance Board Programme Office: Requested by Paul France	Pending Approval	N/A
Apprenticeships To introduce an Apprenticeship Scheme into Huntingdonshire District Council for both new and existing staff. Programme: Resources Project Manager: Laura Gammons (Resources)	TBC	TBC	-	31/03/18	Closedown reviewed by PMGB and approved.	Closed	13-Jul-18
One Leisure Alconbury Weald Club To create and deliver a management agreement that will see One Leisure manage the fitness club to be opened in the Alconbury Weald Club building. Programme: Leisure & Health Project Manager: Brian Gray (Leisure) Project Sponsor: Jayne Wisely	TBC	TBC	-	31/10/16	Closedown report reviewed by Programme Office and additional information has been requested, will review in the August PMGB meeting,	Closed	21-Aug-18

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3C ICT Projects where HDC are customers

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	Latest Update Date
Server Room Consolidation Project To consolidate the three council's server rooms which will in turn improve flexibility and growth options, mitigate the current risks of out of support and aging hardware, leverage financial benefits and improve operation services. Programme: 3C Shared Services Project Manager: Emma Alterton (3C ICT) Project Sponsor: Fiona Bryant	12/12/2017	Red	31/04/2018	30/09/2018	Testing of new SCDC Remote systems signed off by all departments except Planning. Virgin Media Business (VMB) Issues escalated to Oliver Morley. They have now committed to the 22 nd Oct for completion. Work continues in the background at SCDC to ready all systems for moving over the weekend of the 27 th following successful completion of the VMB work. An additional request has been submitted to VMB to allow the CCity migrations to carry on in parallel. 3C ICT: Progress on HDC's side is Green RAG Status; Main project is Red due to progress at the other 2 councils.	Red	10-Oct-18
Global Protect Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Emma Alterton	TBC	TBC	31/04/2018	CCC – Complete SCDC – Oct 18 HDC – Jan 19	SCDC – we are currently in proof of concept testing. The Application Support Team are testing that all business applications work with the system. 3CSS – work to be completed by Virgin Media	Red	10-Oct-18

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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	Latest Update Date
					and 3C ICT. Awaiting confirmed timeline from Virgin Media. 3C ICT: Progress on HDC's side is Green RAG Status; Main project is Red due to progress at the other 2 councils.		
Waste Services Implementation Phase 2 Programme: 3C Shared Services Project Manager: Tony Allen Project Sponsor:	TBC	TBC	TBC	TBC	CCC – 50% of the as-is Business Analysis workshops have been completed. HDC – 2 processes have been mapped with 18 still in progress.	Amber	10-Oct-18
Mobile Phone Contract Procurement The current HDC contract ended in May 2017; CCC and SCDC are both out of contract. Programme: 3C Shared Services Project Manager: Caroline Huggon (3C ICT) Project Sponsor: Emma Alerton	30/09/2017	Red	28/09/2018	28/09/2018	HDC – 176 mobiles have been rolled out with 1 left still to roll out. SCDC – 112 mobiles have been rolled out with 2 left still to roll out. CCC – 140 mobiles have been rolled out with 137 still to roll out. 3C ICT: Progress on HDC's side is almost complete with only 1 mobile left to roll out.	Amber	10-Oct-18
Waste Services Implementation Phase 1 (SOSP) Programme: 3C Shared Services	TBC	TBC	29/08/2018	29/08/2018	Domestic and Trade Waste have gone live. Continuing to work on remaining issues before closing this project phase.	Amber	10-Oct-18

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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	Latest Update Date
Project Manager: Tony Allen (3C ICT) Project Sponsor: Mike Hill Council Anywhere							
Programme: 3C Shared Services Project Manager: Louise Slack (3C ICT) Project Sponsor: Oliver Morley	29/01/2019	TBC	31/07/2019	31/07/2019	Council Anywhere has delivered a series of Art of the possible workshops and drop in sessions throughout September and October to identify some of the key benefits and technical barriers faced at each organisation. There are additional drop in sessions scheduled for October and all FAQs will be listed on the Council Anywhere intranet pages.	Amber	10-Oct-18
Payment Card Industry Data Security Standards (PCIDSS) Programme: 3C Shared Services Project Manager: Katrina Huggon (3C ICT) Project Sponsor: Nigel Brown	31/07/2018	Red	01/02/2019	01/02/2019	Still in the test phase for HDC V10 release 4. Delays have been caused with this testing due to issues with beginning testing, however this doesn't have an impact on the project completion date. The smart client has been upgraded at SCDC and HDC which is currently in the test phase. CCC has upgraded to V11 on the test server and are currently testing.	Green	10-Oct-18
Obligation Tracker Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Clara Kerr	TBC	TBC	13/06/2019	13/06/2019	This project is still in the test phase. Testing is due to be complete in October. Once this is complete, go-live and deployment can be planned.	Green	10-Oct-18

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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	Latest Update Date
Aruba ClearPass (Council Anywhere) Programme: 3C Shared Services Project Manager: Tony Allen Project Sponsor:	TBC	TBC	N/A	TBC	The statement of works from the supplier has now been signed off by 3C ICT and resources have been allocated to the project. The project plan should be completed in October and aligned with Council Anywhere.	Green	10-Oct-18
Facilities Management Software Programme: 3C Shared Services Project Manager: Katrina Huggon (3C ICT) Project Sponsor: Chris Jablonski	TBC	TBC	TBC	TBC	Project artefacts still haven't been signed off by the board and no expected dates received from the supplier. Project cannot progress until supplier has come back with more information about the system. Meeting booked for 12th October with supplier.	Pending Approval - Green	10-Oct-18
HDC MFD Replacement Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Chris Stopford	31/03/2018	Red	30/04/2018	30/04/2018	Working with Konica on the outstanding issues with Wide Format Printers. Additional works packages have been added to the project as a result of the Server Room Consolidation project. Regular calls have been set up with the supplier to manage the remaining issues.	Pending Closure	10-Oct-18

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Shared Service Projects where HDC are customers

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	Latest Update Date
<p>Implementation of Financial Management System To introduce a new Financial Management System across the council. Programme: 3C Shared Services Project Sponsor: Clive Mason</p>	TBC	TBC	For HDC: 31/08/18	31/08/18	Informed by Nicky Daish that Project Closedown report is now being drafted.	Pending Closure	09-Oct-18
<p>CCTV Camera Replacements Programme: TBC Project Sponsor: Chris Stopford</p>	TBC	TBC	TBC	TBC	Pending investigation by the Programme Office	TBC	TBC

Financial Performance Monitoring Suite September 2018

Executive summary

This report sets out the financial position at the end of September, Quarter 2, and provides forecasts on revenue, the capital programme and the Medium Term Financial Strategy (MTFS). The headlines are:

Revenue - the forecast outturn is an estimated overspend of £0.6m. This level of overspend was forecast at the end of Quarter 1, however, there has been significant changes when looked at on a service level basis. This level of overspend is also continuing the trend from 2017/18.

Capital programme – the forecast outturn is an estimated net under spend of £0.3m.

MTFS – The MTFS was previously updated as part of the 2018/19 Budget setting process. However, following the completion of the audit of the outturn for 2017/18, and as part of the ongoing budget setting process for the financial year 2019/20 and onwards it is being reviewed and will be updated.

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 may have provided details of the actions they are undertaking to address the overspend.

Revenue Forecast Outturn	2017/18		2018/19					
	Outturn	Budget	Forecast Outturn (Gross)	Use of Reserves to Fund Exp	Contribution to Reserves	Net Service Forecast	Net Variation	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Revenue by Service:								
Community	1,697	1,758	1,682	0	7	1,689	(69) ●	-3.9
Customer Services	2,816	2,533	2,573	0	86	2,659	126 ●	5.0
ICT Shared Service	1,972	2,128	2,106	0	0	2,106	(22) ●	-1.0
Development	578	1,071	749	0	2	751	(320) ●	-29.9
Leisure & Health	55	(190)	306	(159)	25	172	362 ●	190.5
Operations	4,292	3,911	4,692	(108)	0	4,584	673 ●	17.2
Resources	3,221	4,429	4,419	(69)	0	4,350	(79) ●	-1.8
Directors and Corporate Transformation	2,693	1,642	1,636	(106)	0	1,530	(112) ●	-6.8
	0	0	328	(328)	0	0	0	
Net Revenue Expenditure	17,324	17,282	18,491	(770)	120	17,841	559 ●	3.2
Contributions to/(from) Earmarked Reserves	(757)	0	(650)				(650)	0.0
Service Contribution to Reserves	3,015	3,026	2,467				(559)	-18.5
Budget Requirement (Services)	19,582	20,308	20,308					
Financing:-								
Taxation & Government Grants	(15,512)	(10,892)	(10,892)				0	0.0
Contribution to/(from) Reserves	3,228	(966)	(966)				0	0.0
Council Tax for Huntingdonshire DC	(7,298)	(8,450)	(8,450)					

Note:

Red – over spend by 2% or more

Amber – underspend by more than 4%

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

2018/19 Quarter 2 Service Forecasts

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Community											
91,651	Head of Community	85,288	85,891	603	+0.70		6,612	92,503	7,215	+8.50	
	Environmental Protection Team	342,384	304,510	(37,874)	-11.10			304,510	(37,874)	-11.10	Reduced staffing expenditure, after additional costs incurred of recruitment (-£34k) due to vacant posts offset. Additional income (£4k) generated by new business process registrations.
332,244	Business Team	276,784	220,054	(56,730)	-20.50			220,054	(56,730)	-20.50	Reducing income predictions (£18k) from reduced provision of food hygiene training and reduced income from Primary Authority agreement with Cambridgeshire County Council. Being offset by savings from delayed recruitment to vacant posts (£78k). Expectation of late year expenditure on fatal accident investigation and legal process, costs currently unknown.
260,884	Community Team	615,019	573,896	(41,123)	-6.70			573,896	(41,123)	-6.70	Savings from vacant posts (£38k), and higher than budgeted income (£12k), offset by additional costs in delivery of services (-£9k)
598,341	Environmental Health Admin	143,662	135,959	(7,703)	-5.40			135,959	(7,703)	-5.40	
136,688	Closed Churchyards	2,000	2,000	0	+0.00			2,000	0	+0.00	
2,000	Licencing	(103,951)	(143,108)	(39,157)	+37.70			(143,108)	(39,157)	+37.70	Better than expected income at this point in the year (38k), unlikely to be sustained over future financial years
(90,458)	CCTV	(70,393)	(70,772)	(379)	+0.50			(70,772)	(379)	+0.50	
(70,393)	CCTV Shared Service	155,326	189,797	34,471	+22.20			189,797	34,471	+22.20	Additional costs of maintaining an aged fleet of CCTV cameras (£35k). Formal contract award, within the HDC Ventures commercial development has been completed, project to replace camera and wireless network being commenced
199,884	Corporate Health & Safety	104,997	104,369	(628)	-0.60			104,369	(628)	-0.60	
105,072	Emergency Planning	11,575	10,845	(730)	-6.30			10,845	(730)	-6.30	
11,590	Document Centre	194,849	268,851	74,002	+38.00			268,851	74,002	+38.00	External income significantly lower than expected (£37k) along with reduced demand for internal print (54k) showing reduced level of income to the service. Being offset by reduced costs for materials and equipment maintenance and running costs (12k) and reduced staffing costs due to vacant posts within the Service area (£6k). Impact of the fire in the Print Room still in the hand of the Insurance Company, collating the information to finalise the insurance claim now that the repairs to Eastfield House have been completed.
244,663											
1,822,166		1,757,540	1,682,292	(75,248)	-4.30	0	6,612	1,688,904	(68,636)	-3.90	

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Customer Services											
97,957	Head of Customer Services	98,042	12,286	(85,756)	-87.50		85,756	98,042	0	+0.00	
1,017,460	Housing Needs	1,018,645	1,008,674	(9,971)	-1.00			1,008,674	(9,971)	-1.00	
851,799	Customer Services	851,414	847,072	(4,342)	-0.50			847,072	(4,342)	-0.50	
(127,451)	Council Tax Support	(127,354)	(127,951)	(597)	+0.50			(127,951)	(597)	+0.50	
(227,770)	Local Tax Collection	(227,770)	(225,768)	2,002	-0.90			(225,768)	2,002	-0.90	
	Housing Benefits	919,948	1,058,213	138,265	+15.00			1,058,213	138,265	+15.00	Estimated cost of benefit payments for homelessness accommodation reviewed based on latest expenditure plus adjustments to take account of impact of Universal Credit on caseload. This is on a total budget of £30m+. Offset against new burdens funding from DWP and minor operational adjustments.
850,921											
2,462,916		2,532,925	2,572,526	39,601	+1.60	0	85,756	2,658,282	125,357	+4.90	
3C's ICT											
2,106,741	ICT Shared Service	2,128,103	2,105,806	(22,297)	-1.00			2,105,806	(22,297)	-1.00	
2,106,741		2,128,103	2,105,806	(22,297)	-1.00	0	0	2,105,806	(22,297)	-1.00	
Head of Development											
84,457	Head of Development	84,715	84,092	(623)	-0.70			84,092	(623)	-0.70	
152,540	Building Control	152,540	137,681	(14,859)	-9.70			137,681	(14,859)	-9.70	(£23K recharge for accommodation at PFH). £8K additional cost of service.
151,324	Economic Development	160,822	139,858	(20,964)	-13.00			139,858	(20,964)	-13.00	(£23K) Underspend on staff costs as a result of vacancies being/to be recruited to. £4K of smaller variances.
616,707	Planning Policy	721,388	596,278	(125,110)	-17.30			596,278	(125,110)	-17.30	(£90K) Underspend on staff costs as a result of vacancies being recruited to.
(299,981)	Development Management	(343,260)	(480,004)	(136,744)	+39.80			(480,004)	(136,744)	+39.80	(£48K) Underspend on staff costs as a result of vacancies being recruited to. (£22K) Additional fee income. (£68K) DM Systems Development underspend.
206,924	Housing Strategy	212,478	192,111	(20,367)	-9.60		1,620	193,731	(18,747)	-8.80	(£22K) Underspend of salaries. £4K of smaller variances.
26,100	Public Transport	26,100	23,280	(2,820)	-10.80			23,280	(2,820)	-10.80	
56,120	Transportation Strategy	56,120	56,120	0	+0.00			56,120	0	+0.00	
994,191		1,070,903	749,416	(321,487)	-30.00	0	1,620	751,036	(319,867)	-29.90	

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Head of Leisure & Health											
81,681	Head of Leisure & Health	81,788	81,215	(573)	-0.70			81,215	(573)	-0.70	
196,057	One Leisure Active Lifestyles	205,371	355,307	149,936	+73.00	(159,000)		196,307	(9,064)	-4.40	
104,157	One Leisure St Ives Outdoor Centre	73,106	83,326	10,220	+14.00		25,000	108,326	35,220	+48.20	OLSIO - £35K down on budget. £14 down on hospitality. £16K up on budget outdoor sports. Site down on budget of £11K which maintenance and employee savings of £6K
563,340	Leisure Centres Corporate	442,394	425,563	(16,831)	-3.80			425,563	(16,831)	-3.80	Staff Saving of £21K and the remainder due to supplies and services
(1,800)	The Club Alconbury Weald	126,461	110,474	(15,987)	-12.60			110,474	(15,987)	-12.60	
(242,098)	One Leisure St Neots	(253,048)	(221,632)	31,416	-12.40			(221,632)	31,416	-12.40	£31K down on budget primarily due to the delays in the Swimming pool and 3G capital project delivery. Pitch hire £41K down on budget due to the works having to take place within the playing season. Swimming £83K down on income due to closures being in full financial year, but offset by £109K savings in salary. Net off £32K. Indoor sports income down by £29K - offset in part by employee savings of £13K. Impressions down by £16K (income down £26K on budget) but up by £9K YTD on previous years. Creche is up by £6K which demonstrates the value of the crèche to the membership package. Hospitality up £2K on budget
(151,981)	One Leisure Huntingdon	(192,301)	(101,205)	91,096	-47.40			(101,205)	91,096	-47.40	£90K variance to budget. Hospitality £21K down - employee costs are being reviewed and setting new targets for increased sales. £80K down on indoor sports (income and fees) £44K down on the allocation of membership income due to delay in the capital project and phasing of income. Reduced schools out income by £12K as only delivering out of OLSI and OLSN for the same cost. Fitness classes down by £6K. Party hire reduced by £5K. Plus various other adjustments made to reflect YTD actuals. Swimming income- due to investment up YTD by £22K on previous YTD and just off budget due to the membership re-allocation of income which is £5K down. Savings on utilities of £9K
(692,292)	One Leisure St Ives	(792,101)	(484,849)	307,252	-38.80			(484,849)	307,252	-38.80	OLSI £178K down on previous month forecast and £307K down on budget. A significant proportion of this is due to reduced income from Burgess Hall and Bar - this equates to a reduced forecast on budget figure of £215K. Savings on employee costs of £9K on Burgess bar and £30K Burgess as well as a reduction in supplies and services of £33K bar and hall of £12K. The net position of £144K hall worse and bar of £40K. There is an additional £54K variance on previous month forecast for utilities which is now reporting £54K is up on budget. Hospitality £24K down on budget mainly due to salary costs but this is being managed to reduce the year end impact. Indoor Sport - £25K down on budget, this is due to fitness classes income. Savings on Salary of £8K for Site management. On a positive Ten Pin Bowling net position is up £8k on previous YTD

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
242,341	Fleet Management	238,846	259,080	20,234	+8.50			259,080	20,234	+8.50	
(55,279)	Markets	(60,998)	(59,746)	1,252	-2.10			(59,746)	1,252	-2.10	
	Car Parks	(1,420,054)	(1,384,715)	35,339	-2.50			(1,384,715)	35,339	-2.50	Lost income in Huntingdon (use of old Waitrose Car park as uncontrolled)
(1,377,034)											Lost income St Ives (Park & Ride offering free long-stay parking)
											Excess Charge Notice Issue lower due to long term sickness (resolved and new staff in place)
4,581,264		3,910,719	4,692,023	781,304	+20.00	(108,000)	0	4,584,023	673,304	+17.20	
Head of Resources											
87,776	Head of Resources	88,705	89,341	636	+0.70			89,341	636	+0.70	
	Corporate Finance	4,747,443	4,600,095	(147,348)	-3.10	(6,714)		4,593,381	(154,062)	-3.20	Increased expected income from CCLA property fund (-£4k), higher interest rates from investments (-£8k), loan payments to PWLB lower than budget (-£65k) and savings from recalculated MRP (-£80k)
4,707,755	Finance	589,930	809,173	219,243	+37.20	(62,000)		747,173	157,243	+26.70	Delay in FMS has resulted in staffing resources needed for longer and additional temp staff for back filling and covering longterm sickness plus savings from vacant posts (+£205k) with (-£88k) to be covered by reserves
680,512	Audit & Risk Management	539,902	653,764	113,862	+21.10			653,764	113,862	+21.10	Action on Overspend - These are one-off costs relating to the implementaiton of the FMS; they should not be repeated next year. Increase in insurance premiums reflecting RTA in 01/17 and EFH Fire in Oct 17 (+£114k), 2 vacant posts with Audit (-£27k), final payment in regards to mesothelioma claim (+33k)
658,265	Legal	223,940	222,577	(1,363)	-0.60			222,577	(1,363)	-0.60	Action on Overspend - Not possible to reduce in the short-term as this is as a consequence of higher insurance premiums.
223,085	HR & Payroll Services	865,695	636,519	(229,176)	-26.50			636,519	(229,176)	-26.50	2 FTE posts vacant (-£72k), savings in apprentice scheme employee costs due to several apprentices gaining permanent employment (-£177k), Increase in DBS checks (+£19k)
610,148	Procurement	30,868	59,967	29,099	+94.30			59,967	29,099	+94.30	Undelivered due to delay in procurement outsourcing (+£30k)
38,726	Commercial Estates	(2,657,038)	(2,652,147)	4,891	-0.20			(2,652,147)	4,891	-0.20	Action on Overspend - Original intention to outsource delayed and alternative provision being investigated with 3C's partners
(2,584,342)											Higher staffing costs (+£170k), reduced CIS income due to highly competitive market (+£87k) (this variance is a mix of reduced MRP expenditure and reduced CIS income), savings in management charge (-£144k), increased estates income excl CIS (-£116k)
											Action on Overspend - The service continues to proactively investigate CIS opportunities, further investments are required to meet income targets
4,421,925		4,429,445	4,419,289	(10,156)	-0.20	(68,714)	0	4,350,575	(78,870)	-1.80	

Quarter 1 Forecast	Service Area	2018/19 Budget	Gross Forecast	Gross Variance		Reserves		Net Forecast	Net Variance		Comments on Variations Exceeding +/- £10,000
				£	%	From	To		£	%	
Corporate Team											
	Democratic & Elections	810,780	853,895	43,115	+5.30	(106,012)		747,883	(62,897)	-7.80	Final accounts have been settled on all Elections (incl. EU Referendum and UK Parliamentary from previous years) and this shows an overall surplus to the accounts along with some lower costs in Electoral Registration and Members Allowances Special Duty Allowances.
804,761											
492,195	Directors	492,052	485,456	(6,596)	-1.30			485,456	(6,596)	-1.30	
	Corporate Team	339,256	296,644	(42,612)	-12.60			296,644	(42,612)	-12.60	Vacant posts have been held while staff on secondment to transformation and pending restructure
278,812											
1,575,768		1,642,088	1,635,995	(6,093)	-0.40	(106,012)	0	1,529,983	(112,105)	-6.80	
Transformation											
0	Transformation	0	327,792	327,792	-	(327,792)		0	0	-	
0		0	327,792	327,792	-	(327,792)	0	0	0	-	
17,922,545	HDC Total	17,281,627	18,491,225	1,209,598	+7.00	(769,518)	118,988	17,840,695	559,068	+3.20	

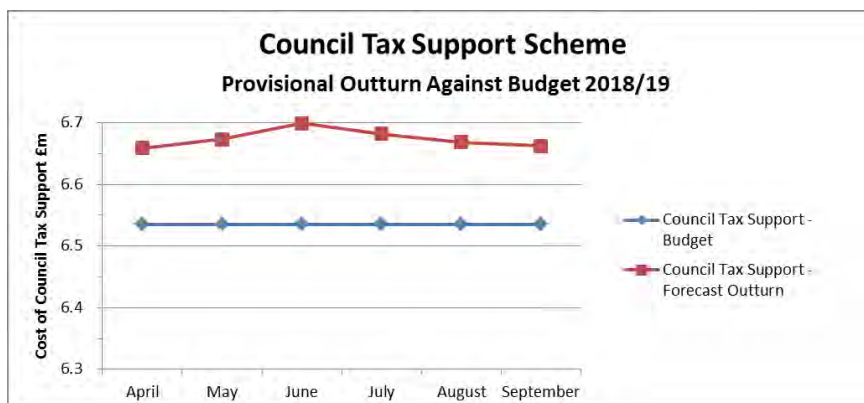
Capital Programme 2018/19		September						
Table 1 Expenditure	Status	Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Net Variance
			£	£	£	£	£	£
Community								
CCTV Camera Replacements		Chris Stopford	0	220,000	220,000	0	220,000	0
CCTV Pathfinder House Resilience		Chris Stopford	0	20,000	20,000	0	20,000	0
CCTV Wi-Fi		Chris Stopford	0	250,000	250,000	0	250,000	0
Lone Worker Software		Chris Stopford	0	20,000	20,000	0	20,000	0
					0			
					0			
Development								
Disabled Facilities Grants		Caroline Hannon	1,900,000	0	1,900,000	836,996	2,235,500	335,500
Huntingdon West CIL		Claire Burton	0	0	0	553,026	553,026	553,026
Alconbury Weald Remediation		Sue Bedlow	0	979,556	979,556	979,556	979,556	0
					0			
					0			
Leisure and Health								
One Leisure Improvements		Pete Corley	366,000	40,000	406,000	44,187	406,000	0
Burgess Hall		Gareth Clark	0	0	0	0	0	0
One Leisure St Ives New Fitness Offering		Daniel Gammons	250,000	0	250,000	0	250,000	0
One leisure Ramsey 3G		Martin Grey	600,000	0	600,000	0	334,000	(266,000)
One Leisure St Neots Synthetic Pitch		Jon Clarke	0	390,000	390,000	0	390,000	0
OL St Neots Pool		Jon Clarke	0	278,957	278,957	26,199	278,957	0
OL Huntingdon Expansion		Paul France	0	0	0	29,498	21,000	21,000
					0			
Resources								
Health and Safety Works on Commercial Properties		Jackie Golby	60,000	0	60,000	0	60,000	0
Energy Efficiency Works at Commercial Properties		Jackie Golby	50,000	0	50,000	0	43,750	(6,250)
Cash Receipting System		Paul Loveday	0	2,103	2,103	0	2,103	0
Financial Management System Replacement		Paul Loveday/Andrew Buckell	0	0	0	56,432	46,000	46,000
FMS Archive		Paul Loveday	0	14,000	14,000	0	14,000	0
VAT Exempt Capital		Paul Loveday	208,000	33,000	241,000	0	241,000	0
Loan Facility to Huntingdon Town Council		Paul Loveday	0	800,000	800,000	(38,000)	800,000	0
Investment in Company		Paul Loveday	0	100,000	100,000	0	100,000	0
Commercial Estates Roofs		Paul Loveday	0	0	0	103,304	103,000	103,000
					0			
Printing Services								
Printing Equipment		Andy Lusha	0	176,000	176,000	0	176,000	0
					0			
					0			
3C ICT								
Flexible Working - 3CSS		Emma Alterton	50,000	14,770	64,770	(6,795)	64,770	0
Telephones - 3CSS		Emma Alterton	0	0	0	0	0	0
Virtual Server - 3CSS		Emma Alterton	0	0	0	0	0	0
					0			
					0			
Operations								
Building Efficiencies (Salix)		Chris Jablonski	0	55,358	55,358	(600)	37,085	(18,273)
Wheeled Bins		Heidi Field	280,000	0	280,000	18,751	280,000	0
Vehicle Fleet Replacement		Andrew Rogan	1,033,000	0	1,033,000	879,187	1,033,000	0
Operations Back Office Development		Matt Chudley	230,000	135,000	365,000	0	229,000	(136,000)
Play Equipment		Helen Lack	25,000	0	25,000	13,260	39,550	14,550
Re-Fit Buildings		Chris Jablonski	0	476,467	476,467	0	455,467	(21,000)
Bridge Place Car Park Godmanchester		George McDowell	318,000	(14,037)	303,963	3,190	25,000	(278,963)
Pathfinder House Reception (DWP)		Chris Jablonski	0	119,853	119,853	120,662	138,603	18,750
Hinchingbrooke Country Park Wooden Bridge		Judith Arnold	32,000	0	32,000	0	46,000	14,000
					0			
					0			
Transformation								
Customer Relationship Management		John Taylor	180,000	0	180,000	0	80,000	(100,000)
Transformation Schemes		John Taylor	0	1,000,000	1,000,000	0	1,000,000	0
					0			
Total Expenditure			5,582,000	5,111,027	10,693,027	3,618,853	10,972,367	279,340

Capital Programme 2018/19		September						
Table 2 Funding of Capital Programme		Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Forecast	Variance
			£	£	£	£	£	£
Grants and Contributions								
DFGs	Caroline Hannon	(1,100,000)			(1,100,000)	(133,793)	(1,220,000)	(120,000)
Huntingdon West CIL	Claire Burton						(553,026)	(553,026)
Pathfinder House Reception	Chris Jablonski			(278,000)	(278,000)		(256,000)	22,000
Wheeled Bins	Heidi Field	(146,000)			(146,000)	(58,446)	(146,000)	0
Synthetic Pitch	Jon Clarke			(274,000)	(274,000)		(274,000)	0
One Leisure Ramsey 3G	Martin Grey	(300,000)			(300,000)		(184,000)	116,000
Operations Back Office	Matt Chudley	(229,000)			(229,000)		(229,000)	0
Health and Safety Works on Commercial Properties	Jackie Golby				0		(20,000)	(20,000)
Play Equipment	Helen Lack						(13,720)	(13,720)
Total Grants and Contributions		(1,775,000)	(552,000)	(2,327,000)	(192,239)	(2,895,746)	(568,746)	
Use of Capital Reserves								
Alconbury Remediation Works Reserve	Sue Bedlow	0	(979,556)	(979,556)	0	(979,556)	0	0
Total Capital Reserves		0	(979,556)	(979,556)	0	(979,556)	0	0
Capital Receipts								
Loan Repayments	Paul Loveday	(320,000)			(320,000)	0	(320,000)	0
Housing Clawback Receipts	Paul Loveday	(500,000)			(500,000)	0	(500,000)	0
Total Capital Receipts		(820,000)	0	(820,000)	0	(820,000)	0	0
Use of Earmarked Reserves								
Financial Management System Replacement	Paul Loveday				0		(46,000)	(46,000)
Investment in Trading Company	Paul Loveday		(100,000)	(100,000)			(100,000)	0
ICT Transformation	John Taylor		(1,000,000)	(1,000,000)			(1,000,000)	0
FMS Archive	Paul Loveday		(14,000)	(14,000)			(14,000)	0
CIL Reserve	Andy Moffat				0		0	0
To Earmarked Reserves		0	(1,114,000)	(1,114,000)	0	(1,160,000)	(46,000)	
Total Funding		(2,595,000)	(2,645,556)	(5,240,556)	(192,239)	(5,855,302)	(614,746)	
Net to be funded by borrowing		2,987,000	2,465,471	5,452,471	3,426,614	5,117,065	(335,406)	
Budget Reconciliation					Updated Budget	Expenditure	Forecast	Variance
	Gross Expenditure				10,693,027	3,618,853	10,972,367	279,340
	Total Grants and Contributions				(2,327,000)	(192,239)	(2,895,746)	(568,746)
	Use of Capital and Revenue Reserves				(979,556)	0	(1,025,556)	(46,000)
	Total				7,386,471	3,426,614	7,051,065	(335,406)

Financial Dashboard

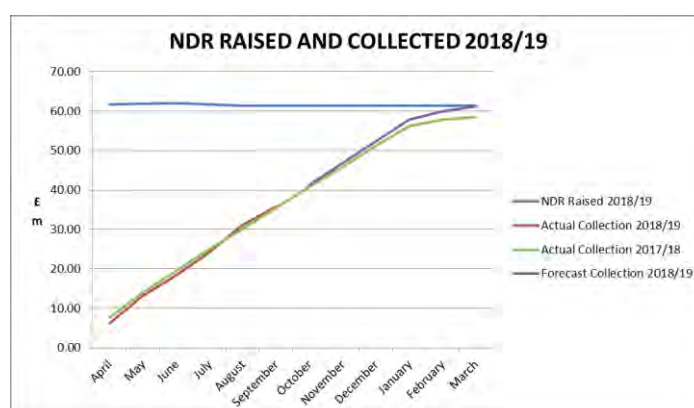
Council Tax Support Scheme

Currently, the actual take-up of Council Tax Support is running approximately £0.13m above the budgeted £6.5m. Any 2018/19 increase in Council Tax Support will impact in 2019/20.



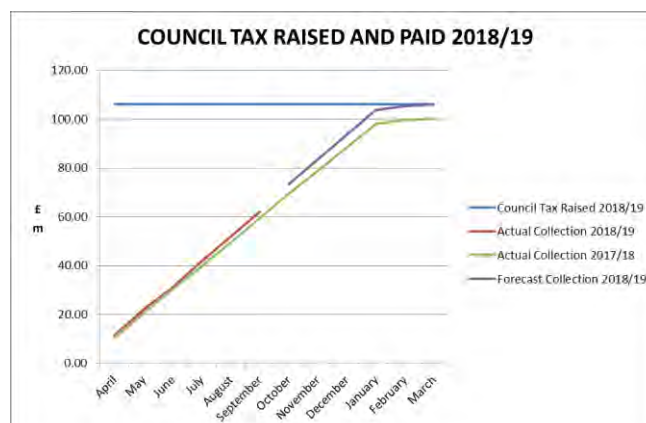
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.5% for HDC including parishes).

Collection of NDR



The NDR graph above shows the total amount of NDR bills raised in 2018/19 and the actual receipts received up to the end of September, with a forecast for receipts through to the end of the year, based on historical collection rates. The Council tax graph below provides the same analysis.

Collection of Council Tax



Miscellaneous Debt

The total outstanding debt as at the end of September 2018 is £1.859m (June 2018, £3.546m), £0.709m (June 2018, £1.596m) is prior year debt of which £0.358m (June 2018, £1.104m) relates to 2017/18.

The 2017/18 and 2018/19 debt position is currently showing an outstanding amount of £1,509m (June 2018, £3.055m), £28k relates to Commercial Rents, £168k relates to homeless accommodation/prevention, £43k relates to schools and other customers use of One Leisure facilities and £983k relates to shared services recharges.

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 2018/19.

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. This reporting cycle has now been completed and 657 properties have been completed, which is 32 below the target.

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 July – September 2018 (Q2)

Over the above period, 21 propositions were reviewed up to stage 1 with all bar three outside the District. A bid was made on Stukeley Meadows Industrial Estate in August (stage 3) and two opportunities in St Neots are being investigated (stage 2). An opportunity from March 2018 has been approved by Cabinet and is in legal hands (stage 5) at St Neots but requires construction works to remediate some defects. We are still in discussions with the vendor.

By property type the investments considered in Q2 are as follows:

Offices	6	Development sites (non-investment)	2
Leisure	1	Retail high street	2
Industrial/warehouse	6	Retail warehouse	2
		Other (trade counter /student housing)	2