

HUNTINGDONSHIRE DISTRICT COUNCIL

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

Meeting/Date: Cabinet, 21 June 2018

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

Report by: Corporate Team Manager and Finance Manager

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Actions and Corporate Indicators listed in the Council's Corporate Plan for 2016-18 for the period 1 January to 31 March 2018 and on current projects being undertaken. 'Red' indicators where variance from the target is not acceptable include some where performance results are skewed by short periods of particularly poor performance, e.g. impacts from Quarter 1 and/or 2. These continue to affect results throughout the year even where subsequent performance has exceeded targets. Scheduled performance clinics focus on delivering continuous improvements in all services.

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

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

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

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

Recommendations:

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

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

1. PURPOSE

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

2. BACKGROUND

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

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Customers) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 4 will be circulated to Cabinet following their meeting on 6 June.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators which had a 'Red' status at the end of Quarter 3. **Appendix C** provides information about projects with a 'Red' status, including the purpose of the project and comments from the Programme Office as to the current status of each project's SharePoint site as part of the new governance arrangements.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures. Targets for Corporate Indicators and target dates for Key Actions have been set by the relevant Head of Service after discussion with the appropriate Portfolio Holder.
- 3.4 The following table summarises final outturn progress in delivering Key Actions for 2017/18:

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

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

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

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

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

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

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

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

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

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

4. FINANCIAL PERFORMANCE

4.1 Financial Performance Headlines

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

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

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

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

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

4.2 Summary Revenue Forecast variances by Service

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

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

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

4.4 ZBB Savings Foregone

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

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

4.5 ZBB and Line by Line Review Savings Progress

As part of the budget setting process for 2017/18, £1.9m of ZBB and Line by Line Review savings were approved. A review of the position of these savings for the year has been carried out and a RAG (Red, Amber, Green) rating given.

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

Red – savings not achieved

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

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

4.6 Medium Term Financial Strategy

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

5. CAPITAL PROGRAMME

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

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

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

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

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

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

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

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

6. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

6.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget, by 2021/22 it will have in part contributed in reducing this to £1.2m.

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

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

6.3 Investments

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

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

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

7. COMMENTS OF OVERVIEW & SCRUTINY PANELS

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

8. RECOMMENDATIONS

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

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

9. LIST OF APPENDICES INCLUDED

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

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

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

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

Annex A – Revenue Provisional Outturn and Service Commentary March 2018

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

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

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

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

Project Performance (Appendix C)

Adrian Dobbyne, Corporate Team Manager ☎ (01480) 388100

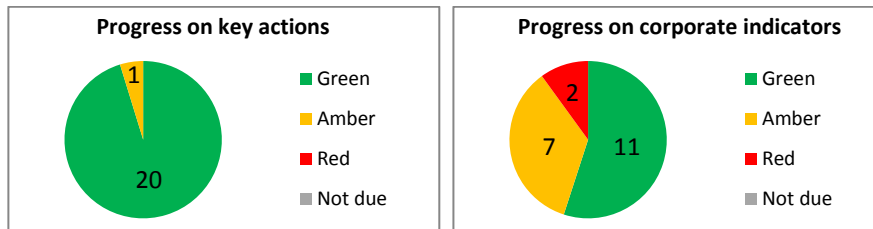
Financial Performance (Appendices D and E)

Paul Loveday, Interim Finance Manager ☎ (01480) 388605

Performance Summary Quarter 4, 2017/18

Enabling communities

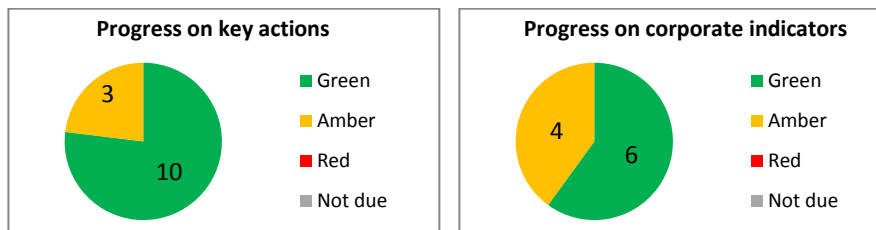
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



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

Delivering sustainable growth

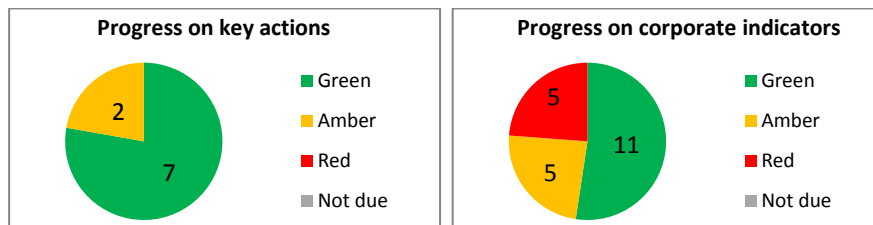
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



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

Becoming a more efficient and effective council

We want to continue to deliver value for money services



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

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME – ENABLING COMMUNITIES

Period January to March 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	20		1		0		0		0

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

Summary of progress for Corporate Indicators

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		7		2		0		0

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 1. Continue to manage and enhance the joint CCTV service with Cambridge City Council	Ongoing	Cllr D Brown	Chris Stopford	The CCTV shared service continues to operate efficiently across both Huntingdonshire and Cambridge City. The team of CCTV Operators is fully staffed after successful recruitment to a number of vacant posts. Investment in the Huntingdonshire camera network was approved by Cabinet in February 2018 following a procurement exercise and plans to commence the camera and network upgrade are being finalised for implementation during 2018/19.
G	KA 2. Reduce incidences of littering through targeting of enforcement work	Ongoing	Cllr A Dickinson	Chris Stopford	Through the development of the Community Protection and Enforcement Team, there has been an increase in the number of fines issued for littering from a vehicle. By evaluating the calls for service, the team have identified four priority locations where action plans are being implemented in relation to littering and fly-

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
					<p>tipping, these being:</p> <ul style="list-style-type: none"> • Oxmoor • Brampton Hut • Little End Road, St Neots • Yaxley <p>The action plans are owned jointly with Operations and include actions that focus on prevention, education, enforcement, self-help and community responsibility. The long term intention being that littering can be reduced by changing the mind set of residents, businesses, road users and communities as well as investing in children and young people to take responsibility. This initiative is being run under the Council's i-care branding.</p>
G	KA 3. Reduce the level of household waste sent to landfill	Ongoing	Cllr J White	Neil Sloper	Q1 to Q4 cumulative performance shows 55% of household waste has been diverted from landfill via our green waste and dry recycling collections. This is within target.
G	KA 4. Support delivery of sustainable community / leisure activities / facilities	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	<p>46,540 attendances at Active Lifestyles Activities in 2017/18 (4% above the 2017/18 target).</p> <p>Admissions at One Leisure are 81K down in the previous year however half of this can be attributed to interruption due to the development work at Huntingdon and Burgess Hall with also significant losses across sites in general swimming. Investment into the Huntingdon pool and dryside facility has been completed as well as the Burgess Hall. Works to refresh St Neots pool and upgrade synthetic surfaces at St Neots and Ramsey have been agreed.</p>
A	KA 5. Maintain clean open spaces to DEFRA Code of Practice on Litter and Refuse, compliant with the Environmental Protection Act	Ongoing	Cllr J White	Neil Sloper	Over 2,100 inspections were completed in 2017/18, bringing our cumulative pass rate to 74%. While litter, fly posting and graffiti were delivered to standard across the district, this indicator was impacted by seasonal variation and poor performance from the weed spraying contractor in the first half of the year. This was recovered through additional monitoring and corrective action at the contractors cost. Funding is in place for 3 weed spraying treatments in 2018/19 and the first spray was undertaken in April/May. 2018/19 performance will be benchmarked with other comparable authorities using the Association for Public Sector Excellence's Land Asset Management system (LAMS).

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 6. Support the delivery of the Sport and Leisure Facilities Strategy	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	The Sport and Leisure Facility has helped to support a number of planning applications in gaining funding towards outdoor formal sports provision. In particular projects for Ramsey 3G pitch, Ramsey Colts changing facility, One Leisure Huntingdon redevelopment, One Leisure Huntingdon Swimming Pool changing rooms, Huntingdon Bowls Club, Ramsey Tennis Club, Little Paxton community building have all been supported throughout 2017/18 via the strategy to get completed or started.
G	KA 7. Support delivery of Open Spaces and Play Provision Strategy	Ongoing	Cllr J White	Neil Sloper	The Development Team are now looking to work towards a Play and Green Space strategy to capture the way we will manage and develop our Green Spaces assets.
G	KA 8. 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 A Dickinson	Chris Stopford	The operation of the monitoring network continues to show consistent levels of air pollution. Work has been undertaken to support a request to Defra to revoke the Air Quality Management Area in St Neots. The other Air Quality Management Areas are largely the result of road traffic the impact of which is being assessed in preparation for further revocation requests, however at least one will be dependent on assessment results after completion of the A14 realignment.

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 9. Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	46,540 attendances at Active Lifestyles Activities in 2017/18. (4% above the 2017/18 target). One Leisure facility admissions down in general and significantly swimming attendances. However Impressions (fitness) admissions have increased as have fitness classes at Ramsey and St Neots.
G	KA 10. Prevent homelessness where possible by helping households to remain in their current home or find alternative housing	Ongoing	Cllr R Fuller	Head of Customer Services	363 households successfully prevented from becoming homeless in the year, a 25% increase over last year as a result of our interventions at a time when alternative affordable housing options are increasingly difficult to find.
G	KA 11. Work with partners to deliver the homelessness prevention 'Trailblazer Project' across Cambridgeshire	Ongoing	Cllr R Fuller	Head of Customer Services	The Trailblazer Project has continued to develop and introduce pathways for clients through other agencies leading to improved highlighting of potential homelessness issues at earlier stages.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
					The strand of work covering the delivery of more affordable housing options across a range of tenures links to our Housing Strategy actions and remains one of the main challenges. This includes the option of establishing a private housing company to deliver more affordable housing to help prevent homelessness – a report to Cabinet on options in July 2018.
G	KA 12. Update the Huntingdonshire District Council Homelessness Strategy	October 2017	Cllr R Fuller	Head of Customer Services	Revised Homelessness Strategy adopted by Cabinet in October 2017.
G	KA 13. Achieve Green Flag (a national standard) status for Priory Park, St Neots	Complete	Cllr J White	Neil Sloper	Portfolios for Hinchingsbrooke Country Park and Paxton Pits were submitted before deadline. Green Flag judging is in Spring 2018.
G	KA 14. Support and develop play facilities alongside Town and Parish Councils	Ongoing	Cllr J White	Neil Sloper	Business case was not successful but working to deliver improvements in partnership with other bodies, for instance supporting Friend Groups to drive new facilities or events.

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 15. Support community planning including working with parishes to complete Neighbourhood and Parish Plans	Ongoing	Cllr R Fuller / Cllr A Dickinson	Andy Moffat	2 Neighbourhood Plans 'made' in 2017/18 and now form part of the statutory development plan for Huntingdonshire – the Godmanchester Neighbourhood Plan in December 2017 and the Houghton & Wyton Neighbourhood Plan in March 2018.
G	KA 16. Review control and management of council owned assets and, where mutually beneficial, transfer ownership of council owned assets to the community	Ongoing	Cllr J Gray	Clive Mason	HDC is currently reviewing its designated surplus assets to determine if there are affordable housing opportunities. The new community centre at Little Paxton has now transferred to HDC under a Section 106 agreement and is leased to Community group for an initial one year pending Secretary of State approval to a 99 year lease at a peppercorn rent.
G	KA 17. Manage the Community Chest funding pot and voluntary sector funding to encourage and promote projects to build and support community development	Ongoing	Cllr A Dickinson	Chris Stopford	The £60k Community Chest programme for 2017/18 was awarded in full following a second round of applications and Grants Panel on 16 th January 2018. The full financial allocation has now been claimed and paid to the successful applicants
G	KA 18. Supporting the development of volunteer opportunities	Ongoing	Cllr S Cawley / Cllr J White / Cllr D Brown	Clive Mason/ Neil Sloper/ Jayne Wisely	Volunteers contributed more than 3,700 days to support HDC service delivery in 2017/18. The Council is supporting the founding of a new Friend Group in Riverside Park, St Neots.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 19. Support Sports Club development e.g. work with a number of clubs over the year	Ongoing	Cllr D Brown / Cllr A Dickinson	Jayne Wisely	The Active Lifestyles team successfully gained £3,800 funding to support the implementation of Yaxley Boxing Club after consultation and partnership work within the area for the need. Throughout the year various other clubs have been collaborated with including Paxton Lakes Sailing Club, Huntingdon Gymnastics Club, and Huntingdon Archery Club to help support their membership and participation rates.
G	KA 20. Continue to work with volunteers to manage and maintain relevant parks and open space	Ongoing	Cllr J White	Neil Sloper	In Quarter 4, Countryside Services had a total of 897 volunteers (212 administrative and 685 practical volunteers). Supporting the founding of a new Friend Group in Riverside Park, St Neots.
G	KA 21. Support and encourage community action on litter picking	Ongoing	Cllr J White	Neil Sloper	19 litter picks took place in Q4, with over 350 bags of litter collected.

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 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 1. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations Aim to maximise	86.89%	80%	74%	A
Comments: (Operations) Over 2,100 inspections were completed in 2017/18, bringing our cumulative pass rate to 74%. While litter, fly posting and graffiti were delivered to standard across the district, this indicator was impacted by seasonal variation and poor performance from the weed spraying contractor in the first half of the year. This was recovered through additional monitoring and corrective action at the contractors cost. Funding is in place for 3 weed spraying treatments in 2018/19 and the first spray was undertaken in April/May. We will also monitor and benchmark 2018/19 performance with other comparable authorities using a Land Asset Management system (LAMS) provided by APSE (Association for Public Sector Excellence).				

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 2. Percentage of street cleansing and grounds maintenance service requests resolved in five working days Aim to maximise	Street Cleansing - 83%	80%	93.4%	G
	Grounds maintenance - 61%	80%	82.1%	G
Comments: (Operations) On target. As a result of proactive working we looked at areas of concern from previous years' service requests and looked to resolve these before the event this year. This has resulted in a reduction of customer service requests overall, enabling us to react quickly to our customers.				
PI 3. Percentage of successful enforcements – dog fouling, litter Aim to maximise	100%	100%	82.4%	A
Comments: (Community) Of the 17 served, 14 have been paid, 1 is still within time, 1 prosecution is pending and 1 is awaiting confirmation as to whether to prosecute. Following the Community restructure and the creation of the new Community Protection and Enforcement Team there has been an increase in the number of Fixed Penalty Notices (FPNs) issued. This has also increased the number of fines that are being challenged and in some cases not paid. The fines issued predominantly relate to littering from a vehicle which in the next couple of months will increase to £150 per offence from £75 per offence. Officers issued the first FPNs for incorrect storage of waste in March. Three prosecutions are currently underway for fly-tipping offences which we are confident will achieve a greater fine than the £400 available from issuing an FPN. Officers are investigating complaints that are received in relation to dog fouling and two FPNs were issued in March for breaches of the dog related Public Space Protection Order that covers the District.				
PI 4. Number of play spaces created or upgraded Aim to maximise	7	12	12	G
Comments: (Operations) Capital budgets allow for small upgrades of equipment. Due to business case not being supported for additional play works, the core capital budget will not stretch to the same level of new provision in 18/19. As a result, this indicator will need to be removed or greatly reduced to a maximum of 4.				
PI 5. Percentage of household waste sent to landfill Aim to minimise	49.2% (previously reported at 44.5%)	45%	45%	G
Comments: (Operations) Q1 to Q4 cumulative performance shows 55% of household waste has been diverted from landfill via our green waste and dry recycling collections. Although on target, performance has dipped slightly in 17/18. The longer, colder winter has significantly reduced the amount of green waste collected in March this year. This is positive from a waste minimisation point of view, although it does impact the percentage split between landfill and diverted waste.				
PI 6. Average length of stay of all households placed in B&B accommodation Aim to minimise	5.1 weeks	6 weeks	7 weeks	R

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
Comments: (Customer Services) This is affected by our ability to move households into alternative forms of temporary accommodation and ultimately into a more settled home – directly influenced by the number of social rented properties becoming available. Successful preventions also play an important part in preventing people hitting a crisis point and requiring a placement into temporary accommodation. Alternative sources of temporary accommodation continue to be brought on-line with two suppliers now offering nightly paid self-contained accommodation as an alternative to B&B. There are c.30 units of this type in use as well as c.20 households placed in B&B. It provides a better quality and more cost effective option than B&B but the main objective remains to prevent homelessness in the first place thereby avoiding the need to place households into temporary accommodation.				
PI 7a. Participation at targeted services for older people Aim to maximise	18,751	16,300	19,154	G
Comments: (Leisure and Health) Right Start Group Exercise classes and commissioned classes in residential/care setting continue to perform strongly. Best ever year for Right Start with nearly 9,000 attendances in its own right.				
PI 7b. Participation at targeted services for long-term health conditions Aim to maximise	21,647	17,400	17,816	G
Comments: (Leisure and Health) Exercise Referral continues to be a high demand service and the team have worked extremely hard to manage the transition from the free scheme to the paid scheme which came into effect on 1 st April.				
PI 7c. Participation at targeted services for disability/equity Aim to maximise	4,743	3,500	4,770	G
Comments (Leisure and Health): Successful walking sports programmes across all OL sites have contributed heavily alongside disability care home commissioned activities.				
PI 7d. Participation at targeted services for young people (healthy weight) Aim to maximise	1,721	2,500	2,231	A
Comments (Leisure and Health): A good last 3 months to the year kept the target within amber after a difficult few months in Q2/Q3 with staff changeover and limited activities. Street Sports at Ramsey have been successful at addressing hard to reach targets.				
PI 8. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000 Aim to minimise	35.8 weeks	28 weeks	40.6 weeks	R

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
<p>Comments: (Development) The Cambs Home Improvement Agency recruited a new manager in Summer 2017. The new manager has introduced a performance plan to improve the time taken to complete DFGs and presented the plan at the December 2017 Overview & Scrutiny Panel (Communities and Environment) meeting. Although time taken to complete a DFG is still much longer than the target, the service is improving: time taken between referral and completion in Q1 = 44.7 weeks, Q2 = 44.4 weeks, Q3 = 41.1 weeks and Q4 = 30.9 weeks. This demonstrates a marked improvement in the speed of providing DFGs which is expected to continue.</p>				
PI 9. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme Aim to maximise	97%	95%	97%	G
<p>Comments: (Community) There are a consistent number of premises scoring 3 or above on the Food Hygiene Rating Scheme (FHRS), with a small number of food business operators failing to achieve a generally satisfactory result. Where businesses have a rating of 0, 1 or 2, further intervention is carried out to improve the score, including enforcement action where appropriate. Moving forwards into 2018-19, these poor performers will be proactively targeted with a coaching and educative approach to improve standards and thereby the food hygiene rating.</p>				
PI 10. Number of complaints about food premises (per 100 food businesses) Aim to minimise	2.7	5	3.9	G
<p>Comments: (Community) Complaints against food premises are slightly up on last year following the introduction of a new Food Standards Agency complaints portal which reallocates communications to the originating authority. All complaints are triaged according to the allegation and appropriate action taken. This might range from recording detail to follow up at the next inspection to bringing forward a risk based intervention or undertaking a targeted visit to investigate the incident. One complaint received has resulted in formal sanctions with a prosecution scheduled for hearing at magistrates' court in May 2018.</p>				
PI 11a. Increase the number of One Leisure members and users in targeted segments of the community: Young people (8-14) Aim to maximise	6,412	6,604	6,450	A
PI 11b. Increase the number of One Leisure members and users in targeted segments of the community: Older People (55-65) Aim to maximise	2,922	3,009	3,015	G
PI 11c. Increase the number of One Leisure members and users in targeted segments of the community: Families with young children	7,193	7,408	6,812	A

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
Aim to maximise				
PI 11d. Increase the number of One Leisure members and users in targeted segments of the community: Young adults (18-30)	6,747	6,949	6,817	A
Aim to maximise				
Comments: (Leisure and Health) The temporary closures of facilities at Huntingdon and lack of investment in St Neots pool appear to have detrimentally reduced numbers specifically relating to families and young people (Funzone closure). The growth in older people is attributed to a recovering Impressions service and better marketing and feel to the gym facilities.				
PI 12. Number of visits to One Leisure – leisure centres	2,333,072	2,324,400	2,292,871	A
Aim to maximise				
Comments: (Leisure and Health) Attendances are varied across different areas of the One Leisure business, with the significant decreases being attributable to disruptions due to development works. Swimming has also shown a continuing decline so the inclusion of free swimming for juniors on swimming lessons (which is growing) has been included to try to arrest this slide. Generally fitness based activities are either stable or increasing. Junior activities are another focus as competition from external (non-leisure) providers is significant.				
PI 13. Number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health)	N/a – new measure	1,660	3,720	G
Aim to maximise				
Comments: (Resources) The targets set for this year were based on underestimates of volunteering days in previous years.				

STRATEGIC THEME – DELIVERING SUSTAINABLE GROWTH

Period January to March 2018

Summary of progress for Key Actions

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

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

Summary of progress for Corporate Indicators

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

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
A	KA 22. Review the focus for service delivery in the Council's Economic Growth Plan 2013-2023 on an annual basis	Jan 2018	Cllr R Fuller	Andy Moffat	The service has been reviewed for the purposes of establishing the annual service plan with an enhanced focus on business engagement and will be revised during May/June to take into account the new structure and responsibilities of the Combined Authority and LEP as they become clearer and the reduced staff resource in the team following the deletion of the marketing officer post during 2017/18. Consultants appointed to undertake sector analysis to help advise review.
A	KA 23. Deliver the Council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment	Ongoing	Cllr R Fuller	Andy Moffat	Annual implementation and impact report made to Overview & Scrutiny Panel (Economy and Growth) in July 2017. Given the deletion of the Marketing Officer post from the team structure there will not be sufficient resource to deliver the full marketing implementation plan. Marketing activity is to be reduced to activities integrated into business engagement work and will not be report separately.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 24. Deliver a Car Parking Strategy that is supportive of residents, visitors and local businesses	Dec 2017	Cllr J White	Neil Sloper	Officers and members of HDC's Strategic Review of Parking Task and Finish Group have worked closely throughout the year to develop an evidence-based off-street car parking strategy for the service. A draft strategy has now been completed and is with members of the Task and Finish to review before finalisation.

WE WANT TO: Support development of infrastructure to enable growth

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 25. Prepare an infrastructure Delivery Plan alongside the Local Plan	June 2017	Cllr R Fuller	Andy Moffat	The Infrastructure Delivery Plan November 2017 Update was published on 4 December 2017 to support the proposed submission Local Plan to 2036. This forms an Addendum to the June 2017 Infrastructure Delivery Plan and Infrastructure Schedule.
A	KA 26. Continue to work with partners and influence the Local Enterprise Partnership's (LEP's) and combined authority to secure resources to facilitate delivery of new housing and drive economic growth and to mitigate any negative impacts of this	Ongoing	Cllr R Fuller	Andy Moffat	At the LEP Board meeting on the 19 th December 2017 it was resolved that the Company be wound up on a solvent basis by 31 st March 2018. At the Combined Authority (CA) Board meeting on the 28 th March 2018 how the Business Board would operate was agreed and the Business Transfer Agreement between the LEP to the CA was agreed in principle. A programme of housing developments continues to be maintained and updated for bids to the CA's Housing Fund, with funding secured in 2017/18 for affordable housing in Offord D'Arcy (x2) and Ramsey. County and District Council Officers are providing support to the CA's scoping of work to explore a third river crossing and improvements to the A141 Huntingdon northern bypass.
G	KA 27. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 and the local road network to deliver the specific requirements of the Council	Ongoing	Cllr R Fuller	Andy Moffat	A14 delivery on track. Active input into the A428; Oxford – Cambridge expressway and railway; broader input into wider rail network as and when required.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 28. Work in partnership to ensure local delivery of training to meet business growth	1/9/2018 for opening of iMET	Cllr R Fuller	Andy Moffat	iMET building is now complete and the curriculum development advancing. HDC support now focused on supporting with business engagement and promotion to local businesses.
G	KA 29. Encourage and support apprenticeships across the district	On-going	Cllr R Fuller	Andy Moffat	Continue to promote local apprenticeships via EDGE work on a weekly basis, event during Apprenticeship week in shop and careers fair in December at Wood Green.

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 30. Prepare the submission draft of the Local Plan	Submission by end of March 2018	Cllr R Fuller	Andy Moffat	Local Plan to 2036 was submitted in March 2018.
G	KA 31. Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> St Neots Alconbury Weald 	Ongoing	Cllr R Fuller	Andy Moffat	Resolution to approve from Development Management Committee (DMC) for application for 2,800 homes at Wintringham Park St Neots in March 2018. Updated report provided to DMC in November 2017 on Loves Farm St Neots Phase 2 development, with further report anticipated in April 2018. Officers also continue to work positively with Urban&Civic on the Alconbury scheme.
G	KA 32. Maintain a 5 year housing land supply position	Ongoing	Cllr R Fuller	Andy Moffat	Appeal decision received in December 2017 confirms we have a 5 year housing land supply. The Annual Monitoring Report published in December 2017 demonstrates a 5.78 year supply.
G	KA 33. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan	June 2017	Cllr R Fuller	Andy Moffat	Housing Strategy adopted in June 2017. Action Plan being implemented including work with Altair to explore a Housing Delivery Vehicle.
G	KA 34. Prepare 'Masterplans' for the Market Towns	Inner Circle are expected to present the St Neots 'masterplan' in September 2017	Cllr A Dickinson	Andy Moffat	St Neots Masterplan presented in October. Delivery governance structure established Steering Group and Delivery Group with HDC leading the Delivery Group under Nigel McCurdy's chairmanship. Work underway to prepare phase 1 business case to effect release of nominally allocated Combined Authority funds. At its March 2018 Board Meeting, the Combined Authority agreed allocation of funding for masterplans for all of the county's market towns.

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 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 14. Number of Marketing strategies on track Aim to maximise	18 (at July 2017)	15	13	A
Comments: (Development) The Economic Development team lost 0.6 FTE to the Transformation team in June. This has had a big impact on a team of only 2.8 FTE in total. The skill set lost is not easily replaced with back filling and this has diverted resource away from marketing activities. Separately, additional resource for support with marketing activities which had been approved has now been cut from next year's budget resulting in a review of service activity with marketing activity for the year ahead reduced to what is achievable as an integrated part of business engagement activity.				
PI 15. Proportion of Community Infrastructure Levy (CIL) receipts allocated Aim to maximise	100% (Huntingdon West Link Road)	Decisions to be made by Cabinet on future spend of CIL by end of March 2018	See commentary below	A
Comments: (Development) At the March 2018 Cabinet meeting, it was resolved that officers continue the positive partnership working to identify infrastructure funding and opportunities to invest CIL income in 2018/2019 and opportunities to leverage other funding.				
PI 16. Number of people attending EDGE 'sharper skills for enterprise' events (throughput over 12 months) Aim to maximise	N/a – new measure	1,200	1,056	A
Comments: (Development) One school pulled out of attendance at December's Careers fair which has adversely affected the total numbers significantly and impacts on the 2017/18 outturn.				
PI 17. Number of EDGE customers supported Aim to maximise	N/a – new measure	100	105	G
Comments: (Development) The figures are the number of live client cases at the end of the relevant period. When people are helped successfully into work the number of active client cases reduces. This measure was relevant whilst EDGE was in capacity building stage but needs changing for next year to total number helped successfully into work.				

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 18a. Percentage of planning applications processed on target-major (within 13 weeks or agreed extended period) Aim to maximise	81%	70%	76%	G
PI 18b. Percentage of planning applications processed on target-minor (within eight weeks or agreed extended period) Aim to maximise	72%	70%	72%	G
PI 18c. Percentage of planning applications processed on target-household extensions (within eight weeks or agreed extended period) Aim to maximise	95%	85%	91%	G
Comments: (Development) Achieved our performance targets for 'Majors' (76% of majors determined in time or within agreed extension of time), 'Minors' (72% of minors determined in time or within agreed extension of time) and 'Others' (91% of others determined in time or within agreed extension of time) during the 2017/18 financial year.				
PI 19. Number of new affordable homes delivered Aim to maximise	188	167	123	A
Comments: (Development) At the start of the financial year we were anticipating that 167 new affordable homes would complete during 2017/18. During the year this was reduced to 165 as some schemes slipped and others came into programme. The programme was always heavily weighted towards completions during March 2018 and a number of homes which were due to handover during March have slipped to early next financial year. 23 affordable homes completed during Q4 against a target of 65. 123 new affordable homes completed during 2017/18 which is lower than the target. The Outturn is given as amber rather than red as all of the homes are under construction and due to complete during 2018/19 which will boost the delivery figures for next year.				
PI 20. Net additional homes delivered (reported annually in arrears) Aim to maximise	535 (actual for 2015/16)	567 (target for 2016/17)	682 (actual for 2016/17)	G
Comments: (Development) As at 31 March 2017, 508 dwellings were under construction. Past completions for 16/17 were 682 dwellings due to higher than expected rates of completion on several sites, including Eaton Court, St Neots, The Spires (former St Ives Golf Course), New Horizons, Yaxley (former mushroom factory site), The Orchard, Fenstanton and Romans Edge (former Bearscroft Farm), Godmanchester. Completions in 2017/18 are anticipated to be approximately 689 dwellings.				

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 21. Net business-use floor space created (reported annually in arrears) Aim to maximise	-12,650m ² (actual for 2015/16)	n/a	+36,161m ² (actual for 2016/17)	G (due to the increase reported)
Comments: (Development) Total net employment floorspace completions for 2016/17 saw the addition of 36,161 m ² floorspace which is a considerable increase on the previous year. This is largely due to the amount of completed floorspace at Alconbury Weald, where a new fruit/flower processing facility with ancillary offices was completed, along with B8 units for IKO and John Adams Toys (31,893m ²). Future years are expected to see continued net increases. The net fall in 2015/16 was mainly attributable to the loss of office floorspace to residential and retail in Huntingdon and St Neots, and demolition of hangars at Alconbury Weald.				

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period January to March 2018

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	7		2		0		0		0

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

Summary of progress for Corporate Indicators

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

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

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 35. Deliver the HDC Transformation Programme; relevant work streams are Workspace, Commercial and Business	Ongoing	Cllr S Cawley	John Taylor	By the end of Q4 we have: <ul style="list-style-type: none"> Created a successful case for investment in Council Anywhere that was approved as part of the Medium Term Financial Strategy (MTFS). Additionally we have benchmarked current use of space and staff views on working flexibly – allowing us to track improvements as we roll the project out in 2018/19. Created HDC Ventures and approved the first joint venture (CCTV). Working on the business case for printing services. Delivered a programme of LEAN reviews and improved our approach to this for roll-out in 18/19.
G	KA 36. Implement action plan to reduce time taken from receipt to decision on Licensing applications	31 March 2018	Cllr A Dickinson	Chris Stopford	The service was reviewed using LEAN principles to consider the areas where process improvements can be made. Changes have improved processes however performance is still impacted by incomplete or inaccurate applications which take longer to process. Action is being made to support the licensed trades to ensure complete and accurate applications are submitted.

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
A	KA 37. Aim to reduce the energy usage in One Leisure by 20% via the Refit energy efficiency programme	Ongoing	Cllr D Brown	Jayne Wisely	The RE:fit project has had a successful year, delivering an energy saving in excess of 7%. Although estimations have been used for part of March 2018 data, savings are only likely to be greater as a number of energy saving measures have been introduced since this time.
G	KA 38. Introduce more online self-service delivery on the Council's website ensuring we focus on customer need	Ongoing	Cllr S Cawley	Paul Sumpter	Investigation into delivery of an online customer account continues with a prospective solution having been identified and engagement with services and senior management in progress. A decision on procurement is expected in May.
A	KA 39. Maximise the income generating potential of One Leisure and all traded activities	Ongoing	Cllr D Brown	Jayne Wisely	<p>One Leisure income failed to hit its budgeted targets for a number of known reasons, including delays in several potentially high grossing capital projects (One Leisure Huntingdon Impressions and One Leisure St Neots Pool & 3G pitch) relating to long standing lease issues. As these are now resolved income streams in these areas are expected to recover/develop.</p> <p>Burgess Hall failed to achieve income targets as the disruption to its programme to facilitate the redevelopment works had a greater knock on effect than expected and recovery is slow.</p> <p>Impressions was also behind budget target but more positively exceeded the previous year's totals and therefore has halted the recent declining trend and is now into a period of steady, sustainable and controlled growth.</p>
G	KA 40. Implement the HDC apprenticeship programme for 2017/18	31 October 2017	Cllr S Cawley	Clive Mason	Ten apprentices were recruited at an assessment day in October and joined the Council's Apprenticeship Academy on an 18 month Business Administration Apprenticeship. We also have four existing permanent members of staff who are undertaking apprenticeships in Team Leading and Business Administration. We are currently evaluating other apprentice opportunities for existing staff to maximise the apprenticeship levy. 19 existing members of staff in Operations have been undertaking a fully funded apprenticeship in Driving Goods Vehicles.
G	KA 41. Undertake an employee survey, sharing the results and producing an action plan to present to staff and Members	Complete survey by 31 August 2017	Cllr S Cawley	Adrian Dobbyne	The Action Plan was endorsed by the Employment Committee on 30 November 2017. It is currently being implemented with monitoring of progress ongoing. Updates on progress made on actions are reported to staff and Employment Committee.

WE WANT TO: Become a more customer focussed organisation

Status	Key Actions for 2017/18	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2017/18
G	KA 42. Deliver the HDC Transformation Programme; relevant work streams are Customers and People	Ongoing	Cllr S Cawley	John Taylor, Clive Mason	By the end of Q4 we have: <ul style="list-style-type: none"> • Been selected as only one of six Councils nationally to work with the Design Council and LGA on service improvement. We are looking at healthy lifestyles in Ramsey. • Worked with staff across the Council to create new Values. These are being rolled out and will be part of appraisals. • Had funding approved in the MTFS to improve our customer service offering via the website – something customers need.
G	KA 43. Deliver a multi-agency service from a single location at Pathfinder House, Huntingdon with the Departments for Work and Pensions (DWP) and Citizens advice	31 March 2018	Cllr S Cawley	Head of Customer Services	This is on track. New space has been created for Citizens Advice and HDC to occupy and work is scheduled to be complete in April 2018 to deliver space for the DWP. Alongside this, work is happening to deliver a new customer experience - with teams from all three organisations working on this.

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 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 22. Number of Council apprenticeships created Aim to maximise	n/a	16	33	G
Comments: (Resources) The target for apprentices is 2.3% of headcount, which can be taken as a 4 year average. We are currently at 5% of headcount as active apprentices.				
PI 23. Percentage of grounds maintenance works inspected which pass the Councils agreed service specification Aim to minimise	93.5%	80%	81.7%	G

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
Comments: (Operations) On target. Performance Review Officers (PRO's) have been used to target problem areas to identify issues, whether they were capability or resourcing issues. Once this was identified this was to be rectified by the management team to raise the standards in these areas. As a result, the PRO's inevitably spent more time in poorly performing areas and less time in high performing ones, this has skewed the figures but encouragingly has still met the target of 80%. The reduction in customer service requests support that this proactive strategy has been a success.				
PI 24. Number of missed bins per 1,000 household collections Aim to minimise	N/A	0.75	1.06	R
Comments: (Operations) March saw a considerable decrease in the number of bins missed with 0.59 missed per 1000 collection, giving Q4 performance of 0.80 and an annual performance of 1.06.				
PI 25. Total amount of energy used in Council buildings Aim to minimise	12,227,550 kWh	11,982,999 kWh 2% reduction	11,480,928kWh 6.11% reduction	G
Comments: (Operations) The RE:fit project has had a successful year, delivering an energy saving in excess of 6%.				
PI 26. Average number of days to process new claims for Housing Benefit and Council Tax Support Aim to minimise	23 days	25 days	24 days	G
Comments: (Customer Services) Performance has remained consistent throughout the year and outturn is comparable with the national average for all local authorities.				
PI 27. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support Aim to minimise	4 days	5 days	4.5 days	G
Comments: (Customer Services) Outturn performance exceeds the national average for all local authorities.				
PI 28. Percentage of business rates collected each year Aim to maximise	99%	99%	99%	G
Comments: (Customer Services) Performance in this area has remained good all year. The team has awarded rate reliefs where appropriate to support local businesses.				
PI 29. Percentage of Council tax collected in year Aim to maximise	98.6%	98.6%	98.5%	A
Comments: (Customer Services) The restructure in 2017/18 meant that there were a number of vacancies on the team during the first part of the year which had an impact on recovery activity.				

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 30. Percentage of space let on estates portfolio Aim to maximise	97%	95%	96.7%	G
Comments: (Resources) A steady turnover of units throughout the year with nine new lettings concluded and voids contained to a few weeks. Final quarter performance was 97.3%, with two new vacant units at 10 All Saints Passage (retail) and 29 Levellers Lane (industrial), both had lease breaks operated. The Octagon and Huntingdon cinema still prove challenging with active interest but from small businesses unlikely to be able to meet the costs required to set up business.				
PI 31. Percentage of invoices from suppliers paid within 30 days Aim to maximise	98.5%	98%	98.75% (provisional)	G
Comments: (Resources) In March 2018, the percentage paid exceeded the target at 98.6%. Over the course of the financial year 2017/18, a payment rate of 98.75% was achieved.				
PI 32. Staff sickness days lost per full time employee (FTE) Aim to minimise	10.7 days/FTE	9.0 days/FTE	10.0 days/FTE	A
Comments: (Corporate Team/Resources) The sickness rate in the last quarter of the year was 2.5 working days lost per FTE. Although the 2017/18 target was missed, the annual result is the lowest reported since 2013/14. Further analysis will be reported in the Q4 Workforce Report scheduled for Employment Committee in June.				
PI 33. Commercial Estate Rental & Property Fund Income (Net of MRP – Minimum Revenue Provision) Aim to maximise	£2.62m	£3.3m	£3.5m	G
Comments: (Resources) Income growth leveraged through new lettings and renewal of existing leases.				
PI 34. Planned net budget reductions achieved Aim to maximise	£1.9m	£1.5m	£1.1m (provisional)	R
Comments: (Resources) Some savings were not achieved, some were partially achieved and some were foregone as a result of prior savings decisions being overturned during the year. Further details are provided at section 4.3 and 4.4 of the Integrated Performance Report.				
PI 35d. Number of Staff Council representatives Q4 Aim to maximise	9	10	9	A
Comments: (Corporate Team) Following a recent decision by one of two Operations representatives to step down from the role, there were 9 representatives at the end of March 2018 – the same number as last year. Employment Committee receive regular updates from Staff Council with the next one scheduled for their June meeting.				

Performance Indicator	Full Year 2016/17 Performance	Annual 2017/18 Target	Outturn 2017/18 Performance	Outturn 2017/18 Status
PI 36. Call Centre telephone satisfaction rate Aim to maximise	90%	80%	90%	G
Comments: (Customer Services) We are pleased with this satisfaction result and the positive comments customers made regarding our advisors. As Customer Services is the primary contact point with the Council for many customers it is important we make a good impression and resolve customer enquiries wherever possible.				
PI 37. Customer Service Centre (CSC) satisfaction rate Aim to maximise	96%	80%	96%	G
Comments: (Customer Services) The Call Centre and CSC teams are mainly cross-trained now so this is a good result for the whole team. We try to provide a consistent service across all the contact channels that come into Customer Services.				
PI 38a. Percentage of stage 1 complaints resolved within time Aim to maximise	78%	98%	n/a	R
Comments: (Corporate Team) Concerns about the lack of stage 1 complaints recorded on the corporate system (only 5 in Q2 compared to 61 last year and 280 in Q1) are unresolved so we are unable to report accurately on this indicator. However, the high volume of late responses in Q1 (when 206 complaints were dealt with late, mostly relating to missed bin collections) means that overall performance for the year would have been well below target.				
PI 38b. Percentage of stage 2 complaints resolved within time Aim to maximise	89%	98%	78%	R
Comments: (Corporate Team) 60% of Stage 2 complaints received in Q4 were responded to on time but Operations were late in responding to both of their complaints. Cumulative year to date performance was below target with 5 out of 23 dealt with late (4 relating to Operations and 1 to Development).				
PI 39. Website satisfaction rate Aim to maximise	75%	75%	63%	A
Comments: (ICT Shared Service) Values based on a poor sample size and GDPR may mean that we are unable to continue with this satisfaction collection mechanism from May 2018. ICT are investigating other options but reliant on changes being made by the satisfaction survey supplier.				
PI 40. Percentage of calls to Call Centre answered Aim to maximise	n/a	90%	79%	R
Comments: (Customer Services) In the last quarter an average answer rate of 86% was achieved. The yearly figure is influenced by lower performance between April and September. HDC is investigating options for an online customer portal and further changes to business process to improve our service level in the coming year.				

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

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 Daryl Brown	30/09/15	Red Historical delays due to legal issues with the lease.	02/09/18	02/09/18	A revised tender report was received on 09/03/18 identifying the same company as the most suitable to be appointed, however prices have increased by approx. 13-15% since March 2016. This increase is a result of increases in material costs but also surface performance changes introduced by FIFA, and adopted by Sport England. Consideration will need to be given to the scope of the work or seeking additional funding. It is anticipated that work could start at the end of May 2018 for completion by the end of August 2018.	Red	21-Mar-18
Refit Energy efficiency project regarding major works across One Leisure sites. Programme: Capital 2016/17 (see 2015/16) Project Manager: Julia Blackwell (Operations) Project Sponsor: Chris Jablonski / Neil Sloper	September 2017 - This was contingent on leases being signed	Red	21/12/18	02/04/18	Daisy chain Cabling in the Gym completed with minimal disruption to customers. RAID document updated. Issues have arisen regarding the communication by Canham of programme activities; PM has reminded them of the need to complete site reports of daily activities. Waiting for the updated IGP and Quote for St Neots from BYes. Network issues still remain.	Amber	05-Mar-18
Council Tax Automated Forms Introduce automated forms into business systems. Programme: Facing the Future Project Manager: Ian Davies (Customer Services)	31/03/17	Red Restructure and lack of resources to test caused delays.	30/04/18	30/04/18	This month we had an issue with 3CIT not allowing instant access to IEG4 (necessary as we had and will have in the future, limited time test windows available). This has now been resolved, but did delay the project still further. IEG4 is now gaining access on an ad hoc basis and completing some further work without our input. Our ability to test	Amber	02-Mar-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
Project Sponsor: John Taylor		Red			changes has temporarily stopped, whilst we proceed with CTAX Annual Billing. It will continue around 3rd week of March, and we hope to have progressed the project nearer to going fully live by that time. Programme Office: 1-3-18 Queried PM about end dates as this update conflicts. PM has advised they'll meet with their board to discussed revised end dates and will move their Revised RAG status to Amber for now.		
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	01/08/18	01/08/18	Following the handover of the community hub building to HDC from Taylor Wimpey/ Kier Homes on 22nd February 2018, HDC signed a one year lease on 8th March 2018 with 'The Hub' Community Group who will run the building as a community facility. This lease will be extended to a 99 year lease once approval has been received from the Secretary of State.	Green	19-Mar-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	30/04/18	30/04/18	Works underway with new roof coverings on approximately 1/3 of units and first valuation of work due 7/3/18. Air sampling for asbestos undertaken prior to works commencing to address customer (tenant) concern. Samples revealed all within legal limits and safe to proceed. Progress has been slowed by over a week of inclement weather and tenants not providing full access to units. A revised and expected end date of 30/4/18 has therefore been inserted. Negotiations for new leases have	Green	06-Mar-18

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		Red			commenced and agreed new lease terms in principle with four tenants, together with contributions towards the works totalling approx. £31k payable over 6 years.	Green	
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	13/04/18	30/04/18	Works underway and majority of new roof covering now in place and subject to detailed finishing. First valuation issued and paid £140k. Second valuation due 7/3/18. Works expect to be complete by end March (weather dependent) and will then be subject to snagging.	Green	06-Mar-18
One Leisure Huntingdon Development Improvements to service and facility to meet increased demand and future proof OLH against increased competition and customer expectations. Programme: Capital 2016/17 Project Manager: Paul France (Leisure) Project Sponsor: Jayne Wisely	31/7/17	Red Legal issues involving the land swap caused delays	30/05/18	30/05/18	Opening weekend now planned for last weekend of Easter holidays with handover due on Thursday before Easter. Soft Play and Turnstiles going in and only catering areas left to complete. All on schedule. Overspend to be worked out with capital forecasting but in the region of £30-40K	Green	16-Mar-18
Salix Projects Salix revolving fund to finance energy efficiency measures within Council owned buildings. Need to have a flow of eligible projects - due to the successes of previous years using Salix funding the scheme has completed may of the easy to achieve projects and the remaining work is harder to	N/A – Yearly Ongoing Project	N/A – Yearly Ongoing Project	01/04/20	01/04/20	Squash Court Lighting installed. Quotes for PFH reviewed - as we are changing to black fittings - we need a planning note, and just need to confirm planning lumens requirement. Quotes requested for HCP lighting. Indicative quote for AHU for H'don wet changing village received, it is salixable, but can only be part funded. Pete C informed and deficit identified. Decision needed as to whether	Amber	05-Mar-18

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<p>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>					<p>next year's fund is spent on EFH interior lighting or the AHU. Cost per unit of lighting required. SALIX happy with the 50% spend as we have so many projects identified for next FY.</p> <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>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>N/A*</p> <p>*No retrospective request for a PID</p>	<p>N/A</p> <p>*No retrospective request for a PID</p>	<p>-</p>	<p>31/08/27*</p> <p>*The Project will be closed once the paperwork to Urban & Civic is completed. Then it will be moved to Business as Usual.</p>	<p>The full facility agreement, legal charge, inter creditor agreement, duty of care deed and other associated documents have now been completed. There are still a few outstanding conditions present - such as subcontractor cross collateral warrantees - that need to be complied with before funds can be released for the first drawdown but it is anticipated that this will take place week commencing 12th March and that the drawdown will be c. £1.2m.</p>	<p>Pending Closure</p>	<p>02-Mar-18</p>

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<p>Project Manager: Susan Bedlow (Development) Project Sponsor: Nigel McCurdy</p>					<p>A project close down report is currently being prepared as it is proposed that this project is now treated as BAU.</p> <p>Programme Office: PM has advised on March 1st 2018 that Project is entering closedown phase and is currently producing a Closedown Report.</p>		
<p>Apprenticeships To introduce an Apprenticeship Scheme into Huntingdonshire District Council for both new and existing staff.</p> <p>Programme: Resources Project Manager: Laura Gammons (Resources)</p>	TBC	TBC		31/03/18	<p>We are now moving forward to plan a longer term strategy for apprentices. Project has entered closedown phase. Closedown Report in progress, currently seeking advice from Programme Office.</p> <p>Programme Office: Sent email to PM chasing Closedown Report on Mar 1st 2018, advised that report is still in progress.</p>	Pending Closure	09-Feb-18
<p>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.</p> <p>Programme: Leisure & Health Project Manager: Brian Gray (Leisure) Project Sponsor: Jayne Wisely</p>	TBC	TBC		31/10/16	<p>Closedown Report not yet submitted to Project to Board.</p> <p>Programme Office: Programme Management Governance Board (PMGB) is investigating as the Project Manager is no longer with HDC.</p>	Pending Closure	31-May-17
<p>CCTV Pathfinder House Resilience Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)</p>		Pending Approval	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	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
CCTV Wi-Fi Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)		Pending Approval	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
Lone Worker Software Programme: Capital 2016/17 Project Sponsor: Chris Stopford (Community)		Pending Approval	-	-	Business Case not yet approved by Finance Governance Board.	Pending Approval	N/A
Development of Land at Alms Close, Huntingdon Programme: Resources Project Sponsor: Clive Mason	31/10/19	Pending Approval	31/10/19	31/10/19	Business Case not yet approved by Finance Governance Board.	Pending Approval	
iMET Support for HRC's full business case development and submission to GCGPEP and the Skills Funding Agency (SFA) for £10.5m for the construction of a technical skills centre on the EZ Programme: Development Project Manager: Susan Bedlow (Development) Project Sponsors: Andy Moffat (Internally) & Cambridgeshire Regional College	N/A*	N/A*	02/03/18	01/09/18	Construction now complete and building handed over to CRC. HDC support to continue as BAU - ED activities and business engagement HDC no longer be represented on the new Board. Project completion report being prepared. Programme Office: PMGB has reviewed the closedown report and agreed to close the Project on March 13 th 2018.	Closed	13-Mar-18

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<p>Clifton Road Roofs The capital bid is for funds to replace the roofs at the Clifton Road Industrial Estate to make weatherproof.</p> <p>Programme: Capital 2016/17</p> <p>Project Manager: Jackie Golby (Resources)</p> <p>Project Sponsor: Clive Mason</p>	28/02/17	Closed	09/02/18	09/02/18	Following tender of works returning high cost relative to value of asset. TCMG agreed to undertake minor repairs only and undertake viability review of building/location before any significant investment is considered. A project closedown report has been issued and awaiting sign off. Programme Office: PMGB reviewed revised closedown report and agreed to close project on March 13th 2018.	Closed	13-Mar-18
<p>In Cab Systems – Duplicate to 3C ICT Project The project will replace the existing manual process for logging waste collection issues and involve delivery of that information in a timely manner from the refuse collection vehicle to the call centre. This will involve purchasing a bespoke system including hardware devices for refuse collection vehicles.</p> <p>Programme: Capital 2016/17</p> <p>Project Manager: Sharon Connor (Operations)</p>	-	-	31/03/19	31/10/17	Currently in the Procurement Stage, letters are going out to unsuccessful tenderers and then standstill will occur until 26 th January 2018.	Closed Duplicate Project – See 3C ICT Waste Services Review	19-Jan-18
<p>Waste and Recycling Reconfiguration The reconfiguration of our rounds aims to maximise efficiencies and reduce fuel usage whilst delivering good customer service.</p> <p>Programme: Operations</p> <p>Project Manager: Heidi Field (Operations)</p>	-	-		31/07/17	The project itself did not achieve the outcomes desired, the £180,000 saving and the new work to baseline the service will allow new proposals to members to be made to achieve the desired saving. This will go in June and then a new project to deliver what is decided will be set up, with proper project governance. A report went to O&S on 4th July 2017 closing the Waste and Recycling Round Reconfiguration project. This included the lessons learned and review of progress.	Closed	20-Mar-18

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3C IT 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 to Revised End Date	Latest Update Date
Audio Visual in Civic Suite Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Jo Lancaster	31/10/2017	Red	31/03/2018	31/03/2018	Suppliers are scheduled to come in 20/03 to complete the last few bits of work. Once this has been done a close down report will be completed.	Green	12-Mar-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 Alterton	TBC	TBC	31/03/2018	31/03/2018	The rollout of smart phones is now well underway at both SCDC and HDC. The pre-requisite work is due to start for CCC in the middle of March. We are currently working on populating the corporate App Store so new iPhone users will start to see more applications available to download in due course.	Red	12-Mar-18
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: Martin Steadman (3C ICT) Project Sponsor: Fiona Bryant	TBC	TBC	31/03/2018	31/03/2018	Work is progressing with this project but unfortunately issues are being experienced with 3rd party suppliers, which has had an impact on timescales. These are currently being discussed with the Project Team.	Red	12-Mar-18

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Obligation Tracker Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Clara Kerr	TBC	TBC	30/04/2018	30/04/2018	This is currently out for procurement awaiting tenders from interested parties.	Amber	12-Mar-18
Global Protect Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Emma Alterton	TBC	TBC	01/04/2018	01/04/2018	Last remaining issues for CCC are almost all fixed. We are looking to roll out at CCC in the near future.	Amber	12-Mar-18
Waste Services Review (SOSP) Programme: 3C Shared Services Project Manager: Tony Allen (3C ICT) Project Sponsor: Mike Hill	TBC	TBC	31/01/2018 for Procurement and TBC for Implementation	31/01/2018 for Procurement and TBC for Implementation	Implementation has started for this project. Data migration is going well. Signed contract from the chosen supplier Yotta is on its way back to Pathfinder House.	Amber	12-Mar-18
Council Anywhere Initiative Programme: 3C Shared Services Project Manager: Louise Slack (3C ICT) Project Sponsor: Paul Sumpter	TBC	TBC	31/07/2019	31/07/2019	Capital budgets for this project have been approved and we're now moving in to the procurement phase to ensure new equipment and services will be available for rollout during the 2018/2019 financial year.	Amber	12-Mar-18

Red = Project is significantly behind schedule, serious risks/issues have been identified or there is a lack of governance documentation	Amber = Progress is behind schedule, 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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Title / Purpose of Project / Programme / Project Manager / Sponsor	Original End Date (as PID)	RAG Status to Original Date	Revised End Date (approved Project Board)	Expected End Date (as Project Status)	Status Update (In Flight) / Programme Office comments	RAG Status to Revised End Date	Latest Update Date
HDC MFD Replacement Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Chris Stopford	31/03/2018	TBC	30/04/2018	30/04/2018	Senior Management Team have signed off the budget for this project and the consolidation of MFDs. Once HDC have upgraded their fleet, 3C ICT can then look at moving to a follow me printing solution which allows you to print from any MFD at CCC, HDC and SCDC sites.	Green	12-Mar-18
Environmental Health System Review Programme: 3C Shared Services Project Manager: Paul Ashbridge (3C ICT) Project Sponsor: Suzanne Hemmingway	TBC	TBC	TBC	TBC	On hold pending decisions from authorities.	On Hold	09-Jan-18

Shared Service Projects where HDC are customers

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

Appendix D

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

Executive Summary

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

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

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

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

The movements on useable reserves are shown in Annex B.

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

1. Financial Performance Headlines

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

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

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

2. Summary Revenue Forecast variances by Service

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

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

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

2.3 ZBB Savings Foregone

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

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

3. Medium Term Financial Strategy

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

4. Financial Dashboard

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

5. Capital Programme

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

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

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

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

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

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

Annexes C and D provide the following information:

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

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

Service Commentary

Annex A

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

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

Note:

Red – over spend by 2% or more

Amber – underspend by more than 4%

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

Service Provisional Outturn as at 31st March 2018

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

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

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

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

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

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

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

Movements to Earmarked Reserves 2017/18

Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2017	Additions 2017/18	Applied 2017/18	Transfers 2017/18	Balance 31 March 2018	Comment
			£'000	£'000	£'000	£'000	£'000	
S106 Agreements	Development	Andy Moffat	(1,077)	(393)	85	0	(1,385)	Subject to S.106 contractual restrictions
Commuted S106 Payments	Development	Andy Moffat	(1,322)	(4)	93	0	(1,233)	Subject to S.106 contractual restrictions
Chequers Court Reserve	Resources	Clive Mason	(500)	0	0	250	(250)	Reserve to meet potential shortfall in S.106 funding at Chequers Court.
One Leisure St Ives 3G Pitch	Leisure & Health	Jayne Wisely	(150)	(25)	0	0	(175)	Funding Agreement with Football Foundation requires £100,000 security (sinking fund). Still required to meet the Football foundation funding requirements.
Env Health Equpt Renewals Fund	Community	Chris Stopford	(66)	(6)	0	0	(72)	Phased reduction from 2016/17 to 2019/20.
Oak Tree Centre Renewals Fnd	Resources	Clive Mason	(877)	0	0	0	(877)	Fund to meet substantial repairs from "contracted" tenant service charges. Full property assessment to be undertaken during 2016/17 to determine extent of repairs required.
Commercial Investment Fund	Resources	Clive Mason	(3,997)	(98)	747	(250)	(3,598)	Fund to meet future Commercial Investment Strategy acquisitions.
Budget Surplus Reserve	Resources	Clive Mason	(75)	(244)	107	(2,000)	(2,212)	This will have a balance at the year-end and will represent the amount of the General Fund that exceeds the 15% minimum threshold less any planned use of this reserve.
Special Reserve	Resources	Clive Mason	(1,300)	0	302	0	(998)	Fund to meet future costs of service transformation.
Silc Clubs Funding (2009 On)	Leisure & Health	Jayne Wisely	(1)	0	0	0	(1)	Reserves of a community group, now closed. HDC voluntarily agreed to use funds to assist other groups in hard-ship. Still required, review to be undertaken in 2017/18 (delayed from 2016/17 due to changes in personnel on site).
Housing Homeless Reserve	Customer	John Taylor	(82)	0	0	0	(82)	To meet "peaks-and-trough" in homelessness provision. However, with potential future changes in service provider, reserve to remain at this time.
Building Control Reserve	Development	Andy Moffat	(127)	0	127	0	0	Rolling Fund for Building Control surpluses, has now been transferred to Cambridge City Council as part of the 3C's shared service arrangement.
LPSA	Development	Andy Moffat	(51)	0	0	0	(51)	Former LPSA monies, to be used in the EDGE partnership activity in respect of Apprenticeships.
Local Plan	Development	Andy Moffat	(633)	(25)	215	0	(443)	New reserve to fund the development of the Local Plan. Planned workflows in 2016/17 did not proceed as expected so contribution to reserve will allow this work to be completed in 2017/18.
Transformation Reserve	Resources	Clive Mason	(1,037)	(27)	606	(250)	(708)	£1m transferred from the Special Reserve to fund transformation programme expenditure
NDR Relief	Resources	Clive Mason	(300)	0	0	0	(300)	Additional S31 Grant relating to NDR Reliefs
Cambridge Anti-Fraud Network	Customer	John Taylor	(15)	0	13	0	(2)	External funding relating to HDC Anti-Fraud Activity. To be used with a range of Cambridgeshire partners. HDC is the accountable body.
Operations Efficiency Reserve	Operations	Neil Sloper	(229)	0	0	0	(229)	
One Leisure Huntingdon Changing Room Project	Operations	Jayne Wisely	(11)	0	0	0	(11)	To contribute to the Project cost of the refurbishment of OLH changing room to meet SE financial requirements - still required
Commercial Property Maintenance Reserve	Resources	Clive Mason	(536)	0	0	0	(536)	
Mobile Home Park Renewals Fund	Resources	Andy Moffat	(10)	(1)	0	0	(11)	Rolling-Fund to meet "larger" maintenance costs that enhance the overall asset. The action proposed to reduce the balance will bring it to a minimum amount.
Env Imps Renewals Fund	Operations	Neil Sloper	(31)	0	0	0	(31)	50% of original Reserve to be held to fund some Parish off-road parking schemes, balance to be surrendered.
Collection Fund Reserve	Resources	Clive Mason	(1,961)	0	1,247	(600)	(1,314)	Technical reserve to meet costs relating to the Collection Fund; especially costs relating to previous years Collection Fund surplus/deficits.

Name of Earmarked Reserve	Service	Head of Service	Balance 1st April 2017	Additions 2017/18	Applied 2017/18	Transfers 2017/18	Balance 31 March 2018	Comment
			£'000	£'000	£'000	£'000	£'000	
CIL Admin Proportion not Received	Development	Andy Moffat	(282)	(190)	0	0	(472)	Reserve holds the difference between the admin proportion of CIL receipts calculated on a cash and an accruals basis. May not be able to retain all of these receipts if costs are below the 5% receipts figure based on actual amounts received.
New FMS Implementation Reserve	Resources	Clive Mason	(116)	0	0	0	(116)	2016/17 budget allocation for FMS implementation costs transferred to reserve when project implementation was put back. Should be used in 2017/18
OL Huntingdon/Medway Centre Transfer	Resources	Clive Mason	(300)	0	300	0	0	Reserve set up from 2016/17 Budget Surplus to fund the asset transfer between HDC and HTC now due in 2017/18.
Huntingdonshire LATHC	Resources	Clive Mason	(100)	0	0	0	(100)	Reserve set up from 2016/17 Budget Surplus to cover the setting up of the new trading company.
Business Intelligence	Resources	Clive Mason	(80)	0	0	0	(80)	
ICT Shared Service Reserve	ICT Shared Service	Paul Sumpter	(44)	0	0	0	(44)	3C's Board decision not to distribute 2015/16 saving on ICT Shared Service - surplus put into reserve to cover future shared costs.
New Reserves 2017/18								
District Elections Reserve	Corporate	Adrian Dobbyne	0	0	0	(182)	(182)	Reserve set up in 2017/18 to even out the budget impact of moving to 4-yearly District Elections
Market Towns Investment Fund	Resources	Clive Mason	0	0	0	(500)	(500)	Reserve set up in 2017/18 to support the redevelopment of Huntingdonshire's Market Towns.
TOTAL Earmarked Reserves			(15,310)	(1,013)	3,842	(3,532)	(16,013)	
General Fund Reserve			(2,598)	(3,592)	0	3,532	(2,658)	

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

Capital Programme 2017/18
Provisional Outturn
Annex D

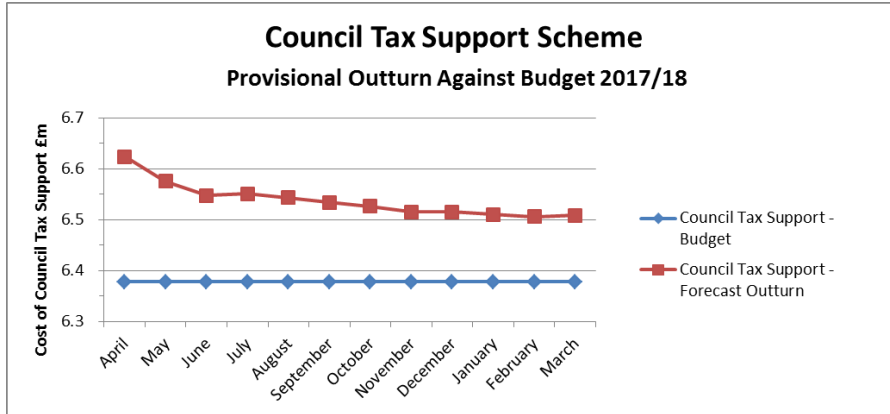
Table 2 Funding of Capital Programme	Budget Manager	Approved Budget	Slippage or Supplementary	Updated Budget	Expenditure	Variance
		£	£	£	£	£
Grants and Contributions						
DFGs	Caroline Hannon	(1,000,000)	0	(1,000,000)	(1,391,037)	(391,037)
Pathfinder House Reception	Chris Jablonski	(278,000)	0	(278,000)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

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

Financial Dashboard

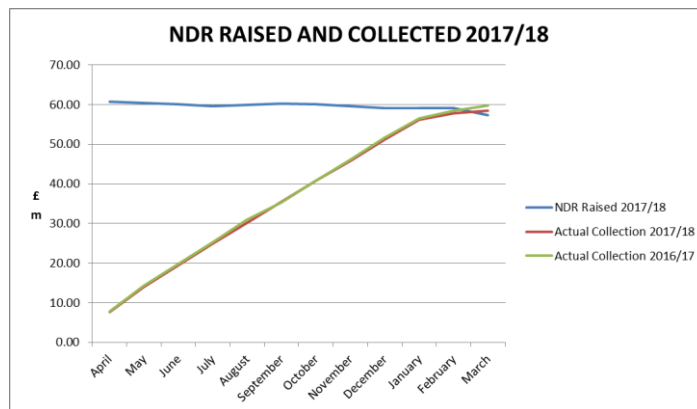
Council Tax Support Scheme

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



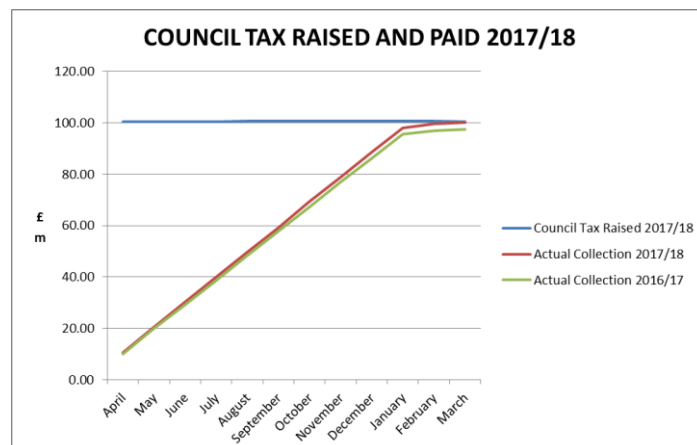
The impact of this increase on HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

Collection of NDR



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

Collection of Council Tax



Miscellaneous Debt

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

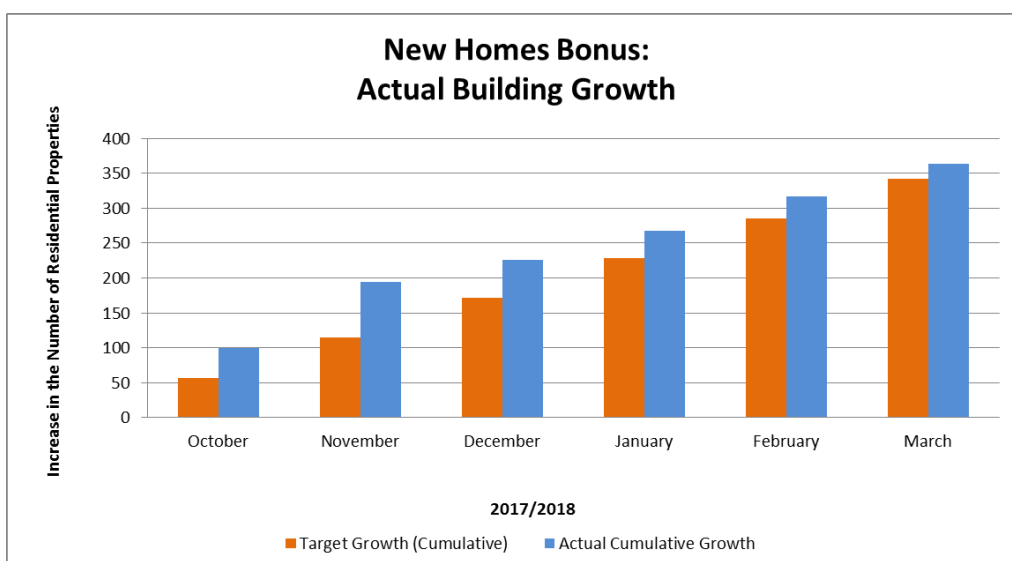
The 2016/17 and 2017/18 debt position is currently showing a large outstanding amount (£3.029m), £1.098m relates to Commercial Rents, £495k relates to homeless accommodation/prevention and £369k relates to schools and other customers use of One Leisure facilities. Currently, £97k is being collected via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

New Homes Bonus

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

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

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



The process of considering CIS opportunities is as follows:

Step 1

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

Step 2

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

Step 3

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

Step 4

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

Step 5

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

Reviews Undertaken: January – March 2018 (Quarter 4)

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

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

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

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

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