

Place & Economy Services**Finance and Performance Report – Outturn 2017-18****1. SUMMARY****1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
Green	Income and Expenditure	Balanced year end position	Green	2
Green	Capital Programme	Remain within overall resources	Green	3

1.2 Performance Indicators – Predicted status at year-end: (see section 4)

Monthly Indicators	Red	Amber	Green	Total
Year-end position (some PI's based on estimates)	0	5	7	12

2. INCOME AND EXPENDITURE**2.1 Overall Position**

Forecast Variance - Outturn (Previous Month) £000	Directorate	Current Budget for 2017/18 £000	Actual Spend end of March £000	Variance (March) £000	Variance (March) %
+323	Executive Director	1,834	2,163	+329	18
+948	Infrastructure Management & Operations	58,585	59,214	+629	1
-1,037	Strategy & Development	9,867	8,963	-905	-9
0	External Grants	-28,228	-28,228	0	0
+234	Total	42,058	42,111	+53	0

The service level budgetary control report for the end of the Financial year 2017-18 can be found in [appendix 1](#).

Further analysis of the results can be found in [appendix 2](#).

2.2 Significant Issues

2.2.1 Waste Private Finance Initiative (PFI) Contract

The Waste PFI has overspent by £1.44m. This was mainly due to the Mechanical Biological Treatment (MBT) plant performing below the budgeted level of performance (which has now been addressed in the Business Plan for 2018/19 by rebasing the budget). Also, the pressure is due to lower levels of Third Party Income through the contract, an increase in the amount of bulky waste collected that is sent direct to landfill, an increased quantity of material rejected from the In-Vessel Composting process, rising costs for recycling wood and rigid plastics collected at Household Recycling Centres and a shortfall in the delivery of savings for 2017/18.

A number of underspends were identified across P&E, (either one-off, which helped offset the waste pressure in 2017-18, or ongoing, which has been reflected in the Business Plan) which have been used to offset the pressure in waste. The areas which underspent (or achieve additional income) were Concessionary Fares, Traffic Signals, Streetlighting, Highways income and City centre access cameras.

2.2.2 Winter Maintenance

This budget overspent due to the number of gritting runs that have taken place in November to March compared to previous years. For this year 69.5 runs took place compared to 42.5 runs that took place for the whole of last year.

2.2.3 Coroners

Costs in this area have increased due to more deaths and also an increase in costs relating to Assistant Coroners handling complex cases. There was also an increase in inquest costs due to the large case load, which has included a concerted effort to reduce the number of outstanding cases.

2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)

There were no items above the de minimis reporting limit recorded in March 2018. A full list of additional grant income can be found in [appendix 3](#).

2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £30,000)

There is one item above the de minimis reporting limit recorded in March 2018:-

Transfer of volunteer co-ordinator post to P&C £32,500.

A full list of virements made in the year to date can be found in [appendix 4](#).

3. BALANCE SHEET

3.1 Reserves

A schedule of the Service's reserves can be found in [appendix 5](#).

3.2 Capital Expenditure and Funding

Expenditure

3.2.1 Local Highway Improvements

A total of 104 Local Highway Improvements have been successfully complete this year (over 70% of the total number). Of those schemes that were not completed in 2017/18, approximately £40k of the under spend relates to officers waiting for confirmation from District & Town Councils to feedback and agree the scheme details. A further £15k will not proceed following consultations. Delays with the contractors scheduled to carry out the work have generated an under spend of £60k circa and therefore the schemes will be delivered in 2018/19. There has been a further £30k of under spend generated where schemes have been reassessed and the schemes delivered are smaller & cheaper than first budgeted.

3.2.2 Delivering the Transport Strategy Aims

Projected delay in expenditure for a number of schemes with different issues. Norwood Road continued to be delayed by Network Rail issues throughout 2017 and will now be delivered in 2018. Witchford Cycleway delayed by the location of a gas main and the Cadent Gas request to supervise trial hole excavation work, not being available when requested, thereby delaying the scheme by 3 weeks. Histon/Impington scheme postponed to the next financial year to coincide with programme signals refurbishment.

There are a number of schemes which for various reasons such as staff resource for both Cambridgeshire County Council (CCC) & Skanska, change of Highways Services Contract (including delays in receipt of target costs) & inclement weather have been delayed.

Tenison Road, Cambridge traffic calming will not be completed until early 2018/19 as there is a delay in the zebra crossing installation resulting in a £77k underspend for 2017/18.

A142 Witchford Bypass Cycling improvements has only been a third completed, and is expected to finish by June resulting in a £145k underspend. Cottenham Pedestrian Route will finish early in 2018/19 resulting in an under spend of £35k.

The scheme for Haddenham High St Traffic Lights/Pedestrian Crossing will be delayed until the start of 2018/19. However, there is expected to be a saving of £40k for this scheme.

The A1123 Houghton to Wyton Bus stop infrastructure has been delayed due to design & consultation taking longer than anticipated. This scheme is expected to be completed early 2018/19.

The Route 3 St Ives cycleway scheme has been delivered under budget with the saving of £30k attributed to effective engineering.

3.2.3 Operating the Network

Carriageway maintenance – The County Council's successful Challenge Fund bid and subsequent programme of work under the drought damaged roads banner has resulted in the delay of some carriageway schemes. A combination of limited resource and availability of road space to accommodate both the Challenge Fund success and the significant carriageway programme has contributed to the delay of some schemes.

Footway slurry seal/re-tread and barrier work has always been programmed for March but some work is expected to slip into 18/19. The design work delayed the schemes and has had a knock on impact obtaining the road closures for the re-tread sites. There are also consultations with drainage boards required for the barrier sites which will delay delivery until next year.

The recent bad weather has caused delays as temperatures have been too low for night work for patching and with the snow, teams have been unable to lay tarmac. There have been severe delays with the work on the B1090 - Abbots Ripton, Station Road due to a technical agreement, land transfer and finance contribution with Network Rail, resulting in an underspend of £581k in 2017/18 which will need to be carried forward as construction work is currently planned for July.

Signals – Due to the good quality of existing infrastructure, the A505 Duxford Imperial War Museum project will need less funds. Whilst another scheme for Stratos System Development will incur no costs this year, as there is currently no product available from our supplier.

3.2.4 Safer Roads Fund

The A1303 in Cambridgeshire was chosen by the Road Safety Foundation for assessment using a new International Road Assessment Programme methodology and road safety modelling software. This approach assessed the road infrastructure attributes that are known to have an impact on the likelihood of a crash and its severity. The County Council, off the back of the assessment, was successful with a bid for funding from the Safer Roads Fund to improve the safety of the A1303. The original programme however, required the majority of the scheme to be delivered by the end of March 2018. This time pressure along with the scope of the scheme and limited number of supply chain prices received by Skanska, resulted in an original quotation £800k over budget. To ensure a minimum acceptable level of value for money could be demonstrated, the decision was taken to re-scope the scheme, extend the programme and resubmit requests for quotations from Skanska's wider supply chain. This has clearly altered the spend profile for this scheme. Working with the Department for Transport (DfT) the County Council now has agreement that the

delivery of this scheme can be rescheduled for the early part of 2018/19 to allow sufficient time to ensure the scope of the scheme meets the required outcome and delivers value for money.

Funding

All other schemes are funded as presented in the 2017/18 Business Plan.

A detailed explanation of the position can be found in [appendix 6](#).

4. PERFORMANCE

4.1 Introduction

This report provides performance information for the suite of key Place and Economy (P&E) indicators for 2017/18. At this stage in the year, we are still reporting pre-2017/18 information for some indicators.

The information below is reporting the last months position for each red, amber and green indicator and these are shown by Committee in Sections 4.2 to 4.4 below, with contextual indicators reported in Section 4.5. Further information is contained in Appendix 7.

4.2 Red Indicators (new information)

This section covers indicators where 2017/18 year end indicators have not been achieved.

a) Economy & Environment

The year end position has no red indicators.

b) ETE Operational Indicators

The year end position has no red indicators.

4.3 Amber indicators (new information)

This section covers indicators where 2017/18 year end indicators have been partially achieved within 10% of the target.

a) Economy & Environment

Economic Development

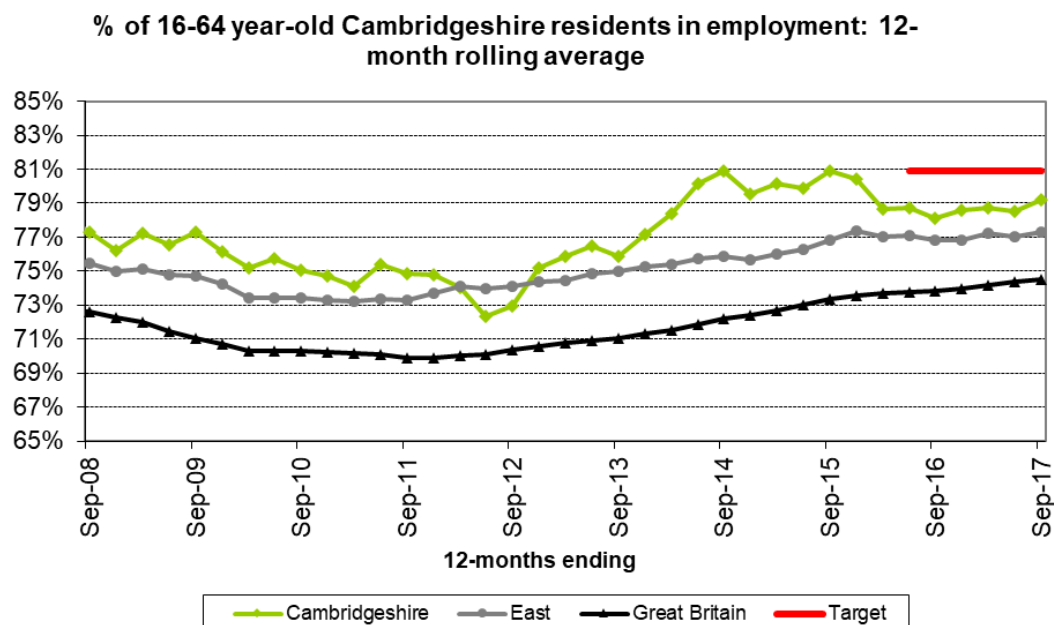
- The percentage of 16-64 year-old Cambridgeshire residents in employment: 12-month rolling average (to June 2017)

The latest figures for Cambridgeshire have recently been published by the Office for National Statistics (ONS).

The 12-month rolling average is 79.2%, which is a slight increase from the last reported quarterly rolling average figure of 78.5% as at the end of June 2017. This

said, it is still below the 2016/17 target range of 80.9% to 81.5%. It is above both the national figure of 74.5% and the Eastern regional figure of 77.3%.

79.6% are employed full time and 20.4% are employed part time.



Economy

- 'Out of work' benefits claimants – narrowing the gap between the most deprived areas (top 10%) and others (at November 2016)

The 2016/17 target of $\leq 11.5\%$ is for the most deprived areas (top 10%).

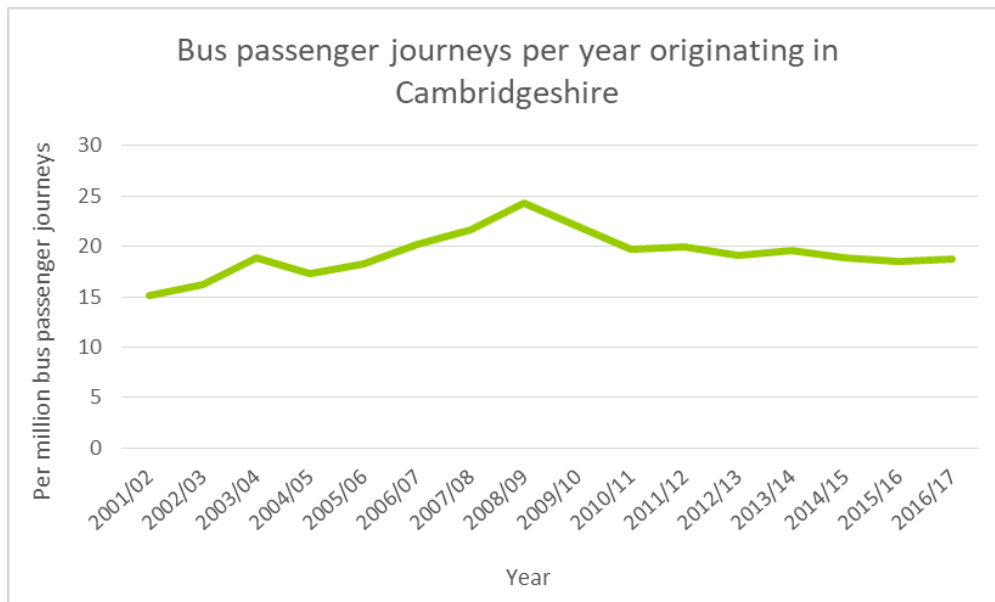
Latest figures published by the Department for Work and Pensions show that, in August 2016, 10.8% of people aged 16-64 in the most deprived areas of the County were in receipt of out-of-work benefits, compared with 4.8% of those living elsewhere in Cambridgeshire.

The gap of 6.0 percentage points is lower than the last quarter and is currently achieving the target of ≤ 6.5 percentage points.

Passenger Transport

- Local bus passenger journeys originating in the local authority area (to 2016/2017)

There were over 18.7 million bus passenger journeys originating in Cambridgeshire in 2016-7. This represents an increase of almost 2% from 2015-6; this growth can probably be attributed to the continued increase in passenger journeys on the guided busway. As predicted last year the target of 19 million bus passenger journeys was not achieved, but it still is anticipated that there is a chance of growth in the future through the City Deal and if so, this will take place in 2017-8 at the earliest.



Traffic and Travel

- Percentage of adults who walk or cycle at least once a month – narrowing the gap between Fenland and others (2015/16)

Latest figures published by the Department for Transport show that in 2015/16, 73.7% of Fenland residents walked or cycled at least once a month. This a reduction compared with 2014/2015 (81.1%).

It is worth noting that because the indicator is based on a sample survey, the figure can vary from one survey period to the next, and the change since 2013/14 is not statistically significant. For instance the sample size for Fenland was 360 people and the sample size for the whole of Cambridgeshire was 2,323.

Excluding Cambridge, the latest figure for the rest of the County is approximately 80.6%. The gap of 7.0 percentage points is less than the 2014/15 gap of 8.3 percentage points. The 2012/13 baseline gap was 8.7 percentage points.

Traffic and Travel

- The average journey time per mile during the morning peak on the most congested routes (September 2015 to August 2016)

At 4.52 minutes per mile, the latest figure for the average morning peak journey time per mile on key routes into urban areas in Cambridgeshire is better than the previous year's figure of 4.87 minutes.

The target for 2017/18 is to reduce this to 4 minutes per mile.

b) ETE Operational Indicators

The year end position has no amber indicators.

4.4 Green Indicators (new information)

This section covers indicators where 2017/18 year end targets have been achieved.

a) Economy & Environment

Connecting Cambridgeshire

- Percentage of premises in Cambridgeshire with access to at least superfast broadband – December 2017

Figures have risen to 95.8% as at the end of December 2017.

The 2016/17 target is based on estimated combined commercial and intervention superfast broadband coverage by the end of June 2017.

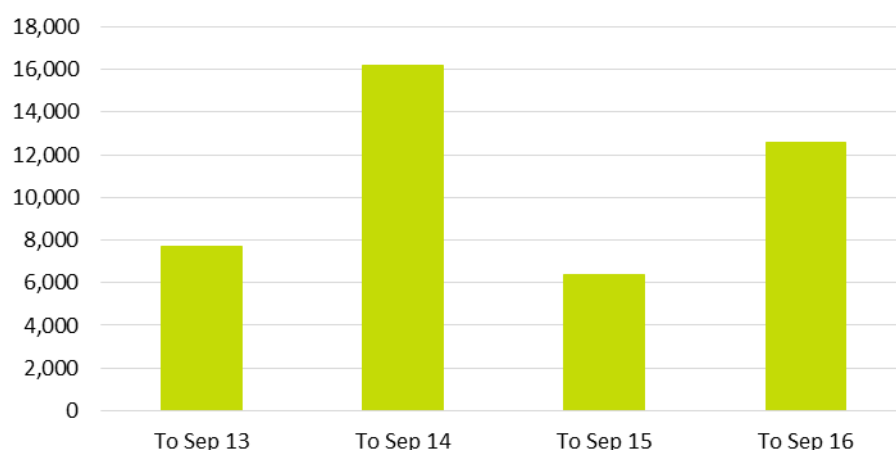
Economic Development

- Additional jobs created – September 2015 to September 2016

The latest provisional figures from the Business Register and Employment Survey (BRES) show that 12,600 additional jobs were created between September 2015 and September 2016 compared with an increase of 6,300 for the same period in the previous year. This means that the 2016/17 target of +3,500 additional jobs has been achieved.

This information is usually published late September/early October each year, for the previous year, by the Office for National Statistics (ONS) as part of the BRES Survey. BRES is the official source of employee and employment estimates by detailed geography and industry. The survey collects employment information from businesses across the whole of the UK economy for each site that they operate.

Additional Jobs Created in Cambridgeshire to September each year

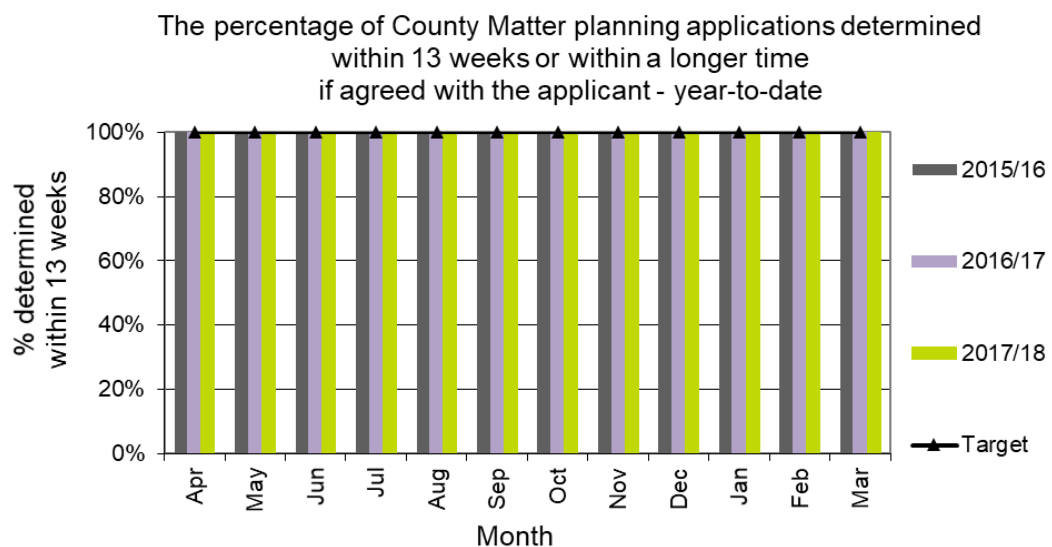


Planning applications

- The percentage of County Matter planning applications determined within 13 weeks or within a longer time period if agreed with the applicant - year-to-date (to March 2018)

16 County Matter planning applications have been received and determined on time since the beginning of the 2017/18 financial year.

There were 11 other applications excluded from the County Matter figures. These were applications that required minor amendments or Environmental Impact Assessments (a process by which the anticipated effects on the environment of a proposed development is measured). 100% of these were determined on time.



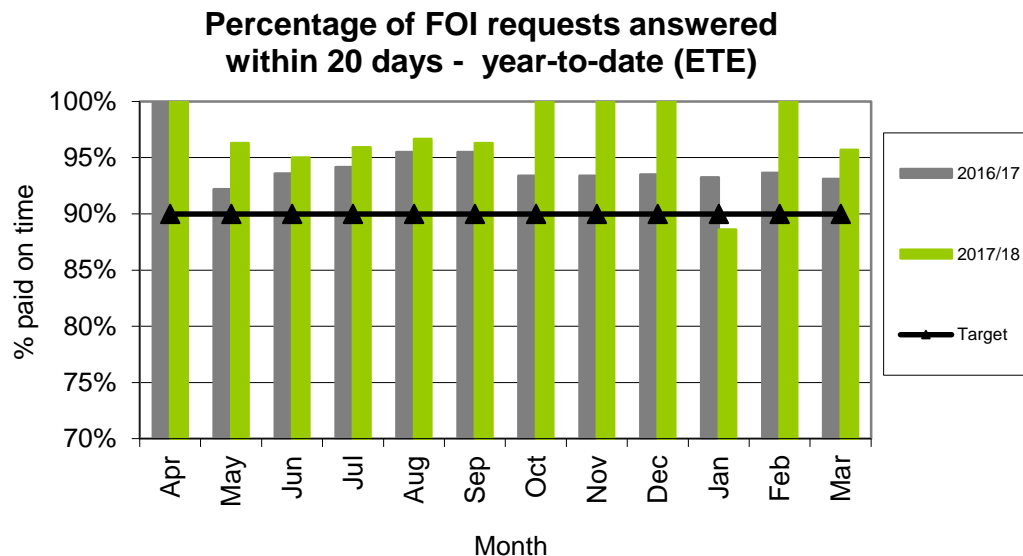
b) ETE Operational Indicators

Freedom of Information (FOI) requests

- FOI requests - % responded to within 20 days (March 2018)

23 Freedom of Information requests were received during March 2018. Provisional figures show that 22 (95.7%) of these were responded to on time.

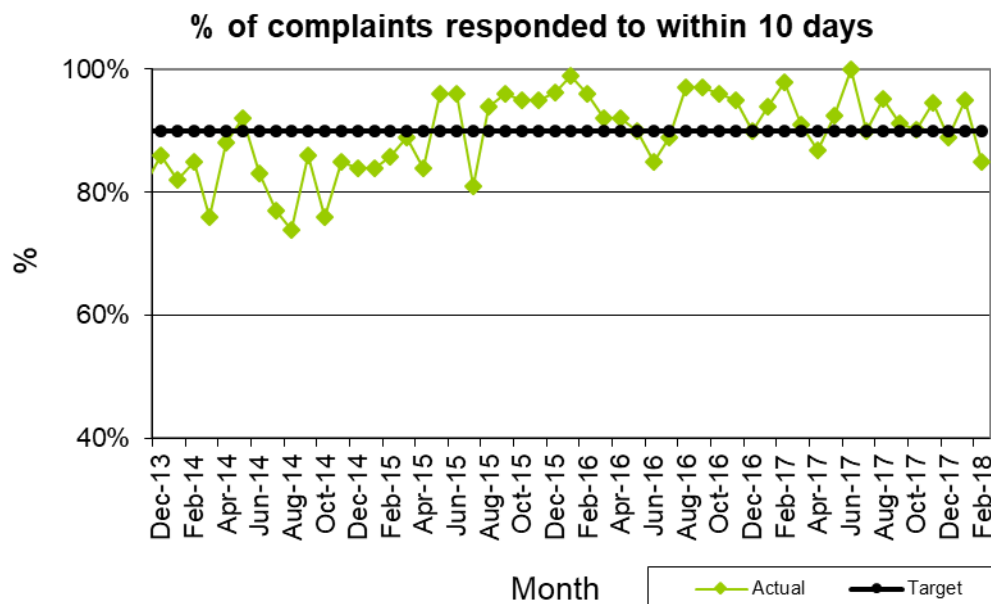
267 Freedom of Information requests have been received since April 2017 and 96.3% of these have been responded to on-time. This compares with 93.1% (out of 335) and 98.2% (out of 335) for the same period last year and the year before.



Complaints and representations – response rate

- Percentage of complaints responded to within 10 days (February 2018)
27 complaints were received in February 2018. 23 (85%) of these were responded to within 10 working days.

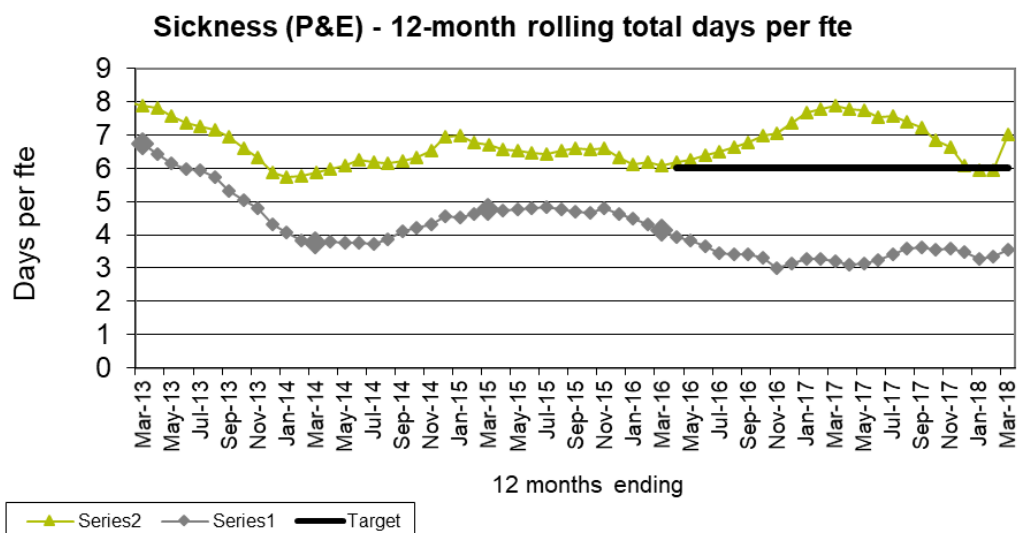
The year-to-date figure is currently 92%.



Staff sickness

- Economy, Transport & Environment staff sickness per full time equivalent (f.t.e.) - 12-month rolling average (to March 2018)

The 12-month rolling average has increased slightly to at 3.6 days per full time equivalent (f.t.e.) and is still below (better than) the 6 day target.



During March the total number of absence days within Place and Economy was 207 days based on 500 staff (f.t.e) working within the Service. The breakdown of absence shows that 137 days were short-term sickness and 70 days were long-term sickness.

4.5 Contextual indicators (new information)

a) Economy & Environment

Connecting Cambridgeshire

% of take-up in the intervention area as part of the superfast broadband rollout programme (to November 2017)

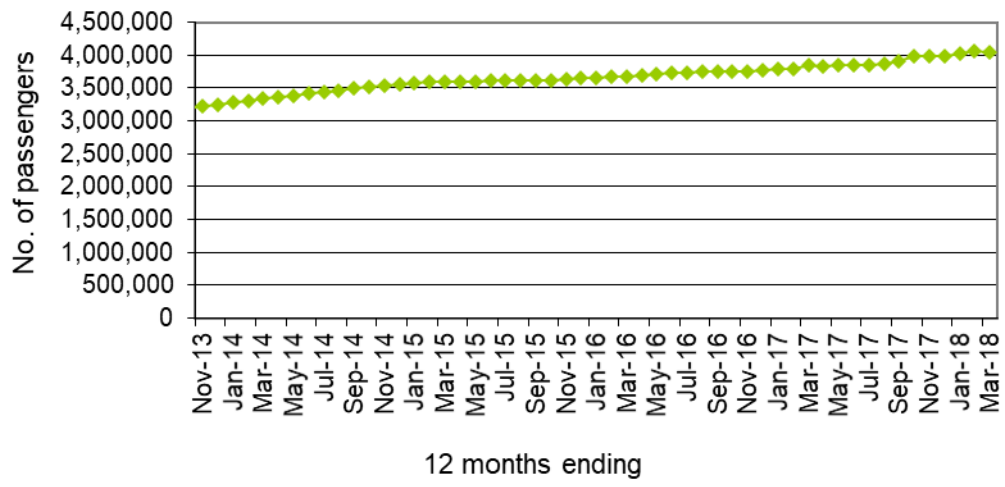
Figures to the end of November 2017 show that the average take-up in the intervention area has increased from 46.79% in July 2017 to 49.4%.

Passenger Transport

Guided Busway passenger numbers (March 2018)

The Guided Busway carried 356,601 passengers in March 2018. There have now been over 23 million passengers since the Busway opened in August 2011. The 12-month rolling total is 4.0 million.

Guided Busway passengers: 12-month rolling total



APPENDIX 1 – Service Level Budgetary Control Report

Forecast Variance - Outturn February £'000	Service	Current Budget for 2017-18 £'000	Actual to end of Closedown £'000	Current Variance £'000	%
	Place & Economy Services				
+317	Executive Director	1,566	1,893	+328	+21
+5	Business Support	268	269	+1	+0
0	Direct Grants	-21,673	-21,673	+0	+0
+323	Total Executive Director	-19,839	-19,510	+329	-2
	Directorate of Infrastructure Management & Operations				
-13	Director of Infrastructure Management & Operations	144	126	-18	-13
+1,541	Waste Disposal including PFI	34,080	35,523	+1,443	+4
	Highways				
-34	- Road Safety	332	335	+3	+1
-211	- Traffic Management	1,384	1,115	-270	-19
+103	- Highways Maintenance	6,786	6,717	-68	-1
-40	- Permitting	-1,333	-1,460	-128	+10
+730	- Winter Maintenance	1,990	2,947	+957	+48
-240	- Parking Enforcement	0	-223	-223	+0
-409	- Street Lighting	9,505	8,964	-541	-6
-51	- Asset Management	578	528	-50	-9
-523	- Highways other	438	-194	-632	-144
-0	Trading Standards	706	643	-63	-9
	Community & Cultural Services				
-115	- Libraries	3,373	3,273	-101	-3
-5	- Archives	361	355	-7	-2
+37	- Registrars	-541	-505	+36	-7
+179	- Coroners	780	1,070	+290	+37
0	Direct Grants	-6,555	-6,555	+0	+0
+948	Total Infrastructure Management & Operations	52,030	52,659	629	1
	Directorate of Strategy & Development				
+0	Director of Strategy & Development	142	133	-9	-6
+9	Transport & Infrastructure Policy & Funding	297	312	+15	+5
	Growth & Economy				
-85	- Growth & Development	549	473	-76	-14
-9	- County Planning, Minerals & Waste	304	287	-17	-6
+0	- Historic Environment	53	55	+2	+4
+0	- Flood Risk Management	422	421	-0	-0
-440	- Highways Development Management	0	-334	-334	+0
-48	- Growth & Economy other	165	195	+30	+18
+0	Major Infrastructure Delivery	0	0	+0	+0
	Passenger Transport				
+83	- Park & Ride	199	199	+0	+0
-508	- Concessionary Fares	5,393	4,903	-491	-9
-39	- Passenger Transport other	2,342	2,318	-24	-1
0	Direct Grants	0	0	+0	+0
-1,037	Total Strategy & Development	9,867	8,963	-905	-9
234	Total Place & Economy Services	42,058	42,111	53	+0
	MEMORANDUM				
£'000	Grant Funding	£'000	£'000	£'000	%
0	- Combined Authority funding	-21,673	-21,673	+0	+0
0	- Street Lighting - PFI Grant	-3,944	-3,944	+0	+0
0	- Waste - PFI Grant	-2,611	-2,611	+0	+0
+0	Grant Funding Total	-28,228	-28,228	0	0

APPENDIX 2 – Commentary on Outturn Position

Number of budgets measured at service level that have an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget for 2017/18 £'000	Actual to the end of Closedown £'000	Variance	
			£'000	%
Executive Director	1,566	1,893	+328	+21
<p>The review of Senior management within P&E was completed with implementation on 1st February 2018. This limited the amount of savings that could be made this financial year. The full year will save up to £250k. The overspend also includes a number of one-off subscriptions.</p>				
Waste Disposal incl PFI	34,080	35,523	+1,443	+4
<p>The Waste PFI has overspent by £1.44m. This was mainly due to the Mechanical Biological Treatment (MBT) plant performing below the budgeted level of performance (which has now been addressed in the Business Plan for 2018/19 by rebasing the budget). Also, the pressure is due to lower levels of Third Party Income through the contract, an increase in the amount of bulky waste collected that is sent direct to landfill, an increased quantity of material rejected from the In-Vessel Composting process, rising costs for recycling wood and rigid plastics collected at Household Recycling Centres and a shortfall in the delivery of savings for 2017/18.</p> <p>A number of underspends were identified across P&E, (either one-off, which helped offset the waste pressure in 2017-18, or ongoing, which has been reflected in the Business Plan) which have been used to offset the pressure in waste. The areas which underspent (or achieve additional income) were Concessionary Fares, Traffic Signals, Streetlighting, Highways income and City centre access cameras.</p>				
Traffic Management	1,384	1,115	-270	-19
<p>The signals budget has underspent by £270k mainly due to savings from a new contract and savings on energy and staffing costs. The underspend has been used to help cover the pressure on the Waste budget.</p>				
Winter Maintenance	1,990	2,947	+957	+48
<p>This budget overspent due to the number of gritting runs that have taken place in November to March compared to previous years. For this year 69.5 runs took place compared to 42.5 runs that took place for the whole of last year.</p>				

Parking Enforcement	0	-223	-223	0
Income from City centre access cameras was greater than the expected budget, due to new cameras, this level of income is not expected to continue as drivers get used to the new restrictions.				
Street Lighting	9,505	8,964	-541	-6
The Street Lighting budget underspent by £541k. This was due to the higher number of deductions for performance failures than expected, which were made in line with the PFI contract and relate to adjustments due under the contract Payment Mechanism regarding performance. An element of this underspend was also due to project synergy savings which have now been realised in this financial year.				
Highways other	438	-194	-632	-144
Additional Highways income that has been achieved would normally be re-invested in preventative maintenance work, this funding was held to cover the pressure on the Waste budget. This budget was also used to cover an overspend on the winter maintenance service.				
Libraries	3,373	3,273	-101	-3
The underspend in Libraries was due to a number of staffing vacancies within the service which are now in the process of being recruited to.				
Coroners	780	1,070	+290	+37
Costs in this area have increased due to more deaths and also an increase in costs relating to Assistant Coroners handling complex cases. There was also an increase in inquest costs due to the large case load, which has included a concerted effort to reduce the number of outstanding cases.				
Highways Development Management	0	-334	-334	0
Section 106 and section 38 fees came in higher than expected for new developments and led to an overachievement of income in 2017-18.				
Concessionary Fares	5,393	4,903	-491	-9
The underspend has been used to help cover the overspend on the Waste budget.				

APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which is not built into base budgets.

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan	Various	32,051
Waste PFI Grant		-80
Reduction to match Combined authority levy		-1,327
Adult Learning & Skills - now being reported under People & Communities		-2,418
Non-material grants (+/- £30k)		+2
Total Grants 2017/18		28,228

APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	38,682	
Apprenticeship Levy	61	
Implementation of the Corporate Capacity Review	-698	
Allocation of Waste inflation	200	
Waste – allocation of demand funding to cover increased costs	170	
Adjustment to match Combined authority levy	1,327	
Use of earmarked reserve – Asset Information records	45	
Use of earmarked reserve – Transport Strategy & Policy	200	
Use of earmarked reserve – Flood Risk Management	42	
Use of earmarked reserve – Former Whippet Bus Routes	118	
Transfer of Service from Corporate Services – Green Spaces	56	
Adult Learning & Skills - now being reported under People & Communities	-180	
Transfer of Service from Corporate Services – Cultural Services	427	
Allocation of budget to match insurance charges	1,676	
Transfer of Volunteer co-ordinator post to People & Communities	-33	
Non-material virements (+/- £30k)	-35	
Current Budget 2017/18	42,058	

APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31st March 2017 £'000	Movement within Year £'000	Balance at 31st March 2018 £'000	Notes
General Reserve				
Service carry-forward	2,229	(2,229)	0	All funds transferred to central reserve
Sub total	2,229	(2,229)	0	
Equipment Reserves				
Libraries - Vehicle replacement Fund	218	(188)	30	
Sub total	218	(188)	30	
Other Earmarked Funds				
Deflectograph Consortium	57	(2)	55	Partnership accounts, not solely CCC
Highways Searches	55	0	55	
On Street Parking	2,286	526	2,812	
Bus route enforcement	117	(117)	0	
Streetworks Permit scheme	98	18	117	
Highways Committed Sums	620	81	700	
Asset Information records	0	0	0	
Streetlighting - LED replacement	0	184	184	
Community Transport	0	444	444	
Guided Busway Liquidated Damages	1,523	(1,559)	(35)	This is being used to meet legal costs if required.
Waste and Minerals Local Development Fra	59	0	59	
Strategic Transport Corridor Feasibility Studies	0	0	0	
Flood Risk funding	0	20	20	
Proceeds of Crime	356	0	356	
Waste - Recycle for Cambridge & Peterborough (RECAP)	291	(88)	203	Partnership accounts, not solely CCC
Fens Workshops	61	(61)	0	
Travel to Work	211	(38)	172	Partnership accounts, not solely CCC
Steer- Travel Plan+	72	(17)	54	
Northstowe Trust	101	0	101	
Archives Service Development	234	0	234	Required for new Ely Archives centre
Other earmarked reserves under £30k - IMO	36	4	39	
Other earmarked reserves under £30k - S&D	(188)	(0)	(188)	
Sub total	5,989	(606)	5,382	
Short Term Provision				
Mobilising Local Energy Investment (MLEI)	669	(614)	55	
Sub total	669	(614)	55	
Capital Reserves				
Government Grants - Local Transport Plan	0	3,897	3,897	Account used for all of P&E
Government Grants - S&D	786	735	1,521	
Government Grants - IMO	0	0	0	
Other Capital Funding - S&D	5,788	(1,751)	4,038	
Other Capital Funding - IMO	699	46	745	
Sub total	7,274	2,927	10,200	
TOTAL	16,379	(711)	15,668	

APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

2017/18					TOTAL SCHEME	
Original 2017/18 Budget as per BP	Scheme	Revised Budget for 2017/18	Actual Spend (Yearend)	Actual Variance (Yearend)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000
	Integrated Transport					
200	- Major Scheme Development & Delivery	200	142	-58	200	0
682	- Local Infrastructure Improvements	1,014	767	-247	863	0
594	- Safety Schemes	594	508	-86	594	0
345	- Strategy and Scheme Development work	601	322	-279	345	0
2,362	- Delivering the Transport Strategy Aims	4,501	2,024	-2,477	4,178	0
23	- Air Quality Monitoring	23	11	-12	23	0
14,516	Operating the Network	16,255	13,818	-2,437	16,248	0
	Infrastructure Management & Operations Schemes					
6,269	- £90m Highways Maintenance schemes	6,000	4,910	-1,090	90,000	0
0	- Pothole grant funding	1,155	1,155	0	1,155	0
395	- Waste Infrastructure	395	83	-312	5,120	0
2,060	- Cambridgeshire Archives	1,975	98	-1,877	5,180	0
284	- Community & Cultural Services	1,993	566	-1,427	3,042	0
0	- Street Lighting	752	752	0	736	0
0	- National Productivity Fund	2,890	2,198	-692	2,890	0
0	- Challenge Fund	1,200	1,237	37	6,250	0
0	- Safer Roads Fund	350	0	-350	1,175	0
	Strategy & Development Schemes					
4,370	- Cycling Schemes	5,149	2,395	-2,754	17,598	0
850	- Huntingdon - West of Town Centre Link Road	1,510	553	-957	9,116	0
25,000	- Ely Crossing	25,891	25,859	-32	36,000	0
0	- Chesterton Busway	200	241	41	200	0
1,370	- Guided Busway	1,200	32	-1,168	148,886	0
11,667	- King's Dyke	6,000	1,661	-4,339	13,580	0
0	- Wisbech Access Strategy	449	381	-68	1,000	0
1,000	- Scheme Development for Highways Initiatives	1,000	7	-993	1,000	0
100	- A14	342	332	-10	25,200	0
250	- Energy Efficiency Fund	250	126	-124	1,000	0
0	- Carbon Reduction	103	103	-0	214	0
0	- Soham Station	500	393	-107	6,700	0
	Combined Authority Schemes	624	428	-196	55	0
	Other Schemes					
3,590	- Connecting Cambridgeshire	4,217	413	-3,804	36,290	0
0	- Other Schemes	200	200	0	200	0
	Capitalisation of Interest	492	640	148		
75,927		88,025	62,354	-25,671	435,038	0
-9,664	Capital Programme variations	-15,514	0	15,514		
66,263	Total including Capital Programme variations	72,511	62,354	-10,157		

The increase between the original and revised budget is partly due to the carry forward of funding from 2016/17, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2016/17 financial year. The phasing of a number of schemes has been reviewed since the published business plan and this has included a reduction in the required budget in 2017/18, for King's Dyke.

Three additional grants have been awarded since the published business plan, these being Pothole grant funding, the National Productivity fund and the Challenge Fund. A further

allocation of pothole grant funding was made (£806,511) in the spring, however as other work was already programmed for 2017/18, this funding will be spent in 2018/19.

The Capital Programme Board have recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget. The allocations for these negative budget adjustments have been calculated and shown against the slippage forecast to date.

Local Highway Improvements

There were over 200 Local Highway Improvements scheduled to be delivered in 2017/18. There were a number of reasons why some of the schemes have not been delivered. Approximately £40k of the under spend relates to officers waiting for confirmation from District & Town Councils to feedback and agree the scheme details. A further £15k will not proceed following consultations. Delays with the contractors scheduled to carry out the work have generated an under spend of £60k circa and therefore the schemes will be delivered in 2018/19. There has been a further £30k of under spend generated where schemes have been reassessed and the schemes delivered are smaller & cheaper than first budgeted.

Safety schemes

The A141 Wimblington Signals scheme was expected to require a budget of £350k this year, but the target price quotations received from Skanska indicate that the budget required is only likely to be £150k.

Delivering the Transport Strategy Aims

Projected delay in expenditure for a number of schemes with different issues. Norwood Road continued to be delayed by Network Rail issues throughout 2017 and will now be delivered in 2018. Witchford Cycleway delayed by the location of a gas main and the Cadent Gas request to supervise trial hole excavation work, not being available when requested, thereby delaying the scheme by 3 weeks. Histon/Impington scheme postponed to the next financial year to coincide with programme signals refurbishment.

There are a number of schemes which for various reasons such as staff resource for both CCC & Skanska, change of Highways Services Contract (including delays in receipt of target costs) & inclement weather have been delayed.

Tenison Road, Cambridge traffic calming will not be completed until early 2018/19 as there is a delay in the zebra crossing installation resulting in a £77k underspend for 2017/18.

A142 Witchford Bypass Cycling improvements has only been a third completed, and is expected to finish by June resulting in a £145k underspend. Cottenham Pedestrian Route will finish early in 2018/19 resulting in an under spend of £35k.

The scheme for Haddenham High St Traffic Lights/Pedestrian Crossing will be delayed until the start of 2018/19. However, there is expected to be a saving of £40k for this scheme.

The A1123 Houghton to Wyton Bus stop infrastructure has been delayed due to design & consultation taking longer than anticipated. This scheme is expected to be completed early 2018/19.

The Route 3 St Ives cycleway scheme has been delivered under budget with the saving of £30k attributed to effective engineering.

Operating the Network

Carriageway maintenance - Some carriageway schemes were delayed due to the impact of the drought damaged roads challenge fund programme. Also impact on available resources and diversion route clashes.

Footway slurry seal/re-tread and barrier work is programmed for March but some work is expected to slip into 18/19. The design work delayed the schemes and now obtaining the road closures for the re-tread sites has impacted spend for the re-tread and Footway slurry seal. There are also consultations with drainage boards required for the barrier sites which will delay delivery until next year.

The recent bad weather has caused delays as temperatures have been too low for night work for patching and with the snow, teams have been unable to lay tarmac.

There have been severe delays with the work on the B1090 - Abbots Ripton, Station Road due to a technical agreement, land transfer and finance contribution with Network Rail, resulting in an underspend of £581k in 2017/18 which will need to be carried forward as construction work is currently planned for July.

Signals -The A505 Duxford Imperial War Museum project will need less funds to be delivered as the existing ducting infrastructure was of good quality this will not need the usual replacement. Another scheme for Stratos System Development will incur no costs this year, as there is currently no product available from our supplier.

£90m Highways Maintenance schemes

Some schemes have not been completed this financial year and will be carried forward into the new financial year. This is because schemes funded by money from prudential borrowing tend to be those highway maintenance schemes that involve re-surfacing, rather than the lower cost surface dressing. Re-surfacing involves a greater level of pre-construction work due to the removal and replacement of the top layer of the road surface. The removal of the top surface has the potential to expose buried infrastructure. In order to reduce the risk of damaging the underlying infrastructure significant up front investigation is required. The findings of the investigatory work determines the level of design required before construction commences. This process is resource intensive, especially when the investigations highlight the need for a greater level of design work.

Challenge Fund

The challenge fund programme of schemes was scheduled for completion over this year and next financial year, as the award of funding was not made until the autumn of 2017. The first Cambridgeshire scheme, the A1101 at Mildenhall, has also had an initial target price quotation that was almost £1m over budget. The decision was taken by the Project Board to amend the scope of the project and request further quotations through

Skanska's supply chain. It was understood that this would delay the start of the first scheme by 3 weeks, which has subsequently affected the spend profile. This change in spend profile was notified to the DfT and no concerns have been raised.

Safer Roads Fund

The initial target price quotation received in early February was £800k over budget, partly due to the requirement to deliver a significant proportion of the scheme by the end of the year, but also due to the scope of the scheme and limited number of supply chain prices received by Skanska. To ensure an minimum acceptable level of value for money could be demonstrated, the decision was taken to re-scope the scheme, extend the programme and resubmit requests for quotations from Skanska's wider supply chain. This has clearly altered the spend profile for this scheme. DfT have agreed that the delivery of this scheme can now be rescheduled for the early part of 2018/19 to allow sufficient time to ensure the scope of the scheme meets the required outcome.

Waste Infrastructure

Due to the complexity of issues to identify suitable alternative sites and ongoing discussions with key stakeholders, this project has not progressed as quickly as we would have liked.

Community & Cultural Services

Cambourne Library - Work is currently underway on designing & reconfiguration of the building & library space working with Property Services and the Children's Centre based in the building, with a view to making effective use of existing funding from Cambourne 950 and future funding from Cambourne West. Work is expected to commence in 2018/19 and is fully funded by developer contributions.

Community Hubs - Sawston

Construction has yet to commence, expenditure to date has been on design and planning fees. The delay to the start of construction is due to protracted negotiations in the planning stages. We are currently finalising legal arrangements with our partners and once complete construction can be mobilised, so the majority of expenditure will be next financial year.

Cambridgeshire Archives

When last assessed it was assumed that a third of the construction work would be delivered in 2017/18. The latest schedule received from the Contractor indicates that all construction work will now start in May 2018, therefore £3.778m of the £3.817m capital budget will be required in 2018/19. However, the scheme is still on track to complete in 2018/19.

King's Dyke

Whilst Kier, the appointed contractor, has now commenced on detailed design, progress has been slower than expected owing to delays in agreeing access to land for surveys and ground investigation which has limited the design that can be undertaken and reduced this year's expenditure on Stage 1 of the contract. Access has now been agreed and surveys and investigation are being carried out and survey costs will fall into next year's expenditure.

It was also anticipated that significant land costs would be paid in 2017/18. However, this did not happen and these costs will roll into 2018/19. This meant that only £1.62m of this year's allocation of £6m was spent.

The current business plan forecast remains at £13.6m based on early estimates. As previously reported to Economy and Environment (E&E) Committee, the estimated cost could increase and an upper possible figure of £16.9m was indicated. The scheme costs will become more robust as the design progresses. Any additional funding requirements, will be reported to the E&E Committee and GPC.

Ely Southern By Pass

The expenditure for the 2017/2018 financial year, including reserves, is £25.86m. This is £0.03m below the 2017/2018 budget allocation of £25.89m. The expenditure for the 2017/2018 financial year has increased from the amount reported recently, primarily due to the addition of an accrual for land costs.

During construction a number of significant challenges had arisen which resulted in increases to the scope and quantity of work that the contractor had to undertake, contributing to the cost increase resulting in significant cost escalation and an extension to the programme. As construction had progressed, a number of issues arose principally related to the combination of the complexity of the design of the structures necessary to mitigate the environmental impact and secure planning consent, ground conditions, third party requirements, site constraints, and the requirement for the quickest possible delivery. The completion date is now likely to be October 2018. Economy and Environment Committee considered a report on 12th April 2018 detailing the changes to the cost of the programme and unanimously resolved to note the increase in scheme costs and request General Purposes Committee (GPC) in May 2018 to allocate the additional funding required of £13m to complete the scheme.

General Cycling

The budget for 2017/18 was £335,000. Although spend was much less, the unspent budget available will run into 2018/19.

£200,000 of the budget is for cycleway improvements between Barton and Cambridge. Originally the target cost received from the contractor exceeded the available budget, so the scheme had to be de-scoped to fit the budget available and the target cost revised. Construction work commenced on 19th March.

Although works have been completed on Huntingdon Road, the contractor has not yet issued the final account, thus spend is lower than expected at this time.

S106 cycling schemes

Works to construct the Bar Hill to Longstanton cycleway are not able to start until A14 works in the area are complete, thus spend remains very low.

Abbey-Chesterton Bridge

This project is still in the process of discharging planning conditions to enable works to start on site, as per below.

Originally, planned spend for 2017/18 was £1,917,000 but only £339,000 was spent. The planning application was submitted in July 2016 and it was anticipated that this process would complete by Autumn 2016, with construction of the bridge in late 2017, and thus significant construction related spend could be achieved.

The planning permission was not granted until February 2017 following the need to submit multiple packages for certain aspects of the application. Construction now looks likely to commence in May 2018, though this is dependent upon discharging the pre-start planning conditions.

Significant spend will not be encountered until the construction work actually commences, thus the majority of spend will now come in 2018/19 rather than 2017/18.

The required scrub clearance and tree felling work has been completed before the bird nesting season commences.

Huntingdon – West of Town Centre Link Road

The spend for the scheme was only £553,000 compared to a budget of £1,510,000, this is due to land cost claims which were not resolved as anticipated and it is now expected these claims will be resolved in 2018/19.

Cambridge Cycling infrastructure

This is the programme of S106 funded cycling projects in Cambridge. The funding is generally not time limited, and thus any underspend rolls into the next year. The original planned spend was £1,580,000 but was only £89,000. This is a consequence of public consultation and scheme development work being extended, not least Queen Edith's Way, which is the project with the largest single budget.

Cycle City Ambition Grant

- A10 Harston - Scheme substantially complete with minor works required to tidy up verges and alter some road markings. Current spend suggests an underspend for the year, and for the project as a whole.
- Quay to Lode - Scheme substantially complete - 2km new village link which was opened by the local community on 11th March. Final costs coming in slightly higher than the original spend forecast of £451,000 for the year, due to the need to import more sub-base material to address level differences.

Milton Road to Cambridge North Station - This project is now substantially complete apart from some minor snagging issues. The previous Network Rail Track is to become public highway and the adoption process is underway. There will be some fees and charges associated with this process in 2018/19.

Cambridgeshire Busway Lighting - This project is now complete and operational. There is a requirement to pass on a commuted sum of £50k for maintenance purposes from 2018/19.

Soham Station

Network Rail who will be carrying out the GRIP3C (Governance to Railway Investment Projects 3C) Approval in Principle and Outline Design work started work in January 2018. This work is continuing and the GRIP 3C is expected to be concluded in May 2019. Network Rail have recently been carrying out site surveys.

The next stage of the project GRIP3C will be funded via £1m from CCC Capital and £1.5m from the Combined Authority. The Combined Authority has confirmed that it will part fund the GRIP3C study and gave full approval at its board meeting on 28th March 2018 as part of its capital programme.

Connecting Cambridgeshire

Expenditure in this year has been lower than estimated in relation to the BT contract. To confirm, delivery is on track but expenditure has been re-phased, and therefore the funding will be required next financial year.

Capital Funding

2017/18				
Original 2017/18 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2017/18 £'000	Actual Spend (Yearend) £'000	Revised Funding Variance - Actual (Yearend) £'000
17,991	Local Transport Plan	17,815	17,815	0
2,483	Other DfT Grant funding	20,007	18,080	-1,927
19,231	Other Grants	10,367	5,467	-4,900
4,827	Developer Contributions	6,418	2,549	-3,869
18,992	Prudential Borrowing	21,621	14,944	-6,677
12,403	Other Contributions	11,305	3,499	-7,806
75,927		87,533	62,354	-25,179
-9,664	Capital Programme variations	-15,022	0	15,022
66,263	Total including Capital Programme variations	72,511	62,354	-10,157

Funding	Amount (£m)	Reason for Change
Rolled Forward Funding	6.0	This reflects slippage or rephasing of the 2016/17 capital programme to be delivered in 2017/18 which will be reported in August 17 for approval by the General Purposes Committee (GPC)

Additional / Reduction in Funding (Specific Grant)	-9.0	Rephasing of grant funding for King's Dyke (-£1.0m), costs to be incurred in 2018/19. Grant funding for Ely Crossing now direct from DfT previously part of Growth Deal funding (-£8.3m)
Revised Phasing (Section 106 & CIL)	-0.8	Revised phasing of Guided Busway spend and receipt of developer contributions.
Revised Phasing (Other Contributions)	-3.2	Revised phasing of King's Dyke spend
Additional Funding / Revised Phasing (DfT Grant)	16.3	New Grant funding – National Productivity Fund (£2.9m), Pothole Action Fund (£1.2m), Challenge Fund (£3.5m) and Safer Roads Fund (£1.2m). Grant funding for Ely Crossing now direct from DfT previously part of Growth Deal funding (£11.3m)
Additional / Reduction in Funding (Prudential borrowing)	-1.0	Rephasing of grant funding for Ely Crossing reduced the requirement for borrowing (-£3.0m). Brought forward borrowing to fund DfT Challenge Fund schemes (£2.25m).

The increase between the original and revised budget is partly due to the carry forward of funding from 2016/17, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2016/17 financial year. The phasing of a number of schemes have been reviewed since the published business plan and this has included a reduction in the required budget in 2017/18, for King's Dyke.

Four additional grants have been awarded since the published business plan, these being Pothole grant funding, the National Productivity fund, Challenge Fund and Safer Roads Fund.

APPENDIX 7 – Performance (RAG Rating – Green (G) Amber (A) Red (R))

a) Economy & Environment

Economy & Environment									
Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
Connecting Cambridgeshire									
Quarterly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	% of take-up in the intervention area as part of the superfast broadband rollout programme	High	N/A	New indicator for 2016/17 To 31 January 2018	50.5%	Contextual		Figures to the end of November 2017 show that the average take-up in the intervention area has increased from 46.79%.in July 2017 to 49.4% at the end of November 2017.	
Yearly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	% of premises in Cambridgeshire with access to at least superfast broadband	High	N/A	New indicator for 2016/17 To 28 February 2018	96.1%	95.2% by June 2017	G	G	Figures have risen to 95.8% as at the end of December 2017. The 2016/17 target is based on estimated combined commercial and intervention superfast broadband coverage by the end of June 2017.
Economic Development									
Quarterly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	% of 16-64 year-old Cambridgeshire residents in employment: 12-month rolling average	High	↑	To 30 September 2017	79.2%	80.9% to 81.5%	A	A	The latest figures for Cambridgeshire have recently been published by the Office for National Statistics (ONS). The 12-month rolling average is 79.2%, which is a slight increase from the last reported quarterly rolling average figure of 78.5% as at the end of June 2017. This said, it is still below the 2016/17 target range of 80.9% to 81.5%. It is above both the national figure of 74.5% and the Eastern regional figure of 77.3%.

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									79.6% are employed full time and 20.4% are employed part time.
	'Out of work' benefits claimants – narrowing the gap between the most deprived areas (top 10%) and others	Low	↓	November 2016	10.8%:4.8% Ratio of most deprived areas (Top 10%) to all other areas Gap of 6.0 percentage points	Gap of <=6.0 percentage points Most deprived areas (Top 10%) Actual <=11.5%	G	A	The 2016/17 target of <=11.5% is for the most deprived areas (top 10%). Latest figures published by the Department for Work and Pensions show that, in August 2016, 10.8% of people aged 16-64 in the most deprived areas of the County were in receipt of out-of-work benefits, compared with 4.8% of those living elsewhere in Cambridgeshire. The gap of 6.0 percentage points is lower than the last quarter and is currently achieving the target of <=6.5 percentage points.
Yearly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Additional jobs created	High	↑	To 30 September 2016	+12,600 (provisional)	+3,500	G	G	The latest provisional figures from the Business Register and Employment Survey (BRES) show that 12,600 additional jobs were created between September 2015 and September 2016 compared with an increase of 6,300 for the same period in the previous year. This means that the 2016/17 target of +3,500 additional jobs has been achieved. This information is usually published late September/early October each year, for the previous year, by the Office for National Statistics (ONS) as part of the BRES Survey. BRES is the official source of employee and employment estimates by detailed geography and industry. The survey collects employment

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									information from businesses across the whole of the UK economy for each site that they operate.
Passenger Transport									
Monthly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Guided Busway passengers per month	High	↑	To 31 March 2018	356,601		Contextual		The Guided Busway carried 356,601 passengers in March 2018. There have now been over 23 million passengers since the Busway opened in August 2011. The 12-month rolling total is 4.0 million.
Yearly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Local bus passenger journeys originating in the authority area	High	↑	2016/17	Approx. 18.7 million	19 million	A	A	There were over 18.7 million bus passenger journeys originating in Cambridgeshire in 2016-7. This represents an increase of almost 2% from 2015-6; this growth can probably be attributed to the continued increase in passenger journeys on the guided busway. As predicted last year the target of 19 million bus passenger journeys was not achieved, but it still is anticipated that there is a chance of growth in the future through the City Deal and if so, this will take place in 2017-8 at the earliest.
Planning applications									
Monthly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	The percentage of County Matter planning applications determined within 13 weeks or within a longer time period if agreed with the applicant	High	↔	To 31 March 2018	100%	100%	G	G	16 County Matter planning applications have been received and determined on time since the beginning of the 2017/18 financial year. There were 11 other applications excluded from the County Matter

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									figures. These were applications that required minor amendments or Environmental Impact Assessments (a process by which the anticipated effects on the environment of a proposed development is measured). 100% of these were determined on time.
Traffic and Travel									
Yearly	Operating Model Outcomes: People lead a healthy lifestyle and stay healthy for longer & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Growth in cycling from a 2004/05 average baseline	High	↑	2015	62.5% increase	70% increase	G	G	There was a 4.7 per cent increase in cycle trips in Cambridgeshire in 2015. Overall growth from the 2004-2005 average baseline is 62.5 percent which is better than the Council's target of 46%.
	% of adults who walk or cycle at least once a month – narrowing the gap between Fenland and others	High	↓	October 2016	Fenland = 73.7% Other excluding Cambridge = 80.6%	Fenland = 86.3%	A	A	Latest figures published by the Department for Transport show that in 2015/16, 73.7% of Fenland residents walked or cycled at least once a month. This a reduction compared with 2014/2015 (81.1%). It is worth noting that because the indicator is based on a sample survey, the figure can vary from one survey period to the next, and the change since 2013/14 is not statistically significant. For instance the sample size for Fenland was 360 people and the sample size for the whole of Cambridgeshire was 2,323. Excluding Cambridge, the latest figure for the rest of the County is approximately 80.6%. The gap of 7.0 percentage points is less than the 204/15 gap of 8.3 percentage points. The 2012/13 baseline gap was 8.7 percentage points.

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
Yearly	Operating Model Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	The average journey time per mile during the morning peak on the most congested routes	Low	↓	September 2015 to August 2016	4 minutes 52 seconds	4 minutes	R	A	At 4.52 minutes per mile, the latest figure for the average morning peak journey time per mile on key routes into urban areas in Cambridgeshire is better than the previous year's figure of 4.87 minutes. The target for 2017/18 is to reduce this to 4 minutes per mile.

c) ETE Operational Indicators

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
ETE Operational Indicators									
Monthly	Operating Model enabler: Ensuring the majority of customers are informed, engaged and get what they need the first time they contact us								
	% of Freedom of Information requests answered within 20 days	High	↑	To 31 March 2018	95.7%	90%	G	G	23 Freedom of Information requests were received during March 2018. Provisional figures show that 22 (95.7%) of these were responded to on time. 267 Freedom of Information requests have been received since April 2017 and 96.3% of these have been responded to on-time. This compares with 93.1% (out of 335) and 98.2% (out of 335) for the same period last year and the year before.
	Operating Model enabler: Ensuring the majority of customers are informed, engaged and get what they need the first time they contact us								
	% of complaints responded to within 10 days	High	↓	To 28 February 2018	85%	90%	A	G	27 complaints were received in February 2018. 23 (85%) of these were responded to within 10 working days. The year-to-date figure is currently 92%.
	Operating Model enabler: Having Councillors and officers who are equipped for the future								
	Staff Sickness - Days per full-time equivalent (f.t.e.) - 12-month rolling total. A breakdown of long-term and short-term sickness will also be provided.	Low	↓	To 31 March 2018	3.6 days per f.t.e.	6 days per f.t.e	G	G	The 12-month rolling average has increased slightly to at 3.6 days per full time equivalent (f.t.e.) and is still below (better than) the 6 day target. During March the total number of absence days within Place and Economy was 207 days based on 500 staff (f.t.e) working within the Service. The breakdown of absence shows that 137 days were short-term sickness and 70 days were long-term sickness.