

HIGH PEAK BOROUGH COUNCIL

Report to the Corporate Select Committee

19th September 2016

TITLE:	First Quarter Financial, Procurement & Performance Review 2016/17
EXECUTIVE COUNCILLOR:	Cllr Emily Thrane – Executive Councillor for Finance & Corporate Services
CONTACT OFFICERS:	Claire Hazeldene - Finance Vanessa Higgins - Performance
WARDS INVOLVED:	Non-Specific

Appendices Attached

- **Appendix A (2016/17 – First Quarter Financial Report)**
- **Appendix B (2016/17 – First Quarter Procurement Report)**
- **Appendix C (2016/17 – First Quarter Performance Report)**

1. Reason for the Report

- 1.1 The purpose of this report is to inform members of the Council's overall performance and financial position for the period ended 30th June 2016 ("First Quarter 2016/17"); and

2. Recommendations

- 2.1 It is recommended that Members note the First Quarter 2016/17 financial, procurement and performance position detailed in Appendices A, B and C and summarised at 3.3 of this covering report.

3. Executive Summary

- 3.1 This report essentially summarises the Council's performance and financial position after considering service activity up to the end of the First Quarter (i.e. 30th June 2016).
- 3.2 Detailed analysis is provided in Appendix A (Finance), Appendix B (Procurement) and Appendix C (Performance).

3.3 The position can be summarised as follows:

Subject	Headline	Reference
Finance	<p><i>Performance against Budget</i></p> <ul style="list-style-type: none"> The General Fund budget for 2016/17 is broadly on target (currently projecting a small deficit of £40,230) <p><i>Efficiency Programme</i></p> <ul style="list-style-type: none"> The overall efficiency target of £659,910 for 2016/17, together with the £995,780 of unachieved savings rolled forward from 2015/16, is projected to be achieved at the First Quarter stage. However, this is dependent on the progression of key efficiency programmes. Any shortfall can be partially funded using the £100,000 earmarked reserve established to meet some of the one-off/short-term costs incurred in implementing the programme. <p><i>Housing Revenue Account</i></p> <ul style="list-style-type: none"> The Housing Revenue Account is forecast to be in surplus by £143,870 at the Quarter 1 stage. <p><i>Capital Programme</i></p> <ul style="list-style-type: none"> The Capital Programme budget for 2016/17 is £2.61million including the carry forward of capital underspends from 2015/16. The projected outturn is £2.72million which represents an overspend of £112,480 relating to ICT Strategy implementation. The HRA Capital Programme for 2016/17 is £4.69 million, with spend forecast to be on target at quarter 1 stage. <p><i>Treasury Management</i></p> <ul style="list-style-type: none"> Cash investments held at 30th June 2016 totalled £22.7 million. Council borrowing at 30th June 2016 totalled £82.1 million. The Council's net interest receipts budget is projected to be on target at the First Quarter stage. <p><i>Revenue Collection</i></p> <ul style="list-style-type: none"> 29.6% of Council Tax was collected by 30th June 2016, compared to 30.0% for the same period last year. 28.0% of Business Rates was collected by 30th June 2016 compared with 30.0% for the same period last year (<i>2015/16 distorted by an upfront payment from a large hereditament payer</i>) At the end of Quarter One the value of sundry debt over 60 days old was £256,375 which compares with £274,494 at 30th June 2015 	Appendix A
Procurement	<ul style="list-style-type: none"> 24 procurement activities were completed 2 high value (greater than £172,000) procurements were completed – utilities contract and revenues & benefits risk based verification project) The procurement forward plan includes 226 procurement activities for 2016/17 (either HPBC only or joint with SMDC) At the 30th June 2016, 51% of procurement activity undertaken was on the forward plan and the Council paid 95.43% of its invoices within 30 days during the year 	Appendix B

Subject	Headline	Reference
Performance	<ul style="list-style-type: none"> • 33% of the key performance indicators are on track, 18% off track and 49% no target (contextual or baseline year). • Of the 18 Priority Actions within the Corporate Plan, five have been completed, one is rated 'amber', the remainder being classified as 'Green'; and • The Council received 132 complaints, 64 comments and 109 compliments in the First Quarter. Repeat complaints and response times both on track 	Appendix C

4. How this Report Links to Corporate Priorities

4.1 The successful delivery of all corporate priorities is dependent upon the effective management of performance and financial resources, which is the subject of this report.

5. Options and Analysis

5.1 Detailed analysis is contained within the appendices.

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)
None.

6.2 Workforce
None.

6.3 Equality and Diversity/Equality Impact Assessment
This report has been prepared in accordance with the Council's Equality and Diversity policies.

6.4 Financial Considerations
There are substantial financial considerations contained throughout the report.

6.5 Legal
None.

6.6 Sustainability
None.

6.7 External Consultation
None.

6.8 Risk Assessment

There are a number of risks to the financial position presented, which are identified and explained in the financial report attached at Appendix A.

ANDREW P STOKES
Executive Director (Transformation) & Chief Finance Officer

**Web Links and
Background Papers**

Location

Contact details

Various background working papers

Buxton Town Hall

Claire Hazeldene
01538 395400 Ext. 4191

Vanessa Higgins
01538 395400 Ext. 4195



2016/17

**First Quarter
Financial
Review**

1. Background and Introduction

1.1 In accordance with the Council's Financial Procedure Rules and recommended good practice, a quarterly financial report is presented to members. This is the first such report for 2016/17.

1.2 The report summarises overall financial performance for 2016/17 with particular emphasis on the key sources of financial risk to the Council. Specific considerations are as follows:

- **General Fund Revenue Account (Section 2)** – considers budgetary performance on the General Account by looking at variations in income and expenditure and the funding received by the Council.
- **Pavilion Gardens (Section 3)** – highlights the financial performance of this key Council trading activity.
- **Efficiency and Rationalisation Programme (Section 4)** – considers progress in achieving the efficiency and rationalisation savings forecast.
- **Housing Revenue Account (Section 5)** – highlights the budgetary position in respect of the operation of the Council's housing stock.
- **General Fund Capital Programme (Section 6)** – provides an update to Members on progress against the Council's General Fund capital plans.
- **HRA Capital Programme (Section 7)** – provides an update to Members on progress against the Council's HRA capital plans.
- **Treasury Management (Section 8)** – sets out the key statistics in terms of investments and borrowings.
- **Revenue Collection (Section 9)** – considers progress-to-date in collecting the Council Tax, Business Rates and Sundry Debts.

2. General Fund Revenue Account

2.1 This section of the report considers the financial performance of the General Fund Revenue Account against budget by looking at variations in income and expenditure and funding received by the Council.

Service	2016/17 Budget	Projected Outturn 2016/17	Variance
	£	£	£
Chief Executive	34,170	34,170	-
Executive Directors	42,450	42,450	-
Audit	9,990	9,990	-
ICT	617,740	615,910	(1,830)
Human Resources	129,710	119,710	(10,000)
Member Services	187,940	184,940	(3,000)
Property Services	1,527,610	1,527,610	-
Revenue and Benefits	(251,610)	(235,420)	16,190
Planning Applications	(333,670)	(333,670)	-
Building Control	(166,720)	(76,720)	90,000
Customer Services	19,860	17,860	(2,000)
Legal Services	(47,830)	(47,830)	-
Electoral Services	80,670	79,420	(1,250)
Licensing and Land Charges	(277,170)	(277,170)	-
Regeneration	211,640	232,640	21,000
Communities and Cultural	258,800	256,300	(2,500)
Housing Strategy	196,680	191,680	(5,000)
Transformation	(13,400)	(11,400)	2,000
Community Safety and Enforcement	143,860	141,860	(2,000)
Finance and Procurement *	5,490,760	5,496,760	6,000
Waste Collection	1,936,900	1,876,100	(60,800)
Street Scene	40,780	(220)	(41,000)
Leisure Services	507,930	494,930	(13,000)
Horticulture	(493,780)	(486,870)	5,910
Visitor Services	(1,053,800)	(1,056,760)	(2,960)
Environmental Health	33,490	33,490	-
Housing **	-	-	-
Net Total of Services	8,834,000	8,829,760	(4,240)
Net Interest	1,417,310	1,417,310	-
	10,251,310	10,247,070	(4,240)
Funding: external	(9,490,040)	(9,445,570)	44,470
: reserves - contribution/(use)	(761,270)	(761,270)	-
Projected (Surplus)/Deficit	-	40,230	40,230

* Staff budgets are currently budgeted corporately and included within Finance and Procurement (except for Pavilion Gardens staff which for operational reasons is included within Visitor Services).

** The Council's housing management costs are charged to the Housing Revenue Account

2.2 The 2016/17 Revenue Account budget was originally set at £10,185,940. The Chief Financial Officer has, in accordance with Financial Procedure Rules, authorised the roll forward of £65,370 in unused budgets from 2015/16.

- Property Services: £25,000 to repair a collapsed section of wall at Whaley Bridge.
- Street Scene: £14,200 to enable 2015/16's gully emptying schedule to be completed.
- Regeneration: £14,110 to complete the remaining 50% of the Chapel Master Plan.
- Finance: £12,060 towards risk reduction measures including extension of the Environment Agency water protection zone around the Crescent in Buxton.

This brought the 2016/17 budget to £10,251,310 including a £761,270 net use of reserves.

2.3 The Q1 projected outturn on the General Fund Revenue Account for 2016/17 is £10,291,540. This represents a projected small deficit for the year of £40,230.

2.4 There is one service are with a projected significant overspend:

- Building Control (£90,000 overspend): There has been a continued decline in the Council's market share and receipts from applications. This decline has been accelerated by further reductions in Building Control staff. This has resulted in alternative delivery by utilising a third party (neighbouring local authority) on an interim basis. Future delivery options are currently being explored.

2.5 There are two services with a projected significant underspend;

- Waste Collection (£60,800 underspend): Savings of £13,000 against the budgeted contract and a £47,000 reduction in disposal costs should generate an overall underspend for the year.
- Street scene (£41,000 underspend): Savings across a number of the service's budget heads plus some anticipated robust income streams give rise to an overall underspend for the year.

2.6 The level of funding anticipated for the year is £44,470 below that budgeted due to the following:

External Funding:

- Transitional Support Grant (£31,210) - Government have awarded additional funding to ease the pace of reductions during the most difficult first 2 years of the settlement for those councils with the sharpest reductions in Revenue Support Grant.
- Business Rates Retention - a shortfall of £75,680 is anticipated on the forecast level of Business Rates retained in the year. This position is subject to change in the year with fluctuations in the business rates list and the effect of appeals lodged against ratings. It should be further noted that this forecast outturn

assumes that the budgeted £200,000 of business rates income retained as a result of being part of the Derbyshire Business Rates Pool will be achieved. The forecasts for the pool continue to be monitored by the pool lead (Derby City Council). The actual outturn will depend upon the performance of every member of the Pool. Therefore this element of the business rates retention income is subject to change.

- 2.7 The Fees & Charges 2016/17 were approved at full Council as part of the budget on 25th February 2016. The fees relating to Land Charges were amended with effect from 4th July 2016 following the introduction by the Law Society of the new CON29 (2016), which came into force on that date. This new CON29 contains additional questions and therefore the fees have increased. The anticipated individual fee per additional question was approved in the original Fees & Charges 2016/17.
- 2.8 A further change to the Land Charges fees is anticipated relating to the application of VAT on some of the charges. The original expected application date has now been deferred and it is not known when this will come into force.

3. Pavilion Gardens

3.1 This section of the report details the financial performance of the trading activity at Pavilion Gardens. The Pavilion Gardens trading results are included in the General Fund Revenue Account.

3.2 In the Medium Term Financial Plan, the 2016/17 Budget for Pavilion Gardens was increased by £164,000 (reflecting the closure of the Octagon) to stand at a net cost of £361,950. At the end of the first quarter the projected outturn on the Pavilion Gardens Trading Statement for the year is a net cost of £362,080.

3.3 The table below summarises the financial performance of the six separate trading activities – Pavilion Café, Coffee Area, Tourist Information Centre (TIC) & Retail Area, Events, Outside Areas and Functions – in the Pavilion Gardens

Description	Projected Outturn 2016/17						Projected Outturn	2016/17 Budget	Variance
	Pavilion Café	Coffee Area	TIC & Retail	Events	Outside	Function			
Income	(667,730)	(185,260)	(172,840)	(225,720)	(44,820)	(105,700)	(1,402,070)	(1,290,550)	(111,520)
Expenditure	744,280	289,620	240,460	270,710	94,770	124,310	1,764,150	1,652,500	111,650
Net Cost / (Contribution)	76,550	104,360	67,620	44,990	49,950	18,610	362,080	361,950	130

Description	Outturn 2015/16						Outturn	2015/16 Budget	Variance
	Pavilion Café	Coffee Area	TIC & Retail	Events	Outside	Function			
Income	(683,924)	(242,119)	(186,189)	(256,552)	(63,548)	(139,213)	(1,571,544)	(1,696,885)	125,341
Expenditure	744,269	294,941	257,029	305,169	95,411	150,580	1,847,399	1,843,995	3,404
Net Cost / (Contribution)	60,345	50,822	70,841	48,617	31,864	11,367	275,856	147,110	128,746

3.4 The following should be noted:

- Pavilion Café – Trading activity derives from the Café during the normal opening hours of the business between 9.30am and 5pm (and later during the Festival Season in July and August)
- Coffee Area – Trading Activity driven from the Coffee Bar.
- Tourist Information Centre (TIC) and Retail Area – Trading activity driven from the Retail area (including gallery Rental and artists' commission) and the Tourist Information Centre)
- Events – Trading activity driven from room hire bookings in-house events and fairs
- Outside - Trading activity driven from the miniature train and Lakeside Kiosk.
- Functions – Trading activity in respect of food and drink driven from private bookings.

4. Efficiency and Rationalisation Programme

- 4.1 This section of the report considers the financial performance of the Council's Efficiency and Rationalisation Programme in 2016/17.
- 4.2 The Council's Medium Term Financial Plan (MTFP) included a three-year (2014/15 – 2016/17) Efficiency and Rationalisation Strategy targeting savings of £2.5m against General Fund activities and £0.3m against HRA activities.
- 4.3 The 2016/17 budget provides for the achievement of £659,910 of such savings in the year. In addition, there is a requirement to realise £995,780 in savings, which were unachieved in 2014/15 and 2015/16 and consequently rolled forward into 2016/17.
- 4.4 During 2016/17 staff budgets have been reduced in line with service review outcomes, with the majority of the £485,000 general fund targeted savings being achieved this financial year (with additional savings within the HRA). Additionally, £408,000 in procurement related savings (reduced spend as a result of procurement activity / expenditure being challenged / increased on contract spend etc.) were identified as part of the 2016/17 budget setting process. These savings are being reviewed with service areas with a view to offsetting the savings against the efficiency programme in the Second Quarter report.
- 4.5 The focus is now turning to other efficiency projects for example income generation, asset management and further sharing of services to deliver the remaining savings.
- 4.6 At Quarter 1 the Council remains broadly on target to meet the overall savings requirements for the year. However, there may be some further short-term / one-off costs emerging out of the implementation of the service review programme (e.g. pay protection, voluntary redundancy, back-filling arrangements, displacement costs etc.) The Authority carries a reserve of £100,000 earmarked to support the Strategy which can be drawn on to offset any remaining one-off and short term costs from the service review process and consequent shortfall against the 2016/17 efficient target. This requirement will be monitored throughout the year.

5. Housing Revenue Account (HRA)

- 5.1 This section of the report considers the financial performance of the Council's HRA and highlights the budgetary position in respect of the operation of the Council's housing stock.
- 5.2 The 2016/17 HRA budget was originally set to break even. The Chief Financial Officer has, in accordance with Financial Procedure Rules, authorised the roll forward of £89,000 in unused budgets from 2015/16 to facilitate delayed electrical testing in council housing.
- 5.3 Projected expenditure on the Housing Revenue Account for 2016/17, at the First Quarter stage, is £15,225,780 with estimated income at £15,280,650. This represents a surplus for the year of £54,870 (i.e. £143,870 below budget).

HOUSING REVENUE ACCOUNT	2016-17 Estimate	2016-17 Projected Outturn	2016-17 Variance
	£	£	£
INCOME			
Dwellings Rents	(14,642,120)	(14,642,120)	-
Non - Dwelling Rents & Other Income	(614,870)	(638,530)	(23,660)
	(15,256,990)	(15,280,650)	(23,660)
EXPENDITURE			
Repairs and Maintenance	3,185,290	3,158,290	(27,000)
Supervision and Management	3,001,070	2,971,070	(30,000)
Rents, rates, taxes and other charges	130,770	140,770	10,000
Other Operating Expenditure	1,435,860	1,362,680	(73,180)
Depreciation & Impairment Charges	1,432,000	1,432,000	-
Interest & Debt Management Charges	3,416,430	3,416,400	(30)
HRA Contribution to Capital Programme	2,744,570	2,744,570	-
	15,345,990	15,225,780	(120,210)
Surplus (-) / Deficit for year	89,000	(54,870)	(143,870)

- 5.3 The Council has a duty, in accordance with Part VI (Section 74) of the Local Government and Housing Act 1989, to maintain a "Housing Revenue Account" (HRA). By "ring-fencing" the Housing Revenue Account, the Council ensures that the management and maintenance of the Council's housing stock is funded from the income generated by rents and other related sources. The Council is required under Part VI (Section 76) to prevent a debit balance each year on the HRA by setting the appropriate budget and monitoring progress against that budget throughout the financial year. The Council is, as at this first quarter stage, on target to achieve a credit balance on the Housing Revenue Account in 2016/17.
- 5.4 There is just one significant under spend projected on the Housing Revenue

Account at this stage to note;

- Other Operating Expenditure (£73,180) – This underspend is in relation to a reduction in the provision for bad debts from 1.5% to 1.0% of rent collected.

5.5 There are no significant overspends projected on the Housing Revenue Account at this stage.

6. General Fund Capital Programme

6.1 This section of the report provides an update on the Council's General Fund Programme.

6.2 The table below shows a high level (service) summary of the General Fund Capital Programme position at 30th June 2016. Further detail on a scheme-by-scheme basis is contained in Annex A.

	2016/17 Approved Budget per MTFP	Q1 Changes	2016/17 Revised Budget	Expected Outturn 2016/17	Expected Variance 2016/17
	£	£	£	£	£
Housing	-	241,960	241,960	241,960	-
Housing Standards	238,000	49,700	287,700	287,700	-
Property Services	1,474,350	107,840	1,582,190	1,582,190	-
ICT	100,000	9,520	109,520	222,000	112,480
Regeneration	137,200	78,510	215,710	215,710	-
Horticulture	138,400	36,240	174,640	174,640	-
	2,087,950	523,770	2,611,720	2,724,200	112,480
Planning Obligations	25,000	241,960	266,960	266,960	-
External Contributions	284,250	52,660	336,910	336,910	-
Capital Receipts	679,000	-	679,000	679,000	-
Borrowing	1,099,700	229,150	1,328,850	1,441,330	112,480
	2,087,950	523,770	2,611,720	2,724,200	112,480

6.3 The 2016/17 General Fund Capital Budget was approved in February (£2,087,950 the MTFP) and July (£523,770 the carry forward of capital funding from 2015/16).

6.4 There is one projected over spend to note at this stage:

- ICT (£112,480 overspend) Implementation of the ICT Strategy is on going, with the latest phase - Infrastructure Upgrade and Microsoft Compliancy - having commenced during the first quarter. The speed of progress made to date will allow more of the programme to be actioned in this year giving rise to a forecast overspend of £112,480. The overspend will be met from re-profiling the overall ICT approved provision within the 4-year Capital Programme. Further profiling of expenditure may be required dependent on prioritisation and progress of each ICT project.

7. Housing Revenue Account Capital Programme

7.1 This section of the report provides an update on the Council's HRA capital spending.

7.2 The table below shows a high level summary of the HRA Capital Programme position at 30th June 2016. Further detail on a scheme-by-scheme basis is contained in Annex B.

Scheme	2016/17 Approved Budget per MTFP	Q1 Changes	2016/17 Revised Budget	Q1 Actual Spend	2016/17 Expected Outturn	2016/17 Expected Variance
	£	£	£	£	£	£
Asset Management Works	3,316,570	-	3,316,570	771,408	3,316,570	-
Repairs Team Capital Works	895,000	-	895,000	77,450	895,000	-
Professional & Commissioning Fees	280,000	-	280,000	2,300	280,000	-
New Build	194,000	-	194,000	28,540	194,000	-
	4,685,570	0	4,685,570	879,698	4,685,570	-

7.3 The 2016/17 HRA Capital Budget of £4,685,570 was approved in February (as part of the MTFP). £879,698 has been incurred on HRA Capital Schemes during the First Quarter, principally on roofing works, electrical rewires and the replacement of central heating boilers. Much of the HRA spend is scheduled to commence in late autumn. The Council remains on target, at quarter 1 stage, to spend £4,685,570 on capital works by the end of the year.

7.4 There are two schemes that require additional funds following the results of recent health and safety reviews. The funds can be met from within the existing capital programme; details are as follows:

- £100,000 from the budget set aside for health and safety works is required to provide urgent electrical works in various properties throughout the Borough.
- The current roofing programme is almost completed and is estimated to underspend by approximately £15,000. Following recent surveys, it has been found that there is a larger need for fire safety doors than at first anticipated, therefore the £15,000 is requested to be utilised in order to top up the existing fire safety programme.

7.5 There are no significant capital underspends or capital overspends and there are no funding changes to note.

8. Treasury Management

- 8.1 This section of the report sets out the key treasury management statistics in relation to the Council's investments and borrowings. This report comprises a high level summary. The Audit and Regulatory Committee receives detailed operational updates on treasury management.

Investments

- 8.2 Cash investments held on the 30th June 2016 totalled £22.7 million. £32,160 interest was earned on these investments during the first quarter. The average level of funds available for investment during quarter 1 totalled £21.1 million.
- 8.3 The Council has budgeted to receive £130,660 in investment income in 2016/17. The interest which can be earned on investments for the remainder of the year has been adversely affected by the reduction in the Base Rate at the Bank of England to 0.25% on 4th August. Therefore it is anticipated that there will be a shortfall of £30,000 on this budget at the end of the year.

Borrowing

- 8.4 Outstanding borrowing at 30th June 2016 totalled £82.1 million, including £556,000 which relates to finance lease facilities.
- 8.5 The Council has budgeted to incur £1,547,970 in interest charges and other financing costs in 2016/17. An underspend of £30,000 is anticipated on this budget as the refinancing of maturing loans is now expected to take place later in the year than was assumed in the budget.

9. Revenue Collection

9.1 This section of the report details progress to date in collecting the Council Tax, Business Rates and Sundry Debt.

9.2 The collection rate outturn for Quarter 1 2016/17 was as follows:

- Council Tax – 29.6% of Council Tax was collected by 30th June 2016, compared to 30.0% for the same period last year.
- Business Rates – 28.0% of Business Rates was collected by 30th June 2016, compared with 30.0% for the same period last year.
 - *NB: A particularly large hereditament payer paid the 2015/16 liability in full in April 2015, but during 2016/17 they are paying in accordance with the 10 month instalment plan. This has affected the comparative collection rate by 2.1%.*
- Sundry Debts - The value of sundry debts over 60 days old at the end of Quarter 1 was £256,375 which compares with £274,494 at 30th June 2015.

General Fund Capital Programme Update - 30th June 2016

Scheme	2016/17 Approved Budget per MTFP	Q1 Changes	2016/17 Revised Budget	Expected Outturn 2016/17	Expected Variance 2016/17
	£	£	£	£	£
Housing & Housing Standards					
Affordable Housing Project	-	241,960	241,960	241,960	-
Disabled Facilities Grants	238,000	-	238,000	238,000	-
Landlord Accreditation Grant Scheme	-	49,700	49,700	49,700	-
	238,000	291,660	529,660	529,660	-
Property Services					
Asset Management Programme	1,474,350	107,840	1,582,190	1,582,190	-
	1,474,350	107,840	1,582,190	1,582,190	-
ICT	100,000	9,520	109,520	222,000	112,480
	100,000	9,520	109,520	222,000	112,480
Regeneration					
Heritage Regeneration Grants	45,000	9,650	54,650	54,650	-
Buxton Crescent & Spa	92,200	68,860	161,060	161,060	-
	137,200	78,510	215,710	215,710	-
Horticulture					
Whaley Bridge Memorial Park	69,150	(4,700)	64,450	64,450	-
Allotments	-	36,100	36,100	36,100	-
Play Areas	69,250	4,840	74,090	74,090	-
	138,400	36,240	174,640	174,640	-
Total General Fund	2,087,950	523,770	2,611,720	2,724,200	112,480

Housing Revenue Account Capital Programme Update – 30th June 2016

Scheme	2016/17 Approved Budget per MTFP	Q1 Changes	2016/17 Revised Budget	Q1 Actual Spend	2016/17 Expected Outturn	2016/17 Expected Variance
ASSET MANAGEMENT WORKS:	£	£	£	£	£	£
Roofing & External Works	687,280	(15,000)	672,280	255,986	672,280	-
Kitchens 16/17	233,670	-	233,670	86,758	233,670	-
Bathrooms 16/17	77,240	-	77,240	46,710	77,240	-
Central Heating 16/17	987,180	-	987,180	129,358	987,180	-
Rewires 16/17	301,610	100,000	401,610	180,503	401,610	-
Health & Safety 16/17	187,500	(100,000)	87,500	-	87,500	-
Aids & Adaptations 16/17	435,670	-	435,670	38,480	435,670	-
Sheltered Schemes Lightning Protection	72,500	-	72,500	-	72,500	-
HRA Shop Works	76,000	-	76,000	33,612	76,000	-
Damp Surveys	17,600	-	17,600	-	17,600	-
Mullions Fair Dr	40,000	-	40,000	-	40,000	-
Fire Risk Works (Including Upland Doors)	30,320	15,000	45,320	-	45,320	-
Retaining Wall at ALMA	20,000	-	20,000	-	20,000	-
Sheltered Schemes Fire Risk	35,000	-	35,000	-	35,000	-
Radon Fan Installation	45,000	-	45,000	-	45,000	-
Gladstone Street External Repairs	70,000	-	70,000	-	70,000	-
	3,316,570	-	3,316,570	771,408	3,316,570	-
REPAIRS TEAM CAPITAL WORKS						
Major Voids 16/17	100,000	-	100,000	-	100,000	-
Major Repairs 16/17	300,000	-	300,000	-	300,000	-
Void Rewires - 16/17	35,000	-	35,000	17,100	35,000	-
Void Kitchens 16/17	350,000	-	350,000	54,050	350,000	-
Void Bathrooms 16/17	60,000	-	60,000	6,300	60,000	-
Void Damp Works 16/17	50,000	-	50,000	-	50,000	-
	895,000	-	895,000	77,450	895,000	-
PROFESSIONAL FEES						
Professional Fees	125,000	-	125,000	2,300	125,000	-
Staffing Recharges/ Commissioning Costs	155,000	-	155,000	-	155,000	-
	280,000	-	280,000	2,300	280,000	-
NEW BUILD						
New Build - Housing	194,000	-	194,000	28,540	194,000	-
	194,000	-	194,000	28,540	194,000	-
TOTAL SPEND	4,685,570	-	4,685,570	879,698	4,685,570	-



2016/17

**First Quarter
Procurement
Review**

1. Introduction

- 1.1 A key element of the financial savings included in the Council's Efficiency & Rationalisation Strategy is being met from the implementation of the Procurement Strategy which was agreed by the Council in April 2014.
- 1.2 The strategy was developed to ensure that its objectives link closely with the Council's overall strategic vision and aims and objectives. The key actions in in the strategy included:
 - Delivery of cashable efficiency savings to support the Efficiency & Rationalisation Strategy by tendering, retendering and renegotiating of contracts.
 - Development and embedding a professional procurement unit of excellence to deliver on going efficiency savings for the Councils
 - Revising the Financial and Procurement Procedure Rules to support transparency, timeliness of contract award and greater control
 - Expanding the usage of electronic procurement systems for works as appropriate
 - Increasing the levels of spend covered by the contract
 - Implementation of e-tendering
 - Supporting the local economy by increasing the number of procurement opportunities advertised and adoption of a local business concordat
- 1.3 Significant progress has been made since April 2014, in conjunction with the external support of the Alliance transformation partner Northgate Information Solutions. The reliance on this external support has now ended as the new staffing structure has been implemented as part of the service review process. This has enabled new working initiatives to be implemented; including the integration of the creditors function alongside procurement which will ensure the 'purchase to pay cycle' is robust and able to meet the demands of efficiency and performance targets.
- 1.4 Additionally, the introduction of new systems and electronic processes now enables the Alliance to be fully compliant in accordance with Transparency Code and Public Contract Regulations requirements – with all procurement opportunities over £5,000 now openly advertised.

2. First Quarter Completed Procurements

2.1 The activity supported by the procurement function for the first quarter April to June 2016 is summarised below:

Completed in First Quarter 2016/17	Number of Procurements		
	High Value (greater than £172,000)	Low Value (less than £172,000)	Total
HPBC Only	-	16	16
JOINT (HP/SM)	2	6	8
TOTAL	2	22	24

2.2 Annex A provides details of the 24 procurements completed during Quarter 1. The two high value procurements relate to:

- Utilities contract
- Revenues & benefits risk verification (channel shift) project.

2.3 Any financial savings generated from procurement activity completed in the first quarter will be reviewed in liaison with Finance and genuine savings offset against the efficiency programme. This will be reported in the second quarter report.

3. 2016/17 Procurement Forward Plan

3.1 The 2016/17 Procurement Plan includes 108 procurement opportunities across the Alliance. The table below details the number of exercises which fall into either low or high value (profiled over full contract term).

2016/17 Activity	Number of Procurements		
	High Value <i>(greater than £172,000)</i>	Low Value <i>(less than £172,000)</i>	Total
HPBC Only	20	126	146
JOINT (HP/SM)	9	71	80
TOTAL	29	197	226

3.2 Some of the more significant 'high level' procurement activity to be delivered in 2016/17 includes:

- Capital Programme works (HP/SM)
- Repairs to the Octagon Hall Pavilion Gardens (HPBC)
- Facilities and Management Services – Council Buildings (HP/SM)
- Waste and Recycling Services (HPBC)
- CCTV System Maintenance Contract (HP/SM)
- Disabled Aids and Adaptations (Private and HPBC Housing Stock)
- General Building Materials Supplies and Civils Works Frameworks (HP/SM)
- Planning Consultancy and Professional Legal Services Framework (HP/SM)
- Outbound Mail / Print rationalisation Transformation Project (HP/SM)

4. Procurement Performance

4.1 This section reports on the Council performance in terms of procurement activity and the payment of suppliers.

4.2 Performance for the first quarter is highlighted below:

Performance Indicator	Target	Performance at 30th June 2016
% of Alliance procurement activity on Forward Plan	60%	51%
Annual contract spend as % of gross expenditure budget	75% (Annual 5% improvement)	On track to achieve
% of invoices paid within 30 days	93.79%	95.43%

4.3 Formal review meetings with service managers and procurement business partners commenced in June with a focus on discussing future procurements and updating the forward plan. It is anticipated, therefore, that there will be an improvement in terms of the percentage of procurement activity that is on the forward plan in quarter 2.

4.4 There has been an improvement in invoice payment performance compared to 2015/16 as a result of the changes that have been implemented within the Creditors function around streamlining processes and identifying staff and user training requirements. As process review recommendations continue to progress, performance should improve further as a consequence.

ANNEX A

First Quarter Procurement Activity Completed

Auth	Contract Title	Brief description	Recurring / One-off	Service Area	Contract Awarded To	Term / Duration (years) = 1 for one off	Total Contract Value (inc exts)
High Value (>172,000)							
JOINT	Utilities Contract - Supply of Electricity	Provision of Electricity - HPBC and SMDC (Contract value based on current contract spend. Annual fixed rates applied to new contract wef 01.10.16)	Recurring	Assets	Total Gas and Power	4	1,808,000
JOINT	Risk Based Verification Project- Revenues and Benefits	IT system to allow self-verification process for Revenues and Benefits applications.	Recurring	Transformation	Call Credit / IEG4 (Via contracting arrangement with Erewash BC)	5	888,000
Low Value (<172,000)							
HPBC	Gully Cleansing Contract - DCC Highways	Gully cleansing in HPBC paid for under amenity contract DCC.	Recurring	Operational Services - Waste & Street Scene	ACL Highway Services Ltd	1	109,092
HPBC	Purchase of Specialist Horticultural Equipment	Purchase of specialist horticultural equipment to support grounds maintenance service	One-off	Operational Services - DLO	F R Sharrock Ltd , Rea Valley Tractors, Turner Groundscare	1	52,954
HPBC	Serpentine Pavilion Gardens - Watercourse works	Remedial works required to the watercourse. Serpentine Park, Buxton and Warms Brook enabling works to allow site surveys and investigations in preparation for larger repair scheme.	One-off	Assets Capital Projects	Whitehouse Construction Ltd	1	13,908
HPBC	Miniature Train Repairs	Repairs to train at Pavilion Gardens - various	One-off	Visitor Services - Pavilion Gardens	MRW Railways Ltd	1	10,250
JOINT	Uniforms - Customer Services	Provision of uniforms for customer services team / Carelink	Recurring	Customer Services - Customer Services	Meltemi Company Clothing Ltd	2	10,000
JOINT	Revenues & Benefits On-Demand Support	Support on Demand (Revenues & Benefits) Prior to Channel shift adoption	One-off	Finance - Revenues	Civica	1	10,000

Auth	Contract Title	Brief description	Recurring / One-off	Service Area	Contract Awarded To	Term / Duration (years) = 1 for one off	Total Contract Value (inc exts)
JOINT	Construction Design Management (CDM) Advisor Services (interim)	Provide CDM health checks and audit to Asset Management Officers. Extended interim arrangement whilst larger scale procurement is completed (in progress during Qtr 2)	Recurring	Assets	BPA Services Ltd	1	9,000
JOINT	Community Insight - Equality Duty	Research work in the two council areas that will help the Councils fulfil their duty under the Equalities Act	One-off	Democratic & Community - Communities & Partnerships	Engaging Communities Staffordshire	1	7,635
HPBC	Electronic point of sale (EPOS) system - Pavilion Gardens / TIC	IT system	Recurring	Visitor Services - Pavilion Gardens	G S Systems	1	5,500
HPBC	Supply of Melcourt Playbark for Manor Park Play area, Glossop	Supply of Melcourt Playbark 10-55mm for Manor Park Play area, Glossop	One-off	Operational Services - Horticulture	Woodgrow Horticulture Ltd	1	4,622
HPBC	Replacement front Door at Queens Court Buxton	Replacement front door for Queens Court	One-off	Assets	JPD Services	1	3,967
HPBC	Consultancy Pavilion Gardens Operation	Consultancy Services at Pavilion Gardens	One-off	Visitor Services - Pavilion Gardens	Radford Chancellor	1	3,528
HPBC	Supply of Under Body Cages for Collection Vehicles	Supply and installation of cages to the under body of 10 collection vehicles	One-off	Operational Services - Waste & Street Scene	John Tams	1	3,200
HPBC	Silt Clearance from Manor Park lake	Clearance of Silt from Manor Park Lake from the Silt trap	One-off	Operational Services - Horticulture	Woods	1	2,485
HPBC	Supply of Christmas Tree Lights	Supply of Christmas Tree lights	One-off	Operational Services	The Festive Lighting Company Ltd	1	1,927
JOINT	FOI Admin Workflow	System to enable tracking and work flow for FOI Requests	Recurring	Organisational Development & Transformation - ICT	Digital Interactive	1	1,900

Auth	Contract Title	Brief description	Recurring / One-off	Service Area	Contract Awarded To	Term / Duration (years) = 1 for one off	Total Contract Value (inc exts)
HPBC	Development Control Committee	Hire of Hall for Development Control Committee	Recurring	Democratic & Community - Democratic Services	Chapel-en-le-Frith Parish Council	1	1,824
HPBC	Vehicle Tracking	Vehicle tracking system housing repairs Fleet (previous ALMO Contract now incorporated into Fleet contract)	Recurring	Operational Services - DLO	Not to be renewed	-	-
HPBC	Ecclesfold Sheltered Scheme - response arrangements	Income for out of Hours emergency response arrangements for residential care at Ecclesfold Sheltered scheme	Recurring	Customer Services - Housing Tenancy Services	Not to be renewed	-	-
HPBC	Buxton Crescent & Thermal Spa Project Support	Project Management Services. Not to be renewed, not required beyond completion.	Recurring	Regeneration	Not to be renewed	-	-
JOINT	Contaminated Land Professional Advice	Access to Professional support and second options. Service review outcome, no requirement for procurement activity	Recurring	Regulatory Services - Environmental Health	Not progressed to tender activity	-	-



High Peak Performance and Customer Feedback Report: April to June 2016 (Q1)

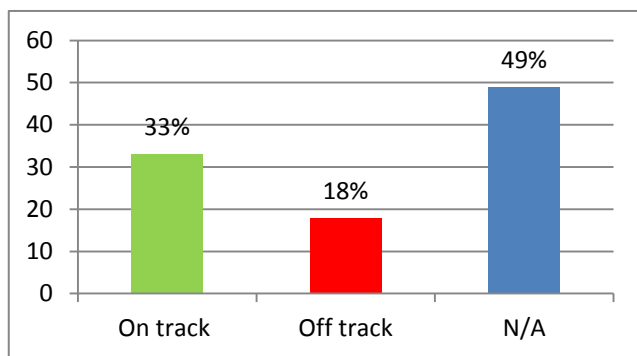
High Peak Q1 Summary

The following report provides Councillors with an overview of performance at High Peak for the period April to June 2016 in relation to the Council's corporate plan priorities and the associated performance targets and projects. The Q1 report is the first in an agreed new style, which better reflects the Council's paperless approach to meetings with greater use of tablet-friendly reports. There is no longer an analysis against a 'dashboard' of measures but rather against the wider performance framework as a whole. The report also provides an overview of the results from the Council's customer feedback system in terms of how we handle complaints and the level of comments and compliments.

Performance Overview

There are 61 'monthly' and 'quarterly' reported performance measures at High Peak and the chart below shows the results for quarter one. The 'N/A' column includes those measures that are designed to provide contextual information only or are new for 2016/17 and therefore have no target for this year. The actions being taken to address the 'off track' measures are detailed at the end of this report.

The report also provides an update on the progress of key projects that contribute to the priority actions outlined in the Corporate Plan. The table below right explains the colour coding used to describe the current status.



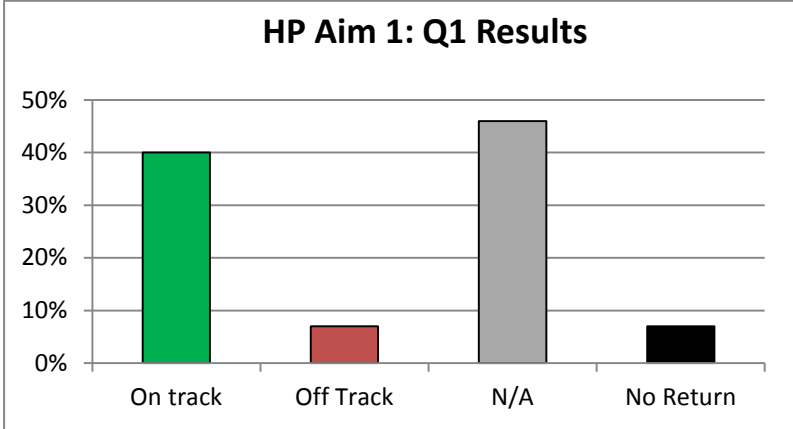
	Project off Track
	Project in danger of going off Track
	Project on Track
	Awaiting Project Initiation Documentation
	Complete / Closed

Customer Feedback Overview

The targets for repeat complaints and responding to complaints are both on track but we have seen an increase in the number of stage 1 complaints compared to last year. This is particularly noticeable in Horticulture but is not dominated by a particular theme or locality.



Aim 1: Help create a safer and healthier environment for our residents to live and work



The non-return in June relates to the Environmental Services measure around food hygiene ratings. This was subsequently reported in July and revealed only 1.5% of premises achieving 0-2 stars and 77% achieving 5 stars.

Celebrating Success: As the reporting year progresses we will highlight successful performance under each of our aims.

In June the following performance indicators outstripped their targets:

- ✓ HP – Benefits processing times for new claims and change of circumstances, and prevention of homelessness

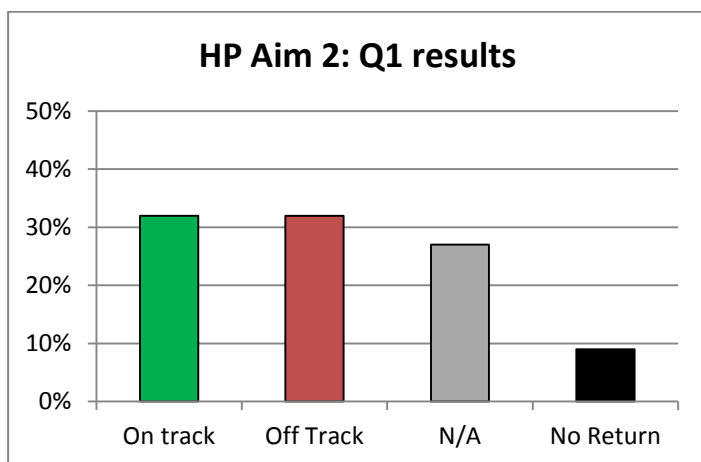
Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – June
------------------	-----------------	-----------------

Project / Rating	Priority Action	Progress – June
HRA Business Plan Review Project	Complete and Implement a Housing Management and Revenue Plan	Project board set up, review kick started. Currently prioritising action plan. Member working group arranged. Looking at alternative options for repairs. Housing service review to be published September 2016.
Procurement Project	Agree an approach that results in joint leisure centre contract renewals across the Alliance	The procurement process has started and we are currently considering the options.
Combined Authority Project – Closed	Work with our Combined Authority partners and the Local Enterprise Partnership to bring funding to the High Peak	In the light of the Council's decision not to join the proposed North Midlands Combined Authority and the uncertainties relating to the future of that proposal, seeking to external funding will now continue as usual through the LEP and other appropriate organisations
Strategic Partnerships Project	<ul style="list-style-type: none"> • Secure better health and care services through commissioners and providers • Review and Improve our relationships with Strategic Partners • Influence the provision of accessible health and social care • Influence the outcomes around dealing with Anti- Social Behaviour 	First board meeting has taken place for the strategic partnership project. Scope alternative ways of delivering services and report back to the next meeting. PID due for next meeting.



Aim 2: Meet financial challenges and provide value for money



The non-returns for indicators supporting Aim Two are due to long-term staff absence issues within Operational Services and are detailed below.

- The average time from request to repair
- The % of responsive repairs for which an appointment was made and kept

Celebrating Success: As the reporting year progresses we will highlight successful performance under each of our aims.

In June the following performance indicators outstripped their targets:

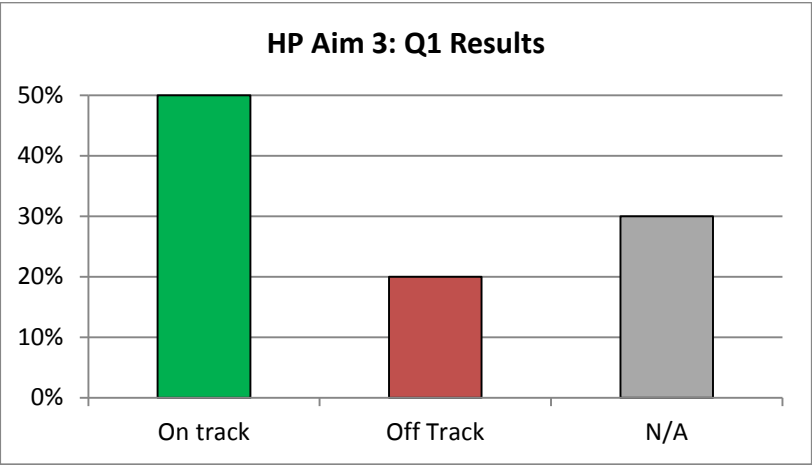
- ✓ Complaints dealt with within 10 working days
- ✓ Internal audit recommendations implemented on time

Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – June
Channel Shift Programme	<ul style="list-style-type: none"> • Improve customer service • Communicate more effectively with residents 	Project board meetings underway currently in discussion regarding customer portal. Revs and Bens contract signed. Work carried out so far has identified need to review processes within Customer Services. Website progressing well, launch date Sept 2016 – iCan branding campaign for customer self serve.
Information Governance Group	Develop a plan to ensure better sharing of information between services and with partners	Awareness sessions completed. Action plan drawn up and progressing well. Draft Data Protection Policies and overarching Information Governance Policy almost complete.
Income Generation Project	Develop and implement a plan to identify new and innovative ways of generating income	Income Generation challenge meetings currently underway
Various	Bring additional funding into the Borough	Linked to various regeneration-based projects
Various	Continually review and implement an efficiency and rationalisation programme	The E&R Strategy is covered by a number of projects (income generation, service reviews, AMP, 3 rd sector, etc.), and the vast majority are progressing to plan.



Aim 3: Support economic development and regeneration



The indicators listed as N/A refer to those measures for which 2016/17 has been set as a baseline year for gathering data or the measure is for contextual purposes only.

Celebrating Success: As the reporting year progresses we will highlight successful performance under each of our aims.

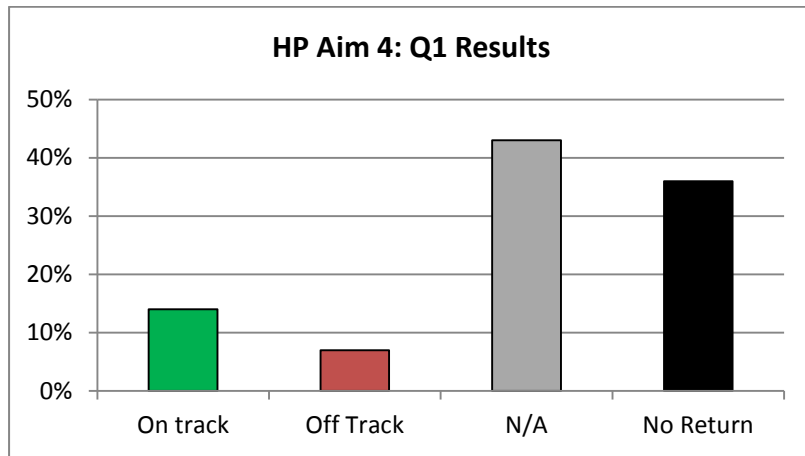
In June the following performance indicators outstripped their targets:

- ✓ Major, Minor and other planning applications processed on time, customer satisfaction with planning and success in defending appeals

Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – June
Local Plan – Completed	Adopt an approved Local Plan which will be kept under review	Plan adopted in April 2016. Action Completed.
Tourism	Review the Tourist Information Centre and tourism service	Approach under review
Trans Pennine	Press for more regular and faster rail links and road infrastructure	An interim report is due to be published in July which will identify and shortlist options for a strategic route. Assuming there is a viable case for the options, they will be evaluated and a final report published in October 2016.
Crescent	Together with partners work for the delivery of the Buxton Crescent development	The main contract work has begun.
Open 4 Business	Create an “Open for Business” environment in High Peak	New project. Action Plan produced.
Woods Mill- Completed	Support the development of the Woods Mill area, Glossop	Action Completed. Woods Mill has been removed from the project list as it is now in the hands of the developer to deliver the project. We are however still working with the developer to bring about a timely start to the work on site
Glossop Halls	Support the development of Glossop Halls	The outline project definition has been approved by Executive. Report to be completed for October meeting cycle, PID received.
Torr Vale Mill	Support the development of Torr Vale Mill	Still in discussion regarding the memorandum of understanding.

Aim 4: Protect and Improve the Environment



The large proportion of non-returns relate to several new measures within Environmental Services, which have now been largely resolved. They reveal that 2 enviro-crime patrols are taking place on a daily basis and 60 related incidents have been reported.

Celebrating Success: As the reporting year progresses we will highlight successful performance under each of our aims.

In June the following performance indicators outstripped their targets:

Recycling rates are estimated to be ahead of target as is the level of contamination amongst dry recyclables

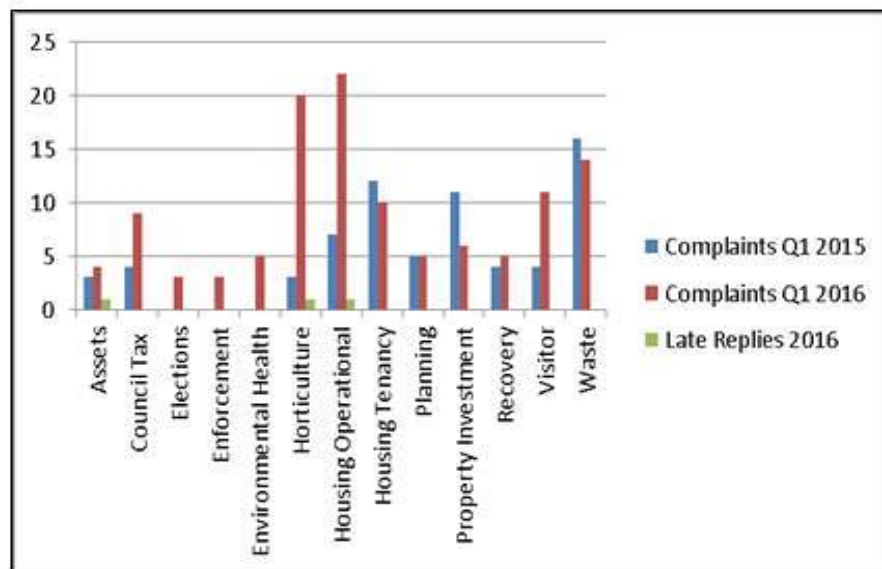
Corporate Priority Actions – Progress Highlights

Project / Rating	Priority Action	Progress – June
Parks and Open Spaces	Work with local residents to improve our parks	Green Flag award for Whaley Bridge Memorial Park to be retained for 2016/17
Local Plan - Completed	Establish a developer open space contributions plan	High Peak local plan has been adopted of which this will be a part. Action completed.
Asset Management Plan	Ensure that the Council's property assets are fit for purpose including reducing the Council's energy consumption and associated costs	A meeting has taken place to review the entire asset management plan and the financial consequences- the draft plan is imminent.
Car Parking / Residents Concessions - Completed	Review car parking provision and extend resident concessionary parking	Project completed.
Enforcement Arrangements	Take steps to reduce dog fouling and littering	Project progressing well. Training complete, supervisors to issue tickets. Pilot being run. Policy element to be reviewed.
Service Reviews – action completed	Effective snow clearance	To be considered as part of the Operational Services structures / Service Plan.

Complaints

The Council received a total of 132 stage one complaints across 21 service areas during the period April to June 2016. This is an increase in the total number of complaints when compared to the same period last year when we received 80 complaints. Housing Operational received the greatest proportion (17%) with 22 complaints.

Following feedback from the Performance subgroup we have set a de minimus of < 3 for complaint reporting. Shown below are the service areas where tolerances have exceeded this:



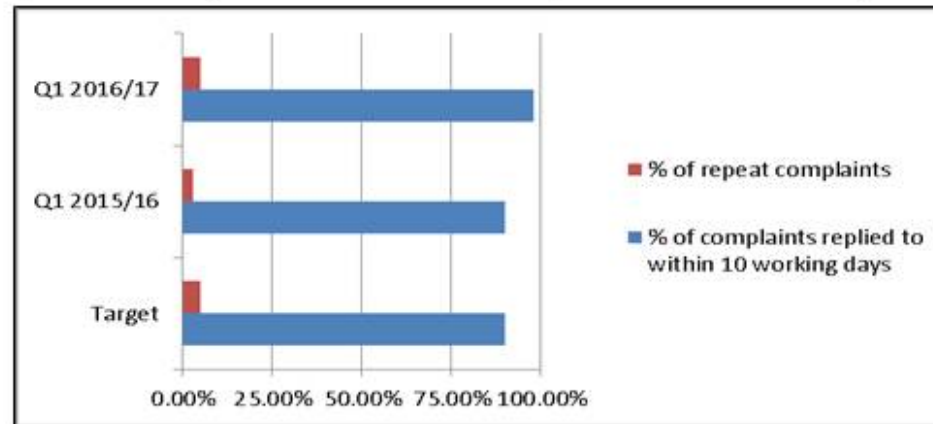
Stage 2 & 3 Complaints

Six complaints were dealt with at Stage 2 in Quarter 1. There were two stage 3 complaints. Details of the stage 2 and 3 complaints are shown below:

Service	Complaint	Process/ service standards adhered to	Stage 1 upheld/ rejected
Stage 2			
Housing Tenancy	Feels that complaints made against them are not being looked into, wants to move	All processes followed correctly	Stages 1 & 2 Upheld
Waste	Bins left blocking pavements after emptying	All processes followed correctly	Stage 1 Upheld
Waste	Crew leaving bins in middle of drive	All processes followed correctly	Stage 1 Upheld
Horticulture	Believes that trees are dangerous in Tramps Park	All processes followed correctly	Stage 1 Upheld
Council Tax/Recovery	Council Tax bill returned as customer does not consent to a contractual relationship with Council	All processes followed correctly	Stage 1 Upheld
Visitor	Dispute parking fine	All processes followed correctly	Stage 1 Upheld
Stage 3			
Planning	Unhappy with application at rear of property	All processes followed correctly	Stage 2 upheld

Performance

Shown in the table below is the current performance together with the performance for the same period last year. Trends have improved when compared with the same period last year.



Key Repeat issues for Quarter 1-



Dispute with fines re parking in bay



Missed bin collections

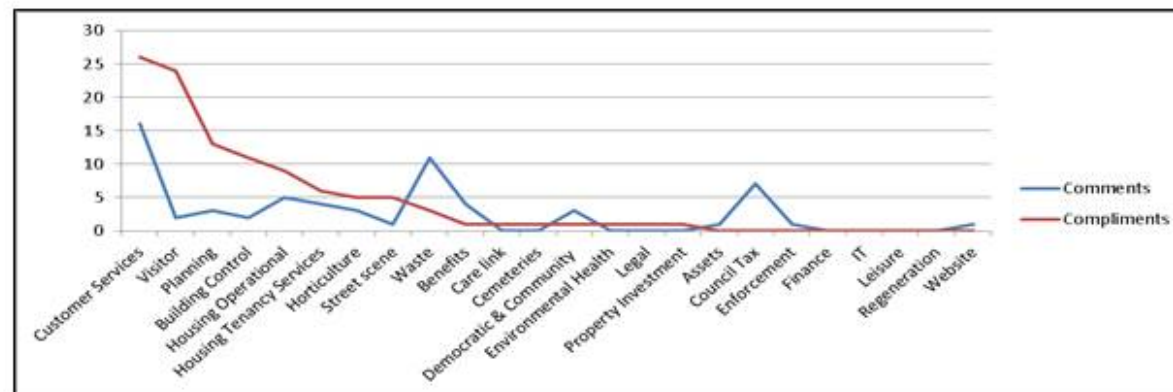


Removal of recycling facilities

Ombudsman Decisions The Council received 3 Local Government Ombudsman decisions in Quarter 1.

1. The decision was not to investigate as there is no evidence of fault causing injustice.
2. Upheld, maladministration and injustice.
3. No evidence of fault causing injustice, will not be investigating.

Compliments and Comments The Council has also captured 64 comments and 109 compliments through its feedback system this quarter.



Key Outcomes

Waste – Vehicle access problems at property therefore having missed collections. Contact made to Derbyshire County Council to get Keep Clear lines repainted on the road to try and prevent future reoccurrence.

Areas for Improvement: June 2016

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2016/17	Result June 2016	Reasons for performance / SMART actions to improve
Number of households in temporary accommodation	Aim 1: Fit for purpose housing stock that meets the needs of tenants	Head of Customer Services	10	14	Those in temporary accommodation are people to whom we owe a statutory duty under homeless legislation – because the number of properties coming vacant is slowing we have to use temporary accommodation more.
Average time taken to answer calls	Aim 2: Ensure our services are easily available to all our residents in the appropriate channels and provided 'right first time'	Operations Manager Frontline	100 seconds	113 seconds	Increased volume of calls received during June has affected average time to answer. Elections enquiries increased by 50% during the month.
% Rent loss due to vacant stock	Aim 2: More effective use of Council assets	Head of Customer Services	0.86%	1.09%	Changes in legislation requiring asbestos surveys is adding c. 5 days which is affecting turnaround times
Average time taken to re-let Council homes	Aim 2: More effective use of Council assets	Head of Customer Services	35 days	47.3	
Average days sickness per FTE	Aim 2: Meet financial challenges and provide value for money	OD and Transformation Manager	7 days	2.13 days	The result has been affected by a number of long term cases which are going through the formal sickness procedures.
% of invoices paid on time	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	95%	92.36%	Out of those invoices paid late, over 50% were due to no purchase order being quoted on the invoice and therefore the added timescales in addressing this. From May, we are returning any invoice that does not quote a purchase order number.

Measure of Success (PI)	Aim / Objective	Service Lead	Target 2016/17	Result June 2016	Reasons for performance / SMART actions to improve
Collection rates: Rent	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	98.85%	91.57%	Although currently under performing against 2015/16, the June collection figures have improved again from the May position and we will continue to monitor as this could potentially be a timing issue in terms of the comparison to previous years figures. However, changes associated with Universal Credit, an increase in Court fees and the withdrawal of an element of the County's Supporting People funding will potentially have an impact on performance – this will be continually assessed throughout the year.
% of Alliance Procurement activity on forward plan	Aim 2: Effective use of financial and other resources to ensure value for money	Finance and Procurement Manager	60%	51%	Formal review meetings with service managers and procurement business partners completed in June, we are expecting to see an improvement in Q2.
Pavilion Gardens - Trip Advisor ratings (% good / excellent)	Aim 3: Flourishing town centres	Visitor Services Manager	95%	94%	As we go into the busy festival season we expect to receive a greater number of reviews and positive feedback
Pavilion Gardens - footfall	Aim 3: Promote tourism	Visitor Services Manager	168,000	163,000	Year on year Q1 decrease mainly attributable to Easter falling in March 16 compared to April 15.
Residual waste per household	Aim 4: Effective recycling and waste management	Head of Operational Services	480kg	122kg	Data is estimated based on tonnages for same period 2015/16.

For a full list of all performance measures and the June 2016 results please visit the Performance Management page on the Intranet or click on this link.
<http://hpbc.alliance-online.org/transformation/performance-management>