

A meeting of the **CABINET** will be held in the **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 17 MARCH 2011** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

APOLOGIES

**Contact
(01480)**

1. MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Cabinet held on 17th February 2011.

**Mrs H Taylor
388008**

2. MEMBERS' INTERESTS

To receive from Members declarations as to personal and/or prejudicial interests and the nature of those interests in relation to any Agenda item. Please see notes 1 and 2 overleaf.

3. PAYMENT OF RECYCLING CREDITS (Pages 7 - 12)

To consider a report by the Head of Operations seeking approval for certain changes to payments made to owners of the mini bring recycling sites in the District.

**E Kendall
388635**

4. NEW COUNCIL PLAN (Pages 13 - 16)

To consider a report from the Head of People, Performance and Partnerships proposing a new Council Plan.

**D Buckridge
388065**

5. PERFORMANCE MANAGEMENT (Pages 17 - 38)

To consider a report by the Head of People, Performance and Partnerships containing details of the Council's performance against its priority objectives.

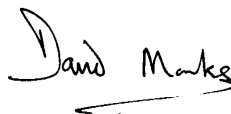
**D Buckridge
388065**

6. THE GREAT FEN PROJECT (Pages 39 - 40)

To receive a report by the Head of Democratic and Central Services outlining the deliberations of the Overview and Scrutiny Panel (Environmental Well-Being) on progress of the Great Fen Masterplan.

**R Reeves
388003**

Dated this 10 day of March 2011



Chief Executive

Notes

1. *A personal interest exists where a decision on a matter would affect to a greater extent than other people in the District –*
 - (a) *the well-being, financial position, employment or business of the Councillor, their family or any person with whom they had a close association;*
 - (b) *a body employing those persons, any firm in which they are a partner and any company of which they are directors;*
 - (c) *any corporate body in which those persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or*
 - (d) *the Councillor's registerable financial and other interests.*
2. *A personal interest becomes a prejudicial interest where a member of the public (who has knowledge of the circumstances) would reasonably regard the Member's personal interest as being so significant that it is likely to prejudice the Councillor's judgement of the public interest.*

Please contact Mrs H Taylor, Senior Democratic Services Officer, Tel No. 01480 388008/e-mail Helen.Taylor@huntsdc.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Cabinet.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website –
www.huntingdonshire.gov.uk (*under Councils and Democracy*).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 17 February 2011.

PRESENT: Councillor I C Bates – Chairman.

Councillors K J Churchill, D B Dew, J A Gray, A Hansard, C R Hyams, Mrs D C Reynolds, T V Rogers and L M Simpson.

75. MINUTES

The Minutes of the meeting of the Cabinet held on 20th January 2011 were approved as a correct record and signed by the Chairman.

76. MEMBERS' INTERESTS

Councillors I C Bates and K J Churchill declared personal interests in Minute No. 10/80 by virtue of their membership of Cambridgeshire County Council.

77. BUDGET 2011/12 AND MEDIUM TERM PLAN 2012 TO 2016

Further to Minute No. 10/53 and by way of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) the Cabinet were acquainted with a number of variations to the assumptions made previously for the purpose of preparing the draft Financial Strategy, Medium Term Plan (MTP), the budget and the associated level of Council Tax for 2011/12, together with the deliberations of the Overview and Scrutiny (Economic Well-Being) Panel thereon.

In discussing the latest government grant figures, Members' attention was drawn to an increase in the Government Formula Grant (RSG) support of £73,000 in 2011/12 reducing to a loss of £8,000 in the 2012/13 provision. Members were advised that the New Homes Reward Grant for 2011/12 was £108,000 less than expected which was due to the Government not including the social housing supplement for the first year in advance of the use of more contemporary data.

With regard to the award of grants to voluntary organisations, Executive Councillors reiterated the Council's financial commitment to the voluntary sector until 2013/14. Members were advised that in the interim the Executive Councillor for Finance and Customer Services would be undertaking a review of the way in which the Council offers support to local voluntary organisations.

In discussing arrangements for CCTV, Members noted that immediate savings for 2011/12 could be achieved whilst still maintaining a substantial service and that discussions would continue

to seek to maintain the service in future years.

Following representations made to both the Council and Overview and Scrutiny Panel (Economic Well-Being) Members have been advised that by transferring resources from St Neots customer services centre during lower periods of demand, it would be possible to maintain a presence in Ramsey and Yaxley centres on two days per week.

Having noted comments arising from the consultation with the business community on expenditure proposals and in acknowledging the contribution of the Overview and Scrutiny Panel, the Cabinet

RECOMMENDED

- (a) that, subject to appropriate adjustments to Annexes B, C and D to reflect the final settlements for the Government Formula and New Homes Reward Grants, the proposed budget, Medium Term Plan and Financial Plan appended to the report now submitted be approved; and
- (b) that there be no increase in Council Tax for 2011/12, i.e. Band D charge will remain at £124.17.

78. TREASURY MANAGEMENT STRATEGY 2011/12

With the assistance of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) and having considered a proposed Treasury Management Strategy for 2011/12, the Cabinet

RESOLVED

that the Council be recommended to approve:-

- the Treasury Management Strategy for 2011/12 as appended to the report now submitted; and
- the Treasury Management and Prudential Indicators for 2011/12.

79. ASSET MANAGEMENT PLAN - ANNUAL REPORT

The Cabinet received a report by the Head of Legal and Estates (a copy of which is appended in the Minute Book) on the Council's management of assets against national property performance management indicators for 2009/10.

Members were advised that although energy and water costs were above average, these reflected the number of swimming pools managed by the Council. Achievements during 2009/10 had included completion of the Pathfinder House redevelopment and a further increase in the number of operational properties in the good category with 95% of the council's property assets graded as satisfactory or above compared to a national average of 70%.

RESOLVED

that the contents of the report be noted, together with performance management indicator information contained in Appendix A.

80. NEW LOCAL TRANSPORT PLAN (LTP3)

Consideration was given to a report by the Head of Planning Services (a copy of which is appended in the Minute Book) which described the key elements of Cambridgeshire County Council's proposed Local Transport Plan (LTP) for the period April 2011 onwards together with a statement specific to Huntingdonshire.

In discussing the contents of the report, Members have expressed concern over the County Council's ability to deliver and maintain the transport and highways infrastructure given the major reductions in integrated transport funding. Members' attention was drawn to the conclusions reached by the Overview and Scrutiny Panel (Environmental Well-Being). In that respect, the Cabinet shared the concerns of the Panel that investment in highway improvements was crucial to accommodate the anticipated growth in the District and to promote transport options in rural areas.

Whereupon, it was

RESOLVED

- (a) that Council be recommended to approve the District Statement for Huntingdonshire, as set out in the report now submitted, for inclusion in the Cambridgeshire Local Transport Plan; and
- (b) that the Head of Planning Services be requested to inform the County Council of the District Council's concern with regard to the impact of reduced funding for the proposed LTP on the County's ability to deliver an improved transport infrastructure and of the need to pursue all possible alternative sources of funding including the Local Sustainable Transport Fund.

81. OPEN SPACE STRATEGY

Consideration was given to a report by the Head of Operations (a copy of which is appended in the Minute Book) to which was attached a draft copy of the Open Space Strategy for Huntingdonshire 2011 – 2016 which had been produced to promote the environmental benefits of open space and would assist the planning process as an evidence based document when discussing section 106 agreements and the Community Infrastructure Levy tariff with developers.

In discussing future priorities, the Executive Councillor for Environment and Information Technology reported that officers would be seeking to maximise opportunities for renewable energy on the

Council's land holdings, with the Strategy being used to inform future decisions.

Having noted the deliberations and conclusions reached by the Overview and Scrutiny Panel (Social Well-Being) on the content of the strategy in relation to the maintenance of sites and the need to develop the concept of localism within the document, the Cabinet

RESOLVED

that the contents of the Open Space Strategy for Huntingdonshire 2011-2016 and supporting action plans be approved.

82. HUNTINGDON WEST AREA ADOPTION PROCEDURES

Following on from its submission to the Overview and Scrutiny Panel (Environmental Well-Being) consideration was given to a report by the Head of Planning Service (a copy of which is appended in the Minute Book) which summarised the Inspector's considerations and conclusions regarding the soundness of the Huntingdon West Area Action Plan (AAP).

The Cabinet were advised that the Inspector had issued his binding report which had found the AAP to be sound. The plan could therefore be adopted by Council as part of the Development Plan for the District. Having noted that the majority of changes to the plan had been proposed by the Council, either at the time of submission in April 2010 as a consequence of representations received or later following questions raised by the Inspector, the Cabinet

RESOLVED

that the Council be recommended to approved the Huntingdon West Area Action, as set out in the report now submitted, as part of the Development Plan for the district.

83. PLANNING CONSERVATION

(Councillor P M D Godfrey, Chairman of the Overview and Scrutiny Panel (Environmental Well-Being) and Councillor R J West, a Member of the Planning Conservation Working Group, were in attendance and spoke on this Item.)

A report by the Overview and Scrutiny Panel (Environmental Well-Being) was submitted (a copy of which is appended in the Minute Book) which summarised the findings of a study by the Panel's Planning Conservation Working Group regarding the performance of the Council's Planning Conservation Team.

With regard to the Panel's recommendations, the Cabinet noted that several of the proposals have been already implemented by the Planning Policy Service. In concurring with the Panel that the current process was working well, although some areas mostly relating to communication, pro-active support and, with the advent of the localism agenda, the potential roles that Members

themselves and town and parish councils can play in mediation and alerting the District council as to what is happening in their wards and parishes could be improved, the Cabinet

RESOLVED

- (a) that, because of the particular importance of the listed buildings and the practicalities of their use as educational establishments, the Planning Division be requested to hold regular meetings with a representative of Hinchingsbrooke and Kimbolton Schools (and Abbey College, Ramsey if appropriate) with the aim of developing a good working relationship on conservation issues and planning future maintenance requirements and that Councillor R J West be nominated as an intermediary between the Division and each of the schools to attend (and potentially) chair those meetings;
- (b) that specific training be offered to town and parish councils in heritage and conservation issues to raise awareness locally on the subject and on the value of conservation character statements, buildings at risk register, etc.;
- (c) that town and parish councils be encouraged to work with the District Council on heritage and conservation issues by alerting the Council of any deterioration in the condition of listed buildings and unauthorised works to listed buildings or in conservation areas in their parishes;
- (d) that consideration be given to regular meetings between conservation officers and parish councils with a view to refreshing the training provided and in pursuance of recommendation (c) above;
- (e) that town and parish councils be encouraged where conservation groups or civic societies currently do not exist to seek the establishment of such bodies to promote an interest in the local heritage;
- (f) that ways of improving the District Councils website be explored to provide additional information on conservation issues and procedures;

- (g) that the Conservation Team be requested to publicise the availability of grants from potential sources to help owners of listed buildings fund the cost of maintenance and repairs;
- (h) that representations be made through the Local Government Association to alter the present arrangements for value added tax so that repairs and maintenance of listed buildings become zero rated, thereby reducing the cost of maintaining heritage assets; and
- (i) that officers be encouraged to use 'plain English' in their communications with the public to help in an understanding of complex conservation issues and explain what is required.

Chairman

PAYMENT OF RECYCLING CREDITS

(Report by the Head of Operations)

1. PURPOSE

- 1.1 The purpose of this report is to seek approval for the changes in payments to owners of mini bring recycling sites.

2. BACKGROUND

- 2.1 Cabinet previously approved (Minute 85, 21 January 2010) that the future payment of recycling credits from April 2011 be done on equitable division which ensures that the full costs of managing and operating the bring sites is met from the income received. Due to the inclusion of glass in the kerbside recycling bin, the tonnage of that material has reduced so significantly, that the council's costs are now greater than the income being received from the recycling credit payment by Cambridgeshire County Council.
- 2.2 Further to this Cabinet approved the phased removal of glass recycling banks from the mini recycling sites in the district and the introduction of banks for other recyclates such as textiles, books shoes etc from April 2011.

3. OVERVIEW

- 3.1 To support the need to recycle the Council sought to set up mini recycling centres on 3rd parties land. To facilitate this in some instances, the Council agreed to pay the recycling credits for the tonnage of material recycled to the owner of the land. The Council at the time bore the full cost of managing and operating the sites. The approval in January 2010 to take the Councils costs from the income, as from April 2011, means that, following the significant reduction in the amount of glass collected from the bring sites, the site owners will in effect no longer receive any income.
- 3.2 The proposal in January of last year was to try and replace glass banks with other banks, such as textiles, provided by third party recyclers and for the recycling credits for these new banks to be given to the site operators in lieu of rent after the Councils costs had been deducted.
- 3.3 In working with partners an opportunity arose for the Council to procure provision and collection services for a number of materials from the bring sites and thereby obtain better prices. The procurement of these services has now progressed to the contract awards. Unfortunately in respect of glass the present low market conditions have resulted in high tender prices. This has led to one partner deciding they can get a better price elsewhere for paper and glass and therefore, we are unable to award a contract for those materials. Consequently, we are currently investigating other options for the collection of these materials.
- 3.4 The new contract in respect of textile recycling banks means that the council will receive an income for textiles guaranteed for the 5 year term of the contract. The contractor will provide the banks and arrange emptying at no cost to the Council. Therefore to maximise the income we need to get as many banks out as possible on existing bring sites. As we will be removing a lot of glass recycling banks this will provide space for the textile banks and in the spirit of partnership it was initially

thought we could continue to pay the recycling credit for this material to the Town and Parish Councils, as agreed in January 2010, to encourage them to have the textile banks on their sites. However, a recent announcement by the County Council to not pay recycling credit on reuse means that for textiles we would have a significant reduction, possibly as much as 87%. This would not provide an incentive to the owners to continue to have banks on their land.

- 3.5** The alternative is to use some of the income from the textiles contractor to pay the owners. There are a number of different options, but it is not a simple matter if administration costs are to be kept to a minimum. The options are:-

Option 1

- Continue paying each parish/town council, where textile banks are placed (as set out in Appendix A), the same as they received last year. If the payment was the same as they received last year from the glass recycling credits there would be no detriment to them and it would provide an incentive for them to have a textiles bank. However, the amount of textiles recycled per site may vary from the amount of glass recycled, and this could lead to problems at sites where more tonnage of textile is collected than previously with glass.

Option 2

- Pay per tonne of textiles collected. The fairest way of paying the incentive would be per tonne and as the contractor has on-board weighing on their collection vehicles this can be done. There will be additional administration costs associated with this option in calculating payments but it is considered this option does provide the best method incentivise site owners to promote textile recycling.

Option 3

- Fixed payment. The alternative therefore is to provide some type of fixed payment, such as a site rent for having the banks on their land. This could create a precedent and if textile prices fall could result in a cost to the council, therefore it is suggested that this option is not pursued.

- 3.6** As textiles are a major contaminant of the recycling bin it would be beneficial if more textile bins could be put out and this would make it easier for residents to use them, and in doing so reduce the amount of contamination in the kerbside recycling bins. Currently 63 site owners receive recycling credit payments for glass and some for paper. However, as from the 1st April we will initially, only be able to put out textile banks on 35 sites many of which are on Council controlled land, but if the current site owners request a textile bank, we will, following an assessment and agreement by the contractor, site a bank there. A lot of the smaller recycling sites will not be suitable for textile banks because of the cost of providing and servicing the bank.

4. FINANCIAL IMPLICATIONS

- 4.1** The Council last year paid £40,404 in recycling credits to parish and town councils and option 1 looks to pay on the previous performance for glass. This would therefore, be the maximum we would pay under Option 1 for having textile banks on 3rd party sites but if the proportions across the sites differ then this could lead to complaints from other site owners where they are collecting more but not being rewarded for it. The payments for 2010/11 are set out in the table in Appendix A.

- 4.2** The payment per tonne, Option 2, does provide the fairest means to make payments as it is based on performance. However, it does cost more to administer but as the contractor has on-board weighing equipment the site specific information can be easily downloaded and sent in an electronic format. The payment on performance of the bank will also provide an incentive for the site owner to promote the usage of the textile banks and therefore maximise income for themselves and the Council. The administration cost to the Council will be

offset hopefully by an increase in income and a reduction the contamination of the kerbside bin. It is suggested that £150/tonne is paid to the site owners and the table in Appendix 2 sets out how many tonnes they would need to generate from the sites to receive the same as they did last year if they had a textile bank on their site.

- 4.5** The award of a contract for textiles will result in an income to the council of approximately £106,000 per annum and should site owners take up the offer of a textile bank approximately £40,400 would be paid to the site owners leaving a net income to the Council of £65,600. If tonnages increase then the site owner will benefit from this as would the Council. There are no direct costs to the Council from this contract, as the contractor provides and services the bins. There will be a small indirect cost in assessing the payments to the site owners but this can be absorbed within the current service costs. The availability of the banks should hopefully encourage greater use by residents and therefore it is expected the tonnage and therefore the income will be greater than estimated.

5. LEGAL IMPLICATIONS

- 5.1** There are no legal implications in approving the recommendation.

6. OVERALL SUMMARY

- 6.1** The parish/town councils will not, if the previous decision is implemented, receive an income for the next financial year from the payment of recycling credits for glass collected from their sites. It is considered therefore that an alternative form of income is necessary to encourage them to have recycling banks on their land. The suggestion of using some of the income from textile recycling is considered the best way of doing this whilst still ensuring the Council receives an income from textile recycling/reuse.
- 6.2** The removal of some of the glass banks will not affect recycling performance to any great extent because of the availability and ease of using the kerbside recycling scheme.

7. RISKS AND SENSITIVITY

- 7.1** There is a slight risk in approving the recommendation because the contract price can vary with the market conditions and therefore the amount the Council is being paid will reduce. However, this can be mitigated by having varying the amount paid to site owners accordingly so if the price goes up they receive more pro rata per tonne and vice versa if the price goes down. The parish and town councils will therefore receive an income for having the recycling banks on their land based on the performance of the bank and adjusted for market conditions. The continuing payment, it is considered, will result in owners wishing to have banks on their land. Further this proposal supports partnership working and the new localism agenda.
- 7.2** If the recommendation is not approved then there is a risk that we will be requested to remove recycling banks from the sites, with the effect on income and probability of a relationship risk following the loss of income to parish and town councils.
- 7.3** It is hoped that by continuing to make payments to the site owners the risk of them asking for bins to be removed will be mitigated.

8. CONSULTATION AND COMMENTS

- 8.1** Parish and town councils have been contacted regarding possible changes to the arrangements but no detailed consultation on the proposal has yet been

undertaken. However, the fact that income will still be forthcoming from the siting of textile recycling bins, it is thought will be well received by the site owners.

9. CONCLUSIONS

- 9.1** It is concluded that continuing to pay town and parish councils for the siting of textile recycling banks will continue to engender a good partnership relationship and provide a basis for developing the localism agenda with them in relation to other services.
- 9.2** The encouragement to Parish and Town councils to have banks on their land will mean more textile banks can be put out and enable the Council to receive an increased income during the course of this contract and reduce contamination in the kerbside recycling bins.

10. RECOMMENDATION

It is recommended that members approve the payment to owners of land, where textile recycling banks are situated, the sum of £150/tonne subject to pro rata fluctuations in the amount the Council receives per tonne.

**Contact Officer: Eric Kendall,
Head of Operations
☎ 01480 388635**

Background Papers: Bring Site Contract – A copy can be viewed at the Operations Centre, Eastfield House, Latham Road.

Third Party Quarterly Recycling Credit Claims - April 2009 to March 2010

Total Paper and Bottle credit payouts

Group	APRIL 09 - MAR 10
Abbotsley Parish Council	£368.93
Brampton Parish Council	£2,837.77
Brington & Molesworth Parish Council	£202.16
Brington County Primary School	£7.05
Bythorn and Keyston Parish Council	£184.05
Broughton Parish Council	£610.48
Buckden Village Hall Trust	£2,574.37
Buckworth Cricket Club	£110.98
Bury Cof E Primary School	£68.90
Bury Village Hall	£451.76
Catworth Parish Council	£416.94
Cavendish Court Residents Association	£185.98
Chesnut Amenity Fund	£76.64
Colne Parish Council	£613.55
Eatons Community Association	£1,271.73
Elton Parish Council	£424.88
Environment Agency	£62.28
Farcet CP Primary School	£5.45
Farcet Parish Council	£246.14
Folksworth & Washingley Parish Council	£541.77
Comrades Club	£506.28
Godmanchester Town Council	£1,986.41
Grafham Parish Council	£678.61
Great and Little Gidding Parish Council	£424.62
Great Gransden Parish Council	£1,155.40
Great Staughton Parish Council	£1,137.07
Hemingford Abbots Parish Council	£1,437.68
Holme Parish Council	£784.34
Holywell Cum Needingworth Parish Council	£1,397.87
Houghton & Wyton Parish Council	£858.13
Richmond Fellowship	£85.68
Moor Community Centre	£224.85
Offord County Primary School	£92.40
Old Weston Parish Council	£276.45
Perry Parish Council	£798.39
Priory Junior School	£21.90
Ramsey Forty Foot Village Association	£301.27
Mereside Village Association	£227.43
Ramsey & District Guides	£147.96
Ramsey Spinning Infants School	£26.60
Sawtry Parish Council	£2,341.16
Somersham Parish Council	£2,477.70
St. Helens Primary School	£130.75
Spaldwick Village Hall Committee	£1,022.91
Stilton C of E Primary School	£206.61
Tilbrook Parish Council	£347.28
The Stukeley's Parish Council	£1,049.40
Warboys Sports & Social Club	£70.50
Warboys Parish Council	£2,783.39
Waresley Parish Council	£362.76
Wansford Christie Hall Management Committee	£1,233.28
Winwick Village Hall	£139.12
Wistow Parish Council	£574.48
Yaxley Parish Council	£3,515.51
Yaxley Fourfields Primary School	£318.00
Total	£40,404.00

Underground Bank Sites

Textile Recycling Payments – Tonnages Needed to Replicate 09/10 Payments

Group	Textile Tonnage Needed
Brampton Parish Council	18.9
Eatons Community Association	8.5
Folksworth & Washingley Parish Council	3.6
The Stukeley's Parish Council	7.0
Warboys Parish Council	18.6
Yaxley Parish Council	23.4

These are the sites where recycling credits are currently paid to third parties for glass and / or paper and where a textile bank exists. Textile banks will be placed on 28 other sites under the control of the Council.

Textile banks could be placed on further sites subject to agreement with HDC and the contractor. They will require site assessment to check if suitable.

OVERVIEW & SCRUTINY
SOCIAL WELL-BEING
ENVIRONMENTAL WELL-BEING
ECONOMIC WELL-BEING

1ST March 2011
8TH March 2011
10TH March 2011

NEW COUNCIL PLAN **(Report by the Head of People, Performance & Partnership)**

1. INTRODUCTION

- 1.1 The purpose of this report is to present to Members a new Council Plan setting out the Council's vision and priorities for the next 3-4 years.

2. BACKGROUND

- 2.1 "Growing Success", the current corporate plan, was first adopted in December 2006. Since the last revision was approved, the Government has announced changes to the national performance framework for local authorities, including the replacement of the National Indicator Set and the abolition of the Comprehensive Area Assessment and the Audit Commission. The Council is also facing a new set of challenges due to the need to make significant changes to the services it provides as a result of budget cuts.
- 2.2 As a result of these changes, Cabinet appointed a Working Group to develop a new Council Plan focussing on priorities for the next 3-4 years. The following Members were appointed to this group: Councillor Bates, Leader of the Council; Councillor Rogers, Executive Councillor for Finance and Customer Services; Councillor Churchill, Executive Councillor for Resources and Policy; Councillor Ablewhite, Chairman of Overview & Scrutiny Panel (Economic Well-Being); and Councillor Criswell, Chairman of Overview & Scrutiny Panel (Social Well-Being).

3. DEVELOPMENT OF NEW PLAN

- 3.1 The Working Group considered a wide range of possible priority areas based on the results of public consultation exercises and evidence of local need. A small number of priorities were selected and these have subsequently been reviewed and revised following discussions with Cabinet, Chief Officers' Management Team, Heads of Service and the Chairmen and Vice-Chairmen of the three Overview & Scrutiny Panels. All Members were asked for their comments on the priorities by email.
- 3.2 The final version of the Plan attached as Appendix A lists six priority objectives for the next 3-4 years with a small number of targets. Publishing these targets will increase transparency and accountability to Members and residents. Some targets are still under development and will be finalised by April.

4. RECOMMENDATION

- 4.1 Members of the Panel are invited to give their final comments and endorse the Plan prior to consideration by Cabinet.

Contact Officer: Howard Thackray, Policy & Research Manager
☎ 01480 388035

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COUNCIL PLAN – 2011 to 2015

Vision — That the Council will provide value for money services that help meet the needs of local people.

Community Priorities –

The Council provides an extensive range of important and valued services for the benefit of the people who live and work in Huntingdonshire. By listening to what local residents tell us, thinking about their needs and considering our resources, we have chosen six of our objectives as priorities for the next 3-4 years which we will publically report progress against.

Our priorities are to:	How we will know if we are successful (outcome to be achieved):
Keep the district clean, provide recycling services and collect rubbish	We will keep at least 94% of streets at an acceptable level of cleanliness We will encourage residents to create less than 550kg of waste per household for collection We will achieve a recycling rate of more than 50%
Activities to help achieve this include: <i>Working to keep public spaces free of litter, fly tipping and graffiti. Ensuring that rubbish is collected regularly from homes. Encouraging households to reduce the amount of waste which needs to be collected and maintaining a high recycling rate.</i>	
Prevent and deal with homelessness	We will prevent at least 250 households from becoming homeless in the year On average, less than 90 households will need to be housed in temporary accommodation
Activities to help achieve this include: <i>Providing advice to help to prevent people from becoming homeless and housing homeless people, where appropriate.</i>	
Help vulnerable and disadvantaged people to live independently	We will enable 240 vulnerable and disadvantaged people to remain independent in their own homes
Activities to help achieve this include: <i>Giving advice and (where appropriate) providing financial assistance to help improve housing conditions. Helping to adapt the homes of disabled or older people. Helping to minimise fear and isolation by addressing concerns of disturbance and anti-social behaviour. Reducing the risk of disabling injury by keeping older people active; reducing the risk of falls and encouraging mobility.</i>	
Support strong communities	To be agreed - we are still developing our approach to the Localism / Big Society agenda and the outcome(s) will depend on this
Activities to help achieve this include: <i>Supporting and encouraging community-led activity aimed at reducing crime and anti-social behaviour. Assisting individuals to take responsibility for their health and well-being. Encouraging community involvement, volunteering and service, particularly to support those who are less able.</i>	

Our priorities are to:	How we will know if we are successful (outcome to be achieved):
Encourage new jobs, homes and facilities to meet our needs	The total number of homes in the district will increase by at least 560 per year
	The total amount of employment floorspace in the district will increase by at least 15,000 square metres per year
	We will seek to raise at least £xxx via developer contributions to be spent on infrastructure and facilities benefitting the area (<i>target amount to be confirmed</i>)
<p>Activities to help achieve this include: <i>Ensuring an appropriate supply and mix of new housing to meet future needs, including maintaining a 5 year supply of housing land through the local planning process. Enabling the provision of the social and strategic infrastructure to meet current and future needs, including promoting the early adoption of the Community Infrastructure Levy provisions to maximise community benefits. Promoting sustainable development opportunities and completing agreed planning led schemes for promoting sustainable growth in and around the market towns. Monitoring growth of office, retail and leisure use in town centres. Encouraging the provision of a wide range of jobs appropriate for existing and future residents, including reviewing Employment Land in the District and ensuring a sufficient supply of employment land through the local planning process.</i></p>	
Safeguard the environment and successfully manage the impacts of growth	At least 200 energy efficiency and renewable energy installations will be carried out as a result of HDC schemes and promotions
	At least 75% of designated sites (such as County Wildlife Sites and SSSIs) that we have some management responsibility for will be in a 'favourable' or 'improving' condition
	At least 29% of new homes will be built on land which has previously been developed
<p>Activities to help achieve this include: <i>Supporting initiatives to reduce carbon emissions and encouraging energy efficiency and renewable energy. Protecting, via the planning and conservation processes, the places, heritage assets and habitats that make Huntingdonshire special.</i></p>	

CABINET

17TH March 2011

**PERFORMANCE MANAGEMENT
(Report by the Head of People, Performance & Partnerships)**

1. INTRODUCTION

- 1.1 The purpose of this report is to present to Members performance management information on “Growing Success” – the Council’s Corporate Plan.

2. BACKGROUND INFORMATION

- 2.1 The Council’s Corporate Plan includes short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire’s communities and the Council itself. In addition the Council identified eight of these objectives which were considered as priorities for the immediate future.

3. PERFORMANCE MANAGEMENT

- 3.1 Progress against all the objectives is reported to Chief Officers Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information.
- 3.2 In addition, a working group appointed by the Overview & Scrutiny Panels continues to meet quarterly to monitor progress in the achievement of the Plan and to consider development issues.
- 3.3 Members of the Overview & Scrutiny Panels have an important role in the Council’s Performance Management Framework and the process of regular review of performance data has been established. In adopting the updated version of Growing Success, and in particular in prioritising objectives, it was intended that Members should concentrate their monitoring on a small number of objectives to enable them to adopt a strategic overview while building confidence that the Council priorities are being achieved.
- 3.4 Members of the Panels will also find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis. A review of Growing Success, involving officers and members, is currently underway with the emphasis on local priorities, informed by national changes to performance arrangements.
- 3.5 The priority objectives have been allocated between Panels as follows:

SOCIAL WELL-BEING	ENVIRONMENTAL WELL-BEING	ECONOMIC WELL-BEING
To enable the provision of affordable housing	To help mitigate and adapt to climate change	Effective Partnership
To achieve a low level of homelessness	To promote development opportunities in and around the market towns	To be an employer people want to work for
To promote active lifestyles		Maximise business and income opportunities including external funding and grants

4. PERFORMANCE MONITORING

4.1 The following performance data is appended for consideration:

Annex A - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period, an indicator showing the direction of travel compared with the previous quarter and a comments field. The data is colour coded as follows:

- green – achieving or above target;
- amber – between target and an “intervention level” (the level at which performance is considered to be unacceptable and action is required);
- red – the intervention level or below; and
- grey – data not available.

Annex B - a summary of the achievements, issues and risks relating to the objectives, as identified by the Heads of Service.

Annex C - Council Improvement Plan – a rolling plan of actions identified following internal or external reviews such as the Use of Resources or Managing Performance assessments and the Annual Governance Review.

5. DATA QUALITY

5.1 The appropriate Heads of Service have confirmed the accuracy of the data in the attached report and that its compilation is in accordance with the appropriate Divisions’ data measure templates. Acknowledging the importance of performance management data, a system of spot checks has been introduced to give further assurance on its accuracy.

6. RECOMMENDATION

6.1 Members are recommended to;

Consider the results of performance for priority objectives.

BACKGROUND INFORMATION

Performance Management reports produced from the Council's CPMF software system

Growing Success: Corporate Plan

Contact Officer: Howard Thackray, Policy & Research Manager
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Community/Council Aim: Healthy Living				
Objective: To promote active lifestyles				
Division: Leisure				
Divisional Objective: To increase participation in healthy physical activities				
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:	
Maintain and improve standard of facilities & match facility provision with usage demand (SCS measure)	Number of admissions/participants in activities provided or promoted by the Council (cumulative quarterly target)	1.25m	1.22m (R) ↓	Poor weather in Nov/Dec had some detrimental effect but target for year will be achieved
Promotion and marketing of available activities	Number of active card holders	31,500	33,804 (G) ↔	Already ahead of full year target
Division: Lifestyles				
Divisional Objective: To promote healthy lifestyle choices				
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:	
Provide a range of accessible leisure opportunities such as: a Holiday Activity Programme for <17 yrs (SCS measure)	Total throughput of school, outreach and holiday activity Programmes (cumulative quarterly target)	3,375	4,169 (G) ↔	
Provide targeted schemes to enable vulnerable people to participate in physical leisure activities (inc Exercise Referral, Community Sports and Recreation Project, Community Sports Network and Active Life scheme) (SCS measure 2.1.5)	Throughput on identified schemes (cumulative quarterly target)	12,000	10,528 (A) ↓	Affected by lower number of referrals and building works at one leisure in St Neots. Lower throughput on DASH programme compared to estimate.
Provide under-represented groups with the opportunity to participate in sport and active recreation (SCS measure)	Total throughput of activity programme for disabled participants and under-represented groups (cumulative quarterly target)	1,200	1,265 (G) ↑	
Support vulnerable people to be more active, Cardiac Rehabilitation programme and Health Walks	Total throughput of the Cardiac Rehabilitation programme and Health Walks in Huntingdonshire (cumulative quarterly target)	7,125	7,197 (G) ↓	
Community/Council Aim: Housing that meets individuals needs				
Objective: To achieve a low level of homelessness				
Division: Housing				
Divisional Objective: To achieve a low level of homelessness				
Key Activity(s) only to deliver service objective: Key Measure:	Target:	Actual:	Forecast: DoT*: Comment:	
By helping to prevent people from becoming homeless by housing homeless people, where appropriate	(NI 156) No. of households living in temporary accommodation	60	64 (A) ↑	Rise in homelessness applications is likely to increase the use of temporary accommodation
	The number of households prevented from becoming homeless in the year (cumulative quarterly measure)	195	309 (G) ↔	Target already met for year by December 2010

* Direction of Travel - shows change in performance since last quarter, where applicable

Community/Council Aim: Developing communities sustainably

Objective: To enable the provision of affordable housing

Division: Housing

Divisional Objective: To enable the provision of affordable housing

Key Activity(s) only to deliver service objective: Key Measure:

By maximising the land available for new affordable housing. By working in partnership with Housing Associations to bid for external funding. By making a financial contribution to pay for affordable homes to be built

(NI 155) Number of new affordable homes built by March 2011 (cumulative quarterly target) (local target)

Target: Actual: Forecast: DoT*: Comment:

201	220 (G)	350	↓	
				QRT

Division: Planning

Divisional Objective: Maximise provision of affordable housing on relevant development sites

Key Activity(s) only to deliver service objective: Key Measure:

Develop Core Strategy and Development Control Policies DPD (to set policy framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/Negotiate S106 Agreements (to deliver required amounts of affordable housing)

% of affordable housing (commitments) on qualifying sites (cumulative)

% of housing completions on qualifying sites that are affordable in market towns and key settlements

% of housing completions on qualifying sites that are affordable in smaller settlements

Target: Actual: Forecast: DoT*: Comment:

40	25 (R)		↔	Figure distorted by the Loves Farm development where the phases now being developed do not include affordable housing.
40	41.60 (G)		↔	As at March 2010. Result same for all sites in District as no longer monitored in AMR separately.
40			N/A	Figure no longer collected separately in AMR.

* Direction of Travel - shows change in performance since last quarter, where applicable

Objective	Comments from appropriate Head of Service
<p>To promote active lifestyles</p>	<p>Leisure Centres:</p> <p>A 2% increase on admissions compared with the same period last year with notable success at the two most recent investment areas, Huntingdon (up 9.2%) and St Neots (up 7.2%). St Neots in particular has seen a rapid acceleration in the past quarter, attracting 118,000 visitors compared with 88,000 in the same period in 2009-10. St Neots Fitness studio admissions have risen to 24,000 in the quarter (previously 10,000) - an increase of 140%, aerobics activity is up by 125% and Health Suite up 300%.</p> <p>Fitness Studios admissions are up 8.2% overall to 219,000 and now comprise over 18% of total admissions (swimming remains static at 15%). The new Fun Zones have drawn in nearly 30,000 children this year at St Neots and Huntingdon. School admissions are not recorded in the above but totalled an additional 244,000.</p> <p>The One Leisure card campaign remains a success with over 99,000 card holders now registered of which 33,804 (34%) are "live" users. 34,000 under 18's now hold a card with exactly a quarter being in the 13-17 age category. Almost 7,000 over 60's also hold a One Card.</p>
<p>Issues or actions for next quarter:</p>	<p>Leisure Centres:</p> <p>The cold spell in November caused problems across all facilities, particularly with outdoor activities. St Ives Outdoor Centre predictably suffered most and admissions compared to the previous year are down by 4.8%.</p> <p>Environmental and Community Health Services:</p> <p>The total throughput on schemes to enable vulnerable people to participate in physical leisure activities has been affected by a lower number of referrals and building works at One Leisure in St Neots. There has been a lower throughput on the DASH programme than was estimated.</p>
<p>Risks:</p>	<p>Leisure Centres:</p> <p>Such has been the magnitude of the growth at Huntingdon and St Neots, St Neots in particular, that customer issues (waiting times at reception, waiting times for gym member inductions, full classes) have caused some concern. Additional resources have been deployed where possible and rotas amended accordingly. Car parking (lack of) is also a source of customer comment at both sites.</p>
<p>To achieve a low level of homelessness</p>	<p>Housing Services:</p> <p>Committed £500k of HDC capital to projects to meet the housing need of homeless young people in Huntingdon, for 3 units of general needs housing in Brampton and to contribute toward cost of building extensions for overcrowded families living in Luminus properties across the district.</p> <p>119 households were prevented from becoming homeless in Q3 of the year, compared to 85 in Q3 last year. A total of 309 successful preventions in Q1-Q3 of 2010/11 compared to 277 in the same period the previous year. 35 households were accepted as homeless in Q3 this year compared to 32 in the same period last year. A total of 130 households accepted as homeless in Q1-Q3 of 2010/11 compared to 96 in the same period of last year. 64 households were in temporary accommodation at the end of the quarter compared to 80 at the start. However, at 11th January there were 72.</p>

<p>Objective</p>	<p>Comments from appropriate Head of Service Received 107 Rent Deposit scheme applications in Q3 (compared to 160 in 2009/10) and assisted 70 of these into private sector tenancies with the help of a loan or bond (compared to 56 in the same period last year). The eligibility criteria for the scheme was restricted from December to only households threatened with homelessness or actually homeless.</p> <p>Issues or actions for next quarter: <u>Housing Services:</u> Increasing the provision of temporary accommodation to reduce the use of B&B (an ongoing challenge). Progressing the scheme with the Salvation Army to agree new options for provision of crash beds at Kings Ripton Court and additional move on accommodation from the scheme. Consulting on the revised Homelessness Strategy and consider responses.</p> <p>Risks: <u>Housing Services:</u> All normal sources of temporary accommodation may become full. Additional sourcing efforts may not provide sufficient accommodation. Actual accepted homeless cases may increase beyond the ability to provide temporary and later permanent accommodation. Any lack of suitable permanent accommodation will result in increased use of temporary accommodation due to bed blocking. Reduced provision within the private rented sector if house prices and sales increase, with more owners looking to sell rather than rent properties out. This will reduce the council's ability to prevent homelessness by helping households into private sector tenancies. Less grant availability from the Homes and Communities Agency. This will lead to more households with a priority housing need waiting longer on the housing register and/or the bed blocking of temporary accommodation by homeless households whilst waiting for permanent housing. Potential reduction or loss of Supporting People funding for the homelessness hostel and other supported housing in future years (due to their budget pressures).</p>
<p>To enable the provision of affordable housing</p>	<p>Achievements: <u>Housing Services:</u> 103 affordable homes completed including 34 Extra Care units in Huntingdon and 26 new homes at Loves Farm St Neots.</p> <p>Issues or actions for next quarter:</p> <p>Risks: <u>Planning Services:</u> As stated previously the most obvious risk is the potential impact of a longer than expected downturn in the housing/development market. To date Huntingdonshire has remained 'comparatively buoyant' but the potential impacts of any further reduction in development activity could be upon levels of planning fee income, housing delivery and the scale, content and the potential viability and delivery of S106 contributions.</p>

Community/Council Aim: A Clean, Green and Attractive Place					
Objective: To help mitigate and adapt to climate change					
Division: Environmental Management					
Divisional Objective: Adapting to climate change					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
We will undertake: risk based assessment of vulnerabilities to weather and climate, identify priority risks for services & effective adaptive responses, incorporate responses into council strategies and operations	Are we on target to achieve level 2 by March 2011? (1=Yes, 0 = No)	1	1 (G)		National Indicator 188 Adaptation to Climate Change is likely to be scrapped so this measure will change or be removed for 2011/2012.
Divisional Objective: Increase energy efficiency & encourage renewable energy					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
Schemes and promotions include, Eastern CRI, Anglian Go Warm, PHIS and CO2Y Homes	Number of energy efficiency and renewable energy measures carried out as a result of HDC schemes and promotions, cumulative qrt target	102	132 (G)		↑
Division: Planning					
Divisional Objective: To encourage sustainable forms of development					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
Deliver sustainable policy in accord with Local Development Scheme 2010. Development management DPD July 2011. Planning Proposals DPD Dec 2012. Huntingdon West AAP Jan 2011. Gypsy and Traveller Sites DPD April 2013. St Neots Town Centre DPD June 2013.	Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No)	1	1 (G)		↔
Community/Council Aim: Developing communities sustainably					
Objective: To promote development opportunities in and around the market towns					
Division: People, Performance & Partnerships					
Divisional Objective: To promote development opportunities in and around the market towns					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
Deliver LES Physical Infrastructure Development activities in the Sustainable Economic Development service plan	% of Physical Infrastructure Development activities on track	90	100 (G)		↔ St Ives Enterprise Centre opened and Ramsey Enterprise Centre work continues with developers
Division: Planning					
Divisional Objective: To promote development opportunities in and around the market towns					
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*: Comment:
To promote development opportunities in and around Market Towns by allocating land in accordance with the direction of growth, determining planning applications in a timely fashion and bidding for funding to enable development	Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No) Successful delivery of agreed spending plan of housing growth fund? (1=Yes, 0=No)	1	1 (G)		↔ N/A

* Direction of Travel - shows change in performance since last quarter, where applicable

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Objective	Comments from appropriate Head of Service
<p>To help to mitigate and adapt to climate change</p>	<p>Achievements:</p> <p><u>Environmental Management:</u> Advice to planning and delivery of various energy efficient lighting schemes ongoing for internal and external clients. Leisure Centre and other Salix funded energy saving measures being put in place (e.g. pool covers). Final cycleway schemes being implemented. Alconbury flood resilience measures being put in place (428k funding from Defra/Environment Agency).</p> <p><u>Environmental Management:</u> Stage 2 of District Water Cycle Study. Develop LCDI for St Neots (Low Carbon Development Initiative). Potentially working with Cambs CC and partners on surface water management plans. Refocusing of priorities to deliver critical business needs and the low carbon agenda.</p> <p><u>Planning:</u> It is anticipated that we will need to determine several more major retail and wind farm proposals during the next quarter. These decisions are likely to give rise to considerable public interest and potential follow-up/challenge issues.</p> <p>Risks:</p> <p><u>Environmental Management:</u> Focus on immediate efficiency savings for many services particularly Leisure means loss of focus on longer term low carbon agenda/longer term cost savings. Still awaiting results from BSD of condition survey/renewables study for several key Leisure sites.</p>
<p>To promote development opportunities in and around the market towns</p>	<p>Achievements:</p> <p><u>Planning:</u> The Huntingdon West Area Action Plan has been found to be sound, following its independent examination by the Planning Inspectorate. This will underpin the Council's overall plans for the regeneration of this area; the delivery of new complementary retailing; and the construction of the West of Town Centre Link Road. The Council's planning application for the multi-storey car park at Chequers Court has been granted permission.</p> <p><u>People, Performance & Partnerships:</u> Business Improvement District (BID) work to support Huntingdon Town Partnership to explore the possibility of becoming a BID town is under way.</p> <p>Risks:</p> <p><u>People, Performance & Partnerships:</u> Cut in LPSA funding has meant some Huntingdonshire projects are now unable to go ahead, further funding will need to be found to support these strategic projects e.g. Ramsey Enterprise Centre.</p>

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Community/Council Aim: To improve our systems and practices						
Objective: Effective partnership						
Division: People, Performance & Partnerships						
Divisional Objective: Develop, adopt and support the delivery of a sustainable community strategy for Huntingdonshire						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Ensure an appropriate performance management system for the Sustainable Community Strategy and provide policy support for this process	% of thematic groups reviewing their performance and delivery	100	100 (G)		↔	The thematic groups are reviewing performance during the January round of meetings and reporting for the next HSP on the 3rd Feb 2011
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	1 (G)		↑	Thematic groups are seeking the views of partners with regards to the benefits and future of the thematic groups. A report will go to the next HSP on the 3rd February
Divisional Objective: Effective partnership framework						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Develop, implement and monitor strategic/operational partnership review programme	Partnership review programme on target (1=yes, 0=no)	1	1 (G)		↔	All strategic
Community/Council Aim: To learn and develop						
Objective: To be an Employer People Want to Work For						
Division: People, Performance & Partnerships						
Divisional Objective: To attract and retain staff						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Promoting from within wherever possible	Internal promotions as percentage of all vacancies filled	33	50 (G)		↑	16 posts were advertised,(3 were permanent posts) of which 8 were filled internally
	% of new employees still in post after 12 months	90	71.40 (R)		↓	7 new starters, 2 left within 12 months (71.4% in post after 12 months). 1 of the 2 leavers was a fixed-term employee.
Recruitment package	% of new employees still in post after 24 months	80	61.50 (A)		↓	13 new starters, 5 left within 24 months (61.5% in post after 24 months). 4 of the 5 leavers were fixed-term employees.
	Staff turnover – % of contracted employees leaving the Council	10	2.60 (G)		↔	
Retaining and releasing employees appropriately	% attendance of HDC employees which are improving based on CIPD for public sector employees.	96	97.50 (G)		↓	Days lost (sickness) per employee = 6.6 days

* Direction of Travel - shows change in performance since last quarter, where applicable

Community/Council Aim: To maintain sound finances								
Objective: Maximise business and income opportunities including external funding and grants								
Division: Leisure								
Divisional Objective: Maximise leisure centre income								
Key Activity(s) only to deliver service objective:		Key Measure:		Target:	Actual:	Forecast:	DoT*:	Comment:
Maintain expenditure within budget	Actual expenditure compared to budget (cumulative quarterly target)	£4.96m	£4.59m (G)				↔	On target for substantial savings - operation and staff cost both below budgeted target
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£3.95m	£4.11m (G)				↑	3rd quarter performance assisted by exceptional performance at St Neots
Division: People, Performance & Partnerships								
Divisional Objective: To be aware of appropriate funding opportunities and communicate to the appropriate service								
Key Activity(s) only to deliver service objective:		Key Measure:		Target:	Actual:	Forecast:	DoT*:	Comment:
Co ordinate and maintain a system of internal control via External Funding strategy, liaise with appropriate officers, provide funding advice and assistance in compilation of bids as required	% of bids which attract funding (year to date)	70	69 (A)				↓	9 bids successful, the value of which = £865,550. 4 bids were unsuccessful: Active Life - Big Lottery, Ramsey Barge Dock – Fens Adventurers, Godmanchester Nursery Volunteer Co-ordinator – Eco Minds and the Sapley East Community & Social Enterprise Centre - Community Builders
	% of External Funding actions on track	90	80 (A)				↑	Two actions not on track: 1. to identify funding gaps and opportunities to further the objectives of the Sustainable Community Strategy - on hold pending a review of the future of this work 2. to develop a HDC officer network to exchange information and gather intelligence on external funding - on hold following discussions with Heads of Service regarding budget proposals and impending changes

Objective		Comments from appropriate Head of Service
<p>To enable effective partnerships</p>	<p>Achievements: Issues or actions for next quarter:</p>	<p>People, Performance & Partnerships: The structure of the Cambridgeshire Together Strategic Partnership has been reviewed and this may impact on the arrangements we have locally in Huntingdonshire. A review of the HSP is currently being undertaken. Local Enterprise Partnerships (LEP) will play a key role in both strategy and delivery of Economic Development. The Greater Cambridge and Greater Peterborough LEP was formally endorsed by Central Government and work is underway to create a structure for this Partnership.</p>
<p>To be an employer people want to work for</p>	<p>Risks: Achievements:</p>	<p>People, Performance & Partnerships: Voluntary Release Scheme successfully rolled out from 28 September to 12 January; 80 applications have been received in total for stages 1 and 2. Developed and implemented the staff suggestion scheme All Ideas Matter, including co-ordinating and promoting the scheme. 129 ideas received to date.</p>
<p>To maximise business and income opportunities including extended funding and grants</p>	<p>Issues or actions for next quarter: Risks: Achievements:</p>	<p>People, Performance & Partnerships: The staff allowances review is ready for consideration by COMT and Employment Panel after which consultation with staff side representatives will need to be undertaken. The Pay structure review is due to be completed in the next few weeks. Inbucon have undertaken a financial modelling exercise and options are being worked up. A two phased plan is being recommended. An increasing HR case work (disciplinary/capability/grievance/maternity) currently 50 live cases at end of December coupled with the continued roll out of voluntary and compulsory releases could impact on capacity of HR service to respond to enquiries during this time.</p> <p>Leisure Centres: Income is up 7% in comparison to the previous year, predominantly due to increased revenue following the redevelopments at St Neots and Huntingdon. St Neots income is up by £138k compared to 09-10 and Huntingdon has risen by £67k. School income, as expected, has recovered in the quarter and now stands at 69% of annual budget. Impressions income, across all sites, has risen by exactly £100k (400 new Direct Debit Impressions & Pure members in the first three weeks at St Neots). The planned replacement of fitness equipment at St Ives saw a small upswing in St Ives fitness income (£5k increase) but a proposed larger expansion will enable the centre to significantly increase this figure. Additionally, expenditure has been well controlled and is below anticipated three-quarter year levels. Staffing is 4.8% below budget (with a potential saving of £183k by year end), premises 18% below and operations</p>

<p>Objective</p>	<p>Comments from appropriate Head of Service (supplies and services) 2% below budget, All areas of expenditure – staff hours, opening hours, contractor costs – are under constant and thorough review.</p> <p><u>People, Performance & Partnerships:</u> The county wide group, Cambridgeshire Broadband Together, is working up its bid for the next phase of BDUK funding (£530m) for broadband development.</p> <p><u>Leisure Centres:</u> Plans in development to reduce costs. Voluntary redundancy scheme in operation.</p> <p><u>People, Performance & Partnerships:</u> Business Improvement District (BID) work to support Huntingdon Town Partnership to explore the possibility of becoming a BID town is under way with tenders for a feasibility study reviewed, interviews held and Mosaic Partnership appointed. The Study will take place between Jan and March 2011.</p> <p><u>People, Performance & Partnerships:</u> Cut in LPSA funding has meant some Huntingdonshire projects are now unable to go ahead further funding will need to be found to support these strategic projects e.g. Ramsey Enterprise Centre and business resource efficiency projects.</p>
<p>Issues or actions for next quarter:</p>	
<p>Risks:</p>	

Improvement Plan

ANNEX C

(Note: the Council's Improvement Plan is updated and monitored frequently to reflect the development areas adopted through external inspection and compliance with statutory guidance.)

In progress

Completed

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at March 2011
Natural Resources	The Council should ensure that information and analysis about its environmental footprint is made publicly available.	Use of Resources 2007/08			Head of Environmental Services	The Carbon Management report went to O & S (Environment Well-Being) in September 2010. The Growing Awareness (community) plan was reported to COMT in Sept and Cabinet in Dec 2010
Governance	Procurement	Governance Assurance framework (AGS Sept 2009)	improve the level of compliance of the Code of Procurement	level of compliance improved – no breaches of the code	Head of Financial Services	Audit review carried out for the Directors of Central Services and Commerce & Technology in May 2010 to determine the level of compliance with the Code. It identified a significant improvement with a few minor breaches.
	Huntingdonshire Strategic Partnership Evaluation	Governance Assurance framework (AGS Sept 2009)	Consideration will be given to how the Audit Commission guidance to help in the assessment of the Governance arrangements can be implemented in conjunction with the Councils own Partnership framework	Improved partnership working	Member: Ken Churchill and Head of People, Performance and Partnerships	Review of Strategic Partnership complete and will be reported to COMT in due course.
	Audit recommendations	Governance Assurance framework	maintain focus on service performance in order to improve the rate	Improved performance and better outcome	Member: Ken Churchill and Head of	Review of the Councils corporate plan Growing Success currently being

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at March 2011
		(AGS Sept 2009)	of improvement and tackle areas of comparative under performance; and Develop a stronger focus on outcomes measures.	measures	People, Performance and Partnerships	undertaken a report will go to Cabinet on 17th March 2011
	Scrutiny Annual Report	Governance Assurance framework (AGS Sept 2009)	to ensure an Overview and Scrutiny annual report reflecting their work during 2009/10 is prepared to for publication		Member: Ken Churchill and Head of Democratic & Central Services	The Scrutiny Annual report was produced at the end of the Municipal year and reported to the June Scrutiny Panels and Council.
Financial planning	Demonstrating the Outcomes from Stakeholder Engagement in Financial Planning	Use of Resources 2008/09	We have undertaken and continue to undertake consultation on the priorities for Huntingdonshire. The council will continue to do this and develop its engagement		Head of People, Performance and Partnerships and Head of Financial Services	"Voice your choice" – participatory budgeting pilots undertaken summer 2009. Neighbourhood Forums commenced. A survey on access to service undertaken via District Wide in Jan 2010. Budget consultation was undertaken in August 2010
	Using Service Reviews to Challenge Service Delivery	Use of Resources 2008/09	The Council has embarked on a two-fold transformation programme "Balancing the budget, securing our future" this is the council's long term plan to achieving savings and efficiencies whilst still maintaining or improving essential and priority services	understanding of costs and performance and achieve efficiencies in its activities	Directors of Central Services and Commerce and Technology	Balancing the Budget proposals have been reported to Overview and Scrutiny (Economic Well-Being) and Cabinet and approved at full Council in February 2011
Financial reporting	Improving the Annual Accounts Review Process	Use of Resources 2008/09	We will strengthen the processes for reviewing our financial statements prior to their approval.	financial reporting is timely, reliable and meets the needs of internal users,	Head of Financial Services	Improvements included in the 2009/2010 closedown programme

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at March 2011
Financial reporting	Demonstrating External Accountability	Use of Resources 2008/09	We will publish all the information that would be included in an Annual report periodically in District Wide, the Council's magazine distributed to all households in the district. The same information will also be available to view, all in one location on the internet	stakeholders and local people Residents and stakeholders more aware via Council annual report	Head of People, Performance and Partnerships and Head of Financial Services	Progress against targets for the objectives in Growing Success were published with the annual Financial data in the September 2010 edition of District Wide.
Commissioning and procurement	Improving Strengthening procurement processes and contract management	Use of Resources 2008/09	Directors of Central Services and Commerce and Technology have undertaken to report back the Corporate Governance Panel on compliance with the Code and the Council has initiated improvements to the procurement process.	Compliance with the code of procurement	Directors of Central Services and Commerce and Technology	<p>Directors reported back to CGP in December 2009 with an action plan. The following items have been delivered against that plan.</p> <ul style="list-style-type: none"> • Projected procurement dates have been supplied by managers for current and next year. • Revised strategy produced; impact of Spending Review incorporated in new draft. • Full cycle of procurement training delivered; re-fresher training ongoing. • Procurement Code reviewed and approved by Council.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at March 2011
Use of data	Look to integrate our financial and non-financial performance reporting	Use of Resources 2008/09	An exercise by Heads of Service to breakdown their budgets by Corporate objective has been undertaken. This has been reported to Members of the Corporate Plan working group at the same time as they consider the quarterly performance reports. Further consideration will be given as to how we can integrate performance reports.	Integrated financial and performance reports	Head of Financial Services and Head of People, Performance and Partnerships	<ul style="list-style-type: none"> Review of suppliers/groups-categories is a permanent ongoing review. Savings have already resulted on stationery, printing and clothing. Improvements to the Contract Register and the Procurement website have been completed. E-Marketplace up and running for stationery. Further products will be rolled out over the coming months.
Data quality	Spot-checking Performance Indicators	Use of Resources 2008/09	Managers will be reminded of the need to spot check their data and confirm this has been done. Other spot checks will be undertaken as	Accurate, consistent data	Head of People, Performance and Partnerships	H of S requested to nominate an officer to undertake spot checks. The results now included in the quarterly

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at March 2011
			<p>part of the general service or reviews by internal Audit as and when appropriate.</p> <p>The quarterly performance reports to COMT and O & S and Cabinet now include a statement from the Head of Service confirming that the data has been collected in accordance with the appropriate Divisions' data measure templates</p>			<p>performance reports.</p> <p>From Sept 09 all quarterly reports to COMT, Overview and Scrutiny and Cabinet include a statement on the quality of the data from the appropriate Head of Service</p>
Promote and demonstrate the principles and values of good governance	Demonstrating Outcomes from Partnership arrangements and their effectiveness	Use of Resources 2008/09	District Wide will contain articles on Partnership achievements	Residents and stakeholders aware of Partnership achievements	Head of People, Performance and Partnerships	<p>Articles were published in the winter 2008 edition of District Wide relating to LPSA partnership funding. Further articles relating to partnership achievements included in the January 2010 edition</p>
Workforce planning	Long-term workforce planning linked to corporate and business planning	Use of Resources 2008/09	This is being addressed via the review of and delivery of the HR strategy.	Strategic approach to workforce planning	Head of People, Performance and Partnerships	<p>Strategy approved by Employment Panel (Dec 09) and action plan being implemented. As part of the voluntary release scheme plans have been drawn up with Head of Service of changes in staffing requirements over the next three years</p>

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CABINET

17TH MARCH 2011

THE GREAT FEN PROJECT

(Report by Head of Democratic & Central Services)

1. INTRODUCTION

- 1.1 The Overview and Scrutiny Panel (Environmental Well-Being) has taken a keen interest in the Great Fen project since its inception and receives regular updates from the Executive Councillor for Planning Strategy and Transport and the Director of Environmental and Community Services.
- 1.2 The latest update was given at the Panel's meeting held on 8th March when information was presented on progress in implementing the Great Fen Masterplan and the preparation of an Action Plan to demonstrate the various timescales and target dates that the Great Fen Steering Group are working towards.

2. PROGRESS

- 2.1 The Panel received information on the issues of land ownership and tenancy arrangements and the conditions associated with the phased development of visitor facilities; hydrology studies, work to create new access and new employment created. Information was also given in relation to the receipt of grant from the Heritage Lottery Fund which require various actions to have taken place by agreed dates. This will impact on the rate at which land is transformed from arable farming to the uses envisaged in the Masterplan.
- 2.2 The Panel was addressed by Councillors P G Mitchell and P A Swales as local ward councillors. Both expressed their support for the long term vision of the project but drew the Panel's attention to concerns locally about the pace of change from arable production which they thought was occurring more rapidly than had been envisaged locally. At the same time, they also referred to the length of time that might ensue before some of the predicted peripheral benefits for local communities such as tourism and employment creation came to fruition.
- 2.3 As a result of the discussion at the meeting, the Panel felt that it would appropriate to review the pace of change envisaged by the project and, given the importance and value to the local and national economy of arable food production, to retain land in the project area for that purpose while the review was undertaken.
- 2.4 The Panel therefore resolved to request the Cabinet to explore with the Great Fen partners the possibility of land within the area currently in arable production and not yet sown to grass remaining in use for that purpose, pending a review being undertaken of the land that is already under restoration, the development proposals for the visitor facilities and the creation of associated employment opportunities. The Executive Councillor for Planning Strategy and Transport undertook to discuss this matter with

Cabinet and, if supported, to raise the proposal with the Council's partners in the project.

3. CONCLUSION

- 3.1 The Cabinet is invited therefore to consider the request by the Overview and Scrutiny Panel (Environmental Well-Being) contained in section 2.4 above.

Background Papers

The Great Fen Masterplan

Contact Person

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