

Objective		Comments from appropriate Head of Service
To lower carbon emissions	Achievements:	LDF Core Strategy being taken forward with the requirement to deliver sustainable development being a cornerstone of that whole policy initiative. All planning decisions being made with positive regard to sustainable development as a material planning consideration
	Issues:	New Government guidance issued in December 2007 (updated PPS1 – Planning and Climate Change) which has again amended the requirements in terms of ‘local’ policy developments. Draft local policies to be reconsidered in light of this amended guidance.
	Risks:	Uncertainty regarding the basis of what can be considered as ‘local’ policy (and the specifics of its content and what evidence base will be needed to support it) needs to be clarified via inputs from Go-East and the Planning Inspectorate
To promote healthy lifestyle choices	Achievements:	Outreach and holiday activity Programmes include High 5’s Netball Festivals and Tag Rugby ‘World Cup’ Festival. Total almost equalling previous year total with one quarter still to go (Year to date 3,843 compared to 3,888 in 2006/07)
	Issues:	Smoking cessation - the target is a yearly target although the law only changed in July. 500 businesses were contacted in October 2007 to offer cessation services. So far this year 3 businesses attended training and 3 have hosted in-house clinics for employees
	Risks:	
To achieve a low level of homelessness	Achievements:	A reduction to 81 households in temporary accommodation (Dec 07) from 99 (Dec 06). This reflects the homelessness preventions and options work carried out. Successful in-year bid to CLG for £20k for crash pads for young people. Secured increased CLG homelessness grant £60k (2008/09). Current year £42k. This reflects the progress toward achieving the target of 50% reduction in the use of temporary accommodation by 2010 and the range of homelessness initiative adopted.
	Issues:	Choice based letting due to be introduced by the end of February 2008. This should assist in managing applicant’s expectations of the availability of social housing. Crash pad procurement will probably not happen this year due to the lengthy procurement and vetting process. If the LAA reward grant bid for young person’s temporary emergency placements (at the Foyer) were to be successful it would greatly assist in reducing the number of young people being placed in B&B.
	Risks:	Increase in homelessness presentation due to the economic climate. Non achievement of temporary accommodation target could mean withdrawal of future year’s homelessness grant.
To enable the provision of affordable housing	Achievements:	Housing Services – secured an additional £3m Housing Corporation funding, allocated to BPHA to deliver affordable housing at Loves Farm, Eynesbury. Planning - Through the successful application of policy and via suitably robust negotiations we have been able to deliver a higher overall % level of affordable housing.
	Issues:	Planning - Changes in national planning policy now allows for a greater degree of commercial viability to be considered in respect of S106 negotiations. Therefore we will need to appropriately reinforce our in-house (or retained) skills base in order for us to remain as successful in terms of delivering the

		required outcomes. Housing Services – the date for the announcement of Housing Corporation Bid round results is not known. This might be during March.
	Risks:	Planning - further amendments to the 'balance' of national policy and specifically in respect of the amount of grant potentially available could put pressure on the preferred mix of affordable housing. Reductions in grant could reduce the ability to deliver social rented housing and increase other forms of provision e.g. shared equity. Delays on developments, outside of HDC control, may result in under or overspend of budget.

Community/Council Aim: A Clean, Green and Attractive place

Objective: To Lower Carbon Emissions

Division: Planning

Divisional Objective: To encourage sustainable forms of development

Key activity(s) only to deliver service objective	Key Measure	Target:	Actual	Forecast	Comments:	
Include sustainable policies within LDF (to set a sustainable policy framework)	Core Strategy – Adherence to LDF timetable on target	1	1	1	1= on target	QRT
To make appropriate planning decisions (to encourage sustainable forms of development)	Developing a policy in accordance with the Local Development Scheme timetable to encourage improved on-site energy efficiency levels (10% reduction in CO2 emissions) by Sep 2009	1	1	1	On target , however, national policy will supersede this requirement, measure will be deleted	QRT
To positively encourage sustainable development via UDF's etc (to give targeted guidance)	Developing a policy in accordance with the Local Development Scheme timetable to encourage 10% improvement in on-site renewable energy generation target by Sep 2009	1	1	1	On target , however, national policy will supersede this requirement, measure will be deleted	QRT

Division: Technical Services

Divisional Objective: To Lower Carbon Emissions

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Encourage implementation by service management of measures intended to reduce overall corporate consumption of energy from non-renewable sources	Achieve 1% annual reduction in the Council's consumption of non-renewable energy	1	1	1	1 = on target. The Council switched to renewable energy Tariff in April 2007 which alone enabled the 1% carbon reduction target to be achieved. Detailed energy use monitoring system to be introduced in 2008 in conjunction with the Carbon Trust. Energy Savings identified through this process will result in future reductions	QRT
Extend Travel Plans to all of the Council's employment sites and promote implementation of their associated action plans.	Annual targets in approved Travel Plans on target	1	1	1	1 = on target. Annual overall target for reduction in car use being achieved. Specific targets for alternative modes variable success rate.	QRT
Promote energy efficiency and use of renewable energy to householders.	For properties built before 1997 reduce energy consumption to 70% of 1996 consumption by April 2011.	1	1	1	1 = on target. Home Energy Conservation Act HECA report for 2006/07 completed November 2007. 4.18% improvement in 2006/07. Cumulative energy saving from 1995 to 2007(27.57%) so in line for achieving 30% target by 2010/11	QRT
Promote implementation of Environment Strategy's action plan	Annual targets in approved Environment Strategy achieved – 2008/09 and beyond.	1	1	1	First Year Action Plan for 2008/09 being completed and will accompany launch of Environment Strategy	QRT
Secure initial adoption of Environment Strategy by March 2008 and subsequent annual review/update to ensure that any necessary MTP annual funding commitment is made by the council to deliver on-	Initial Environment Strategy approved in March 2008 for implementation from 2008/09	1	1	1	1 = on target. Final Draft of Environment Strategy being completed, going to full Council on 16th April 2008	QRT

going carbon dioxide reduction.						
Community/Council Aim: Healthy Living						
Objective: To Promote healthy lifestyle choices						
Division: Administration						
Divisional Objective: To Increase participation in healthy physical activities						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Maintain and improve standard of facilities and match facility provision with usage demand.	Number of visits for physical activity to Leisure Centres by March 2008 (1.5 million)	1,116500 Up to Q3	1,1359 44	1,555000	Actual is cumulative total for Q3	
Promotion and marketing of available activities	Number (18400) of active card holders by March 2008	17750 For Q3	17786	18400	On target to achieve 18400 by March 2008	
Division: Lifestyles						
Divisional Objective: To promote healthy lifestyle choices						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Diet: Supporting the Hunts for Good Food Programme in establishing a healthy eating culture	Number of Food projects supported and promoted	4	3	3	Changes in PCT structure have had some impact on projects	
Offering training for smoking cessation and helping workplaces become smoke-free	Number of workplaces participating in training for smoking cessation	5	6	10	The annual target for 2007/08 is 10 businesses given the law only changed in July 07. 500 businesses were contacted in October 2007 to offer cessation services. So far this year 3 businesses attended training and 3 have hosted in-house clinics for employees	
Provide a range of accessible leisure opportunities such as: a Holiday Activity Programme for <17 years	Total throughput of school, outreach and holiday activity Programmes	835	1134	600 No large activity planned for the last quarter	Total almost equalling previous year total with one quarter still to go (Year to date 3,843 compared to 3,888 in 2006/07)	
Provide under-represented groups with the opportunity to participate in sport and active recreation	Total throughput of activity programme for disabled participants and under-represented groups	350	858	350	Highlights include indoor disability sports festival and launch of 'Street Football' in Huntingdon and Yaxley. Exceeding target for quarter by 132%	
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	1300	1766	1500	Highlights include Health Walks Christmas Party and hitting 500 attendances for two months running for the first time since the scheme started. Health walks exceeded yearly target with one quarter still to go and Cardiac Rehab on target to exceed annual target with one quarter still to go and Cardiac Rehab on target to exceed annual target	
Divisional Objective: To provide a range of accessible arts activities to provide a means of self-expression and support sound mental health						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	

Organise family-friendly Art attack-based events	Number of people (family friendly) participating	30	45	30	Events take place over the school half term breaks (3 per year).	QRT
Organise participatory arts activities for children in School half-term breaks (Art Attack)	Number of children attending Art Attack sessions (throughput)	120	110	110		QRT
Community/Council Aim: Housing that meets the local need						
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	Comments:	
By helping to prevent people from becoming homeless by housing homeless people where appropriate	Numbers of households prevented from becoming homeless each year to 2009	101	109	135	On target to meet end of year target of 135	QRT
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:	Target:	Actual	Forecast	Comments:	
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	Number of new affordable homes built by 2010	24	33	69	Majority of house building completions falls in the last quarter	QRT
Division: Planning						
Divisional Objective: Maximise provision of affordable housing on relevant development sites						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Develop Core Strategy and Development Control Policies DPD (to set framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/ Negotiate S106 Agreements (to deliver required amounts of affordable housing)	% of housing completions on qualifying sites that are affordable (in Cambridge Sub Region)	40			Annual measure, data to follow	YRL
	% if housing completions on qualifying sites that are affordable (out of CSR)	29			Annual measure, data to follow	YRL
	% of affordable housing (commitments) on qualifying sites	30	29.9	35	One of the qualifying sites is the allocated site East of the Railway St Neots, which is coming forward in several parcels over a period of time and therefore difficult to monitor in quarters – some parcels have 100% affordable and others 0%. Other sites in this quarter had the affordable element agreed at Outline stage which would have pre-dated PPS3 and would have been based on the then target of 29%	QRT

Objective		
To promote development opportunities in and around the market towns	Achievements:	Local Economy strategy written and approved by members. An action plan being developed in conjunction with Local Economy forum. Huntingdonshire's first food festival, September 07, (a Partnership project) was successful in promoting local procurement across the district.
	Issues:	The delivery of strategy in part dependent on external funding
	Risks:	All Partners need to engage successful delivery of strategy
To enhance public, community and specialist transport into and around the market towns	Achievements:	Sustainable Transport schemes (including the Market Town Transport strategies) are continuing to come to fruition with public transport initiatives being delivered (including the Guided Bus) and an updated car parking strategy to be adopted/delivered. Community Transport schemes continue to operate with coverage over the majority of the District
	Issues:	CCC ability to adequately resource MTTs may impact upon the planned delivery of schemes. Community Transport schemes continue to be reliant on volunteer resources to deliver overall objectives
	Risks:	Community Transport highly vulnerable to changes in funding streams and grant availability. Schemes tend to operate financially via a number of different sources. The loss of any one source and the inability to secure alternative funding leaves operational services at high risk of termination
To improve access to Council services	Achievements:	The customer service centre brings together the full range of council services which had previously been located across a number of floors within the council's offices at Pathfinder House. Since the new centre opened at the end of July the customer services team has seen nearly 40,000 people and in a recent survey 99% of customers thought the service was good/excellent.
	Issues:	Resourcelink scheduled to be fully operational by April 2008
	Risks:	HR & Payroll Services had a skeleton service from June 2007 until all new staff were in post (17/09/2007) which resulted in some delays to non-essential service provision. Additional capacity being sought via MTP bid.
To make our performance management more effective and transparent	Achievements:	All services entering data into Performance Management system.
	Issues:	Timeliness of data entry necessary to feed into reporting cycle.
	Risks:	Failure to use performance management data could delay development of comprehensive performance management system and affect quality of decision making.
To reduce the number of car journeys to work by employees	Achievements:	Continued involvement in Camshare, promotion of Cycle Scheme and introduction of pool car fleet have all assisted in reducing car usage through increasing alternatives. Eastfield House site specific plan in place
	Issues:	Providing officer time to promote travel plan issues and monitoring targets set within corporate and site specific plans
	Risks:	Considerable officer time required to roll out site specific travel plans and to monitor and update those currently in place within the corporate plan
To build the new operations centre and	Achievements:	A supplementary agreement was concluded with Alfred Mc Alpine in December 2007 which modified the initial Development Agreement to allow for the retention of Castle Hill House and the

headquarters		omission of Building A. One wing of Pathfinder House has been vacated and demolished with minimal interruption to service delivery. An initial planning application for the residential use of the site of Building A was made. Following a rejection the scheme has been revised to address the issues raised by the Development Control Panel.
	Issues:	Experience from the successful occupation of Eastfield House is informing the planning for the relocation of staff from Pathfinder House to Building D in December 2008. The programme implications of a slightly extended period of archaeological activity and the cost implications of dealing with additional asbestos and discharging planning conditions for the headquarters site are being negotiated with Alfred Mc Alpine.
	Risks:	The property strategy assumes that a residential consent is obtained for Building A to enable the site to be marketed
To be an employer people want to work for	Achievements:	The number of applications received locally imply that we are well thought of as an employer.
	Issues:	From staff survey June 07 - 71% Stated that "I am satisfied with Council as my employer"
	Risks:	If HDC were not well thought of this would impact on number of application received and an increasing staff turnover
To re-balance saving and spending to ensure resources are available to achieve the Council's priorities	Achievements:	
	Issues:	The Budget/MTP being considered by Council on the 20 February identifies the spending adjustments required to meet the Councils Financial Strategy over the next 10 years. The report identifies how the target will be met in 2008/09 and describes actions underway to deal with ensuing years.
	Risks:	

SERVICE SUPPORT (up to 31st December 2007)
ANNEX B

Community/Council Aim: A strong, diverse economy						
Objective: To promote development opportunities in and around the market towns						
Division: Policy and Strategic Services						
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	Comments:	
Review the Local Economy strategy & identify priorities	% of LES actions/milestones on track	90	100	100		QRT
Divisional Objective: To support town centres to be economically viable and vibrant						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Support the sustainable development of Town Centre Partnerships	% of town centre projects on track as specified in their annual action plans	90	90	90		QRT
Community/Council Aim: Access to Services and Transport						
Objective: To enhance public, community and specialist transport into and around the market towns						
Division: Planning						
Divisional objective: To encourage more sustainable forms of transport						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Develop car parking strategy	To complete car parking strategy and develop Action plan for post – April 2008 delivery	1	1	1		YRL
Development of market town transport strategies (to set the policy framework)/Develop targeted proposals and initiatives (to encourage specific provision)	Membership of Nene and Ouse community transport	850	857	850		QRT
	More than 18.5% modal share for daily bus, cycle and pedestrian trips across all 4 market towns (Ave. Figure)	18.5			Annual measure, data to follow 17.25% was achieved by March 2006 A 12 hour traffic flow survey was undertaken in each of the 4 towns	YRL
Objective: To improve access to council services						
Division: IMD						
Divisional Objective: To review how customers can access Council Services and, if necessary, to deliver change projects as part of the customer First Programme.						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Deliver elements of the temporary Customer Service Centre project as defined in the PID	Progress towards review of the customer service strategy and implementation of authorised projects on target	1	1	1	1=on target – CS strategy to Cabinet in February 2008	QRT
Provide Access to Council Services Via the Call Centre and to deliver Phase 2 – Roll-out Services to call Centre (from late Autumn 2007)	Percentage of calls answered with 20 Seconds	80	69	80	Result is affected by October, when the welcome announcement was changed to allow for a flood of bus pass enquiries. The measure for that month was 46.4%, but was formally suspended. Result for Nov was 83%, & Dec 87%.	QRT

	Percentage of residents rate access to council services as good/excellent in the Council-wide annual survey	70			Annual measure, data to follow (March 08). In Feb 2006 58% rated access as good/excellent	YRL
To implement and additional Kiosk in St Neots	Progress towards the implementation of a temporary customer service centre and St Neots kiosk on target	1	1		Implemented	QRT
Division: Revenue and Benefits						
Divisional Objective: To provide a prompt and effective service to customers						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Dealing with callers at the CSC	Average waiting time (in minutes)	<5.00	4	4.9 mins	Average waiting time per customer per day over the qrt	QRT
	Maximum waiting time (in minutes)	<60.00	31	<60	Maximum waiting time any one person had to wait per day over the qrt	QRT
	Number of visitors per quarter	13500	17622	13500	High volume due to over 3000 customers enquires regards concessionary travel scheme	QRT
Division: Personnel						
Divisional Objective: To enable e-recruitment						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Advertise posts via Cambs Jobs Portal	Number of hits (opening and looking at post details) per post, per quarter	80	106	80	Measure recently amended in light of available information	QRT
Resourcelink – Recruitment Module	Project plan – implementation on track	1	1	1	All modules to be loaded to Resourcelink and operational by 31 st March 2008	QRT
Community/Council Aim: To improve our systems and practices						
Objective: To build the new operations centre and headquarters						
Division: Technical Services						
Divisional Objective: Deliver Headquarters and other accommodation project ensuring buildings are completed to specification, on time and to budget						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Ensure delivery proceeds in accordance with approves programme	Unauthorised delay relative to items on critical path of approved development programme	0	0	0		QRT
Ensure developer complies with the council's requirements	Non-financial/timing disputes referred for expert adjudication	0	0	0		QRT
Ensure that variations are ordered only after additional funding has been approved	Value of unfunded ordered variations	0	0	0		QRT
Objective: To make our performance management more effective and transparent						
Division: Policy and Strategic Services						
Divisional objective: To make our performance management effective and more transparent						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Link all divisional reports to Council and Community objectives	Reports available for COMT on monthly basis	1	1	1	1=on target reports produced monthly	QRT
Set up, maintain divisional reports/Ensure all appropriate data is entered into the system in time to produce management reports.	Reports available for Members on a quarterly basis	1	1	1	1=on target reports produced monthly	QRT

Generate scheduled reports via Corvu						
Objective: To reduce the number of car journeys to work by employees						
Division: Technical Services						
Divisional objective: To reduce the number of car journeys to work by employees						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Introduce site specific travel plans at each of the Councils main sites	Reduce the % of employees who drive to work by sole use of car	68	64	64 (06/07 annual survey)	Data from the Annual Travel to Work survey results published December 2007.	QRT
Community/Council Aim: To learn and develop						
Objective: To be and Employer People Wish to Work For						
Division: Personnel						
Divisional Objective: To create a culture via policies and procedures that attracts and retains staff						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Policies and procedures that keep up to date with modern working patterns	Biennial staff survey - % level of satisfaction	80	71		From staff survey June 07 - 71% Stated that "I am satisfied with Council as my employer. Next survey due in 2009	YRL
Recruitment package	% of posts filled within one round of recruitment	90	91	90	91% is an estimate (system in Resourcelink for auto collection not available) only two posts had to be re-advertised	QRT

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 Dec 2007
Learning & Knowledge	Learning across the Council and making the most of learning opportunities to use research, consultation and knowledge to plan services.	CPA	Adopt systematic approaches to learning and sharing knowledge via the Council's intranet.	Council uses learning and knowledge and research effectively across the organisation to improve the delivery of services and achievement of priorities.	Member: Mike Simpson Officer: Dir Commerce & Technology support Head of IMD	Share Point project on track.
Capacity and Resources	Sustainability of spending plans, employee capacity, staff turnover.	CPA	Delivery of People Strategy	The Council has the right number of employees with the right skills to meet its priorities and objectives.	Member: Andrew Hansard Officer: Dir Central Services Support: Head of Personnel	People Strategy - 35 actions completed and 15 in progress.
Partnership Working	Relationship between partnerships and Council priorities, risks and opportunities of partnerships, the links between the three tiers and the extent of innovative working to improve services. Review the financial performance (where applicable) and outputs of its significant partnerships.	CPA Use of Resources 2006/07	Monitoring and evaluation of partnership success via the implementation of the Partnership Framework and reviews of significant partnerships. Development of new Sustainable Community Strategy. Review via Huntingdonshire Strategic Partnership.	Strong and effective partnerships which enhance capacity to delivery priorities. Risks relating to partnerships will be identified and evaluated accordingly. The Council is satisfied with financial performance and outputs of significant partnership.	Member: Ian Bates Member: Andrew Hansard Officer: Dir of Central Services Support: Policy and Strategic Services	Evaluation of strategic partnerships completed a Health check approved, procedures established and a review period agreed. A database of all HDC partnerships is being developed.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
	Risks relating to partnerships are identified and managed.		Contribute to the development and achievement of Local Area Agreements.			Pilot completed Autumn 07. New LAA will be agreed Spring/Summer 08
Risk Management	Members role in risk management.	Use of Resources 2006/07	An assessment of risk management training requirements for Members will be completed and training delivered accordingly.	Members adequately trained in risk management.	Member: Terry Rogers Officer: Dir Commerce & Technology Support: Financial Services	Assessment completed by 30 Sept as required. Training to be completed by January 2008.
	How well does the Council plan and manage their Finances.	Use of Resources 2006/07	Periodic consultation to ensure that the Council can demonstrate that it is considering the views of a range of stakeholders, in making its decision whether to continue not too publish an annual report.	The Council plans and manages their finances effectively.	Member: Terry Rogers Officer: Dir Commerce & Technology Support: Financial Services	Not actioned at this time.
Financial Accounts	Working paper requirements should be agreed with the auditor prior to the commencement of the final accounts audit.	Use of Resources 2006/07	Already actioned for 2006/07 final accounts.	The Council plans and manages their finances effectively.	Accountancy Manager	Completed for 2006/07. Will be discussed in March 08 for 2007/08 audit.
	Publication of financial information.	Use of Resources 2006/07	No response to previous invitations to the public to identify any additional financial information they require but invitation will be repeated periodically.	Published financial information which meets the needs of stakeholders.	Member: Terry Rogers Officer Dir Commerce & Technology Support: Financial Services	Opportunity offered in the Autumn District Wide to comment on the 2006/7 accounts. 3 responses.
Financial Reporting	Managing Performance Against budget.	Use of Resources	The Council will continue to review and update its budget monitoring	Effective budget monitoring process.	Member: Terry Rogers	The budget is monitored by

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
		2006/07	<p>processes, ensuring that it is:</p> <ul style="list-style-type: none"> ◆ predictive rather than backward looking; ◆ focused on large, high risk or volatile budgets; ◆ related to operational activity indicators that are lead indicators of spend; and ◆ informed by a risk assessment. 		<p>Officer: Dir Commerce & Technology</p> <p>Support: Financial Services</p>	<p>predicting the outturn.</p> <p>Members are advised of the likelihood of contingency budgets not being spent and savings achieved.</p>
	Planned saving and efficiency	Use of Resources 2006/07	<p>Planned savings are deducted from relevant budgets so that monitoring is incorporated into budgetary control. Efficiency savings have already been identified to cover the 2007/08 target. The system is likely to be fundamentally changed by the Government for 2008/09 onwards.</p>	The Council meets it's efficiency targets and planned savings	<p>Member: Terry Rogers</p> <p>Officer Dir Commerce & Technology</p> <p>Support: Financial Services</p>	Action taken in budget monitoring in 2007/08 but on-going.
	Assurance with systems of internal control.	Use of Resources 2006/07	The Council will develop and implement an assurance framework in conjunction with a revised Code of Corporate Governance.	Adequate framework of assurance in place.	<p>Member: Chris Stevens</p> <p>Officer: Dir of Central Services</p> <p>Support: Policy and Strategic Services</p>	A report on an Assurance Framework to Corporate Governance Panel on 26 th March 08.
Systems of Internal Control	Compliance with constitution.	Use of Resources 2006/07	The Council will introduce a system of monitoring compliance with standing orders, standing financial instructions and its scheme of delegation. Monitoring of the scheme of delegation will be considered within relevant internal audits.	Assurance of compliance with constitution.	<p>Member: Andrew Hansard</p> <p>Officer: Dir Central Services</p> <p>Support: Head of Administration Head of Legal Head of Policy & Strategic Services Head of Finance</p>	Internal audit review to start in Jan/Feb 08.
	Probity and Propriety.	Use of Resources 2006/07	The Council will provide clear evidence of how its Fraud and Corruption Plan has impacted upon	Successful counter fraud and corruption work.	<p>Member: Terry Rogers</p> <p>Dir Commerce</p>	See comments in brackets.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
			<p>any proactive counter fraud and corruption work, including the results of internal audit.</p> <p>(F&CP risk assessment scores have been used in determining the 2007-08 audit plan. All high risk areas have already been reviewed.)</p>		& Technology Support: Financial Services	
Internal Control	Probity and Propriety.	Use of Resources 2006/07	<p>A review process will be maintained for appropriate areas and any 'lessons that can be learnt' or any weaknesses in controls will be addressed where frauds have been identified.</p> <p>(A formal process is not required for non-benefit related cases due to the low numbers involved. Benefit fraud procedures already include a "lessons learnt" stage.)</p>	Learning used to improve systems.	Member: Terry Rogers Officer: Dir of Commerce and Technology Support: Revenues and Benefits	See comments in brackets.
	Probity and Propriety.	Use of Resources 2006/07	The Council has improved the monitoring arrangements for the capital programme.	Effective monitoring of the capital programme.	Member: Terry Rogers Officer: Dir of Commerce and Technology Support: Financial Services	Action taken to improve budget monitoring in 2007/08 but on-going improvements sought.
	Improvement in value for money through procurement.	Use of Resources 2006/07	<p>The Council will demonstrate a best-practice approach to procurement, that it has identified where the greatest benefits can be gained and that there is evidence that it acts on these effectively. Existing joint procurement exercises will be built upon and developed where appropriate to yield further cost savings and improvements to value for money.</p> <p>(Business case developed for e-Marketplace and Purchase to Pay integration and has been agreed in principle with Director C&T. Initiation held pending assessment the impact of Shared Services opportunity (Financial Management Systems))</p>	Improve value for money resulting from the approach to procurement.	Member: Terry Rogers Officer: Dir of Commerce and Technology Support: Financial Services	See comments in brackets.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Dec 2007
			currently being developed. continued progress in the use of collaborative contracts.)			
Procurement	Internal Audit Managers opinion on the internal control environment.	Governance Assurance framework	Actions identified in the internal audit action plan are implemented as per the agreed audit timetable.	Improve the overall assurance opinion on the system of Internal control.		Audit actions will be monitored via Performance Management Framework and reported Qrt to COMT.
Governance	Equalities.	Governance Assurance framework	Implement and monitor Corporate Equality Action Plan.	Facilitate progress in relation to the Local Government Standard for Equalities.		Level 2 of the standard achieved. Progress to level 3 (by 2010) being made.
	Consultation.	Governance Assurance framework	Adopt and implement consultation and engagement strategy.	Developing consultation and engagement with local communities.		Strategy to go to Cabinet in Feb 08.
	Complaints System.	Governance Assurance framework	Review existing mechanisms for responding to harassment e.g. Open Out, corporate complaints procedure, grievance procedure and Dignity at Work Policy.	A corporate complaints system that will enable transparent non-discriminatory reporting.		Review of Complaints system and Grievance procedure during 08/09 and Dignity at work in 09/10
	Sustainable Community Strategy.	Governance Assurance framework	Working to develop a Sustainable Community Strategy (SCS).	Delivery of the outcomes identified in the SCS via the Huntingdonshire Strategic Partnership.		Development of the new SCS on target. Not due to be completed until Summer 08