PERFORMANCE MONITORING
(Report by the Head of Policy and Strategic Services)

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 – to Cabinet.

2.   BACKGROUND INFORMATION

2.2   In January 2007 the Council adopted a revised Corporate Plan "Growing Success". The plan includes around 50 short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire's communities and the Council itself. In addition the Council have identified a small number, 12, objectives which were considered to be a priority for the immediate future.

3.   Performance Management

3.1   Progress against all 50 or so objectives are reported to Chief Officer 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 contributes towards and is supported by narrative on achievements and other issues or risks.

3.2   Members of the Overview and Scrutiny Panel have an important role in the Council's comprehensive 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 take a strategic approach which in turn would build confidence that the Council priorities are being achieved.

3.3   Executive members at the November Cabinet meeting requested that the Overview and Scrutiny Panel's deliberations were summarised and appended to this report. However, due to the timing of the Overview and Scrutiny Panel's meeting and the distribution of the Cabinet agenda the Panels comments will now be circulated separately.

4   PERFORMANCE MONITORING

The following performance data is appended for consideration:
Annex A - a summary of achievements, issues and risks relating to the objectives identified by the Heads of Service
Annex B - 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 and a comments field. The data is colour coded as follows:

- green – achieving target or above;
- 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 unavailable

Annex C – Council Improvement Plan – a rolling plan of actions identified following internal or external reviews such as the Comprehensive Performance Assessment, Use of Resources Assessment, Direction of Travel Statement and the Annual Governance Statement.

5. REVIEW OF GROWING SUCESSS

In line with the agreed process the annual review of Growing Success (objectives/targets etc) was intended so that an updated version could be presented to members by end of June. However, the preparation of a new Sustainable Community Strategy (SCS) and Local Area Agreement (LAA) for Cambridgeshire presents an opportunity for the Council to examine our organisational objectives and targets so that we can demonstrate our contribution to these broader outcomes for the benefit of Huntingdonshire. The timing of these documents mean the review of Growing Success will take place in late summer and be submitted to the Council in September. It is proposed this will be adopted as the timetable for the review of Growing Success in future years as this provides a better fit with the Councils business planning, budget, MTP and service planning process.

6. RECOMMENDATION

It is recommended that Cabinet 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

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Objective		Comments from appropriate Head of Service
To lower carbon emissions	Achievements:	*Environmental Management :Tackling climate change and Using resources efficiently* Planning - 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:	Planning - 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:	*Environmental Management* -Financial forecast included in SEA Revue scenarios reduce enthusiasm for activity intended to reduce carbon emissions. Sensitivity needed in terms on information interpretation Planning - 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:	**Leisure Development** overall has experienced a 22% increase in throughput in 2007/08 compared to 2006/07. In particular the Health Walks Scheme, the Cardiac Rehabilitation Phase IV Scheme and the Community Sports Programme (disability and equity related) have had exceptional growth and success. The service has won two new lottery funding awards during the year which will come into effect during 2008/09 – these include a new project for older people – 'Active at 50' and the second for adults but specifically the 16-34 year olds, 'Community Sports Network – Sports Activator' **Health Improvement Service** HDC awarded The Food Standards Agency Regional Food Champion Award for the hunts for Good Project. Currently Nominated for National Champion
	Issues:	**Arts Service** Art attack sessions still proving popular with high customer satisfaction levels although numbers fluctuate according to weather and availability of other local half term activities. New summer school activities planned
	Risks:	**Leisure Development** Short term funding arrangements for the health and physical activity programmes. The short term temporary nature of some of the staff positions means that the risk of staff turnover is high. The positions are highly specialised in nature and recruiting to a similar standard is difficult and training new staff can be expensive and takes a significant amount of time (at least 6 months) **Smoke Free Services** DH grant funding for Smoke Free Officer runs out at end of this financial year
To achieve a low level of homelessness	Achievements:	The number of households prevented from becoming homeless was 29 for the quarter, giving a total of 138 households from April 07 to March 08. Despite an increase in the number of households threatened with homelessness in the last quarter of the year compared to the same period last year, the overall number of households becoming homeless in 2007/08 saw a reduction on the previous financial year (146 households in 07/08 compared to 160 in 06/07).

		6 self contained flats were completed at Coneygear Ct. Whilst this will not reduce homelessness it will provide a better quality alternative to the use of B&B. The sub-regional Home-Link Choice Based Lettings scheme went live at the end of February as planned. This transparency of available properties should lessen the sometimes unrealistic expectations of sought after locations by some applicants.
	Issues:	Monitor the impact of the Register's new priority 'banding' system to ensure that it does not have an impact on the prevention of homelessness or restrict homeless households from moving on from temporary accommodation. Currently waiting to see the outcome of the introduction of the Local Housing Allowance to see if this makes settled homes (in the private sector) a more affordable proposition to implement Awaiting outcome of LAA reward grant bids to increase emergency homelessness provision as an alternative to the use of B&B
	Risks:	Major incident resulting in high levels of homelessness. Recent interest rate rises and wider economic factors could increase demand. Failure of LAA reward grant bids.
To enable the provision of affordable housing	Achievements:	Spent £1,390,092 of HDC affordable housing grant Completed village needs survey for Bluntisham and Colne Secured £1,217,038 social housing grant from Housing corporation (08/11). Completed 69 Affordable Homes and 27 HomeBuy (for the year 07/08) 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:	Complete village needs survey for Needingworth (subject to Rural Housing enabler post being filled [not a HDC employee]). Review HDC grant programme and commit funding for Huntingdon Town Centre site. Project manage the delivery of the exemplar high energy efficient scheme on HDC land (Mayfield Road). Receive the results of the New Development Survey research project and arrange a seminar for feedback to Officers/Members 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.
	Risks:	RSLs and developers not performing to timescales. Availability of Housing Corporation funding via the bidding process. 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 from April 08	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 from April 08	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	QRT

					system to be introduced in 2008 in conjunction with the Carbon Trust. Energy Savings identified through this process will result in future reductions	
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. Target for reduction in car use being monitored via the annual travel for work survey. Travel plans introduced for Speke house, Eastfield House and Headquarters.	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	1 = on target. Environment strategy year one action plan approved. Full baseline figures and targets for year 1 to be published Sept 2008	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	Initial Environment Strategy approved in March 2008 for implementation from 2008/09	1	1	1	1 = on target. Environment strategy adopted by Council in April 2008, year one action plan also	QRT

council to deliver on-going carbon dioxide reduction.					approved	

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)	1687000Up to Q4	165938		Actual = cumulative total for Q4. Attendance levels up 1.25% on last year despite St Neots swimming pool being closed for 6 months of the year	QRT
Promotion and marketing of available activities	Number (18400) of active card holders by March 2008	18400 For Q4	17089		target of 18400 by March 2008 not achieved , main reason was due to the closure of St Neots swimming pool for 6 months	QRT

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	6			QRT
Offering training for smoking cessation and helping workplaces become smoke-free	Number of businesses participating in smoking cessation programme	5	6	5		QRT
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	300	398		Annual result 4,441 = 14% increase on 2006/07	QRT
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	908		Increase due to the success of street sports initiative in Yaxley and Huntingon	QRT

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	2275		Extra Cardiac class introduced and Health walks have been very popular.	QRT

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	24		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	104			QRT

<table><tr><td colspan="7" align="center">Community/Council Aim: Housing that meets the local need</td></tr></table>

<table><tr><td colspan="7" align="center">Objective: To achieve a low level of homelessness</td></tr></table>

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	135	138	35 for Q1 08/09	Target of 140 for 2008/09	QRT

<table><tr><td colspan="7" align="center">Objective: To enable the provision of affordable housing</td></tr></table>

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	63	96	175 during financial yr 08/09	Annual target for 2008/09 is 175	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	% of housing completions on qualifying sites that are affordable (in Cambridge Sub Region)	40	46.1	40		YRL

set framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/ Negotiate S106 Agreements (to deliver required amounts of affordable housing)			5			
	% if housing completions on qualifying sites that are affordable (out of CSR)	29	46	29		YRL
	% of affordable housing (commitments) on qualifying sites	30	21	30	The figure is low because the major qualifying site is the allocated site east of the Railway St Neots, the area of development decided during the quarter was one with very little planned affordable housing in it. This has the impact of skewing the figures when measured over a relatively short period of time as some phases have no affordable houses planned.	QRT

Objective		
To promote development opportunities in and around the market towns	Achievements:	Draft Local Economy action plan has been developed. Marketing plan for Creative Enterprise Centre developed and service provider group set up to determine programme of training and activities for the Centre. Hosted Town Centre Study tour for neighbouring councils in the East Midlands Development Agency Area to share our best practice
	Issues:	Delivery of Local Economy action plan dependent on external funding. Creative Enterprise Centre activities dependent on partner involvement and funding opportunities
	Risks:	All Partners need to engage if delivery of strategy is to be successful
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 including public transport initiatives being delivered, such as Huntingdon to St. Ives Bus priority measures and an updated car parking strategy and action plan to commence delivery from Summer 2008. 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 new customer services team has been established from 1st April and now include customer service centres, call centre, community information centres and tourist information. The new team reports to Julia Barber, who's job title has changed to Head of Customer Services. This new team will start to develop plans to implement the requirements of the recently approved Customer Service Strategy.
	Issues:	
	Risks:	
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 has assisted in reducing car usage. 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 headquarters	Achievements:	Construction work is on progress with the basic structure of Building C/D nearing completion. Detailed planning for the relocation of staff into the new building is well advanced. A planning consent has been secured for the residential development of the site of the former Building A. A marketing exercise has started and tenders for the purchase of the land are due for return in June 2008.
	Issues:	Planning conditions relating to the external landscaping have not yet been discharged. Negotiations continue with the planners to achieve discharge before the construction programme is delayed.
	Risks:	Utilities have been ordered to reduce the risk of delay due to the companies' failure to provide their services to programme. The national economy is reducing house sales and this may reduce interest in the residential land.
To be an employer people want to work for	Achievements:	The numbers 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:	The Budget and MTP was approved by Council on the 20 February 2008. This produced a balanced budget for 2008/9 and reduced the 'gap' identified in future years budgets. We now anticipate achieving a small surplus in the revenue account for 2007/8.
	Issues:	Over the course of the 2008 we will be working on how to address the £500,000 - £2m 'gap' in the revenue budget which is currently apparent for 2009/10 – 2011/2
	Risks:	We are unable to generate sufficient plans to generate new income or reduce expenditure

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	100	100		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	850	850		QRT
	More than 18.5% modal share for daily bus, cycle and pedestrian trips across all 4 market towns (Ave. Figure)	18.5	19.5	18		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 IMD delivered against the project implementation document for the temp customer service centre on time and to budget. The revised customer service strategy was approved by Cabinet in Feb 08. This measure will be removed from IMD scorecard.	QRT
Provide Access to Council Services Via the	Percentage of calls answered with 20 Seconds	80	81	80		QRT
Call Centre and to deliver Phase 2 – Roll-out Services to call Centre (from late Autumn 2007)	Percentage of residents rate access to council services as good/excellent in the Council-wide annual survey	70			Data will be available in due course	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	4.2		Average waiting time per customer per day over the qrt	QRT
	Maximum waiting time (in minutes)	<60.00	29		Maximum waiting time any one person had to wait per day over the qrt	QRT
	Number of visitors per quarter	13500	15682			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	0		Data will be available in due course once the recruitment	QRT

					module in ResourceLink had been operational for 3 months	
Resourcelink – Recruitment Module	Project plan – implementation on track	1	1	1		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. Generate scheduled reports via Corvu	Reports available for Members on a quarterly basis	1	1	1	1=on target reports produced monthly	QRT

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	Key Measure:	Target	Actu	Forec	Comments:

service objective:		:	al	ast		
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 taken from the Annual Travel to Work survey published in 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 :**	**Actu al**	**Forec ast**	**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	94			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 statuary guidance.)

	In progress	Completed

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress March 2008
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	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

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress March 2008
	significant partnerships. Risks relating to partnerships are identified and managed.		Contribute to the development and achievement of Local Area Agreements.			is being developed.
						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	Training completed March 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.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress March 2008
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 2006/07	The Council will continue to review and update its budget monitoring processes, ensuring that it is: ♦ 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.	Effective budget monitoring process.	Member: Terry Rogers Officer: Dir Commerce & Technology Support: Financial Services	The budget is monitored by predicting the outturn. Members are advised of the likelihood of contingency budgets not being spent and savings achieved.
	Planned saving and efficiency	Use of Resources 2006/07	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.	The Council meets it's efficiency targets and planned savings	Member: Terry Rogers Officer Dir Commerce & Technology Support: Financial Services	Action taken in budget monitoring in 2007/08 but on-going.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress March 2008
	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.	Member: Chris Stevens Officer: Dir of Central Services Support: Policy and Strategic Services	Assurance framework endorsed by Governance Panel 26 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.	Member: Andrew Hansard Officer: Dir Central Services Support: Head of Administration Head of Legal Head of Policy & Strategic Services Head of Finance	Since Aug 2007, compliance with the scheme of delegation, codes of financial management and procurement reviewed in all appropriate audits.
	Probity and Propriety.	Use of Resources 2006/07	The Council will provide clear evidence of how its Fraud and Corruption Plan has impacted upon any proactive counter fraud and corruption work, including the results of internal audit. (F&CP risk assessment scores have been used in determining the 2007-08 audit plan. All high risk areas have already been reviewed.)	Successful counter fraud and corruption work.	Member: Terry Rogers Dir Commerce & Technology Support: Financial Services	See comments in brackets.

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Internal Control	Probity and Propriety.	Use of Resources 2006/07	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. (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.)	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.
Procurement	Improvement in value for money through procurement.	Use of Resources 2006/07	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. (Business case developed for e-Marketplace and Purchase to Pay integration and has been agreed in principle with Director C&T.	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 March 2008
			Initiation held pending assessment the impact of Shared Services opportunity (Financial Management Systems) currently being developed. continued progress in the use of collaborative contracts.)			
Financial Management - The Council manages performance against budgets	The Council should continue to develop its budget monitoring processes to ensure that it is appropriate for the Council and it meets the requirements of the UoR criteria which include the need to ensure monitoring is informed by a risk assessment.	Use of Resources 2007/08	Significant progress has been made but a formal risk assessment will be carried out to focus further developments. (by 31 March 08)			
Internal Control - Risk Management	Risk management training should be delivered to appropriate officers and members prior to 31 March 2008.	Use of Resources 2007/08	All Heads of Service have received training. Further Member training provided in December 2007. Any Members who missed both training sessions will be briefed individually. (by 31 March 08)	Raise awareness of risk and risk management		Training completed March 2008
Systems of Internal Control	The Council should develop and implement an assurance framework. Once implemented, processes need to be put in place to ensure that	Use of Resources 2007/08	An assurance framework will be developed and agreed by the Corporate Governance Panel on 26 March 2008. (by 31 March 08)	Agreed systems/process in place to provide assurance that the council undertakes it's functions and responsibilities with integrity, openness and accountability.		

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	this a fluid living document that is updated constantly for any changes in objectives, risks and assurances.					
	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.		Monitored via Performance Management Framework and reported Qrt to COMT. As at March 08 performance not improved
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) on target
	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	Working to develop a Sustainable Community Strategy (SCS).	Delivery of the outcomes identified in the SCS via the		Development of the new

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		Assurance framework		Huntingdonshire Strategic Partnership.		SCS on target. Not due to be completed until Summer 08
Data Quality	Data Quality	Use of Resources /VFM	Action identified in the Data Quality action plan are implemented as per the agreed timetable	To provide reliable, accurate and timely performance information with which to manage services, inform users and account for our performance		