

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

- 2.1 In September 2008 the Council adopted an updated Plan which includes 37 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 smaller number (8) of objectives which were considered to be a priority for the immediate future.

3. PERFORMANCE MANAGEMENT

- 3.1 Progress against all 37 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 contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information. In addition, a working group jointly appointed by the Panels continues to meet quarterly to monitor progress in the achievement of the Plan and to consider development issues.
- 3.2 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.
- 3.3 Executive members 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

- 4.1 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 and the Annual Governance Statement.

5. RECOMMENDATION

- 5.1 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

**Contact
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Objective		Comments from appropriate Head of Service
To help mitigate and adapt to climate change	Achievements:	Energy efficiency - Local energy efficiency events/promotions ongoing Renewable energy, HDC Solar grants scheme uptake encouraging (circa 20 installed) Travel and emissions to air - St Ives Outdoor Centre: new cycleway in progress. Island Common cycleway in progress with completion December 2008. Yaxley cycleway and Sallowbush to Oxmoor Lane cycleway works are due to start on site in February 2009 Adapting to climate change - Development of Countywide approach to reporting on NI 188 (Adaptation to Climate Change)
	Issues:	Develop further and convene Environment Forum
	Risks:	Closer integration of key findings of the Carbon appraisal of the Cambridge sub region LTDP and HDC LIF are critical to the delivery of long term carbon reduction measures to meet targets for: energy saving, combating climate change and meeting government targets NI 186 and 188 Ongoing lack of guidance from DEFRA means potential failure to report on NI 187 (fuel poverty).
To promote active lifestyles	Achievements:	Leisure - Swimming, despite the closure in St Neots, exceeds target (53%). Active card holder numbers remain on target and over 61,000 now hold Leisure cards. Leisure Development - Health Walks programme has proved increasingly popular with throughput 52% up on last year, school activities (festivals, clubs and events) are up 20% on last year. Overall throughput in Leisure Development activities as a whole are up 6% on last year and participants are up 23%
	Issues:	Leisure - An 18,000 admissions increase (2%) from last year but a 15,000 shortfall (2%) on half-year target. The extended closure of St Neots Pool (estimated 10,000 visits lost), and the delayed opening of the new facilities at Huntingdon have both contributed to this position Leisure Development Issues over the last few months have included staff turnover, recruitment difficulties, balancing new projects with existing programmes, and delays in lottery funded programmes due to external factors
	Risks:	Leisure - There is concern over effect of credit squeeze with a recent increased number of cancellations of Direct Debit for both swimming lessons and for Impressions/Advantage membership Leisure Development - The longevity of funding streams.
To achieve a low level of homelessness	Achievements:	<ul style="list-style-type: none"> • 75 households were prevented from becoming homeless in Q2 of the year, compared to 33 in the same period last year. • 55 households were accepted as homelessness in Q2 compared to 34 in the same period last year. • A reduction in the number of households in temporary accommodation, from 81 households at the start of the quarter to 77 at the end. • Huntingdon Law Centre has been commissioned to provide a County Court Advice and Support

		<p>Desk for mortgage repossession hearings.</p> <ul style="list-style-type: none"> •
	Issues:	<ul style="list-style-type: none"> ○ Review 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. To feed into a full review of Home-Link that will be carried out within 12 months of it being launched. This review will be carried out sub regionally. • RSL progressing the search to acquire a move on property to enable the provision of 'crash pad' emergency bed provision for young people at Paines Mill Foyer in St Neots (LAA Reward Grant funding). • Supporting Kings Ripton Court in Huntingdon with a second bid for Housing Corporation capital funding to provide 4 emergency units for young people and improved training facilities • Assess options for remodelling of Coneygear Court to provide self contained units rather than shared facilities. • Assess the options for providing a supported lodgings scheme for young people threatened with homelessness
	Risks:	<ul style="list-style-type: none"> • National and/or local economic factors could increase demand. • Not delivering increased emergency accommodation facilities at Paines Mill Foyer and Kings Ripton Court in accordance with LAA reward grant. • RSL not successful in Housing Corporation bid to redevelop its homelessness hostel.
To enable the provision of affordable housing	Achievements:	<ul style="list-style-type: none"> • Secured £60k Housing Corporation Grant for two units at Whitwell Farm, Offord Cluny (total for year to date £1,178,000) • 50 affordable homes were completed (Total for the year to date 80 +14 Homebuy)
	Issues:	<ul style="list-style-type: none"> • Complete village needs survey for Needingworth (delayed from last quarter because the Rural Housing Enabler was not in post)
	Risks:	<p>Availability of Housing Corporation funding via the bidding process Potential impacts of a prolonged downturn in the housing/development market on the delivery of affordable housing</p>

Community/Council Aim: A Clean, Green and Attractive place						
Objective: To help mitigate and adapt to climate change						
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 to be adopted by August 2009 (1=Yes, 0=No)	1	1	1	Examination in public expected March 09	QRT
Division: Environmental Management						
Divisional Objective: To Lower Carbon Emissions						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Complete an annual review & update of Growing Awareness a plan for our environment & ensure that the MTP funding is committed by the Council to deliver on going carbon dioxide reduction	Year 1 actions identified in Environment Strategy on target (1=Yes, 0=No)	1	1	1	Work to tie in Environment Strategy indicators with corporate and service plan indicators underway. Review of year 1 progress to be complete by September 2009.	QRT
Identify areas of joint working with stakeholders to help deliver aims of Growing Awareness.	HSP Environment Forum to meet at least twice annually (1=Yes, 0 = No)	1	1	1	Head of Environmental Management considering most appropriate format for reconvening the Environment forum during the current Financial Year.	QRT
Identify opportunities to reduce CO2 emissions from the Council's own operations	Production of HDC Carbon Management Plan by 31st March 2009 (on target 1=Yes, 0 = No)	1	1	1	Draft Carbon Management Plan to be prepared by 1st December 2008, presentation of 'the case for action' to COMT after this date, plan then finalised by 31st March 2009	QRT
	On target (1=Yes, 0=No) to achieve a 6% carbon saving from council estate.(cumulative quarterly measure)	1	1	1	Baseline CO2 production for 2007 has been established, Carbon Management Plan to be in place by 31st March 2009, will include a target for reducing the Council's Carbon emissions by 30% over five years, with year on year reductions identified	QRT
Oversee the implementation of the Environment Strategy projects	% of Environment Strategy Year 1 projects on target	75	77	75	Year one funded Environment Strategy Projects seven out of nine on track.	QRT
Promote energy efficiency and use of renewable energy to householders	Number of tonnes of CO2 saved through installation of energy efficiency measures and renewables in domestic properties (cumulative quarterly measure)				Target still to be agreed will report indicator from third quarter 08/09.	QRT
Promote Energy Efficiency to householders through the Warmer Homes For Life Scheme	% of applications for loft and Cavity Wall Insulation received under the scheme replied to within 5 working days	95	86	95	System now in place to ensure turnaround of applications within target timescale	QRT
Retro fit project - procurement of Housing stock	Retro fit project - procurement of Housing stock by March 09 (on	1	1	1	Short list of 6 potential	QRT

	target 1 = Yes, 0 = No)				properties has now been reduced to three possibilities (two of which will be purchased). Two bedroom 1970s semi-detached, Chalet Bungalow (1970s), Victorian Solid wall property. Planning to work in partnership with the Buildings Research Establishment (BRE) to deliver the project, tender currently being finalised.	
Undertake risk-based assessment of current vulnerabilities to weather and climate changes and identify adaptation responses	Local risk based assessment complete by Sept 09 to achieve level 1 of NI188 on target (1=Yes, 0 = No)	1	1	1	Plan to prepare a Local Climate Impact Assessment (LCLIP) showing the local impacts of severe weather incidents in the district over the last five years. This study will then inform the preparation of a local risk based assessment of council services, enabling compliance with the indicator.	QRT
Update existing and extend Travel Plans to all of the Council's employment sites and implement to achieve a modal shift away from single occupant car use	% of council employees travelling alone to work by car (previously 65%)	65			Annual measure data to follow	YRL

Community/Council Aim: Healthy Living

Objective: To Promote healthy lifestyle choices

Division: Leisure

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 admissions/participants in activities provided or promoted by the Council (1.75m per annum) cumulative quarterly target)	887,774	872,809		Admissions lower than expected over Summer holidays. Also late opening of new development at HLC, pool one month closed at SNLC, Astro pitch closed 6 weeks at SNLC.	QRT
Promotion and marketing of available activities	Number of active card holders by March 08	18,587	18,455			QRT

Division: Lifestyles

Divisional Objective: To promote healthy lifestyle choices

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
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)	1,675	2,949			QRT
Provide and facilitate arts activities directly and in partnership	Throughput of people (target 8500 per ann) experiencing arts interventions as a result of Arts Service and Partner activities during 2008/09 (cumulative quarterly target)	6750	6993			QRT

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)	7,750	8,929			QRT
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)	700	858			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 (cumulative quarterly target)	3600	4,688			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 (135 annual target) prevented from becoming homeless each year to 2009 (cumulative quarterly target)	115	129		Achieving target will depend on external factors for the rest of the year (i.e. mortgage repossession rates). Having achieved 129 against a notional target for Q2 of 115, we are on track to achieve this target.	QRT
	(NI 156) No. of households living in temporary accommodation	76	77	64	Achieving target will depend on external factors for the rest of the year (i.e. mortgage repossession rates)	

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:	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	(NI 155) Number of new affordable homes built by March 2009 (cumulative quarterly target)		64	286	The Countywide NI155 target is presently being disaggregated to district Council level (the target is set as a County target). 286 homes are projected for the district by the end of the financial year 2008/2009	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 policy framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/Negotiate S106 Agreements (to deliver	% of housing completions on qualifying sites that are affordable (in CSR)	40			Annual measure data to follow	YRL
	% of housing completions on qualifying sites that are affordable (out of CSR)	29			Annual measure data to follow	YRL

required amounts of affordable housing)	% of affordable housing (commitments) on qualifying sites	40	29		<p>**Two of the qualifying sites are the allocation at 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%. Another site had the affordable element agreed at outline stage which pre-dated PPS3 and would have been based on the then target of 29%</p> <p>***Only one qualifying site outside CSR, which had no affordable element as it was agreed the developer will instead provide a library and community meeting rooms (Ramsey Grand)</p>	QRT
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Objective		
To promote development opportunities in and around the market towns	Achievements:	Creative Exchange centre opens in November, (contributes towards employment and job growth in St Neots).
	Issues:	Development of Northern Gate (Ramsey Enterprise Centre)) may be affected by the economic climate and reduction in external funding
	Risks:	Contract being negotiated with NWES to manage the Creative Enterprise centre possible risk that year 1 external funding partner targets may not be met.
Effective Partnership	Achievements:	Sustainable Community Strategy and LAA: action/delivery plan phase under way LPSA – funding approved, money to be released quarterly linked to outcomes
	Issues:	SCS - Review underway on governance issues of Strategic Partnerships including implementation of Cambridgeshire Together and LAA structures Need to ensure/co-ordinate
	Risks:	HDC approach and further performance management development needed.
To be an employer people want to work for	Achievements:	Successful appointment to Training Advisor and Training Support Officer posts. Roll out of H & S Strategy & Action Plan under way. Programme agreed for review of People Strategy.
	Issues:	Resources needed to continue operational improvements including policy review and implementation of HR & Payroll systems may not be available. May need support to undertake strategic review of HR.
	Risks:	Vacancies may impact on achievement of improvement programme.
Maximise business and income opportunities including external funding and grants	Achievements:	External Funding: review of strategy approved to maximise funding for Council underway.
	Issues:	Clear external funding action plans need to be identified at service level
	Risks:	Failure to achieve external funding means projects may not be able to proceed

SERVICE SUPPORT (up to 30th September 2008)

ANNEX B

Community/Council Aim: Developing communities sustainably						
Objective: To promote development opportunities in and around the market towns						
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	Comments:	
Develop strategic policy to promote well being of our market towns	Adoption of Core Strategy on target to be adopted by August 2009 (1=Yes, 0=No)	1	1		Examination in public expected March 09	QRT
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:	
Implementation of the projects (that contribute market town development) in the Local Economy strategy	% of LES actions/milestones on track	90	100	100	Projects include , development of local supply chains, promotion of creative industry, digital needs of businesses and visitor promotion	QRT
Community/Council Aim: To improve our systems and practices						
Objective: Effective Partnerships						
Division: Policy and Strategic Services						
Divisional Objective: Develop and adopt a sustainable community strategy						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Develop and refine SCS action plans by March 09	on target (1=Yes, =No)	1	1	1		QRT
Deliver and measure performance against action plans for 09/10	% of SCS themed group action plans on target to be delivered in 2009/10	70			Will be available to measure from April 2009	QRT
Divisional Objective: Effective Partnership framework						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual	Forecast	Comments:	
Develop, implement and monitor strategic/operational partnership review programme	Partnership review programme on target (1=yes, 0=No)	1	1	1	Review programme of Strategic partnerships agreed. Database of Operational/strategic partnerships being developed. Following evaluation of these a review programme will be created. Review of Governance arrangements on HSP completed. Governance review of CT (LAA Board) being implemented.	QRT

Community/Council Aim: To learn and develop						
Objective: To be and Employer People Wish to Work For						
Division: HR						
Divisional Objective: To attract and retain 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	Review programme on target for adoption by Dec 2008 (1 = Yes, 0 = No)	1	1			YRL
Recruitment package	% of posts filled within one round of recruitment	90	93			QRT
	% of filled posts (for permanent staff) at anyone time	97	99.3			
To ensure a culture in which staff are able to work to their full potential	Biennial staff survey – % level of satisfaction	80			Next survey due Autumn 2009, (71% Autumn 2007)	
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	Comments:	
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£2,384,000	£2,240,000		Late opening of new facilities at HLC (additional building works) and loss of swimming income at St Neots.	QRT
Maintain expenditure within budget	Actual expenditure compared to budget cumulative quarterly target	£3,407,000	£2,824,000			QRT
Division: Policy and Strategic Services						
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	Comments:	
Co ordinate and maintain a system of internal control via funding Database, liaise with appropriate officers, provide funding advice and assistance in compilation of bids, as required	% of bids which attract funding,(year to date)	70	76		21 bids submitted of which 16 were successful	QRT
	External Funding strategy on target to be completed by March 2009 (1=Yes, 0=No)	1	1			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 Sept 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	All SharePoint sites have been set-up/migrated to latest version of SharePoint and search facility re-instated.
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
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)			Budgets are already monitored monthly and relevant action is taken to deal with any problem areas. Budgets with more risk have been identified and are reviewed regularly by Managers and Accountants. Quarterly reports to Cabinet include a section on risks to the forecast outturn
Internal Control - Risk Management	Risk management training should be delivered to	Use of Resources 2007/08	All Heads of Service have received training. Further Member training	Raise awareness of risk and risk management		Completed in March 2008

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Sept 2008
	appropriate officers and members prior to 31 March 2008.		provided in December 2007. Any Members who missed both training sessions will be briefed individually. (by 31 March 08)			
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 this a fluid living document that is updated constantly for any changes in objectives, risks and assurances.	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.		Work started on enhancing the documents used to support the framework. Expectation that CGP will receive draft at March 2009 meeting.
	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. 54% on time at 30 November
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 adopted in Spring 08 Delivery of Consultation and Engagement strategy action plan
	Complaints System.	Governance Assurance framework	Review existing mechanisms for responding to harassment e.g. Open Out, corporate	A corporate complaints system that will enable transparent non-discriminatory reporting.		The corporate complaints system has been reviewed and is awaiting Management Team

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress Sept 2008
			complaints procedure, grievance procedure and Dignity at Work Policy.			approval
	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.		SCS adopted by Council in Sept 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		Data measure templates updated (not yet by all services) to reflect the contribution to the revised corporate plan