

Objective		Comments from appropriate Head of Service
To promote active lifestyles	Achievements:	<p>Leisure Centres: an 81,000 admissions increase (+4.8%) from last year. Total 1.74 million. New Huntingdon Fun Zone averages up to 2,000 new visitors per week. Every centre reported increase in swimming admissions (overall 16% up). The average swimmers per pool hour is now up by 3 to 24. In total, 71% of all courts available were booked (68% previous year). There were 267,000 visits to Impressions (256,000 in 07-08). Free swims for over 60's commenced April 1st.</p> <p>Staffing Restructure: Complete staff re-structure. 30 posts re-graded.</p> <p>Renegotiation with Cambs CC on Management agreement: Management Committees terminated in March. Replacement mechanism will be Active Leisure Forum. Formal agreement with County still on-going but school budgets will be delegated from County in September and the secondary and primary schools will book slots and pay hourly for facilities used.</p> <p>Completed Capital Programme: Huntingdon LC redevelopment: Phase 1 completed November 20th – opened Fitness Studio and Kids Fun-zone. Phase 2 opened late Feb – changing rooms. Phase 3 opened April 20th – “Pure” spa facility. New reception works commence April 20th with a temporary reception created.</p> <p>St Neots Synthetic Pitch: Opened October.</p> <p>Huntingdon Synthetic Pitch: Opened February</p> <p>St Ivo Roofs: Completed March</p> <p>Huntingdon Combined Heating and Power Unit: Work complete.</p> <p>St Neots Dry Side Reception refurbishment: Re-opened May. On budget. £250k reception area with auto-access, toilets, offices, corridors.</p> <p>Environmental & Community Health Services: The Leisure development service has for the first time broken through the 30,000 attendances barrier in 2008/9.(this represents a 30% increase on the previous year). In particular, the Holiday Leisure Activity Programme for <17 year olds had 38% more participation than the target (total throughput 4,625) and the physical activity schemes for vulnerable people had 56% more participation than target (total throughput 24,211).</p>
	Issues:	<p>Leisure Centres: Late openings of St Neots pool and HLC new facilities were unfortunate but both have performed exceptionally since re-opening enabling anticipated shortfall to be recovered. Synthetic pitches failed to hit target (13%) but St Neots and Huntingdon were both closed for long periods of replacement and this will be rectified next year.</p>
	Risks:	<p>Leisure Centres: Functions at all sites still below predictions and future development proposals recognize this.</p> <p>Environmental & Community Health Services: Funding for targeted projects is often short term in nature and therefore an ongoing risk. Community Sports Network funded by Sport England Lottery Fund until spring 2010; changes to national funding policy will mean it is more difficult to extend funding beyond this point. Active at 50 and the Play Project both have approximately 2 years of funding remaining. Partnership projects with PCT agreement lasts 2.5 years with funding.</p>

Objective		Comments from appropriate Head of Service
To achieve a low level of homelessness	Achievements:	<p><u>Housing Services:</u></p> <ul style="list-style-type: none"> • 87 households were prevented from becoming homeless in Q4 of the year, compared to 27 in the same period last year (a total of 300 households where homelessness was prevented in 2008/09 compared to 138 in the previous financial year) • 45 households were accepted as homeless in Q4 compared to 41 in the same period last year (total of 173 households accepted as homeless in 2008/09 compared to 146 during the previous year) • A reduction in the number of households in temporary accommodation, from 68 households at the start of the quarter to 61 at the end, thereby achieving our reduction target • The Home-Link sub regional review concluded and reported to Management Board in March 09. This included a work plan on the development and improvement of the Home-Link scheme. This has been to Scrutiny Panel and Cabinet in April. • The multi agency Joint Strategic Needs Assessment on homelessness and the Supporting People needs assessment are progressing. The outcome of both will feed into the review of the Council's Homelessness Strategy.
	Issues:	<p><u>Housing Services:</u></p> <ul style="list-style-type: none"> • Progress on the work plan that has come out of the Home-Link review - this will continue throughout the financial year and incorporate the Home-Link brand into a wider Enhanced Housing Options Service. • The property purchased by Axiom HA with the help of LAA Reward Grant funding will come on line. This is a satellite to Paines Mill Foyer in St Neots and will free up 2 units in the scheme to be used as 'crash pad' emergency beds. • Finalise the JSNA on homelessness and Supporting People needs assessment. • Support Granta HS with a bid to the HCA to carry out a phased demolition and rebuild of Coneygear Court to provide self contained units. • Progress the development of a county-wide supported lodgings scheme for young people threatened with homelessness • Participate in the Supporting Review of the remodelling of floating support services.
	Risks:	<p><u>Housing Services:</u></p> <ul style="list-style-type: none"> • Reduced Housing Benefit levels available to applicants as a result of changes to the Local Housing Allowance rates. This will reduce the council's ability to prevent homelessness by helping HB dependant households into private sector tenancies. • National and/or local economic factors have increased demand but demand may increase further. • Not delivering increased emergency accommodation facilities at Paines Mill Foyer and Kings Ripton Court in accordance with LAA reward grant. • RSL not successful in HCA bid to redevelop its homelessness hostel.
To enable the provision of affordable housing	Achievements:	<p><u>Housing Services:</u></p> <ul style="list-style-type: none"> • 49 affordable homes were completed in Q4 bringing the year end total to 240. • Additional £16,384,411 achieved from HCA to fund tenure switches on current sites where the shared ownership is proving unviable due to the market downturn, plus some new development sites including Loves Farm and Kings Lane St Neots.

Objective		Comments from appropriate Head of Service
		<ul style="list-style-type: none"> • Sub regional review of S106s for affordable housing underway. • Presentation to Hilton Parish Council on exception site policy • Claimed £1m Housing Growth Fund from Horizons to fund Mayfield Road • Completed on sale of HDC land at Mayfield Road (Exemplar scheme) • Completed on purchase of property funded by LPSA Reward Grant for move-on from Foyer • Note: Orbit announced as new Zone Agent for key worker housing in the Cambridge sub-region
	Issues:	<p><u>Housing Services:</u></p> <ul style="list-style-type: none"> • Brookside and Loves Farm extra care – project groups to take schemes forward • Respond to issues affecting affordable housing as a result of a fall in the housing market. • Respond to affordable housing market opportunities from developers and RSLs • Complete spreadsheet for Home & Communities Agency. <p><u>Planning Services:</u></p> <p>The most obvious continuing current risk is the potential impacts of a prolonged downturn in the housing/development market. The nature of the risk is that such a longer term downturn will impact upon the local property market knocking back householder and developer confidence and thereby undermining the delivery of new homes, new employment opportunities and community facilities. Direct potential impacts will be upon planning fee income, housing delivery related grant awards and the scale, content and the potential viability and delivery of S106 contributions. However, actual circumstances have resulted in only limited impacts to date – developer interest and related application numbers have remained relatively high, indeed the expected Planning fees budget for 2008/09 was exceeded because of the receipt of several significant proposals; to date there has been only very limited requests to reconsider the financial viability of schemes and Planning services have been positively engaging with the HCA, Cambridgeshire Horizons and other outside agencies to access support for mitigating the impacts of any downturn.</p>
	Risks:	<p><u>Housing Services:</u></p> <ul style="list-style-type: none"> • RSLs and developers not performing to timescales. • Availability of Homes and Communities Agency funding via the bidding process.

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) (local interim target - awaiting LAA disaggregated target)	175	240	70	Around 60 properties that were originally due to complete in 2008/9 will complete in 2009/2010, due to the current economic climate. 70 properties forecast is the quarter one target for 2009/2010.	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 required amounts of affordable housing)	% of affordable housing (commitments) on qualifying sites	35	82.70			QRT
	% of housing completions on qualifying sites that are affordable in market towns and key settlements	40			New measure, figures for 2009 will not be available until late summer/autumn.	YRL
	% of housing completions on qualifying sites that are affordable in smaller settlements	29			New measure, figures for 2009 will not be available until late summer/autumn.	YRL
Community/Council Aim : Healthy Living						
Objective : To promote active lifestyles						
Division : Leisure						
Divisional Objective : To increase participation in healthy physical activities						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	Comments:	
Maintain and improve standard of facilities & match facility provision with usage demand (SCS measure)	Number of admissions/participants in activities provided or promoted by the Council (1.75m per annum) cumulative quarterly target)	1.74m	1.74m	1.74m		QRT
Promotion and marketing of available activities	Number of active card holders by March 09	18,800	18,999	18,999		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	Total throughput of school, outreach and holiday activity Programmes	3,350	4,625			QRT

measure)	(cumulative quarterly target)				
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)	8,500	11,973		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)	15,500	24,211		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)	1,400	2,091		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)	7,200	9,393		QRT

Community/Council Aim : Housing that meets individuals needs

Objective : To achieve a low level of homelessness

Division : Housing

Divisional Objective : To achieve a low level of homelessness

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	Comments:	
By helping to prevent people from becoming homeless by housing homeless people, where appropriate	(NI 156) No. of households living in temporary accommodation	60	61	50	This is a snapshot figure for the end of the quarter. A reduction in the number of households in temporary accommodation, from 68 households at the start of the quarter to 61 at the end. There is a nationally set target for us to reduce this figure to 45 by April 2010. 50 in the forecast field is the figure for Q1, 2009/2010.	QRT
	Numbers of households (135) prevented from becoming homeless each year to 2009 (cumulative quarterly target)	135	300	50	87 households were prevented from becoming homeless in Q4 of the year, compared to 27 in the same period last year. The 300 households where homelessness was prevented in 2008/09 compares to 138 in 2007/2008. The forecast figure of 50 is for Q1, 2009/2010. The annual target will be 200 households	QRT

Objective		Comments from appropriate Head of Service
To enable effective partnerships	Achievements:	<p>People, Performance & Partnerships: (formerly Policy & Strategic Services): Comprehensive Area Assessment: the Policy team is working with the County Council and other District Councils to coordinate information for the Area Assessment. For the Organisational Assessment, a draft 'Use of Resources' submission is being compiled. Evidence for theme 2 'Governing the Business' has already been sent to the external auditor for initial comments, full submission needs to be sent by the end of May. The Managing Performance Assessment is also being worked up at the moment the deadline for this is again the end of May. A briefing note has been produced and circulated to all Members updating them on the main requirements of the CAA.</p>
	Issues:	
	Risks:	
To be an employer people want to work for	Achievements:	<p>People, Performance & Partnerships: (formerly HR) Review of HR Strategy – a workshop for senior managers was held to outline the parameters of the review and the proposed process. A series of topic based workshops are planned over the next few months to inform the development of the strategy.</p>
	Issues:	
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p>People, Performance & Partnerships: (formerly Policy & Strategic Services): A Funding Fair was held on 25th April at the Maple Centre, Huntingdon to promote play funding for community projects.</p> <p>Leisure Centres: The interim figures are extremely encouraging with income fractionally under target and expenditure currently showing a near £1/4 million saving. Impressions, however, finished the year 4% down on income – late opening of HLC, and St Ivo and St Neots both experiencing capacity and retention issues. Swim lessons continued to flourish (12% increase) as did public swims (5% increase) and indoor sports (notably through increased revenue at HLC from the Kids zone). Hospitality continues to show a decline, 12% in total, (except at Huntingdon where there was a 15% increase) as traditional bar trade suffers. Synthetic pitches failed to hit target (13%) but St Neots and Huntingdon were both closed for long periods of replacement and this will be rectified next year. Employee expenditure (£4m + for the first time) outturned almost 200k better than target with Impressions, where a comprehensive staff review took place, registering no increase in staff costs at all. There are savings on both premises and operations but the extent of these will be clarified in due course as final end of year accounts are included.</p>
	Issues:	
	Risks:	

Community/Council Aim : To improve our systems and practices						
Objective : Effective partnership						
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:	
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			Systems will be in place to measure performance from HSP Board/Executive meetings in June/July. The Policy & Research team will be responsible for ensuring that performance is measured and managed but the HSP Board is ultimately responsible for delivery by partners.	QRT
Develop and refine SCS action plans by March 09	On target (1=Yes, 0 = No)	1	0.50		Thematic groups are currently reviewing existing action plans to ensure the actions and the measures are appropriate for 2009/10.	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		QRT
Community/Council Aim : To learn and develop						
Objective : To be an Employer People Want 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		Adopted in December 2008	QRT
Recruitment package	% of filled posts (for permanent staff) at anyone time	97	98.90		7 out of 628 permanent posts were vacant during this period. Of these, six have been filled and one is still vacant.	QRT

	% of posts filled within one round of recruitment	90	85.70		Six out of seven posts advertised were filled first time round. One post had to be re-advertised and this post is still vacant.	QRT
To ensure a culture in which staff are able to work to their full potential	Biennial staff survey – % level of satisfaction	80			Survey due to be undertaken Summer 2009.	YRL
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:	
Maintain expenditure within budget	Actual expenditure compared to budget (cumulative quarterly target)	£6.58m	£6.10m	£6.10m	7% saved. Figures are provisional and may change slightly as accruals are entered.	QRT
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£4.79m	£4.70m	£4.70m	2% down. Late opening HLC and SNLC. Figures are provisional and may change slightly as accruals are entered.	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)	60	91.70		18 bids were submitted during 2008/9, although six of these are still pending a decision. 11 out of 12 bids with a decision made were successful. In addition, two bids submitted during 2007/8 have received approval during 2008/9.	QRT
	External Funding strategy on target to be completed by March 2009 (1=Yes, 0=No)	1	0.50		Strategy - will be completed by June 2009, but good progress is being made. Internal audit action dates have been updated to reflect this.	QRT

Objective		Comments from appropriate Head of Service
To help to mitigate and adapt to climate change	Achievements:	<p><u>Environmental Management:</u></p> <p>Energy efficiency:</p> <ul style="list-style-type: none"> • Local energy efficiency events/promotions ongoing: including Watts going down in Warboys. • Caxton Road Enterprise Centre/units Project funding shortfall being investigated to find funds to fill gap. Design incorporates a range of green measures including a green roof and innovative energy efficient lighting measures. • Extensive data collection work in relation to key indicators ongoing (eg NI 187: fuel poverty) <p>Renewable energy</p> <ul style="list-style-type: none"> • HDC Solar grants scheme uptake continues. <p>Travel and emissions to air</p> <ul style="list-style-type: none"> • Huntingdon Mill Common: design started on cycleway • Yaxley cycleway and Sallowbush to Oxmoor Lane cycleway works starting. • St Neots, Barford Rd: design started on cycleway. • Huntingdon bus station design progressing <p>Adapting to climate change</p> <ul style="list-style-type: none"> • Development of climate change adaptation work with Environment Agency and County (NI 188). A Local Climate Impact Profile is being developed and will help define cost of climate change threats to HDC services. <p><u>Planning Services:</u></p> <p>The Local Development Framework preparation process has progressed significantly – with the Core Strategy Examination, which lasted for three weeks in March and April, now completed and the Inspectors binding report anticipated by the end of July. Should he find the Submitted Core Strategy to be sound then that outcome will need to be formally reported to Council (so that they can adopt the Core Strategy). The preparation of other related Development Plan Documents is on-going with the Huntingdon West AAP now at the 'preferred approach' stage.</p>
	Issues:	<p><u>Environmental Management:</u></p> <ul style="list-style-type: none"> • Initiation of St Neots energy decentralised and renewable energy study with Renewables East and Cambridgeshire Horizons. 27 tenders received for review. • Finalise input to Strategic Flood Risk Assessment and enhance input to Draft Huntingdonshire water cycle strategy. • Input to strategic facilities management policy. • Shared services opportunity for Building Control to work on schools refurbishment programme being developed. • 'Structural calculation checking agreement' being re-tendered with a possibility of joint working contract with Fenland DC • Potential EERA allocation for retrofit funding to be investigated. • Implications of Pitt (flooding) Review and Water Framework Directive require examination. Close working required with the Environment Agency at a project and policy level essential.

Objective		Comments from appropriate Head of Service
	Risks:	<p><u>Environmental Management:</u></p> <ul style="list-style-type: none"> • Any reduction in capital programme could affect design staff requirements. • Closer integration of key findings of the Carbon appraisal of the Cambridge sub region LTDP and HDC LIF continue to be 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. St Neots energy study should contribute in this area. • Ongoing lack of guidance from DEFRA means potential failure to report on NI 187 (fuel poverty). • Failure to gain planning permission for 2-storey extension at St Ives retrofit property. • Risk management approach for climate change activities not fully developed. Close working with Environment Agency required, fails to materialise. • Failure to find funds to meet Caxton Rd Project shortfall.
To promote development opportunities in and around the market towns	Achievements:	<p><u>Planning Services:</u></p> <ul style="list-style-type: none"> • Our specialist retained planning, engineering and property consultants (EDAW + Faber Maunsell + Drivers Jonas) have completed work on the Huntingdonshire Local Investment Framework and are making good progress in respect of completing other projects i.e. the Huntingdon West Link Road; the St Neots Healthcheck; and the Huntingdonshire Water Cycle Strategy.
	Issues:	<p><u>People, Performance & Partnerships: (formerly Policy & Strategic Services):</u></p> <p>The Integrated Development Plan for Cambridgeshire is currently being circulated for consultation with partners. The document assesses and sets out how spatial policy and economic development packages and key projects will deliver the required levels of growth for the County. It is crucial that the plan reflects all Huntingdonshire's development aspirations and challenges. A coordinated response is being put together for the Council and will be fed back through the planning and economic development channels.</p>
	Risks:	<p><u>People, Performance & Partnerships: (formerly Policy & Strategic Services):</u></p> <p>The development of a viable Community Workspace facility in Oxmoor may be compromised due to current market conditions and external funding availability. The £385k 'Investing in Communities' funding has been provisionally offered to the Council on the condition that partners match funding can be guaranteed and we can demonstrate intent that the project will be delivered by the end of the financial year or soon after.</p>

Community/Council Aim : A Clean, Green and Attractive Place						
Objective : To help mitigate and adapt to climate change						
Division : Environmental Management						
Divisional Objective : To help mitigate and adapt to climate change						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	Comments:	
((NI186) 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)	50	381		<p>Contributing schemes include:</p> <p>Warmer Homes for Life, British Gas Rebate scheme, Solar Hot Water Scheme Free insulation for Pensioners</p> <p>Culmulative figures to date for financial year 2008/09:</p> <p>61 Homes with cavity wall insulation 118 Homes with loft insulation 84 Homes with heating Controls 7 Homes with solar hot water</p> <p>and a total of 234 homes in the district were improved by these measures</p> <p>This saved 381 Tonnes of CO2 saved</p>	QRT
((NI 185) Identify opportunities to reduce CO2 emissions from the Council's own operations	Achieve a 6% carbon saving from council estate.(cumulative quarterly measure)	1	1		Baseline CO2 production for 2007 has been established, Carbon Management Plan now in place which includes a target for reducing the Council's Carbon emissions by 30% over five years, with the necessary year on year reductions identified.	QRT
	Production of HDC Carbon Management Plan by 31st March 2009 (on target	1	1		Final Carbon Management Plan completed in March 2009. The plan will now be presented to Overview and Scrutiny and	QRT

	1=Yes, 0 = No)				to Cabinet in June 2009 before final submission to the Carbon Trust.	
(NI 188) 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		Huntingdonshire District Council in conjunction with the Cambridgeshire Climate Change Partnership is currently conducting research to establish how severe weather events have affected the district over the past 10 years. By examining media articles to assess the impacts of severe weather, the Council along with key partners will plan for the risks associated with climate change in the district and adapt to them. This initial report and the work completed so far, focuses on phase one of NI 188 (Adaptation to Climate Change).	QRT
(NI186) 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	98		54 requests recieved only one not dealt with within 5 working days (6 days taken)	QRT
(NI186) Retro fit project - procurement of Housing stock	Retro fit project - procurement of Housing stock by March 09 (on target 1 = Yes, 0 = No)	1	1		Both properties now purchased (a two bedroom 1970s detached in St Ives and a 3 bedroom semi-detached in St Neots). Thermal and acoustic testing undertaken at both properties and tender specification for refurbishment being finalised for a proposed start on site in summer 2009 Regular monthly project meetings throughout 2009 to ensure project remains on track.	QRT

					Working in partnership with the Buildings Research Establishment (BRE) to deliver the project.	
(NI186) 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	65		Annual measure monitored through the Cambridgeshire Travel to Work survey which provides a breakdown of HDC employees travel to work habits by mode.	YRL
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		Year one funded Environment Strategy Projects eight out of nine on track - Performance against the first year targets will be published in the first annual review of the strategy which will be published in autumn 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		Environment Forum meetings held on 27.01.09 & 31.03.09. Further dates agreed for the coming financial year, 09.06.09, 22.09.09 & 01.12.09	QRT
Oversee the implementation of the Environment Strategy projects	% of Environment Strategy Year 1 projects on target	75	89		Year one funded Environment Strategy Projects eight out of nine on track - Mayfield Road Showcase Eco-homes (on track) Sustainable Homes Retro-fit Project (on track) Godmanchester Nursery - Renewables (on track) Renewables at HDC owned Sites (on track) Schools Recycling Scheme (on track) River Clean-up work (on track) Local Food & Countryside Event (on track) Smart Metering (on track) Battery Recycling (re-evaluating)	QRT

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			QRT
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			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:	
Review the Local Economy strategy & identify priorities	% of LES actions/milestones on track	90	100	100	Local Economy Strategy adopted. Action plans have been developed and are on target.	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	96.90	96.9	09/10 Service Level Agreements are in the process of being agreed. We are undertaking retail marketing work to support our town centres.	QRT