

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

1. INTRODUCTION

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

2. BACKGROUND INFORMATION

- 2.1 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 identified eight of these objectives which were considered to be a priority for the immediate future.

3. PERFORMANCE MANAGEMENT

- 3.1 Progress against all 37 objectives is reported to Chief Officers Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information. 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 Members of the Panels will also find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis.
- 3.4 The priority objectives have been allocated between Panels as follows:

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

4. PERFORMANCE MONITORING

4.1 The following performance data is appended for consideration:

Annex A - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period 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 available.

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

5. RECOMMENDATION

5.1 Members are recommended to;

Consider the results of performance for priority objectives and to comment to Cabinet as appropriate.

BACKGROUND INFORMATION

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

Growing Success: Corporate Plan

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I can confirm the accuracy of the data in the attached reports and that its compilation is in accordance with the appropriate Divisions' data measure templates.

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:	DoT*:	Comment:
(NI 185) Green Force initiative	Number of Green Force meetings held in 2009/10 (target: 4 by year end)	2	2 (G)		↔	Training and ideas workshop held on 26th June, work programme for the year finalised during summer 2009, campaign organised for Energy Saving Week 19th 23rd October 2010.
(NI 185) Identify opportunities to reduce CO2 emissions from the Council's own operations	% of HDC Carbon Management Plan 1st year projects on track	70	100 (G)		↔	Ten projects identified within the Carbon Management Plan for completion in 2009/10 all of which are currently on track
	Tonnes of CO2 saved from year one carbon management projects (cumulative)	250	243 (A)		↓	10 projects identified in the Carbon Management Plan which when completed will deliver an annual CO2 saving of 511 tonnes. Fell only just short of the Second Quarter Target but with Salix Funding application being submitted in the Third Quarter projects will come on line as planned. Projects delivering savings to date include: Multi- Functional devices Pool Car usage PIR sensors at Sawtry Leisure Centre CHP at Huntingdon Leisure Centre
(NI 186) Hunts Post Green page	Deliver monthly environmental information page in Hunts Post (cumulative)	6	6 (G)		↔	Themed pages during the quarter were as follows: July - August - Sept -

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

(NI 188) Undertake risk-based assessment of current vulnerabilities to weather and climate changes and identify adaptation responses	Local risk based assessment complete by March 2010 to achieve level 2 of NI188 on target (1=Yes, 0 = No)	1	1 (G)		↔	National Indicator 188 used as the measure of success (Levels 0 to 4). Target for the current year is to reach Level 2 of the indicator by 31st March 2009. This will involve interviewing service managers and integrating the risks identified into the Council's risk management framework	QRT
(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)	350	484 (G)		↔	121 tonnes of CO2 saved in second quarter in addition to the 363 tonnes saved in the first quarter.	QRT
(NI186) Retro fit project - procurement of Housing stock	Green House (retro fit) project - completion of building work by Jan 2010 (on target 1 = Yes, 0 = No)	1	1 (G)		↔	The specification for the properties is almost complete and the tender for refurbishment will be sent out in November 2009. It is expected that the houses will be open for public viewing in late spring 2010	QRT
(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	50			N/A	Annual measure, data to follow	YRL
Complete an annual review & update of Growing Awareness a plan for our environment	Review completed 2009/10 (1 = yes, 0 = no)	1	1 (G)		↔	Annual Review of Environment Strategy on course to be delivered by January 2010	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 (G)		↔	Second meeting of the year held on 22nd September focused on Water Management with input led by the Environment Agency. Next meeting to be held 1st December 2009	QRT
						Year two funded Environment Strategy Projects nine out of ten on track - HDC Carbon Management Plan (on track) Sustainable Homes Retro-fit	

Oversee the implementation of the Environment Strategy projects	% of Environment Strategy Year 2 projects on target	75	90 (G)		↔	<p>Project (on track)</p> <p>Huntingdonshire Nursery - Renewables (on track)</p> <p>Renewables at HDC owned Sites (on track)</p> <p>Schools Recycling Scheme (on track)</p> <p>Public Travel Information boards(on track)</p> <p>Low Carbon Communities(on track)</p> <p>Pensioners Home Insulation Scheme (on track)</p> <p>Business Environmental Pledge scheme (re-evaluating through poor uptake)</p> <p>Green Force Environmental Awareness scheme(on track)</p> <p>Mayfield Road Showcase New Build(on track)</p>	QRT
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Division: IMD

Divisional Objective: Reduce the resources used by IMD

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Implement new technology to reduce power consumption	Percentage reduction in power consumed (target TBA)				N/A	Electricity usage on the ground floor (and server room as a separate entity) has been measured each month since June. We can now use June to September as a base line before we start implementing the Green ICT Action plan.	QRT
Reducing number of commuting miles by sole car usage (eg working from home, car sharing, walking, cycling, use of public transport)	Number of car commuting miles saved	25,000	26,976 (G)	50,000	N/A	Includes travel miles saved through working from home, cycling/walking to work, using public transport, being a passenger in a car.	QRT

Division: Planning

Divisional Objective: To encourage sustainable forms of development

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
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 (G)		↔	Adopted at September Committee	QRT

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

Community/Council Aim: Developing communities sustainably

Objective: To promote development opportunities in and around the market towns

Division: People, Performance & Partnerships

Divisional Objective: To promote development opportunities in and around the market towns

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Deliver LES Physical Infrastructure Development activities in the Sustainable Economic Development service plan	% of Physical Infrastructure Development activities on track	90	100 (G)		N/A	Our campaign to promote the district when the Guided Busway opens is ready for launch.	QRT

Division: Planning

Divisional Objective: To promote development opportunities in and around the market towns

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
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 (G)		↔	Adopted at September Committee	QRT

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

Objective		Comments from appropriate Head of Service
To help to mitigate and adapt to climate change	Achievements:	<p><u>Environmental Management:</u></p> <p>Local energy efficiency events/promotions ongoing: Energy saving campaign ‘Watts Going Down in Warboys’ contributes to winning Cambridgeshire Village of the year title. Project is being rolled out to other parishes (e.g. Somersham).</p> <p>Various energy efficient lighting schemes being progressed for internal and external clients (eg Sawtry and Huntingdon Leisure Centre car parks and various cycleways).</p> <p>Project management input to Leisure roofing/insulation schemes (Sawtry, The Ivo, Ramsey and Huntingdon).</p> <p>HDC Solar grants scheme uptake continues.</p> <p>St Neots market sq bus shelter upgrade includes renewable technology.</p> <p>Cycleways: Huntingdon Mill Common design ongoing, Yaxley second phase ongoing, Sallowbush to Oxmoor Lane works complete, Perry design in progress. Awaiting information from Anglian Water.</p> <p>Huntingdon bus station design completed and planning permission applied for.</p> <p>Development of climate change adaptation work with Environment Agency and County (NI 188). A Local Climate Impact Profile has been developed and will help define cost of climate change threats to HDC services. A series of meetings with internal service areas have been undertaken to establish risks to services e.g. leisure. HDC is at the forefront of Districts working in this area.</p> <p><u>IMD:</u></p> <p>During the period April to September, 11,376 commuting miles were saved by IMD due to flexible working and a further 15,600 miles were saved due to “non-sole use of car” means of travelling to work (eg walking, cycling, public transport, car sharing); recording mechanism could be used by other departments to provide a Council-wide view.</p> <p>Data collected on electricity use on the ground floor and in the server room has been measured since July. This can be used as a baseline before the Green ICT action plan is implemented.</p> <p><u>Planning Services:</u></p> <p>The Core Strategy has been formally adopted.</p>
	Issues or actions for next quarter:	<p><u>Environmental Management:</u></p> <p>St Ives Outdoor Leisure Centre wind turbine on hold pending evaluation of objection from MoD.</p> <p>Undertake strategic overview/audit of energy and water management usage in Leisure Centres and develop options for low carbon infrastructure.</p> <p>Persuade and enable Planning to incorporate best practice climate change measures into the Development Management DPD.</p>

Objective		Comments from appropriate Head of Service
	Risks:	<p><u>Environmental Management:</u></p> <p>Failure to 'green' facilities strategy/influence other services on low carbon agenda means higher long term costs (e.g. energy bills).</p> <p>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. Findings from St Neots energy study not incorporated within the DPD and therefore don't contribute to the wider evidence base for the district.</p> <p>Political opposition to St Ives outdoor centre wind turbine proposal/ failure to gain planning permission for project (due to MoD objection).</p> <p>Focus on immediate efficiency savings for Leisure Service means lack of focus on longer term low carbon agenda/ longer term cost savings. Lack of project management/technical experience in Leisure means projects inappropriately implemented. Offer assistance/expertise in these areas and work closely together.</p> <p>Risk management approach for climate change activities not fully developed. Close working with Environment Agency and County required. This fails to materialise.</p>
To promote development opportunities in and around the market towns	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>Developed a joint marketing campaign with Cambridgeshire County Council and Stagecoach for the Guided Bus, however a launch date for this has still not been published.</p> <p><u>Planning Services:</u></p> <p>Planning policy development work continues apace with the Core Strategy being formally adopted and the related Development Management, Allocations, Gypsy and Travellers and Huntingdon West Area Action Plan DPD's being prepared.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>Promotion of the district through the Guided Bus marketing campaign is linked to the Guided Bus opening.</p>
	Risks:	