PERFORMANCE MANAGEMENT
(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   The Council's Corporate Plan includes 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 as priorities for the immediate future.

3.   **PERFORMANCE MANAGEMENT**

3.1   Progress against all the 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.

3.2   In addition, a working group appointed by the Overview & Scrutiny Panels continues to meet quarterly to monitor progress in the achievement of the Plan and to consider development issues.

3.3   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.

3.4   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.

3.5   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, an indicator showing the direction of travel compared with the previous quarter and a comments field. The data is colour coded as follows:

- green – achieving or above target;
- 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. DATA QUALITY

5.1 The appropriate Heads of Service have confirmed the accuracy of the data in the attached report and that its compilation is in accordance with the appropriate Divisions' data measure templates. Acknowledging the importance of performance management data, a system of spot checks has been introduced to give further assurance on its accuracy.
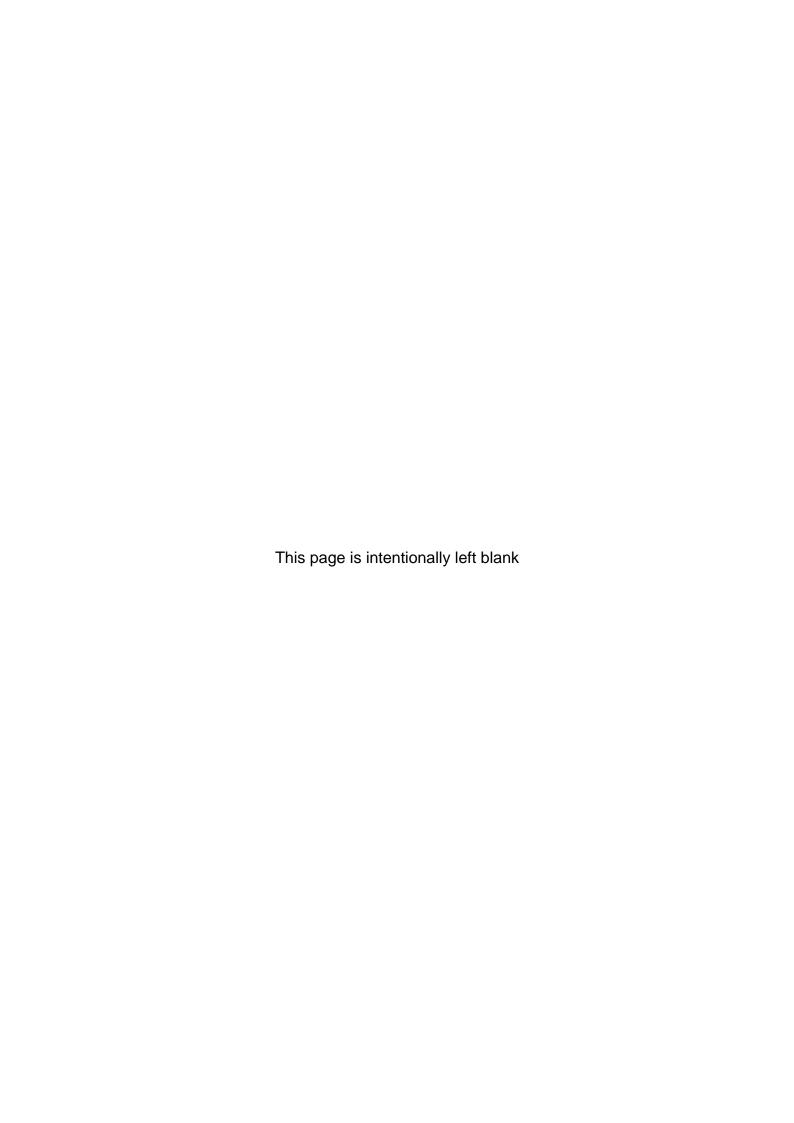
6. RECOMMENDATION

6.1 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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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)	3	4 (G)		↑	Staff internal environmental awareness initiative meets regularly and is taking forward a number of specific projects, including the 'get your kit off' campaign encouraging staff to turn off computers and monitors when away from their desk and at night.	QRT
(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	90 (G)		↔	A strategic review of carbon reduction opportunities at leisure centres to be completed to identify the most appropriate carbon saving measures - This has slowed down the implementation of year 1 Projects which are predomiently based at leisure centre sites but agreed measures will be completed as stated within the carbon management plan Salix Funding application submitted in the Third Quarter	QRT
	Tonnes of CO2 saved from year one carbon management projects (cumulative)	375	357 (A)		↓	Projects delivering savings to date include: Multi- Functional devices (67 Tonnes) PIR Sensors Sawtry (4 Tonnes) CHP at Huntingdon (166	QRT

			 		Tonnes) Green Force Scheme (49 Tonnes) Travel Plan (71 Tonnes)	
(NI 186) Hunts Post Green page	Deliver monthly environmental information page in Hunts Post (cumulative)	9	9 (G)	↔	Hunts Post Green Page continues to be an invaluable means of promoting environmental initiatives within the district. Themes during this quarter included: October - Urban and Rural Character November - Clean and Safe December - Greening Christmas	QRT
(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 1 of NI188 on target (1=Yes, 0 = No)	1	1 (G)	↔	On course to for achieving Level 1 of Indicator in line with LAA target by March 2010.	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)	525	522 (A)	↓		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)	↔	Specification of measures/pre-monitoring undertaken. Procurement/tendering process for contractors expected to be complete in January 2010, Investigation of funding for 'role out' of retrofit programme in the wider District ongoing. Sponsorship programme and plans for filming developing.	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)	↔	Environment Strategy review up to the end of 2009/10 for publication in June 2010	QRT

Key Activity(s)	Key Measure	Target	Actual	Forecast	DoT*	Comment	
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)		↔	Huntingdonshire Strategic Partnership Environment forum meets quarterly and is in the process of agreeing a joint action plan for 2010/11	QRT
Oversee the implementation of the Environment Strategy projects	% of Environment Strategy Year 2 projects on target	75	80 (G)		↓	Year two funded Environment Strategy Projects 8 out of 10 on track -

HDC Carbon Management Plan (on track)
Sustainable Homes Retro-fit Project (on track)
Huntingdonshire Nursery - Composting toilet (on track)
Renewables at HDC owned Sites (on track)
Schools Recycling Scheme (on track)
Public Travel Information boards(being re-evaluated)
Low Carbon Communities(on track)
Pensioners Home Insulation Scheme (on track)
Business Environmental Pledge scheme (re-evaluating through poor uptake)
Green Force Environmental Awareness scheme(on track)
Mayfield Road Showcase New Build(on track) | QRT |

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	Annual measure, data to follow	YRL
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	37,500	41,820 (G)		↑	Target is 50,000 for the year.	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
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)		↔		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:	**Environmental Management:** Various energy efficient lighting schemes ongoing for internal and external clients (e.g. Sawtry and Huntingdon Leisure Centre car parks and various cycleways). Leisure roofing/insulation schemes awarded and starting Feb 2010 (Sawtry, The Ivo, Ramsey and Huntingdon). Brief developed with Leisure and Renewables East to look at energy and water management/efficiency management across Leisure portfolio. Will identify carbon reduction hits and costs for project implementation for the Carbon Management Plan. Delivery of document/plan around beginning of new financial year. New energy efficiency project in partnership with Renewables East, targeting 200 homes in St Neots. St Neots market sq bus shelter upgrade includes renewable technology. 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.
	Issues or actions for next quarter:	**Environmental Management:** Retrofit project role out programme proposals and summer launch being developed. Undertake strategic overview/audit of energy and water management usage in Leisure Centres and develop options for low carbon infrastructure.
	Risks:	**Environmental Management:** Failure to 'green' facilities strategy/influence other services on low carbon agenda means higher long term costs (e.g. energy bills) 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 DPD and therefore do not contribute to the wider evidence base for the district. BRE fail to deliver sponsorship for retrofit project. Affects project costs. County Flood Risk Management Partnership fails to find funding/resources for new work areas arising as a result of the Pitt review and Floods/Water Bill.
To promote development opportunities in and around the market towns	Achievements:	**People, Performance & Partnerships:** Monitoring of Town Centre shoppers/visitors through footfall surveys showed a 2.8% increase in footfall.
	Issues or actions for next quarter:	
	Risks:	