

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 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 view while building confidence that the Council priorities are being achieved.
- 3.4 The comments of the Overview and Scrutiny Panel’s deliberations are summarised and either appended to this report or circulated separately depending on the timing of meetings.

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.

Annex C - Council Improvement Plan – a rolling plan of actions identified following internal or external reviews such as the Use of Resources or Managing Performance assessments and the Annual Governance Review.

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.

BACKGROUND INFORMATION

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

Growing Success: Corporate Plan

Contact Officer: Howard Thackray, Policy & Research Manager
☎ 01480 388035

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:	DoT*:	Comment:
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 (cumulative quarterly target)	1.26m	1,22m (R)		↓	Increase on 2008-09 at HLC only
Promotion and marketing of available activities	Number of active card holders	19,850	19,077 (R)		↓	Data capture of all users from Jan 2010 will ensure this target is reached
Division: Lifestyles						
Divisional Objective: To promote healthy lifestyle choices						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
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)	3,000	4,520 (G)		↔	
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 2009/10 (cumulative quarterly target)	6,375	16,204 (G)		↔	
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)	8,475	17,361 (G)		↔	
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)	750	1,637 (G)		↔	
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)	5,670	7,644 (G)		↓	
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:	DoT*:	Comment:
By helping to prevent people from becoming homeless by housing homeless people, where	(NI 156) No. of households living in temporary accommodation	45	65 (R)		↓	The recession has slowed the pace of reduction in this indicator.

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

appropriate	The number of households prevented from becoming homeless in the year (cumulative quarterly measure)	195	270 (G)		↔	Annual target already reached	QRT		
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:	DoT*:	Comment:	
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 2010 (cumulative quarterly target) (local target)		160	180 (G)	307	↑	On track to complete at least 250 before the end of the financial year	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:	DoT*:	Comment:	
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 (cumulative)		35	73.20 (G)		↔		QRT
		% of housing completions on qualifying sites that are affordable in market towns and key settlements		40	49.80 (G)		N/A	as at March 2009	QRT
		% of housing completions on qualifying sites that are affordable in smaller settlements		29	65 (G)		N/A	As at year end March 2009.	QRT

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

Objective		Comments from appropriate Head of Service
To promote active lifestyles	Achievements:	<p><u>Leisure Centres:</u></p> <p>Key area, Impressions, has continued to grow by 8,995 (5.2%) to 203,000 with growth at all sites (Huntingdon 17%). 37,000 additional visits (14%) have been recorded at Huntingdon LC (despite the pool closure) in the first full year of the new facilities opening. Funzone at Huntingdon has had over 15,000 participants at the three quarter year stage and aerobics classes everywhere continue to thrive. 64% of all available courts are used (identical to last year).</p> <p>“One Leisure” was launched from January 2010. A full staff meeting, attended by over 300, took place in December and a public awareness campaign has continued thereafter.</p>
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u></p> <p>Admissions remain 4% below target. Closure of two pools over summer and inclement weather in December remain contributory factors but there is optimism that the busier New Year period will address the shortfall. In the current economic climate this admissions decrease is unsurprising.</p> <p>Despite increased visits to Huntingdon LC, other centres have dropped by between 1% (St Neots) and 9% (Ramsey) (note - pool closed in summer). Swimming remains 8% down (although over half of this will be as a result of the closures). Pool occupancy has decreased fractionally to 22.1 people per hour.</p> <p><u>Environmental and Community Health Services:</u></p> <p>Community Sports Network funding bid through 1st round selection, second-stage outcome due February 2010. £150M worth of bids for £10M funding. HDC bid currently ranked amongst the highest & survived stringent bid-thinning in 1st round; some issues with match-funding have been addressed as far as possible.</p>
	Risks:	
To achieve a low level of homelessness	Achievements:	<p><u>Housing Services:</u></p> <p>31 households were accepted as homeless compared to 36 in the same period last year.</p>
	Issues or actions for next quarter:	<p><u>Housing Services:</u></p> <p>There was an increase in the number of households in temporary accommodation, from 54 households at the start of the quarter to 65 at the end. We need to achieve a maximum of 45 households by the end of March 2010 to achieve our temporary accommodation reduction target with central government.</p> <p>A consultation draft of the Homelessness Strategy will incorporate the findings of the homelessness Joint Strategic Needs Assessment (JSNA).</p>
	Risks:	<p><u>Housing Services:</u></p> <p>There is a risk of reduced provision within the private rented sector if house prices and sales increase, with more owners looking to sell rather than rent properties out. This would reduce the council’s ability to prevent homelessness by helping households into private sector tenancies.</p>

Objective		Comments from appropriate Head of Service
To enable the provision of affordable housing	Achievements:	<p><u>Housing Services:</u> Completed 16 affordable homes bringing the cumulative total for the year to 180. Secured £1.162m HCA grant for affordable housing.</p>
	Issues or actions for next quarter:	<p><u>Housing Services:</u></p>
	Risks:	<p><u>Housing Services:</u> Availability of Homes and Communities Agency funding via the bidding process.</p> <p><u>Planning Services:</u> As stated previously the most obvious current risk is the potential impacts of a longer than expected downturn in the housing/development market. The nature of that risk is that a prolonged downturn will continue to detrimentally impact upon the local property market thereby undermining the delivery of new homes, new employment opportunities and community facilities. Potential impacts could be upon levels of planning fee income, housing delivery and the scale, content and the potential viability and delivery of S106 contributions.</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:	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 predominantly 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

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

						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

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

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)		↓	<p>Year two funded Environment Strategy Projects 8 out of 10 on track -</p> <p>HDC Carbon Management Plan (on track)</p> <p>Sustainable Homes Retro-fit Project (on track)</p> <p>Huntingdonshire Nursery - Composting toilet (on track)</p> <p>Renewables at HDC owned Sites (on track)</p> <p>Schools Recycling Scheme (on track)</p> <p>Public Travel Information boards (being re-evaluated)</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	
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

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

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:	<p><u>Environmental Management:</u></p> <p>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).</p> <p>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.</p> <p>New energy efficiency project in partnership with Renewables East, targeting 200 homes in St Neots.</p> <p>St Neots market sq bus shelter upgrade includes renewable technology.</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>
	Issues or actions for next quarter:	<p><u>Environmental Management:</u></p> <p>Retrofit project role out programme proposals and summer launch being developed.</p> <p>Undertake strategic overview/audit of energy and water management usage in Leisure Centres and develop options for low carbon infrastructure.</p>
	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 DPD and therefore do not contribute to the wider evidence base for the district.</p> <p>BRE fail to deliver sponsorship for retrofit project. Affects project costs.</p> <p>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.</p>
To promote development opportunities in and around the market towns	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>Monitoring of Town Centre shoppers/visitors through footfall surveys showed a 2.8% increase in footfall.</p>
	Issues or actions for next quarter:	
	Risks:	

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Community/Council Aim: To improve our systems and practices

Objective: Effective partnership

Division: People, Performance & Partnerships

Divisional Objective: Develop, adopt and support the delivery of a sustainable community strategy for Huntingdonshire

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Ensure an appropriate performance management system for the Sustainable Community Strategy and provide policy support for this process	% of thematic groups reviewing their performance and delivery	100	67 (R)	80	↓	G&I action plan needs to be Smarter and be integrated with partner activities/LIF, C&YP currently reviewing action plan in line with the 'BIG' plan with a view to prioritising objectives	QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	1 (G)		↔	1 = Yes regular reports are submitted to the HSP Executive and Board	QRT

Divisional Objective: Effective partnership framework

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Develop, implement and monitor strategic/operational partnership review programme	Partnership review programme on target (1=yes, 0=No)	1	1 (G)		↔	On target	QRT

Community/Council Aim: To learn and develop

Objective: To be an Employer People Want to Work For

Division: People, Performance & Partnerships

Divisional Objective: To attract and retain staff

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Promoting from within wherever possible	Internal promotions as percentage of all vacancies filled	33	41.70 (G)		↔	5 promotions out of 12 posts	QRT
Recruitment package	% of new employees still in post after 12 months	90	88.20 (A)		↓	Between October 2008 and December 2008 there were 17 contracted new starters. Between October 2009 and December 2009 88.2% of them were still employed.	QRT
	% of new employees still in post after 24 months	80	80 (G)		↓	Between October 2007 and December 2007 there were 30 contracted new starters. Between October 2009 and December 2009 80% of them were still employed.	QRT

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

Retaining and releasing employees appropriately	Staff turnover – % of employees on permanent contracts leaving the Council	10	4.46 (G)		↔	Turnover excluding fixed terms = 4.46%, turnover including fixed terms = 6.1%.	QRT		
Successful wellbeing initiatives which are improving attendance rates	% attendance of HDC employees a rolling 12 month average. Target based on CIPD for public sector employees.	96	98.40 (G)		↓	98.4% attendance achieved (based on 1270 employees)	QRT		
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:	DoT*:	Comment:	
Maintain expenditure within budget	Actual expenditure compared to budget (cumulative quarterly target)	£4.67m	£4.40m (G)		↔			Savings in all budget headings	QRT
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£3.72m	£3.54m (R)		↑			Two pools closed in summer. Income shortfall balanced by expenditure savings	QRT
Division: People, Performance & Partnerships									
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:	DoT*:	Comment:	
Co ordinate and maintain a system of internal control via External Funding strategy, liaise with appropriate officers, provide funding advice and assistance in compilation of bids as required	% of bids which attract funding (year to date)	70	55 (A)		↑			Submitted 18, Successful 10, Unsuccessful 7. Awarded but declined 1.	QRT
	% of External Funding actions on track	90	80 (A)	100	↓			8 out of 10 actions on target.	QRT

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

Objective		Comments from appropriate Head of Service
To enable effective partnerships	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>HSP Economic Summit was held in September to discuss partnership solutions to address the effects of the recession locally, there was good representation from all partner organisations.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>Growth and Infrastructure action plan needs to be SMARTer and be integrated with partner activities/Local Investment Framework. Children & Young People's Partnership is currently reviewing its action plan in line with the BIG Plan with a view to prioritising objectives.</p>
	Risks:	
To be an employer people want to work for	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>The Members Employment Advisory Group presented their interim findings to Employment Panel on current recruitment and remuneration practice. The HR Strategy and a new policy on 'Loans for season tickets' were adopted by Employment Panel.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>The annual salary review report was produced in-house this year to aid the pay negotiation process. Members and ELAG have agreed to take into account the Member Advisory Group work before reaching a settlement.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>Successful external funding bid for "Future Jobs fund", including up to £9k for a post at Huntingdonshire Community nursery. Funding also secured from EERA, approx £7k for staff training.</p> <p><u>Leisure Centres:</u></p> <p>Centres have, where possible, rationalized costs and made concerted savings efforts across the board. As a result, expenditure is over 10% saved on budget resulting in a net spend ahead of original budget target. Given the circumstances, and recognising the effect external pressures have on centre performance, this is a reasonable Q3 position.</p> <p>All expenditure budget headings have recorded savings against target and this has helped balance the income shortfall. Staff costs overall have risen by less than 2% during the year. Profit margins on bars and all varieties of catering are above target and overall recovery rate is now 83% compared to 79% at this stage last year.</p>
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u></p> <p>Income is down by 5% on target and clearly reflects the economic climate throughout the country although shortfall was over 9% at end of Q2. All areas of the centres have been hit with hospitality and indoor activities being particularly affected.</p>
	Risks:	

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Improvement Plan

(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 as at Jan 2010
Natural Resources	The Council should ensure that information and analysis about its environmental footprint is made publicly available.	Use of Resources 2007/08			Head of Environmental Services	The report will be delayed until June 2010 this will allow data to be collected up to March 2010 and comparisons between 2008/09 and 2009/10 to be made.
Governance	Procurement	Governance Assurance framework (AGS Sept 2009)	improve the level of compliance of the Code of Procurement	level of compliance improved – no breaches of the code	Head of Financial Services	Review of suppliers/groups-categories currently being undertaken. (see Use of Resources below)
	Huntingdonshire Strategic Partnership Evaluation	Governance Assurance framework (AGS Sept 2009)	Consideration will be given to how the Audit Commission guidance to help in the assessment of the Governance arrangements can be implemented in conjunction with the Councils own Partnership framework	Improved partnership working	Member: Andrew Hansard and Head of People, Performance and Partnerships	A six monthly update will be reported to the March 2010 meeting of the Corporate Governance Panel
	Audit Letter recommendations	Governance Assurance framework (AGS Sept 2009)	maintain focus on service performance in order to improve the rate of improvement and tackle areas of comparative under performance; and Develop a stronger focus on outcomes measures.	Improved performance and better outcome measures	Member: Andrew Hansard and Head of People, Performance and Partnerships	A six monthly update will be reported to the March 2010 meeting of the Corporate Governance Panel
	Scrutiny Annual Report	Governance Assurance	to ensure an Overview and Scrutiny annual		Member: Andrew	The Scrutiny Annual report will be produced

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at Jan 2010
		framework (AGS Sept 2009)	report reflecting their work during 2009/10 is prepared to for publication		Hansard and Head of Democratic & Central Services	at the end of the Municipal year and reported to Council
Financial planning	Demonstrating the Outcomes from Stakeholder Engagement in Financial Planning	Use of Resources 2008/09	We have undertaken and continue to undertake consultation on the priorities for Huntingdonshire. The council will continue to do this and develop its engagement		Head of People, Performance and Partnerships and Head of Financial Services	"Voice your choice" – participatory budgeting pilots undertaken summer 2009
	Using Service Reviews to Challenge Service Delivery	Use of Resources 2008/09	The Council has embarked on a two-fold transformation programme "Balancing the budget, securing our future" this is the council's long term plan to achieving savings and efficiencies whilst still maintaining or improving essential and priority services	understanding of costs and performance and achieve efficiencies in its activities	Directors of Central Services and Commerce and Technology	Savings and efficiencies have been identified for 2010/2011 in the Financial strategy, Medium Term Plan 2011 to 2015 and 2010/2011 Budget, reported to Members in February 2010
Financial reporting	Improving the Annual Accounts Review Process	Use of Resources 2008/09	We will strengthen the processes for reviewing our financial statements prior to their approval.	financial reporting is timely, reliable and meets the needs of internal users, stakeholders and local people	Head of Financial Services	Improvements to be included in the 2009/2010 closedown programme
Financial reporting	Demonstrating External Accountability	Use of Resources 2008/09	We will publish all the information that would be included in an Annual report periodically in District Wide, the Council's magazine distributed to all households in the	Residents and stakeholders more aware via Council annual report	Head of People, Performance and Partnerships and Head of Financial Services	The content of an annual report is being considered . An electronic version of an annual report will be prepared in the summer of 2010 which covers the financial year

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at Jan 2010
			district. The same information will also be available to view, all in one location on the internet			2009/10
Commissioning and procurement	Improving Strengthening procurement processes and contract management	Use of Resources 2008/09	Directors of Central Services and Commerce and Technology have undertaken to report back the Corporate Governance Panel on compliance with the Code and the Council has initiated improvements to the procurement process.	Compliance with the code of procurement	Directors of Central Services and Commerce and Technology	A report to Corporate Governance Panel in Dec 09 outlined an action plan to promote compliance with the procurement code. This proposal was endorsed by the panel
Use of data	Look to integrate our financial and non-financial performance reporting	Use of Resources 2008/09	An exercise by Heads of Service to breakdown their budgets by Corporate objective has been undertaken. This has been reported to Members of the Corporate Plan working group at the same time as they consider the quarterly performance reports. Further consideration will be given as to how we can integrated performance reports.	Integrated financial and performance reports	Head of Financial Services and Head of People, Performance and Partnerships	Budget split by corporate objective reported to corporate plan working group (Sept and Nov 09) along with performance data relating to corporate objectives. Further integrated budget/performance reporting being considered.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at Jan 2010
Data quality	Spot-checking Performance Indicators	Use of Resources 2008/09	<p>Managers will be reminded of the need to spot check their data and confirm this has been done. Other spot checks will be undertaken as part of the general service or reviews by internal Audit as and when appropriate.</p> <p>The quarterly performance reports to COMT and O & S and Cabinet now include a statement from the Head of Service confirming that the data has been collected in accordance with the appropriate Divisions' data measure templates</p>	Accurate, consistent data	Head of People, Performance and Partnerships	<p>H of S requested to nominate an officer to undertake spot checks. The results to be included in the February quarterly performance reports.</p> <p>From Sept 09 all quarterly reports to COMT, Overview and Scrutiny and Cabinet include a statement on the quality of the data from the appropriate Head of Service</p>
Promote and demonstrate the principles and values of good governance	Demonstrating Outcomes from Partnership arrangements and their effectiveness	Use of Resources 2008/09	District Wide will contain articles on Partnership achievements	Residents and stakeholders aware of Partnership achievements	Head of People, Performance and Partnerships	Articles were published in the winter 2008 edition of District Wide relating to LPSA partnership funding. Further articles relating to partnership achievements are planned for the January 2010 edition
Workforce planning	Long-term workforce planning linked to corporate and business planning	Use of Resources 2008/09	This is being addressed via the review of and delivery of the HR strategy.	Strategic approach to workforce planning	Head of People, Performance and Partnerships	HR strategy to Employment Panel 9 th Dec. Implementation plan put into action from Jan 2010