

**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)  | 4       | 4 (G)   |           | ↓     |  | 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 | QRT |
|  | Tonnes of CO2 saved from year one carbon management projects (cumulative)   | 500     | 451 (A) |           | ↓     | Projects delivering savings to date include:<br><br>Multi- Functional devices (67 Tonnes)<br>PIR Sensors (20 Tonnes)<br>CHP at Huntingdon (166 Tonnes)<br>Green Force Scheme (49 Tonnes)<br>Travel Plan (71 Tonnes)<br>Voltage optimisation(28 Tonnes)<br>Insulation works(50 tonnes)  | QRT |
| (NI 186) Hunts Post Green page   | Deliver monthly environmental information page in Hunts Post (cumulative)   | 12      | 12 (G)  |           | ↔     | Greenpages successfully delivered for the 12 months of the reporting period  | 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)   |           | ↔     |  | QRT |
| (NI186) Promote energy efficiency and use of   | Number of tonnes of CO2 saved through installation of energy efficiency measures and renewables in domestic properties (cumulative quarterly) | 700     | 711 (G) |           | ↑     |  | QRT |

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

|   |   |    |        |  |     |  |
|---|---|----|--------|--|-----|--|
| renewable energy to householders  | measure)  |    |        |  |     |  |
| (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)  |  | ↔   | Tender process completed, contractors appointed launch proposed for summer 2010.   |
| (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   |
| Complete an annual review & update of Growing Awareness a plan for our environment  | Review completed 2009/10 (1 = yes, 0 = no)  | 1  | 1 (G)  |  | ↔   | Review of environment strategy completed for publication in June 2010  |
| 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)  |  | ↔   | Environment forum meeting quarterly; last meeting took place 09.03.10  |
| 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 -<br><br>HDC Carbon Management Plan (on track)<br>Sustainable Homes Retro-fit Project (on track)<br>Huntingdonshire Nursery - Composting toilet (on track)<br>Renewables at HDC owned Sites (on track)<br>Schools Recycling Scheme (on track)<br>Public Travel Information boards (being re-evaluated)<br>Low Carbon Communities (on track)<br>Pensioners Home Insulation Scheme (on track)<br>Business Environmental Pledge scheme (re-evaluating through poor uptake)<br>Green Force Environmental Awareness scheme (on track)<br>Mayfield Road Showcase New Build (on track) |
| <b>Division: IMD</b>  |   |    |        |  |     |  |

| <b>Divisional Objective: Reduce the resources used by IMD</b>   |  |  |         |            |           |       |   |
|---|--|--|---------|------------|-----------|-------|---|
| 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   | We have been unable to reduce the amount of power consumed over the past year because the server virtualisation project has slipped.                |
| 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  | 50,000  | 61,744 (G) |           | ↑     | Based on miles saved by travelling to work by any means other than sole use of car or working from home for a year between April 09 and March 2010. |
| <b>Division: Planning</b>   |  |  |         |            |           |       |   |
| <b>Divisional Objective: To encourage sustainable forms of development</b>  |  |  |         |            |           |       |   |
| 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)      |           | ↔     |   |
| <b>Community/Council Aim: Developing communities sustainably</b>  |  |  |         |            |           |       |   |
| <b>Objective: To promote development opportunities in and around the market towns</b>   |  |  |         |            |           |       |   |
| <b>Division: People, Performance &amp; Partnerships</b>   |  |  |         |            |           |       |   |
| <b>Divisional Objective: To promote development opportunities in and around the market towns</b>                                    |  |  |         |            |           |       |   |
| 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      | 90 (G)     |           | ↓     |   |
| <b>Division: Planning</b>   |  |  |         |            |           |       |   |
| <b>Divisional Objective: To promote development opportunities in and around the market towns</b>                                    |  |  |         |            |           |       |   |
| 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)      |           | ↔     |   |

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

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| Objective                                       |                                     | Comments from appropriate Head of Service  |
|---|-------------------------------------|--|
| To help to mitigate and adapt to climate change | Achievements:                       | <p><b><u>Environmental Management:</u></b></p> <p>Carbon Management Plan: Salix bid for 150k for 15 small to medium scale HDC projects successful.</p> <p>Local energy efficiency events/promotions ongoing: Energy saving campaign 'Watts Going Down has been rolled out to other Parishes (e.g. Somersham).</p> <p>Various energy efficient lighting schemes ongoing for internal and external clients (e.g. car parks/cycleways).</p> <p>Leisure roofing/insulation schemes ongoing (Sawtry, St Ivo, Ramsey and Huntingdon).</p> <p>Leisure centre condition survey/renewables opportunity study out to tender (partnership working with Leisure/ Env Mgt and Renewables East to agree way forward looks at carbon/efficiency savings over the duration of the Carbon Management Plan).</p> <p>St Neots energy briefings for Town/District/County members/other key players (power companies).</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><b><u>Environmental Management:</u></b></p> <p>Undertake strategic overview/audit of energy and water management usage in Leisure Centres and develop options for low carbon infrastructure.</p> <p>Develop next stage of project linked to LCDI for St Neots (Low Carbon Development Initiative)</p> <p><b><u>IMD:</u></b></p> <p>We have been unable to reduce the amount of power consumed over the past year because the server virtualisation project has slipped. An external advisor will be engaged to assist with procurement of virtualisation solution.</p>  |
|   | Risks:                              | <p><b><u>Environmental Management:</u></b></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>LCDI project for St Neots (Low Carbon Development Initiative) fails to materialise. Loss of circa 300k potential funding for de-risking energy/renewables initiatives. Limited internal capacity to deliver this work.</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 in-appropriately implemented. Risk currently being reduced by partnership working and development of new condition survey/renewables study.</p>  |

| Objective   |                                     | Comments from appropriate Head of Service  |
|---|-------------------------------------|--|
| To promote development opportunities in and around the market towns | Achievements:                       | <p><b><u>Planning:</u></b></p> <p>The Huntingdon West Area Action Plan and other planning policies are all now progressing through the applicable statutory consultation stages and the on-going statutory submission and examination processes.</p>   |
|   | Issues or actions for next quarter: | <p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p><b><u>Planning:</u></b></p> <p>It is anticipated that we may receive several highly significant ‘applications’ in relation to potential large scale retail developments in Huntingdon Town Centre in the next few months. These ‘highly complex’ applications will give rise to considerable processing issues – in terms of the particular planning issues, the need for appropriate specialist inputs and with regard to formulation of the applicable legal agreements.</p> |
|   | Risks:                              |  |