

**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)		1.75m	1.67m (R)		↓	Closure of two pools in summer, adjustment to calculation factor at Burgess Hall, severe winter	QRT
Promotion and marketing of available activities	Number of active card holders		20,250	26,559 (G)		↑	Data capture campaign Jan-Mar 2009	QRT
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)		4,000	4,932 (G)		↓	Annual target exceeded by 23%	QRT
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)		8,500	19,345 (G)		↔	annual target exceeded by 128%	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)		11,300	21,373 (G)		↔	Annual target exceeded by 89%	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)		1,000	2,198 (G)		↔	Annual target exceeded by 120%	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)		7,560	10,020 (G)		↓	Annual target exceeded by 33%	QRT
Community/Council Aim: Housing that meets individuals needs								
Objective: To achieve a low level of homelessness								
Division: Housing								

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

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 appropriate	(NI 156) No. of households living in temporary accommodation	45	74 (R)		↓	Significant increase - 14% - on presentations since last quarter (75 this quarter).	QRT
	The number of households prevented from becoming homeless in the year (cumulative quarterly measure)	260	357 (G)		↔	Figures are estimated and need to be confirmed as we are still checking the final number of preventions at the year end but will be no more than ±10 from this figure.	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)	307	316 (G)	307	↓	Target exceeded.	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	51 (G)		↔		QRT
	% of housing completions on qualifying sites that are affordable in market towns and key settlements	40	49.80 (G)		↔	As at year end March 2009.	QRT
	% of housing completions on qualifying sites that are affordable in smaller settlements	29	65 (G)		↔	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>Huntingdon increased visits by 50k, an increase of 14%, (including 12k Impressions, 11k Fun Zone and 5k Health and Spa facility). Impressions has continued to grow by 14k to 281k (5.1%) with growth at all sites (Huntingdon 17%).</p> <p>Following a recent card push over 26,000 customers now have an active leisure card out of a total card holder population of 85,012 (30%). 28,000 under 18's now hold a card with exactly a quarter aged 13-17.</p> <p><u>Environmental and Community Health Services:</u></p> <p>All targets related to the Growing Success objective 'to promote active lifestyles' were exceeded in 2009/10. The Sport and Active Leisure Team had an agreed level of service for 2009/10. The service has exceeded targets without requiring additional funding (38523 throughput, target 23860).</p> <p>Sport England Rural Themed Round funding secured for Delivering Activity and Sport in Huntingdonshire (DASH) project. £234k awarded over three years (to 31 March 2013) to provide sports in rural areas.</p>
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u></p> <p>Public admissions closed 4.4% below target and 3.8% below last years actual. Closure of two pools over summer (swimming 17k down) offer part of the explanation as does a particularly bad winter period which notably affected St Ivo Outdoor facilities for almost 10 weeks at its busiest time of year (20k admissions down), but there have been losses elsewhere with Burgess Hall admissions (now recorded more accurately) showing a 40k shortfall on previous year.</p> <p>Swimming closed 5% down (although over half of this will be as a result of the closures), with pool occupancy decreasing fractionally to 22.8 people/hour (from 23.1). 69% of all available courts were used (70% last year).</p>
	Risks:	
To achieve a low level of homelessness	Achievements:	<p><u>Housing Services:</u></p> <p>90 households were prevented from becoming homeless in Q4 of the year, compared to 87 in Q4 last year (a total of 357 for 2009/10 compared to 300 for the previous year). NB. Q4 figures are estimated and need to be confirmed as we are still checking the final number of preventions for the year end.</p> <p>There was an overall reduction for the whole year from 164 households accepted as homeless in 2008/09 to 137 in 2009/10.</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 65 households at the start of the quarter to 74 at the end. We did not achieve the target of a maximum of 45 households by the end of March 2010. This was as a result in the number of new homelessness applications where we had a duty to provide emergency temporary accommodation in the final quarter and the lack of suitable vacancies at the same time to move people into permanent housing. This target was set prior to the recession.</p>

Objective		Comments from appropriate Head of Service
		<p>41 households were accepted as homeless in the last quarter compared to 35 in the same period last year.</p> <p>The project to extend Kings Ripton Court to provide training facilities and four emergency crash beds will start on site.</p> <p>A consultation draft of the Homelessness Strategy, incorporating the findings of the homelessness JSNA, will be produced.</p>
	Risks:	<p><u>Housing Services:</u></p> <p>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 will reduce the Council's ability to prevent homelessness by helping households into private sector tenancies.</p>
To enable the provision of affordable housing	Achievements:	<p><u>Housing Services:</u></p> <p>Completed 136 affordable homes bringing the cumulative total for the year to 316 (above target of 307). Secured £530k grant for housing. Bringing the cumulative total for the year to £21m.</p>
	Issues or actions for next quarter:	
	Risks:	<p><u>Housing Services:</u></p> <p>Availability of Homes and Communities Agency funding via the bidding process.</p> <p><u>Planning Services:</u></p> <p>As stated previously the most obvious current risk is the potential impacts of a longer than expected downturn in the housing/development market. To date Huntingdonshire has remained 'comparatively buoyant' but the potential impacts of any further reduction in development activity 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)	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: Multi- Functional devices (67 Tonnes) PIR Sensors (20 Tonnes) CHP at Huntingdon (166 Tonnes) Green Force Scheme (49 Tonnes) Travel Plan (71 Tonnes) Voltage optimisation(28 Tonnes) 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 - 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)
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	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.
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)			↔	
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	90 (G)			↓	
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)			↔	

* 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>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><u>Environmental Management:</u></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><u>IMD:</u></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><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>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-inappropriately 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><u>Planning:</u></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><u>People, Performance & Partnerships:</u></p> <p><u>Planning:</u></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:	

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	100 (G)		↑		QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	1 (G)		↔		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)	1	↔	Report on LSP thematic groups to COMT May 2010	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	62 (G)		↔		QRT
Recruitment package	% of new employees still in post after 12 months	90	100 (G)		↑		QRT
	% of new employees still in post after 24 months	80	100 (G)		↑		QRT
Retaining and releasing employees appropriately	Staff turnover – % of employees on permanent contracts leaving the Council	10	2.23 (G)		↔		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	98.25 (G)		↓		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)	£6.49m	£6.45m (G)		↔		QRT
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£5.16m	£4.79m (R)		↓	Excludes school income	QRT

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

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	59 (A)	59	↑	22 submitted of which 13 were successful, 7 unsuccessful, 1 awarded but declined and one as yet still waiting outcome
	% of External Funding actions on track	90	90 (G)		↑	

* 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>Report on progress with the Partnership Review and Evaluation programme has been submitted to COMT. This focuses on the Huntingdonshire Strategic Partnership's Board, Executive and thematic groups, with the remaining five strategic partnerships and 12 operational partnerships on track to be reviewed by June 2010.</p>
	Issues or actions for next quarter:	
	Risks:	<p><u>People, Performance & Partnerships:</u></p> <p>Local Public Service Agreement (LPSA) funding - Quarter 4 (Oct-Dec 09) and 5 (Jan-Mar 10) returns are awaiting sign off by Section 151 Officer and monies have not been distributed. Concerns have been raised on 'signing off' funded projects where the Council is the lead but the project is operated and expenditure incurred by a third party (eg. County Council or the Regional College).</p>
To be an employer people want to work for	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>HR Team now fully staffed with Kiran Hans joining the team as new HR Advisor in January.</p> <p>Successful learning and development day held to promote training opportunities within the Council.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>We continue to advertise vacancies both internally and externally however there has been a significant increase in fixed term posts of one year funded externally which may deter internal applications in the current economic climate thus affecting the internal promotions as a percentage of all vacancies filled.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><u>Leisure Centres:</u></p> <p>Note that end of year is not closed down and there will be some minor amendments to the figures reported. Income successes have been achieved with the new facilities at Huntingdon, Burgess Hall (£20k up on target and £30k up on previous year), and Impressions (£65k up on previous year). Profit margins on bars and all varieties of catering are on or above target and overall recovery rate is now 85% compared to 77% at the same stage last year.</p> <p>Centres have, where possible, rationalized costs and made concerted savings efforts. As a result, expenditure is 3.3% saved on budget. Employee costs have recorded savings against target and this has helped balance the income shortfall. Staff costs overall have risen by a fraction over 2% during the year. Premises expenditure has reduced.</p> <p><u>People, Performance & Partnerships:</u></p> <p>Produced an External Funding Protocol to help officers put together successful bids and manage partner and community expectation.</p> <p>Assisted the sourcing of sponsors (for goods/services/support) for the Green House project.</p>

Objective		Comments from appropriate Head of Service
	<p>Issues or actions for next quarter:</p>	<p><u>Leisure Centres:</u></p> <p>Income is down by 7.1% on target and 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> <p>Of particular note is income received from schools (£412k against a target of £569k, a shortfall of £157k). Problems with allocation of funds from County to schools appear to be resolved, however, and the forecast is better for the coming year.</p> <p>Hospitality (bars and catering) income dropped by over £65k across the board (partly due to the closure of St Neots bar/café for the second half of the year to accommodate the refurbishment).</p> <p>Proposing and developing solutions to address/arrest growth in wage/salary costs is currently a key issue.</p> <p><u>People, Performance & Partnerships:</u></p> <p>Limited capacity to provide external funding advice in the short term following the recent resignation of Policy Officer (providing maternity leave cover for the External Funding Officer).</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 March 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 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	Review of the Councils corporate plan Growing Success undertaken including improved measure and targets. The changes were approved by Cabinet in April 2010
	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 March 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. Neighbourhood Forums commenced. A survey on access to service undertaken via District Wide in Jan 2010
	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	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 March 2010
			district. The same information will also be available to view, all in one location on the internet		Services	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	The action plan agreed by the Corporate Governance Panel is on target and a revised procurement strategy is in draft and is due to be completed in April 10
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 March 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