

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. A review of Growing Success, involving officers and members, is currently underway with the emphasis on local priorities, informed by national changes to performance arrangements.
- 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.

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

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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)	917,253	819,730 (R)		↓	Comparative growth in admissions from Sept 09 to Sept 10 is nil This reflects no new investment in that period. Expected growth at St Ives Outdoor (bid still outstanding) and St Neots (late opening) has not yet materialised. Elsewhere, reduction in opening hours and cancellation of classes has had a negative effect on total admissions. Target for final two quarters has been amended accordingly
Promotion and marketing of available activities	Number of active card holders	30,750	35,106 (G)		↔	Continued success of One Leisure Card
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)	2,250	3,457 (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)	7,500	7,341 (A)		↓	Attendances at active life classes and exercise referral affected by building works and subsequent disruption at One Leisure St Neots

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

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)	900	777 (A)		↓	Attendances at activities at One Leisure St Neots affected by building works and subsequent disruption. Holiday activity attendances affected by pricing policy adopted to achieve efficiencies	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)	4,750	4,921 (G)		↑		QRT
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 appropriate	(NI 156) No. of households living in temporary accommodation	60	90 (R)		↑	Increased number of homelessness presentations	QRT
	The number of households prevented from becoming homeless in the year (cumulative quarterly measure)	130	190 (G)		↔	On course to meet target of 260 by April 2011. Large increase (31%) in the number of applicants interviewed by Housing Options staff.	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 2011 (cumulative quarterly target) (local target)	106	122 (G)		↑	Estimated completions are currently 280	QRT

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

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)	40			N/A	Annual measure, data to follow
	% of housing completions on qualifying sites that are affordable in market towns and key settlements	40			N/A	Annual measure, data to follow
	% of housing completions on qualifying sites that are affordable in smaller settlements	40			N/A	Annual measure, data to follow

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

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Objective		Comments from appropriate Head of Service
To promote active lifestyles	Achievements:	<p><u>Leisure Centres:</u></p> <p>Notable admission increase following investment at Huntingdon (9.7%) and a similar story emerging at St Neots although the centre has only been open for less than 3 weeks and quarter three will better reflect the improved performance. Impressions admissions continue to grow (Huntingdon up 7.6%, St Neots up 6%) and now comprise over 17% of total admissions (swimming remains static at 16%).</p> <p>The One Leisure card campaign remains a success with over 96,000 card holders now registered of which 35,100 (36%) are “live” users. 33,000 under 18’s now hold a card with exactly a quarter being in the 13-17 age category. Almost 7,000 over 60’s also hold a One Card.</p> <p>The new Fun Zones have drawn in nearly 20,000 children this year at St Neots and Huntingdon and the associated Café Zest facilities benefited accordingly (Huntingdon income up 8%, St Neots up 250% to date). Schools admissions are not recorded above but totalled 148,000.</p>
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u></p> <p>65% of all available courts were used (69% last year), but pool occupancy has decreased to 20.8 people per hour (from 23.1) although swimming lessons continue to register occupancy around 85%.</p> <p>Ramsey and Sawtry slight decrease on target.</p> <p><u>Environmental and Community Health Services:</u></p> <p>Attendances at active life classes, exercise referral and activities for disabled participants and under-represented groups affected by building works and subsequent disruption at One Leisure St Neots.</p> <p>Holiday activity attendances affected by pricing policy adopted to achieve efficiencies.</p>
	Risks:	<p><u>Leisure Centres:</u></p> <p>Growth in St Ives Outdoor Centre admissions expected to be 35,000pa (included in target) on back of additional synthetic pitch but bid not yet successful and therefore no increase on previous year (bid decision Nov 2010).</p> <p><u>Environmental and Community Health Services:</u></p> <p>Healthy Lifestyles Lottery bid not successful: an attempt to replace lost LPSA (Local Public Service Agreement) reward funding. Potential revenue shortfall in 2011-12 puts some popular courses/interventions at risk.</p>
To achieve a low level of homelessness	Achievements:	<p><u>Housing Services:</u></p> <p>87 households prevented from becoming homeless in Q2 of the year, compared to 107 in Q2 last year. A total of 190 successful preventions in the first half of 2010/11 compared to 192 in the first half of last year. Met with housing associations to consider under-occupation of social rented homes and possible incentives.</p> <p>Housing Options Interviews have increased by 31%, 877 in the first 6 months of this year compared to 671 in the same period last year. These figures do not include the daily lower level telephone advice.</p>

Objective		Comments from appropriate Head of Service
	Issues or actions for next quarter:	<p><u>Housing Services:</u></p> <p>90 households in temporary accommodation at the end of the quarter compared to 80 at the start. 62 households were accepted as homeless in Q2 this year compared to 39 in the same period last year. A total of 95 households accepted as homeless in the first half of 2010/11 compared to 64 in the first half of last year.</p> <p>Next quarter's actions will include consultation on the revised Homelessness Strategy and work to increase the provision of temporary accommodation to reduce the use of B&B (an ongoing challenge).</p>
	Risks:	<p><u>Housing Services:</u></p> <p>All normal sources of temporary accommodation for the homeless are currently full. Additional sourcing efforts may not provide sufficient accommodation. Actual accepted homeless cases may increase beyond the ability to provide temporary and later permanent accommodation. The lack of suitable permanent accommodation will result in increased use of temporary accommodation due to bed blocking.</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> <p>Any withdrawal of HDC rent deposit loans and bonds (as a result of budget cut backs) will increase the number of actual homelessness and those needing temporary accommodation.</p> <p>Potential reduction or loss of Supporting People funding for the homelessness hostel and other supported housing in future years (due to their budget pressures).</p>
To enable the provision of affordable housing	Achievements:	<p><u>Housing Services:</u></p> <p>37 affordable homes completed in quarter. Received an additional £3.58m grant from HCA for two affordable housing schemes in St Ives.</p>
	Issues or actions for next quarter:	
	Risks:	<p><u>Housing Services:</u></p> <p>Less grant availability from the Homes and Communities Agency and/or HDC for affordable housing. This will lead to more households with a priority housing need waiting longer on the housing register and/or the bed blocking of temporary accommodation by homeless households whilst waiting for permanent housing.</p> <p><u>Planning Services:</u></p> <p>As stated previously the most obvious risk is the potential impact 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: Adapting to climate change

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
We will undertake: risk based assessment of vulnerabilities to weather and climate, identify priority risks for services & effective adaptive responses, incorporate responses into council strategies and operations	Are we on target to achieve level 2 by March 2011? (1=Yes, 0 = No)	1	1 (G)		↔	Risks associated with adapting to climate change are now included within the councils risk register (which is the main requirement for achieving level 2 of National Indicator 188)	QRT

Divisional Objective: Increase energy efficiency & encourage renewable energy

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Schemes and promotions include, Eastern CRI, Anglian Go Warm, PHIS and CO2Y Homes	Number of energy efficiency and renewable energy measures carried out as a result of HDC schemes and promotions, cumulative qrt target	34	29 (A)		↑	29 measures installed to increase energy efficiency which will realise a saving of 48.8 tonnes of carbon dioxide A major campaign to promote installation will be run during energy efficiency week and through the Green Houses.	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:	
Deliver sustainable policy in accord with Local Development Scheme 2010. Development management DPD July 2011. Planning Proposals DPD Dec 2012. Huntingdon West AAP Jan 2011. Gypsy and Traveller Sites DPD April 2013. St Neots Town Centre DPD June 2013.	Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No)	1	1 (G)		↔		QRT

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

Community/Council Aim: Developing communities sustainably

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

Division: People, Performance & Partnerships

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

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Deliver LES Physical Infrastructure Development activities in the Sustainable Economic Development service plan	% of Physical Infrastructure Development activities on track	90	100 (G)		↑	St Ives Enterprise centre opens in October and Ramsey Enterprise Centre work continues with developers.	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:	
To promote development opportunities in and around Market Towns by allocating land in accordance with the direction of growth, determining planning applications in a timely fashion and bidding for funding to enable development	Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No)	1	1 (G)		↔		QRT
	Successful delivery of agreed spending plan of housing growth fund? (1=Yes, 0=No)	1			N/A	Annual measure, data to follow	YRL

* 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>Delivery of various energy efficient lighting schemes ongoing for internal and external clients. Bus shelter solar LED lighting scheme completed. Leisure Centre roofing/insulation schemes completed (Ivo in particular likely to provide significant energy savings). Caxton Road St Ives Enterprise Centre completed: This low carbon building feature a wide range of sustainability, energy efficiency and renewables measures.</p> <p>Both Greenhouse Project properties achieved Sustainable Energy Academy Superhomes status (i.e. achieved carbon reduction of over 60%). BRE have indicated that St Ives property may be as high as 73% C reduction.</p> <p><u>Planning:</u></p> <p>It is anticipated that we will need to be dealing with several wind farm proposals during the next quarter.</p>
	Issues or actions for next quarter:	<p><u>Environmental Management:</u></p> <p>Greenhouse Project launch and wide range of supplier/trade, community, member events.</p>
	Risks:	<p><u>Environmental Management:</u></p> <p>Risk management approach for climate change activities not fully developed. Loss of climate change officer reduces focus on climate related impacts to the organisation.</p>
To promote development opportunities in and around the market towns	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>The St Ives Enterprise Centre has opened. Marketing activities are being undertaken and have already resulted in a good level of interest.</p> <p><u>Planning:</u></p> <p>Planning policy preparation is continuing, although due to the current degree of uncertainty regarding the national policy position, we have slowed down work on our emerging Development Plan documents (including specifically the Gypsy and Traveller DPD) and instead focussed on bringing forward the preparation of our targeted local development guidance i.e. the St Neots Urban Extension Masterplan and the associated new Town Centre Plan.</p>
	Issues or actions for next quarter:	<p><u>Planning:</u></p> <p>It is anticipated that we will need to be dealing with several major retail proposals during the next quarter.</p>
	Risks:	<p><u>People, Performance & Partnerships:</u></p> <p>Cut in LPSA funding has meant some Huntingdonshire projects are now unable to go ahead further funding will need to be found to support these strategic projects e.g. Ramsey Enterprise Centre</p>

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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	100 (G)		↔		QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	0 (R)		↓	No – HSP mtgs for Board and Executive have been cancelled for Oct/Nov	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)		↑	Yes % of the project is complete. There are 2 remaining strategic partnerships to be assessed (CT and Cambs Horizons which may need to be reviewed in light of LEP developments and current debate on the future of CT)	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	35.30 (G)		↑	Of 17 posts advertised in the last quarter, 6 were filled internally. There has been a significant increase in fixed term posts which may deter internal applications in the current economic climate (8 of the 17 posts advertised in the last quarter were on fixed	QRT

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

						term contracts). All vacant posts are carefully considered prior to recruitment.	
Recruitment package	% of new employees still in post after 12 months	90	85.70 (A)		↓	14 people started in July-September 2009 and 12 were still in post after a year. Both of the leavers were on temporary fixed term contracts. 100% of those on permanent contracts were still in post after a year.	QRT
	% of new employees still in post after 24 months	80	64 (A)		↓	28 people started in July-September 2008 and 18 were still in post after two years. Three of the posts were on temporary fixed term contracts. 72% of those on permanent contracts were still in post after two years.	QRT
Retaining and releasing employees appropriately	Staff turnover – % of contracted employees leaving the Council	10	2.70 (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	97.63 (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)	£3.38m	£3.02m (G)		↔	Savings on staff (7%), premises (20%), supplies (21%). £93k improvement on previous year	QRT
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£2.79m	£2.63m (A)		↓	Growth only at Huntingdon (10%) although St Neots will follow suit	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	73 (G)			N/A	8 out of 11 bids were successful. Unsuccessful were Godmanchester Nursery, Ramsey Barge Dock, Sapley East Community and Social Enterprise Centre
	% of External Funding actions on track	90	60 (R)	80		↓	60% of the action are on target. The post has been vacant since the officer covering maternity leave left the authority in May. The action plan is currently being reviewed.

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

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Objective		Comments from appropriate Head of Service
To enable effective partnerships	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>Local Enterprise Partnerships (LEPs) will play a key role in both strategy and delivery of economic development and the LEP proposal covering the Greater Cambridge and Greater Peterborough area was approved at the end of October 2010.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>Cambridgeshire Together Strategic Partnership are currently reviewing their structure this may impact on the arrangements we have locally in Huntingdonshire.</p>
	Risks:	<p><u>People, Performance & Partnerships:</u></p> <p>Cut in LPSA (Local Public Service Agreement) funding has meant some Huntingdonshire-based partnership projects are now unable to go ahead. The withdrawal of LPSA funding will undoubtedly affect Sustainable Community Strategy (SCS) targets (e.g. holiday activity schemes, antisocial behaviour...).</p>
To be an employer people want to work for	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>Council-wide Voluntary Release Scheme designed by HR, consulted on and approved by Employment Panel for roll out from 28 September to 12 January. Review and adoption of new stress policy and redundancy policy.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>Temporary posts have an impact on the retention rates of new employees that we are reporting and this is likely to continue as more posts are filled on a temporary basis. However, staff turnover remains low.</p> <p>The attendance rate has decreased slightly from 98% in the year to 30 June 2010 to 97.63% in the year to 30 September 2010 but remains well above the comparator rate of 96%.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><u>Leisure Centres:</u></p> <p>Expenditure savings on staff (7%), premises (20%) and supplies and services (21%).</p> <p>Although income is below target, it is up in comparison to last year predominantly due to increased take following the redevelopment at Huntingdon.</p> <p>High performers again include swimming lessons and soft-play sessions although Impressions will exceed target once St Neots new income filters through (400 new Direct Debit Impressions & Pure members in the first three weeks – equivalent to over £14k per month). A current replacement of fitness equipment at St Ives will also see further returns in the next quarter. Profit margins on bars and all varieties of catering are on or above target and overall recovery rate is now 82% compared to 77% at the same stage last year.</p> <p>Centre controllable net position at the end of quarter two is £93k better than the previous year and the expected out-turn is expected to be less than £600k with hopes remaining high to limit this to £500k</p>

Objective		Comments from appropriate Head of Service
		<p><u>People, Performance & Partnerships:</u></p> <p>External Funding Officer has now returned from maternity leave. This post had been vacant since the officer covering it left the authority in May.</p> <p>Countywide bid to BDUK for part of £15m central government funding for 3 broadband pilot projects has got through the first round as EEDA's preferred project for the region and we are awaiting the final decision.</p>
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u></p> <p>School income is traditionally lowest during the summer term (currently 28% of target) but will pick up over the autumn and winter months.</p> <p>All areas of expenditure - staff hours, opening hours, contractor costs - are under constant and thorough review.</p> <p><u>People, Performance & Partnerships:</u></p> <p>Godmanchester nursery, Ramsey barge dock and Sapley community and social enterprise centre bids were unsuccessful.</p>
	Risks:	<p><u>People, Performance & Partnerships:</u></p> <p>Cut in LPSA funding has meant some strategic projects led by the Council are now unable to go ahead unless alternative funding can be found to support them e.g. Ramsey Enterprise Centre.</p>

Improvement Plan

ANNEX C

(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 Sept 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 Carbon Management report went to O & S (Environment Well-Being) in September 2010. The Growing Awareness (community) plan is being reported to COMT in Sept and Cabinet in Dec 2010
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	Audit review carried out for the Directors of Central Services and Commerce & Technology in May 2010 to determine the level of compliance with the Code. It identified a significant improvement with a few minor breaches.
	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: Ken Churchill and Head of People, Performance and Partnerships	Review of Strategic Partnership largely complete and will be reported to COMT in December.
	Audit Letter recommendations	Governance Assurance framework	maintain focus on service performance in order to improve the rate	Improved performance and better outcome	Member: Ken Churchill and Head of	Review of the Councils corporate plan Growing Success undertaken

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at Sept 2010
		(AGS Sept 2009)	of improvement and tackle areas of comparative under performance; and Develop a stronger focus on outcomes measures.	measures	People, Performance and Partnerships	including improved measure and targets. The changes were approved by Cabinet in April 2010
	Scrutiny Annual Report	Governance Assurance framework (AGS Sept 2009)	to ensure an Overview and Scrutiny annual report reflecting their work during 2009/10 is prepared to for publication		Member: Ken Churchill and Head of Democratic & Central Services	The Scrutiny Annual report will be produced at the end of the Municipal year and reported to Council. Reported to June Scrutiny Panels
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. Budget consultation August 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	Balancing the Budget proposals have been reported to Overview and Scrutiny (Economic Well-Being) and Cabinet for approval at full Council in February 2011
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,	Head of Financial Services	Improvements to be included in the 2009/2010 closedown programme

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at Sept 2010
				stakeholders and local people		
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 district. The same information will also be available to view, all in one location on the internet	Residents and stakeholders more aware via Council annual report	Head of People, Performance and Partnerships and Head of Financial Services	Progress against targets for the objectives in Growing Success will be published with the annual Financial data in the September edition of District Wide.
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	<p>Directors reported back to CGP in December 2009 with an action plan. The following items have been delivered against that plan.</p> <ul style="list-style-type: none"> • Projected procurement dates have been supplied by managers for current and next year. • Revised procurement strategy has been delayed due to the introduction of the E-marketplace but will be completed by end of September. • First cycle of modular training completed. Further cycle to commence in November 2010.

Subject	Area of Focus	Reference	Proposed Action	Outcome	Lead Members and Officer	Progress as at Sept 2010
						<ul style="list-style-type: none"> • Procurement Code reviewed and approved by Council. • Review of suppliers/groups-categories is a permanent ongoing review. Savings have already resulted on stationery, printing and clothing. • Improvements to the Contract Register and the Procurement website have been completed. <p>E-Marketplace up and running for stationery. Further products will be rolled out over the coming months.</p>
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 Sept 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 now included in the 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	Strategy approved by Employment Panel (Dec 09) and action plan being implemented