

MONITORING REPORT FOR THE FINAL QUARTER OF 2008/09 FOR COUNCIL PLAN WORK PROGRAMME, QUARTERLY PERFORMANCE INFORMATION, LAA REPORT AND ACHIEVEMENTS

Cabinet Member	Councillor Ray Puddifoot and Councillor Douglas Mills
Cabinet Portfolio	Leader of the Council and Cabinet Member for Improvement, Partnerships and Community Safety
Officer Contact	Susie Kemp and Ian Edwards, Deputy Chief Executive's Office
Papers with report	Council Plan Work Programme, Performance Information, LAA Report and Achievements

HEADLINE INFORMATION

Purpose of report	<p>To provide Cabinet with a corporate overview of:</p> <ul style="list-style-type: none"> • the progress made by officers in implementing the Council Plan that was agreed by full Council in May 2008. • the progress made to achieve the Local Area Agreement 2008. • the progress made to achieve the performance reward grant section of the LAA 2007. • the progress made in performance within the local performance framework • the progress of the Place Survey. • achievements for the final quarter of 2008/09.
Contribution to our plans and strategies	Contribute towards implementation of the Council Plan.
Financial Cost	Financial costs for the Council Plan is being absorbed by aligning service priorities. Any financial implications for the performance information in terms of current year budgets will be fed into the monthly budget monitoring reports
Relevant Policy Overview Committee	Specific Policy Overview Committee involvement has been referred to in the work programmes, circulated separately, where appropriate.
Ward(s) affected	All

RECOMMENDATION

That Cabinet:

- (i) Notes the progress made to date on the Council Plan;

- (ii) Identifies any areas where Cabinet wishes further efforts to be made to achieve the objectives;
- (iii) Notes the progress made on the LAA 2008 and the performance reward grant section of the LAA 2007;
- (iv) Notes the progress made in performance within the local performance framework;
- (v) Notes the progress of the Place Survey; and
- (vi) Notes achievements across the Council.

INFORMATION

This report sets out the progress made by officers in implementing the Council Plan across the Council. This report also provides a corporate overview of progress against the LAA, the Council's performance, Place Survey and Achievements across the council.

Reasons for recommendation

Cabinet agreed that the Council Plan, LAA and performance information should be monitored regularly.

Alternative options considered / risk management

Cabinet may choose to instruct officers to take further action or not.

Comments of Policy Overview Committee(s)

Specific Policy Overview Committee involvement has been referred to in the work programmes, circulated separately, where appropriate.

Supporting Information

Council Plan Monitoring

1. Progress in implementing the work programme is regularly updated and monitored by officers. Four of the 'Looking ahead' targets have a status of Amber – slight slippage due to reasons outside of the Council's control, they are as follows:

Ref No	Task (Short Term Target)	Progress Comment
041	Promote increase capacity for sheltered housing in the private sector	AMBER - Detailed negotiations over the contract and price are continuing for the provision of affordable sheltered housing. The negotiations have been extended due to the need to re-appraise the financial viability of the scheme and confirm funding sources in light of the fall in land values arising from the economic down-turn. Grant application to be submitted by the Registered Social Landlord partner to the Homes and Communities Agency once terms have been agreed. Discussions about the future use of The Frank Welch Court site development is continuing with a recommendation from the Housing Supply Team to

Ref No	Task (Short Term Target)	Progress Comment
		redevelop as an extra care scheme. The speed with which this site is to be disposed has been affected by the fall in land values and the need to remove a restrictive covenant. This site is going forward to the Strategic Property Group.
045	Maintain an excellent housing/council tax benefit service and housing service, demonstrating value for money and increase benefit take up and improve the speed and accuracy of benefit applications - achieve the quarterly targets for the percentage of claims where the calculation of benefit claims is correct (formerly BVPI79a)	AMBER - The year end out-turn for the accuracy of benefits assessment was 92.95%. Performance has been affected by the impact of the downturn in the economy which has increased the number of benefit claims and workload. The definition used to calculate accuracy of benefit assessments for 2008/09 is the former BVPI definition which does include historical errors - which for 2008/09 includes assessments made before 1 April 2008. Performance is being re-worked to measure benefits performance assessment activity in the year 2008/09 to exclude historical assessments. For 2009/10, out-turn will be measured considering only assessments undertaken in 2009/10.
060	Engage with business to encourage their support for our outcomes and increase their corporate responsibility	AMBER – Some slippage. Engagement with the larger businesses has been strengthened significantly in year with the CEO taking a leading role in relationship management with the larger businesses. This is already proving effective with a large multi-national corporation, having met with the CEO, deciding to locate their European HQ in the borough. The recession is impacting on the level of corporate social responsibility activity undertaken. For example, there has been a 30% reduction in Q4 in the provision of work experience placements to Hillingdon's schools as companies seek to make savings. The Hillingdon Business Forum is similarly being impacted although the level of volunteering undertaken by members and other businesses has held up reasonably well resulting in an increase in the total number of volunteering days provided in 2008/9.
065	Support partner organisations to extend opportunities to engage in volunteering activities	AMBER – Some slippage. The economic downturn has given rise to some serious challenges to the Hillingdon Business Forum particularly in meeting income target. HBF is currently pursuing alternative funding mechanism where businesses pay a fee to the HBF for volunteering opportunities.

2. The four targets in the table above have been omitted from the final figures due to reasons outside of the control of the Council. The complete Council Plan Work Programme can be

found in Appendix A. Of the remaining 'Looking ahead' targets set out in the programme, 97% have been completed or are on track to be completed within the timescales identified. The table below shows a summary of progress of the 'Looking ahead' targets.

	Green - Completed	Green – On Track	Amber - Some Slippage	Red - Serious Slippage	Total
Number	54	8	2	0	64
Percentage	84%	13%	3%	0%	100%

CPA 2008

3. The results of CPA 2008 were published by the Audit Commission on 5 March 2009. The CPA stated that the Council is improving well and demonstrating a 2 star overall performance. The Audit Commission direction of travel statement commented 'The Council continues to deliver improvements in priority areas, such as educational attainment and children's social care. It is effective at securing value for money. Housing and benefits services are high performing.' The Housing and Benefits services have both retained their excellent rating of 4 for CPA 2008 and the Children and Young People's Service has retained its score of 3. The scores for Use of Resources and Environmental Services have improved from 2 to 3. The CPA results were presented to the Audit Committee by the Audit Commission CAA Lead on the 5 May 2009. Details of the CPA 2008 scores are attached in Appendix C.

Performance Monitoring 2008/09

4. The final CAA framework was published in February 2009. The CAA came into effect on 1st April 2009. The performance information for 2008/09 will be used for both the Area Assessment and the Organisational Assessment elements of the CAA. The Corporate Performance Team will be running CAA Information sessions in June for all managers to ensure a clear understanding of the new assessment criteria across the Council. The Use of Resources self assessments have been completed and sent to the auditors within the specified deadline.
5. This report gives an overall good health check which focuses on the areas that require attention. The performance information is reported on an exception basis. The PIs that are service critical and experiencing some or serious slippage are detailed in this report with explanations on action being taken to improve performance. The remaining PIs which make up the local performance framework are monitored at Directorate level in Senior Management Team meetings on a monthly or quarterly basis as appropriate.
6. The Local Area Agreement 2008 (LAA), which consists of 44 targets and 16 annual mandatory education targets, was signed off by the Secretary of State for Communities and Local Government on the 1st July 2008. It replaces the non-performance element of the Local Area Agreement 2007-2010. The first year results in relation to the 6 education targets will not be available until September 2009.

7. The LAA 2007 performance reward grant section includes 23 indicators agreed as part of the wider LAA 2007. The LAA 2007 has been replaced, but the reward section remains valid. Confidence remains that we will achieve the majority of our targets and we are presently on track to receive at least £6,778,745 in reward grant. Appendix B sets out a full performance report for the LAA 2007.
8. The Corporate Performance Team will continue to work with the Performance Management Group and Directorates to develop and refine the suite of PIs and ensure a balance between key and local PIs is established. This will ensure that CMT receive the correct information that will generate discussions around key performance issues.
9. There continues to be issues regarding data quality and control of information being held on the Data Interchange Hub (Hub), which is controlled by Communities and Local Government (CLG). The CLG are working with all government departments to resolve issues regarding compliance and data quality to ensure that the data is accurate and has an audit trail. The Audit Commission have confirmed that approximately 40 of the NIs will be available on the HUB by the end of July and approximately 90 in total by the end of September.

National Indicator	Definition	Outturn
NI 14	Avoidable Contact	30%
NI 35	Building resilience to violent extremism	Level 2
NI 187	Tackling fuel poverty people receiving income based benefits living in homes with a low and high energy efficiency rating	14.9%

Reporting of Performance by Directorate

10. Reporting for this quarter will focus on the local performance framework which is being established by Directorates. Significant progress continues to be made with further work being carried out to finalise the framework.

Education and Children's Service

11. E&CS performance framework is structured around the National Indicators of which 10 are drawn from the LAA. Of these two are showing some slippage:

PI Ref	Definition	Target	Q1	Q2	Q3	Q4	
NI 63	Stability of placements of looked after children: length of placement	80%	72.9%	72%		75.2%	↑
NI 148	Care leavers in education, employment or training	95%	30%	51%		49.1%	↓

The E&CS data in this report is provisional as a new system has been implemented and a data verification process is taking place. Final figures will be available in June.

Adult Social Care, Health and Housing

12. ASCH&H SMT have agreed a comprehensive suite of National, Key and Local Indicators. Of the NIs in the ASCH&H performance suite 8 are drawn from the LAA. Many of the NIs require new baseline positions to be established which will enable targets to be set. Of the NIs and KPIs to be reported to CMT two are showing amber – some slippage.

PI ref	Definition	Target	Q1	Q2	Q3	Q4	
LAA NI 132	Timeliness of social care assessments	90%	87.9%	80.4%	80.7%	77.3%	↓
NI 160	Local authorities tenants satisfaction with landlord services	80%				78%	

13. Overall on track to achieve the LAA target by March 2011 that 94% of assessments will be completed within 28 days. During 2008/09 assessment and care management functions have been restructured and business processes improved to achieve the target set. Service managers and their teams are monitoring weekly the progress on completing assessments within 28 days. The target of 92% of assessments completed within 28 days for 2009/10 is expected to be met as a result of the improvements made during 2008/09. Provisional performance for 2008/09 is 77% - further checks are underway to finalise the out-turn performance - this can only be done manually by checking individual records outside of timescale to ensure that performance is representative and where possible does not include delays which are outside the control of the local authority.
14. NI 160: Hillingdon Homes received a rating of 78% tenant satisfaction with services, close to the target of 80%. Satisfaction has been maintained from the previous survey in a climate of rising customer expectations. Hillingdon Homes is the best performing authority for overall satisfaction among Mori in London STATUS authorities – 8% above the outer London average. Full independent national benchmarking data will be available this year. Hillingdon Homes has agreed a plan of action to continue to boost satisfaction levels amongst residents.

Environment and Consumer Protection

15. ECP SMT have agreed a combination of National, Key and Local Indicators in their performance framework. Of the NIs in the ECP performance framework 6 are drawn from the LAA. Of these 2 have data available for reporting quarterly of which 1 is showing some slippage and 1 is showing serious slippage.

PI Ref	Definition	Target	Q1	Q2	Q3	Q4	
LAA NI195a	Improved street and environmental cleanliness - Litter	9	N/A	11	11	10	↑
LAA NI195d	Improved street and environmental cleanliness – Fly Posting	1	N/A	2	2	2	→

16. The performance for street and environmental cleanliness shows the results of the third of three tranches (which are averaged to calculate the final performance). The focus is on improving our litter score, in line with residents' wishes. Litter has improved from 11 to 10. The BVPI combined litter and detritus score has improved from 26 to 20.
17. The following are some of the improvement actions which are being carried out for street and environmental cleanliness. Every road in the south of the borough is being swept and litter picked at least once a week via the network of neighbourhood solo sweepers. In the north of the borough the area cleaned by solo sweepers and the coverage by mechanical sweepers have both been expanded. The mechanical teams now have solo drivers with sweepers going ahead of them on foot to sweep inaccessible areas into the road so that the vehicles can clean more effectively. An evening cleaning team has been introduced for Hayes and Uxbridge town centres to work on sweeping and emptying bins until 9pm. Additional staff training is taking place on cleaning standards and equipment at NVQ2 level for waste and street cleaning operatives. ENCAMS have provided technical training for key

cleaning staff which is highlighting the types of results they are seeking and how this can be achieved. Cleanliness training for green spaces staff to help to improve ENCAMS scores in green spaces as evidenced in tranche 2, this is a team bonus target for the Green Spaces team. We are continuing to roll out of new litter and recycling bins on streets.

Planning and Community Services

18. P&CS SMT have agreed a comprehensive suite of indicators for the local performance framework. Of the NIs in the performance suite 13 are from the LAA. Of the LAA NIs 5 have available data against targets and one is showing some slippage. The majority of the NIs and PIs are new and officers are working to establish new baselines to enable targets to be set. Of the remaining NIs and Key PIs reported to CMT, 2 are showing either some or serious slippage.

PI ref	Definition	Target	Q1	Q2	Q3	Q4	
LAA NI 49b	Non fatal casualties arising from primary fires	14.2	2.4	10.77	14.36	16.35	↑
NI 157b	Processing of planning applications – Minor applications within 8 weeks	73%				70%	
PCS-CS4	Number of anti-social behaviour incidents reported to the Police	13,600	3871	7382	14830	20319	↓

19. LAA – NI49b: The number of non-fatal casualties arising from primary fires has continued to show an improvement, but is still showing ‘some slippage’. The slippage is down to a significant increase in July 2008. It is important to note that the performance will be calculated as a three-year average to mitigate the effect of one bad month’s performance.

20. NI 157b - Officers have worked hard to reduce a historical backlog of applications from previous years which has also impacted on performance. New area team structures will enable a renewed focus on performance improvements. Officers will focus on smaller geographic areas thus resulting in better use of staff time. The recent expansion of pre-application charging to include minor applications will result in better quality application submissions and an improvement in performance.

21. PCS-CS4: The Police's counting system changed during the year, after we set the target. They now include "domestic incidents" in the "ASB" set, hence the sharp rise in Q3. The Council and police continue to work together around Acceptable Behaviour Contracts (ABCs) and Anti Social Behaviour Orders (ASBOs). The Council funds a police tasking team that can supplement existing Safer Neighbourhood Teams to provide high visibility policing that could also reduce the levels of ASB in the areas where they patrol.

Deputy Chief Executive’s Office

22. DCEO SMT have established a suite of National, Key and Local Indicators of which 7 NIs are drawn from the LAA. Data to support the remaining three LAA indicators are only available annually through Department of Work and Pensions and Learning and Skills Council statistics. Of the remaining PIs where targets have been set 2 are showing amber – some slippage and 1 is showing red – serious slippage.

PI Ref	Definition	Target 2008/09	Q1	Q2	Q3	Q4	
BV2b	The duty to promote race equality	100%	94%	94%	94%	94%	→
DCE 003	DCE sickness absence, average days	3.93	1.10	2.14	3.37	4.46	↓
DCE013	The standard by which data quality for the local authority is assessed using the Audit Commission annual audit report for classification. Score 4 (Excellent) - 1(Poor)	4				3	

23. The Council have self assessed on Level 4 of the Equality Standard, one area of work against the checklist remains and further work is underway to reach the target for the duty to promote race equality.

24. Sickness absence is red as there have been 5 members of staff with extended periods of absence, 3 have since left the council and 2 have now returned to work. The Managing Absence policy is being rigorously followed and the figures are being monitored on a monthly basis at DCEO SMT.

25. The Audit Commission have endorsed our 'performing well' position by saying that we 'continue to be robust'. The Corporate Performance Team will run workshops across the council to address the tasks in the action plan and further raise the profile of Data Quality across the Council and with partners.

Finance and Resources

26. F&R SMT have agreed a comprehensive suite of performance indicators. Of the Key indicators being reported to CMT three are showing amber – some slippage.

PI Ref	Definition	Target	Q1	Q2	Q3	Q4	
BV8	Percentage of undisputed invoices paid within 30 days	99%	98.45%	98.63%	98.62%	98.7%	↑
BV9	Percentage of council tax collected	96.5%	28.9%	56.9%	85.4%	96.3%	↑
BV10	Percentage of non-domestic rates collected	99.4%	31.7%	59.9%	83.60%	99.3%	↑

27. A very high target has been set for this year for undisputed invoices and by year end there was a very small shortfall. Despite the current financial conditions, performance in the Council Tax and Business Rate teams meant that the final outturns for the year fell only slightly short of the targets.

Data Quality

28. The Data Quality Audit Report (Appendix E) has been finalised by the Audit Commission stating that "The Council's overall management arrangements for ensuring data quality continue to be robust and are performing well." All PIs have come through the audit without reservation or qualification. An action plan is in place and is being lead by the Performance Management Group to ensure that evidence of decision making and audit trails is being collected.

Performance Clinics

29. The Corporate Performance Team and the Performance Improvement Team will facilitate performance clinics throughout 2009/10. The clinics will be held to address poor performance and also to monitor excellent performance with a view to sharing best practice across the Council. There are many highly performing teams whose expertise and knowledge could be shared with those who are experiencing more challenging issues. The outcomes and actions arising from each of the clinics will be reported and monitored in the quarterly performance report.

Place Survey

30. In 2008/09 the Place Survey replaced the Best Value User Satisfaction Survey. The Place Survey asked residents their opinions about aspects of the quality of life in their local area. The results of this survey feed into 18 of the new National Indicators (NIs) which will be used in the Comprehensive Area Assessment (CAA) for both the Area Assessment and the Organisational Assessment. Of the 18 NIs seven are included in our LAA 2008. The field work for the survey took place between 25 September and the 19 December 2008. A total of 1562 residents' responded (34% response rate), this is an improvement on the Best Value User Satisfaction Survey carried out in 2006/07 (32% response rate).

31. The results have been checked and agreed by the Audit Commission. However, the Communities for Local Government (CLG) are in the process of carrying out their checks with the Statistics Authority. At the time of writing this report the CLG were not in a position to give a date of publication of the Place Survey results, therefore comparative information from across the country is not yet available.

32. Although the results have not been published we are in a position to compare ourselves with Outer London, this being the case the trend demonstrates that overall we are in line with the Outer London Average. In general the results of the Place Survey have improved on the Best Value User Satisfaction Survey (BVUSS) 2006/07. The results also match the trend of the Residents' Survey, albeit satisfaction levels are slightly lower across the whole survey.

Achievements

33. The achievements listed in Appendix D are for Quarter 4 of 2008/09 and show the key achievements across the council against the themes in the Council Plan.

Financial Implications

34. The financial implications of the Council Plan short term targets are being absorbed by aligning service priorities.

35. With regard to the Local Area Agreement 2007, a reward grant of £6,779K will be payable over 2 financial years 2010/11 and 2011/12 subject to present performance being maintained. The grant will be paid equally between capital and revenue and amounts will be paid to partners according to existing agreements. The potential reward grant for LAA 2008 is significantly smaller at under £2m and will only become payable with high levels of achievement against the targets. This grant would be paid to the Council over the 2 years 2011/12 and 2012/13.

EFFECT ON RESIDENTS, SERVICE USERS & COMMUNITIES

What will be the effect of the recommendation?

36. The recommendations will allow officers to monitor progress on quarterly basis for the Council Plan, quarterly and monthly where necessary for Performance Information.

Consultation Carried Out or Required

37. Consultations carried out have been referred to in the work programmes where appropriate.

CORPORATE IMPLICATIONS

Corporate Finance

38. The financial implications are set out above. The key area of the performance monitoring framework with significant financial implications is the reward grant attached to the LAA 2007. The projected reward grant from this has increased by £1.245m since Quarter 3.

Legal

39. There are no specific legal implications arising from this report.

Corporate Property

N/A.

Relevant Service Groups

N/A.

BACKGROUND PAPERS

Appendix A - Council Plan Work Programme 2008/09

Appendix B - LAA 2007 Performance Report

Appendix C – CPA 2008

Appendix D – Achievements

Appendix E – Data Quality Arrangements 2008

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
001	A borough where children and young people are healthy, safe and supported	CP001 /GP/CP035 Creating a children's water play feature at Ruislip Lido	Philomena Bach	Paul Naylor	CP001.01 Consult with stakeholders then let the contract for the equipment. CP001.02 Agree CDM plans and works schedule with contractor. CP001.03 Complete site works and open the play feature	30/06/2008, 31/07/2008, 31/08/2008	Completed, Completed, Completed	Official opening ceremony was held on 7th April 2009 and feedback from residents has been very positive.	Completed
002	A clean and attractive borough	CP002 /GP/CP013 We have committed an extra £400,000 for recycling initiatives to help extend our recycling target to 40% by 2010.	Philomena Bach	Colin Russell	CP02.01 Extend estate based recycling by provision of additional containers. CP02.02 Increase on site recycling at our civic amenity sites - in particular Harefield, CP02.03 Carry out an education campaign designed to assist with the increase in the recycling rate.	31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed	177 estates have had recycling facilities installed. Education campaign completed in Uxbridge and Hayes. Textile collection trial completed and results being evaluated Harefield CA site - Blue Sky workers involved in boosting recycling rates. Recycling rate of 35.5% for the year has been achieved.	Completed
003	A clean and attractive borough	CP003 /GP/CP013 Provide ten new solo sweepers and two mechanical sweeping machines	Philomena Bach	Colin Russell	CP03.01 Introduce 10 new solo sweepers and 2 new mechanical sweepers obtained. CP03.02 Restructure street cleaning rounds using a mix of mechanical and traditional methods.	31/07/2008, 31/08/2008	Completed, Completed	CP03.01 10 new solo sweepers have been appointed and the new mechanical sweepers purchased. Tranche 3 results are - Litter - 9%, overall 10% Detritus 30%, overall 31% Graffiti - 7% overall 6% Flyposting - 2% overall 2% Combined litter and detritus (low percentage is good) = 2007/08 - 21%, 2008/09 - 20% CP03.02 - restructuring of rounds now completed and implemented	Completed
004	A clean and attractive borough	CP004 /GP/CP010 Investing an extra £700,000 to improve the borough's roads	Philomena Bach	Jonathon Westell	CP004.01 - Conduct site visits and initial investigations., CP004.02 - Develop detailed proposals, CP004.03 - Submit formal report to Cabinet Member for authority to proceed., CP004.04 - Carry out works on site - commencing in 9/2008.	30/06/2008, 30/06/2008, 31/08/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP004.01 - Site visits and initial investigations completed. CP004.02 - Work on the detailed proposals completed. CP004.03 - Highways work is continuing	Completed
005	A clean and attractive borough	CP005 /GP/CP014 Launch the remaining two locality areas in 2008/09	Philomena Bach	David Frost	CP05.01 Roll out Uxbridge locality area by end of July 08., CP05.02 Roll out South Ruislip Locality Area by end Q2., CP05.03 Recruit a total of 5000 Street Champions by year end.	31/07/2008, 30/09/2008, 31/03/2009	Completed, Completed, Completed	Street Champions at end of the year totalled 4,800. Next year will see introduction of a scheme for "Junior Street Champions".	Completed
006	A safe borough	CP006 /GP/CP010 Investing in improving street lighting	Philomena Bach	Jonathon Westell	CP006.01 - Conduct site visits and initial investigations, CP006.02 - Develop detailed proposals, CP006.03 - Submit formal report to Cabinet Member for approval to proceed., CP006.04 - Carry out works on site - commencing in 9/08.	30/06/2008, 30/06/2008, 31/08/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP006.01 - Site visits and initial investigations completed. CP006.02 - Work to develop detailed proposals completed. CP006.03 - Report currently being prepared for Cabinet Member CP006.04 - Site work is in progress and on target. Programme of works completed at year end.	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
007a	A prosperous borough	CP007a / DCEO43 - Investing extra money to improve our town centres starting at Northwood	Fran Beasley	Ian Edwards	CP007.01 - Successfully deliver the council's town centre improvement scheme CP007.02 - Agree the town centre improvement scheme for the financial year 2009/10 with key stakeholders.	31/03/2009, 31/03/2009	Completed, Completed	Northwood Scheme completed. West Drayton / Yiewsley scheme agreed for 09/10.	Completed
007b	A clean and attractive borough	CP007b / GP/CP010 Investing extra money to improve our town centres - starting in Northwood	Philomena Bach	Jonathon Westell	CP007b.03 - Conduct initial investigations and site visit. Consult with appropriate stakeholders. Now moving onto detailed proposals stage. CP007b.04 Develop detailed proposals and review with stakeholders. CP007b.05 - Submit formal report to Cabinet Member for authority to proceed. CP007b.06 - Proceed subject to funding approval.	30/06/2008, 31/07/2008, 31/07/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP007b.01 / 02 - Preliminary meetings held with interested parties in Yiewsley and West Drayton - earmarked as next scheme for improvements CP007b.03 - Preliminary site works have started in Northwood. CP007b.04 - Q4 Works completed - positive feedback from residents.	Completed
008	A clean and attractive borough	CP008 / DCEO44 - We will invest £1m a year on environmental improvements as part of the Chrysalis Programme, which uses council money for innovative local environmental initiatives suggested by residents	Fran Beasley	Maggie Allen	CP008.01 - Manage the Chrysalis Programme Framework according to the framework provided determined by the Environment Improvement Panel (EIP) CP008.02 - Engage with project managers on a regular basis to ensure all projects are delivered to time, cost and budget, CP008.03 Review and improve the Chrysalis process ensuring POC recommendations incorporated, CP008.04 - Deliver annual launch / achievements event	31/03/2009, 31/03/2009, 31/07/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP008.01 - This is now completed. 67 projects have been undertaken. 41% are alleys, 49% were environmental improvements and 7% other. CP008.02 - Two meetings took place in August and September. Regular ongoing monitoring takes place with Project Managers. Regular EIP meetings were held. Further reallocations made CP008.03 - A review took place of the Chrysalis process and all recommendations were implemented. CP008.04 - Annual launch delivered in May 08. Promotion of the Chrysalis programme took place at the HAVs Funding Fayre and the Street Champions Launch (North) in September.	Completed
009	A clean and attractive borough	CP009 /GP/CP035 Continue to invest extra money to improve the quality of our parks and open spaces.	Philomena Bach	Paul Naylor	CP009.01 Increase the number of Green Flags in the borough. CP009.02 Capital investment in parks infrastructure - including pathways, buildings and play equipment on a variety of parks., CP009.03 Further increase in take up of allotments - borough wide., CP009.04 Continue to promote and participate in schemes to encourage parks usage e.g. ParksRCool, CROP, Management Advisory and Friends of groups, and Grandparents in parks days., CP009.05 - Improve and enhance maintenance of the borough's war memorials as part of the drive to encourage "civic pride"	31/07/2008, 31/03/2009, 31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed, Completed, Completed	CP009.01 - Completed - 10 parks with green flags CP009.02 - Completed via investment in parks infrastructure CP009.03 - annual audit of users has started - some previous users will be dropping out to be replaced by prospective new tenants on the waiting lists. CP009.04 - Completed via a variety of schemes CP009.05 - works completed to Uxbridge, Northwood, Harefield and West Drayton. Phase 2 to be undertaken in 2009/10.	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
010a	A clean and attractive borough	CP010a /GP/CP013 Lead initiatives to tackle climate change, such as waste to energy and alternative forms of power for council buildings and new developments in the borough such as the RAF Uxbridge site.	Jean Palmer	Jales Tippell	CP010a.01- Adopt a climate change for the borough and participate in the Carbon Trust Local Authority Carbon Management Programme, CP010a.02 - Promote good practice in Sustainable Design and Construction and provision of decentralised and/or onsite renewable energy on the RAF Uxbridge Site through the SPD.	31/03/2009, 31/03/2009	Completed, Completed	CP010a.01 Cabinet adopted Climate Change Strategy and Hillingdon's Carbon Management on 16 April 2009 CP010a.02 Cabinet adopted RAF Uxbridge SPD on 22nd January 2009	Completed
010b	A clean and attractive borough	CP010b /GP/CP013 Lead initiatives to tackle climate change, such as waste to energy and alternative forms of power for council buildings and new developments in the borough such as RAF Uxbridge site	Philomena Bach	Colin Russell	CP010b.01 Act upon any recommendations arising from the HIP Waste and Energy Deliverables group (WEG).	31/03/2009	Completed	Q4 - 1) 177 out of 261 private estates have now had the recycling facilities installed. 2) 4355 free compost bins distributed. 3) Trial doorstep collection of textiles completed and results being evaluated - will then be reported back to WEG.	Completed
011	A clean and attractive borough	CP011 /GP/CP016 Ensure Hillingdon is a place where people enjoy living, by balancing the need for jobs, homes and the environment by opposing inappropriate development and strongly influence the developments on our ex military sites in the borough.	Jean Palmer	James Rodger	CP011.01 - All planning applications will be assessed against the council's Unitary Development Plan Saved Policies 2007 and supplementary planning guidance/documents, which have been prepared in light of this task. CP011.02 - Prepare draft RAF Uxbridge SPD and obtain Cabinet approval. CP011.02b - Carry out public consultation on draft RAF uxbridge SPD. CP011.03 - Prepare a revised RAF Uxbridge SPD. CP011.04 - Officers will give good quality and timely pre-application advice for RAF West Ruislip site to influence the submission of the planning application. CP011.05 Officers to provide good quality and timely pre-application advice on MOD sites including RAF West Ruislip and RAF West Drayton (NATS) and to determine planning applications in line with relevant planning policies for the benefit of local communities.	31/03/2009, 30/06/2008, 30/11/2008, 30/11/2008, 01/12/2008, 31/03/2009	Completed, Completed, Completed, Completed, Completed, Completed	CP011.01 - All planning applications assessed against adopted SPD, local policies and other regional and national policies CP011.02 - Cabinet approved draft Supplementary Planning Document (SPD) for RAF Uxbridge on 19/6/08, subsequently revised draft has been agreed for consultation following consideration of Anningtons Homes Land CP011.02b - Public consultation on Draft SPD completed CP011.03 - RAF Uxbridge SPD adopted by Cabinet on 22nd January 2009 CP011.4 - The revised RAF Uxbridge SPD reported to Cabinet in December 2008 CP011.05 - All reserved matters conditions received. Officers in the process of discharging the conditions.	Completed
012	A borough of culture and learning	CP012 /GP/CP019 Start a review of the borough's buildings of local, historical and architectural interest.	Jean Palmer	Jales Tippell	CP012.01 - Compile an electronic register of existing and proposed locally listed buildings, with OS maps and photographs., CP012.02 - Carry out a review of the relevant buildings as identified by the register., CP012.03 - Act on the findings of the review of the borough's buildings of local, historic and architectural interest.	31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, On Target	CP012.01 Completed CP012.02 Consultation with specialist groups finished on 17-04-2009 CP012.03 Assessment of results of consultation and amalgamation into a comprehensive draft list prior to public consultation in July 2009	On Target

Green: Completed / On Target
Amber: Some Slippage
Red: Serious Slippage

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013	A borough of culture and learning	CP013 /GP/CP019 Continue with our programme to designate more areas in the borough as conservation areas.	Jean Palmer	Jales Tippell	CP013.01 - Consult with community on proposed extensions to Ruislip Village and Ickenham Village Conservation Areas, and Northwood Hills Area of Special Local Character. CP013.02 - Report on results of all public consultations to September Cabinet Meeting. CP013.03 - Institute the findings arising from the report to Cabinet	31/08/2008, 25/09/2008, 31/03/2009	Completed, Completed, Completed	CP013.01 - Designation of extension to Ruislip Village Conservation Area on 14th Jan, with letters and leaflets sent out to all residents and interested parties. Designation of Northwood Hills ASLC on 18th Sept 08, letters and leaflets sent to all residents and interested parties. Designation of extension to Ickenham Conservation Area on 24th Sept 08. CP013.02 - Results of public consultations reported to Cabinet - 27th of October 2008 CP013.03 - Draft proposals for new and extended conservation area in Northwood to go to Cabinet on 25th June 2009.	Completed
015	A safe borough	CP015 /GP/CP008 Provide and install burglar alarms, free of charge, to 500 of the borough's older residents to help them feel safe in their homes.	Jean Palmer	Ed Shaylor	CP015.01 - SLA agreed with Age Concern and Crime Prevention Officers to fit the alarms. Costs to be met from Leaders Initiative Fund., CP015.02 - Draw up, implement and monitor success of the programme to fit the 500 alarms.	31/03/2009, 31/03/2009	Completed, Completed	CP015.2 - Target for 2008/09 was to install 150 burglar alarms. By 31 March 171 alarms had been fitted, which exceeds the target.	Completed
016	A safe borough	CP016 /GP/CP010 All major developments will meet the Metropolitan Police designing out crime standard to help make areas safer.	Jean Palmer	James Rodger	CP016.01 - Quarterly checks and updates with the relevant planning officers to ensure compliance.	31/03/2009	Completed	CP016.01 - All applications are discussed with the Met Police at the regular Friday morning surgeries	Completed
017	A safe borough	CP017 /GP/CP007 Continue to increase the numbers of local residents who feel secure - improving the safety and well being of older people and vulnerable people and their feeling of security.	Jean Palmer	Ed Shaylor	CP017.01 Co-ordinate publicity to ensure that residents are kept informed about community safety issues and key crime prevention messages.	31/03/2009	Completed	CPO17.01 - Jan issue of Hillingdon People included 4 community safety articles (crime & disorder survey, burglar alarm scheme, alleygating and Early Intervention Panel). March issue of Hillingdon People includes two community safety articles (crime prevention and keeping garden sheds safe). The Neighbourhood Watch magazine ("Watch Out") included an article about the Older People's Safety Plan. There were also 3 Streets Ahead events held and the re-launch of Hayes/Harlington Street Champions. In addition staff attended a further nine public events.	Completed
018	A safe borough	CP018 /GP/CP018 Continue to improve road safety by ensuring all of the borough's 91 schools have plans in place to encourage pupils to travel to school by walking, cycling or using public transport by March 2009.	Jean Palmer	Jales Tippell	CP018.01 - Contact remaining schools to arrange meetings, surveys and draw up action plans., CP018.02 All schools to have School Travel Plans (STPs) completed, signed and ready to forward onto TfL, CP018.03 - To ensure all schools with existing school travel Plans complete either reviews or 3 year rewrites by March 2009,	20/12/2008, 31/01/2009, 31/01/2009	Completed, Completed, Completed	CP018.01 - Completed. CP018.02 - 99 schools have STPs in place so target exceeded. 3 schools have not been able to commit to preparing the STP at this stage. CP018.03 - Schools being contacted to do reviews and re-writes.	Completed

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019	A safe borough	CP019 / DCEO50- Fund measures to improve local safety around alleyways, public open spaces and shopping areas	Fran Beasley	Maggie Allen	CP019.01 - Identify and implement 2 alleygating schemes., CP019.02 - 6 Alleygating schemes to be identified and implemented., CP019.03 - 6 Alleygating schemes to be identified and implemented., CP019.04 - 8 Alleygating schemes to be identified., CP019.05 - Run and organise a Chrysalis Achievement Event which involves promoting the alleygating schemes in September.	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009, 30/09/2008	Completed, Completed, Completed, Completed, Completed	CP019.01 to CP019.04 - Target exceeded as a total of 28 alleygating schemes were identified and implemented in 2008/09 CP019.05 - 2 promotional events took place in September 08; namely the HAV's Funding Fayre and the Street Champions launch in the north both provided promotion of the Chrysalis programme.	Completed
020	A safe borough	CP020 /GP/CP011 Continue to deliver our road safety programme and traffic improvement schemes	Philomena Bach	David Knowles	CP020.1 - Install 10 new Pedestrian Crossings at locations around the borough., CP020.2 - Install 4 Vehicle Activated warning phased schemes - one per quarter., CP020.3 - Deliver a programme of new road safety schemes., CP020.4 - Install highway improvement schemes as agreed under the TfL funded programme.	31/03/2009, 31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed, Completed	CP020.01 - 10 crossings completed for 2008/09 - Completed CP020.02 - All 4 phases of vehicle activated warning signs implemented and target met. CP020.03 - Road safety schemes completed. CP020.04 - Highways improvement schemes completed.	Completed
021	A safe borough	CP021 /DCEO51 /CP007 Continue to support Police Safer Neighbourhood Teams in each ward and ensure that they get easy access to the council services to help make local areas safer.	Fran Beasley	Maggie Allen	CP021.01 - Community Leadership Team and Community Safety Team work closely with SNTs. Area and Borough Tasking Teams have been set up to assist multi-agency problem solving.	31-Mar-09	Completed	Ongoing monthly problem solving meetings have taken place. All projects have been completed including Yeading medical centre, Yeading mini motors bikes in quarter 3 and a further 5 alleygating projects were completed in March 09.	Completed
022	A safe borough	CP022 Work closely with our partners, including Registered Social Landlords and other landlords to tackle anti-social behaviour in social housing.	Jeff Maslen	Neil Stubbings	CP022.01 Consider whether a preferred list of Registered Social Landlords is an appropriate option to help strengthen joint working.	31/12/2008	Completed	The first meeting of the RSL Housing Services Forum took place in November 08 with the second held in January 09. Hillingdon is one of the national pilots for a project involving increasing the partnership working between a local authority and RSL - the project will focus on tackling homelessness, improving management of housing stock, tackling overcrowding, reducing unauthorised tenancies and improving access to private sector housing.	Completed

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023	A borough of culture and learning	CP023 /GP/CP003 We will continue to refurbish the borough's libraries	Jean Palmer	Pat Blackshire	CP023.01 - Detailed designs completed for Harefield and West Drayton libraries. CP023.02 - Architects to agree interior design for Botwell Green Library CP023.03 -Feasibility study to be carried out on all proposed libraries to be refurbished.	31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed	CP023.01 Harefield and West Drayton refurbishments completed Interior design for new facility agreed The Leader of the council officially opened both West Drayton and Harefield during March. The extension at Harefield has been completed. CP023.03 Feasibility studies completed in Q3 and the phase 2 refurbishment of the following libraries;- Ickenham, King's Hill (Charville), Oaklands Gate (Northwood) and Yiewsley has been tendered. A report will be presented to Quarter 1 Cabinet recommending the choice of the council's preferred contractor to undertake the refurbishment. Designs in place for next stage i.e. Ickenham , Kingshill , Oaklands Gate and Yiewsley libraries	Completed
024	A borough of culture and learning	CP024 /GP/CP003 Work will start on the new Botwell Leisure Centre in Hayes.	Jean Palmer	Sue Drummond	CP024.01 - Start work on site for the new Leisure centre. CP024.02 - Complete the works for the Centre to be opened by end of Quarter 3 in 2009/10.	31/08/2008, 31/03/2009	Completed, Completed	CP024.02 - Construction of complex progressing well and now on target for completion.	Completed
025	A borough of culture and learning	CP025 - Continue to develop and improve education in our schools and raise exam results	Chris Spencer	Chris Spencer	LAA NI102 & CP - Continue to develop and improve education in our schools and raise exam results	31/03/2009	On Target	17 schools (primary/secondary/special) judged as outstanding. Hillingdon received good APA score for Enjoying and Achieving. 14-19 programme being implemented - Hillingdon now accepted for 3 new diplomas making a total of five Curriculum diversity in place in KS4 to offer a more flexible and varied curriculum to meet all needs New secondary curriculum implementation being planned Previous four secondary schools in OfSTED negative category - Notice to Improve - now only one in this category. No Hillingdon schools in special measures - judgements from OfSTED judgements are also improving - There are now 5 secondary schools judged as outstanding and an increasing number of schools judged as good (5). Intensive support and advice from the SIS is expected to result in the last secondary school with a 'notice to improve' to be removed from this category at the next inspection (likely in April/May 2009).	On Target
026	A borough of culture and learning	CP026 /GP/CP003 Extend our blue plaque scheme and maintain our local heritage.	Jean Palmer	Jean Palmer	CP026.01 - Plaque for Alexander Fleming to be unveiled at Harefield Hospital on 29/09/08. CP026.02 - To identify other famous people and events associated with locations within the borough and erect plaques as appropriate..	29/09/2008, 31/03/2009	Completed, On Target	CP026.01 - Plaque for Alexander Fleming was unveiled, event was a success CP026.2 - Letter sent to Bernard Miles family to acquire permission for the Blue plaque. Agreement now received from family and home owners. Plaque unveiling being arranged.	On Target

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027	A borough of culture and learning	CP027 /GP/CP006 Extend opportunities for older people to participate in leisure, recreation and cultural activities.	Jean Palmer	Sue Drummond	CP027.01 - Support Age Concern in the recruitment of a part-time 55 plus tutor to develop a portfolio of activities and programmes targeting the 55 plus age group., CP027.02 - Implement the Active Ageing Programme	31/03/2009, 31/03/2009	On Target, On Target	CP027.01 - Go ahead to recruit from Sport England confirmed last week. Meeting later this week with Age Concern for recruitment with secondment agreement with the Council. Age Concern partnership funding has now been sourced by the team through a leaders fund application CP027.02 - Subject to 01 completed.	On Target
028	A borough of culture and learning	CP028 - Increase the range of vocational courses at GCSE and post 16	Chris Spencer	Chris Spencer	CP028.1 LAA NI79 & CP - Increase the range of vocational courses at GCSE and post 16. LAA Target baseline is 68% to improve to 71% for 2008	31/03/09	Completed	Hillingdon Training Ltd (HTL), the Education Business Partnership (EBP) and the 14-19 team are working in partnership with schools, employers and others to ensure that an extended range of provision is made available. This includes Diplomas, Young Apprenticeships, BTEC and other vocational courses. New apprenticeship lines have been introduced, eg Customer Service. HTL is working closely with L B Hillingdon to establish a borough apprenticeship scheme. Diploma lines are being introduced through the Gateway process. There is significant expansion in KS4 provision through Young Apprenticeships, engagement projects, school-based provision etc. HTL has been approved to run Young Apprenticeships in Cohort 6, starting in September 2009. This will lead to an increase to approximately 250 places on offer. The Engagement Project, catering for disengaged and disaffected learners has also been approved for 2009/2010, with 101 places on offer. HTL has started recruiting for learners for Cohort 6 Young Apprenticeships programme. We anticipate up to 137 places in next years Y10.	Completed

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029	A borough of culture and learning	CP029 /GP/CP003 Reopen the historic Manor Farm complex to provide top quality education and leisure facilities.	Jean Palmer	Pat Blackshire	CP029.01 - Reopen the Manor Farm Complex, CP029.02 - To ensure successful provision of top quality education and leisure facilities	30/06/2008, 31/03/2009	Completed, Completed	CP029.01 - Manor Farm complex reopened in 06/2008. CP029.02 - School attended Manor Farm and took part in the following activities: Big Draw 3 year 5 classes totaling 90 children. Big Draw Community Event Approx 250 participants. Songs for the Barn class of 30 5 visits approximately 280 participants. Tudor theme visit 1 class of 30 Participants	Completed
030	A borough of culture and learning	CP030 /GP/CP003 Provide an Ice Rink in Uxbridge for the Christmas period.	Jean Palmer	Andrew Malin	CP030.01 - Obtain planning permission for the ice rink to open over the Christmas period., CP030.02a - Publicise and promote ice rink by end of September 2008. CP030.02b - Provide the ice rink facilities for the period from end of November to first week of January 2009. Arrival on site and assembly commencing 17th November 2008.	31/07/2008, 27/11/2008	Completed, Completed	CP030.01 - Ice rink opened on 28th to public and ran to 4th January CP030.02a - Promotion plan agreed and implemented CP030.02b - Ice rink project completed.	Completed
031	A borough of culture and learning	CP031 /GP/CP003 Work to extend our grass roots sports and leisure activities.	Jean Palmer	Sue Drummond	CP031.01 -Deliver the 'Extended Activities'/ 5 hour offer programme over the next 3 years. CP031.02 - Increase the number of places and the range of activities available on the Sports Development Summer Activity programme and produce appropriate marketing and publicity. CP031.03 - Establish 'Streetgames' in areas of the Borough delivering localised estate based sport and physical activity CP031.04 - Continue the development of Aqua Extreme at Hayes and Highgrove Pool	31/03/2009, 31/08/2008, 31/03/2009, 31/03/2009	Completed, Completed, Completed, Completed	CP031.01 - Activities agreed and now commenced for year 2. CP031.2 - New electronic sports wall now installed (for children and older persons groups) Additional marketing including new publicity material developed and taster sessions organised in schools to promote activities for children and young people. CP031.03 - Funding for main project now released and to commence early May. CP031.04 - Diving now established at Highgrove. Regular mini polo in place, extending to water polo.	Completed
032	A borough where children and young people are healthy, safe and supported	CP032 - We will open three new youth centres for Hillingdon's young people	Chris Spencer	Tom Murphy	CP032.1 - LAA NI110 & CP - We will open three new youth centres for Hillingdon's young people, CP032.2 - LAA NI110 & CP - Term-time and holiday programmes of positive activities secured through re-modelled Accredited Learning Team by December 2008, CP032.3 - LAA NI110 & CP - Development of Young Hillingdon website with the capacity to effectively communicate the positive activities offer in Hillingdon and act as a consultation tool to inform service development by December 2008.	31/03/2010, 31/12/2008, 31/12/2008	Some Slippage, Completed, Completed	Good progress continues to be made on the Charville development. Final designs have now been completed and submitted for planning permission. Good progress continues to be made on the Northwood development working towards resolution of issues with Charity Commission regarding purchase of site. Some slippage - Planning application for South Ruislip is currently suspended pending the review of alternative sites.	Some Slippage

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033	Building a culture for success	CP033 - Provide 11 new children's centres which will provide services for under 5's under one roof	Chris Spencer	Chris Spencer	CP033.1 - Provide 11 new children's centres which will provide services for under 5's under one roof, CP033.2 - All Phase 2 of the Children's Centre Projects completed by March 2009, CP033.3 - All Children's Centre fully staff, including Early Years Practitioners, Creche staff, Family Support worker and administration, CP033.4 - Implement phase 3 of the Children's Centre Projects	31/03/2009, 30/03/2009, 30/03/2009, 31/03/2010	On Target, On Target, On Target, On Target	Services running in 11 new children's centres. Building projects underway in most centres. Early Years Practitioners recruited for the centres. Parent Support workers have been recruited for a number of centres, recruitment is continuing for the rest. Work is underway to assure the quality of services provided. New services being commissioned include Portage and CAB sessions. Extended Services manager in post. Recruitment underway for new central team. A recruitment round for other staff in centres has been run with Early Years Practitioners. Phase 3 centres have largely been identified. Discussion taking place with Corporate Property to take forward work.	On Target
034	Building a culture for success	CP034 - We will launch a new integrated children's trust in Hillingdon which, working with our partners will deliver better and more joined up services for children and young people	Chris Spencer	Julian Wooster	CP034.1 - We will launch a new integrated children's trust in Hillingdon which, working with our partners will deliver better and more joined up services for children and young people, CP034.2 - Develop joint commissioning strategy and define commissioning priorities by September 2008	31/03/2009, 30/09/2008	Completed, Completed	Trust arrangements are in place. On-going developments are part of service delivery. Currently a review of strategic groups is underway.	Completed
035	A borough where children and young people are healthy, safe and supported	CP035 - Launch our parenting strategy and action plan, which will offer support to parents	Chris Spencer	Julian Wooster	CP035.1 - Launch our parenting strategy and action plan, which will offer support to parents, CP035.2 - Develop the Family Support Strategy by December 2008, CP035.3 - Develop Family Group Conferencing Service by April 2009	31/12/2008, 31/12/2008, 31/03/2009	Completed, Completed, On Target	CP035.1 - Strategy and action plan in place monitored by Parent Support steering group. Year 1 actions completed. Refresh plans in place for 09/10 CP035.2 - Parent support Coordinator appointed. Additional targets in place to develop parenting experts role funded from DCSF.	On Target
036	A safe borough	CP036 - Protect children and young people from crime and accidents	Jean Palmer	Jales Tippell	CP036.01 - All schools to have School Travel Plans (STPs) completed, signed and ready to forward onto TfI, CP036.02 - To ensure all schools with existing School Travel Plans complete either reviews or 3 year rewrites by March 2009.	31/01/2009, 31/01/2009	Completed, Completed	CP036.01 - see CP018.02 CP036.02 - Schools being contacted to do revisions and reviews	Completed

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036a	A borough where children and young people are healthy, safe and supported	CP036a - Protect children and young people from crime and accidents	Hugh Dunnachie	Chris Spencer	CP036a.1 Review safeguarding arrangements following the phasing out of the child protection register from September 2008, CP036a.2 - Roll out of the Targeted Youth Support Teams across the North and West localities by March 2009	30/09/2008, 31/03/2009	Completed, Completed	CP036a.1 - The Local Safeguarding Children Board (LSCB) Board has sanctioned the creation of a HR sub group to drive forward the safer recruitment work plan across all partner agencies. This began in September 2008. Leaflets explaining the phasing out of the Child Protection register have been disseminated to all professionals, and agencies, along with a briefing note from the LSCB. The briefing note is posted on the LSCB Website. This was refreshed with the introduction of Integrated Children's System in autumn 2008. CP036a.2 - The staff from Youth Intensive Support Programme transferred to the local authority on 1.4.09 and the service can now take referrals from across the borough.	Completed
037	A borough where children and young people are healthy, safe and supported	CP037 - Improve the educational prospects of looked after children by providing home to school transport to ensure continuity of school provision	Chris Spencer	Julian Wooster	CP037.1 - Improve the educational prospects of looked after children by providing home to school transport to ensure continuity of school provision, CP037.2 - Implement Educational Champions scheme from September 2008, CP037.3 - Virtual Head in post by September 2008	31/03/2009, 30/09/2008, 30/09/2008	Completed, Completed, Completed	In addition to the sub tasks, we are promoting the use of an educational allowance for children and young people and the use of Tutoring as part of Care Matters This process is being administered through the Looked After Children Education team to ensure it links with Personal Education Plans. Guidance completed and implemented.	Completed
038	A borough where children and young people are healthy, safe and supported	CP038 /GP/CP035 Improve the services on offer to young people in our libraries.	Jean Palmer	Pat Blackshire	CP038.1 - Increase active library membership of early years settings through the Books Ahead scheme. Launch the Baby Book Crawl reading scheme, CP038.2 - Increase the take up of Bookstart, Bookstart Plus and Treasure Chests to 80% target reach., CP038.3 - Boys into Books project - through the schools library service strengthen partnerships with schools and foster a love of reading with boys aged 5 to 11 and attending primary school. CP038.4 - Summer reading Challenge - promote to all children aged 4 to 12 in all libraries.	31/10/2008, 31/03/2009, 31/03/2009, 30/09/2008	Completed, Completed, Completed, Completed	CP038.1 - Book crawl Library awards - (6 additional branches to start scheme in Feb 09) As well as 4 tier 1 libraries, Harefield, Harlington, West Drayton & Yiewsley started scheme by Feb with further 4 branches (Ickenham, Oak Farm, Oaklands Gate & Yeading) starting Summer 09. CP038.2 - Increase uptake of Bookstart baby, bookstart Plus & treasure chests to 80% - Bookstart Baby 95% - complete (up 37% on previous year), Bookstart Plus 99% - complete (up 51% on previous year), Treasure chest 80% - (up 6% on previous year) CPO38.3 Completed at end of Q3 CP038.4 - Summer reading challenge, Total joiners (all ages) 6,635, children aged 4 - 12 (CIPFA target) 5,372.	Completed
039	A borough where children and young people are healthy, safe and supported	CP039 /GP/CP041 Strengthen the links between the School Travel Plan programme and students in years 7 to 13, with health promotion activities in our leisure centres.	Jean Palmer	Jales Tippell	CP039.01 - 19 school travel plans being prepared for completion 03/09. Meeting with TfL being arranged to consider School Travel Plan (STP) programme and health promotion, CP039.02 - Programme of activities for students to be developed in conjunction with Healthy Hillingdon Partners.	31/03/2009, 31/01/2009	Completed, Completed	CP039.01 - See CP18.01 CP039.02 Meeting held with Healthy Hillingdon to progress one stop shop.	Completed

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040	A borough with improving health, housing and social care	CP040 Extend our first time buyers deposit scheme for borough residents to provide additional funding to help up to 50 individuals or couples a year to get onto the property ladder.	Jeff Maslen	Neil Stubbings	CP040.1-First time buyers deposit scheme extended by March 2009 - 50 individuals or couples are helped to buy their own property., CP040.2-Deliver a targeted publicity campaign to increase take-up of the scheme: CP040.2a-Contact all registered Estate Agents to help identify suitable applicants, CP040.2b-Deliver briefing sessions about the first time buyers scheme to all interested Estate Agents, CP040.2c. Produce a flyer for the windows of Estate Agents offices and local Gyms, CP040.2d. Publicise the first time buyers scheme on the Hillingdon Council website., CP040.3-Achieve quarterly targets for the number of people approved for the first time buyers scheme a. quarter 2 = 20 approvals b. quarter 3 = 20 approvals c. quarter 4 = 20 approvals	31/03/2009, 31/08/2008, 30/09/2008, 30/09/2008, 31/08/2008, 31/03/2009	Some Slippage, Completed, Completed, Completed, Completed, Some Slippage	CP040.1 - Some slippage. For the year to the end of March 2009, 24 applicants were awarded grants and completed a purchase. For the 4th quarter from the 1st January 2009, 7 applicants completed purchases. A further 4 applicants confirmed completion dates before the end of May. Completed. 70 Estate Agents have been contacted with details about the scheme and many have registered for further information. 19 estate agents responded and registered. CP040.2a - Completed. 70 Estate Agents have been contacted with details about the scheme and many have registered for further information. 19 estate agents responded and registered. CP040.2b - Completed - briefings delivered to 7 estate agents initially and separate briefing sessions held subsequently. Estate agents continue to be contacted to generate interest in the scheme CP040.2c - Completed - flyer to promote the scheme prepared and distributed to Estate Agents and local Gyms. Marketing postcards distributed to estate agents / Gyms. CP040.2d - Completed. Promotional information about the first time buyers scheme has been published on the Council's website. First-Time Buyers' Scheme given prominence on Council website, and remains the first item on the Housing page. Meetings with and promotional material distributed to mortgage managers at Nationwide, Halifax, Abbey and HSBC. Scheme promoted on banner at ice-rink in front of Civic Centre and on Twitter (an on-line service allowing a brief message alert), the latter providing a brief highlight of the scheme and the website link to apply. (virtually all applications are on-line) CP040.3 - At the end of March 2009 there are 12 applicants 42 approved and looking for properties. A further 14 applicants have been approved and have had an offer accepted on a property. There are 7 approval interviews that have recently been completed, and another 5 applicants have approval interview dates set. Currently there are 48 new applications which are pending 10 years residency confirmation and/or in principle mortgage offers	Some Slippage

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
041	A borough with improving health, housing and social care	CP041 Promote increase capacity for sheltered housing in the private sector	Jeff Maslen	Neil Stubbings	CP041.1 - Progress with a major developer the development of private sector assisted living housing specifically for older people - on the RAF site in West Ruislip - complete planning process with developer by March 2009., CP041.2 - Finalise discussions and negotiations with a private sector developer for new build sheltered housing in Ruislip., CP041.3 - Market the Frank Welch Court site to develop housing to meet the needs of older people.	31/03/2009, 31/03/2009, 31/03/2009	Some Slippage, On Target, Some Slippage	CP041.1 - Detailed negotiations over the contract and price are continuing for the provision of affordable sheltered housing. The negotiations have been extended due to the need to re-appraise the financial viability of the scheme and confirm funding sources in light of the fall in land values arising from the economic downturn. Grant application to be submitted by the Registered Social Landlord partner to the Homes and Communities Agency once terms have been agreed. CP041.2 Overall on track - Site 1 in Pembroke Road on track to be provided by George Wimpey for Paradigm HA to provide 25 sheltered for rent and 12 shared ownership for age restricted over 55's. Practical completion date has been rescheduled due to minor design amendments and technical issues with the roof. Completion now due May/June 2009. Under occupying nominees are invited to view a show flat on 5th May. Site 2 in Pembroke Rd for 31 sheltered private apartments was refused on appeal and will not proceed. CP041.3 Discussions about the future use of The Frank Welch Court site development is continuing with a recommendation from the Housing Supply Team to redevelop as an extra care scheme. The speed with which this site is to be disposed has been affected by the fall in land values and the need to remove a restrictive covenant. This site is going forward to the Strategic Property Group.	Some Slippage
042	A borough with improving health, housing and social care	CP042 the telecare project, which helps people with dementia to remain living at home, will be extended to people at risk of falls.	Jeff Maslen	Brian Doughty	CP042.1 - Put in place and deliver a promotional campaign to health staff to refer people at risk of falls to the telecare services - awareness campaign starts September 2008, campaign delivered by 31 March 2009., CP042.2 - By 31 March 2009 a total of 150 people have accessed the telecare service, CP042.3 - Further develop the use of assistive technology with Hillingdon Primary Care Trust - agreement with the PCT on the best way forward reached by 31 March 2009.	31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed	CP042.1 - Campaign started June 2008. CP042.2 - A total of 251 people received a telecare service in 2008/09. Telecare co-ordinator appointed to lead the development of telecare services. CP042.3 - Ongoing discussions underway with Hillingdon PCT to explore possibilities for joint working	Completed

Green: Completed / On Target
Amber: Some Slippage
Red: Serious Slippage

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
043	A borough with improving health, housing and social care	CP043 Deliver the decent homes targets, an initiative to ensure all residents have good quality housing-improve housing in the private sector.	Jeff Maslen	Neil Stubbings	CP043.1 - Deliver the quarter 1 target=70 private sector homes improved, CP043.2 - Achieve quarter 2 target=85 homes, CP043.3-Achieve quarter 3 target=85 homes, CP043.4-achieve quarter 4 target=90 homes	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP043.1 - Completed. Quarter 1 target achieved - 94 homes in the private sector have been improved working in partnership with EDF Energy, London Warm Zones and Frays Care and Repair. The homes of vulnerable people have been targeted for improvement. CP043.2-Completed. Target for quarter 3 achieved and overall on track - 116 homes in the private sector have been improved working in partnership with EDF Energy, London Warm Zones, West London Sub-regional grants, Frays Care and Repair Services. The homes of vulnerable people have been targeted for improvement. Overall, 324 out of the year target of 330 has been achieved to date CP043.3-Completed. Target for quarter 3 achieved and overall on track - 116 homes in the private sector have been improved working in partnership with EDF Energy, London Warm Zones, West London Sub-regional grants, Frays Care and Repair Services. The homes of vulnerable people have been targeted for improvement. Overall, 324 out of the year target of 330 has been achieved to date CP043.4 - Target for quarter 4 achieved and annaul target met - a futher 15 homes in the private sector have been improved during quarter 4 working in partnership with EDF Energy, London Warm Zones, West London Sub-regional grants, Frays Care and Repair Services. The homes of vulnerable and older people have been targeted for improvement. Overall 339 homes have been made decent in the year against a target of 330.	Completed
044	A borough with improving health, housing and social care	CP044 Reduce the number of people in temporary accommodation by 50% by 2010.	Jeff Maslen	Neil Stubbings	CP044.1-Deliver the quarterly targets for national indicator 156, quarter 1 target = 1325 units of temporary accommodation, CP044.2-quarter 2 target = 1290 units of temporary accommodation, CP044.3-quarter 3 target = 1256 units of temporary accommodation, CP044.4-quarter 4 target = 1221 units of temporary accommodation	30/09/2008, 31/12/2008, 31/03/2009, 30/06/2008	Completed, Completed, Completed, Completed	CP044.1 - Completed. At the end of quarter 1 2008/09, 1276 households were living in temporary accommodation achieving the target for quarter 1. CP044.2 - Completed. At the end of quarter 2 2008/09, 1245 households were living in temporary accommodation achieving the target for quarter 2. CP044.3 - CP044.3 - Completed quarter 3 target. Overall on track by 31.03.09. At the end of quarter 3 2008/09, 1209 households were living in temporary accommodation achieving the target for quarter 3. Officers are monitoring the potential impact of the 'credit crunch' on homelessness activity. CP044.4 - Completed quarter 4 target. At the end of quarter 4 2008/09, 1174 households were living in temporary accommodation achieving the year end target. Officers are monitoring the potential impact of the 'credit crunch' on homelessness activity	Completed

Green: Completed / On Target
Amber: Some Slippage
Red: Serious Slippage

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
045	A borough with improving health, housing and social care	CP045 Maintain an excellent housing/council tax benefit service and housing service, demonstrating value for money and increase benefit take up and improve the speed and accuracy of benefit applications - achieve the quarterly targets for the percentage of claims where the calculation of benefit claims is correct (formerly BVPI79a)	Jeff Maslen	Neil Stubbings	CP045.1-Achieve the quarterly targets for the percentage of claims where the calculation is correct - Achieve quarter 1 = 90%, CP045.2-Achieve quarter 2 target=92%, CP045.3-Achieve quarter 3 target=94%, CP045.4-Achieve quarter 4 target=95%	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Some Slippage	CP045.1 - Quarter 1 target achieved and year end target will be met. Performance for quarter 1 was 90.91%. Performance is based on a larger 10% sample of all benefit calculations. Weekly review of progress towards target and action planning in place with team managers. CP045.2 - Completed. Quarter 2 target achieved and year end target should be met. Performance for quarter 2 was 92.23%. Performance is based on a larger 10% sample of all benefit calculations. Weekly review of progress towards target and action planning in place with team managers CP045.3 - Overall year end target on track. Performance for quarter 3 was 95.10%. Performance is based on a larger 10% sample of all benefit calculations. Weekly review of progress towards target and action planning in place with team managers. CP045.3 - The year end out-turn for the accuracy of benefits assessment was 92.95%. Performance has been affected by the impact of the downturn in the economy which has increased the number of benefit claims and workload. The definition used to calculate accuracy of benefit assessments for 2008/09 is the former BVPI definition which does include historical errors - which for 2008/09 includes assessments made before 1 April 2008. Performance is being re-worked to measure benefits performance assessment activity in the year 2008/09 to exclude historical assessments. For 2009/10, out-turn will be measured considering only assessments undertaken in 2009/10.	Some Slippage
046	A borough with improving health, housing and social care	CP046 Continue the modernisation programme for adults with learning disabilities and mental health needs	Jeff Maslen	Brian Doughty	CP046.1 Complete the development of a scheme providing supported housing with care and support for 9 people with mental health needs (Hamlet Lodge - Long Lane), CP046.2-Deliver 12 additional supported housing places for adults with a learning disability ('Yew Tree Lodge', formerly 'Highgrove').	31/07/2008, 30/09/2008	Completed, Completed	CP046.1-Completed. Handover of new building to the provider completed on 23 July 2008. CP046.2-Completed. Building completed and Care and Support provider in place. Yew Tree Lodge opened to tenants with learning disability 24.11.08.	Completed
047	A borough with improving health, housing and social care	CP047 Develop preventative services in partnership with the voluntary and independent sector and modernise day services-deliver the day opportunities strategy for adults with a learning disability.	Jeff Maslen	Richard Redmond	CP047.1-Establish new resource service for adults with a learning disability with low and moderate needs as an alternative to day centre provision - the first group of service users receiving support by 31.10.08, CP047.2-The second group of service users receiving support by 31.03.09	31/10/2008, 31/03/2009	Completed, Completed	CP047.1 - Completed. New external provider appointed. New Resource service 'Perfect Start' officially commenced 08/12/08 with first group of users CP047.2 - Completed - second group of service users received support by 31.03.09. Contract monitoring in place. Day & employment services strategy delivered as agreed	Completed

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
048	A borough with improving health, housing and social care	CP048 Develop and improve services to enable adults and older people to remain living in the community and maintain and develop support to carers-finalise carers strategy and agree new strategy	Jeff Maslen	Brian Doughty	CP048.1 Finalise carers strategy and agree new strategy - Carers strategy prepared and agreed.	31/07/2008	Completed	CP048.1 - Completed. Strategy finalised following consultation with service users, carers, community groups and other stakeholders. Strategy agreed by the Adult Social Care, Health and Housing senior management team on 10.07.08. Strategy presented to the Healthier Communities and Older Persons LSP Theme Group on 30.07.08	Completed
049	A borough with improving health, housing and social care	CP049 Improve the health and well-being of adults and older people-deliver the dignity challenge	Jeff Maslen	Richard Redmond	49.1-Deliver workshops and complete assessments of all 33 registered care providers in Hillingdon using the Dignity Challenge framework by the end of March 2009	31/03/2009	Completed	CP049.1-Completed. Care providers in Hillingdon are taking part in a self-assessment against Dignity Challenge standards.	Completed
050	A borough where opportunities are open to all	CP050 Develop and improve customer involvement in the planning, delivery and monitoring of housing and adult social care services - user, carer and community engagement strategy in place.	Jeff Maslen	Sarah Morris	CP050.1-Consultation on draft strategy by 31.10.08, CP050.2-Finalised customer engagement strategy presented to the senior management team by 30.11.08	30/10/2008, 30/11/2008	Completed, Completed	CP050.1-Completed. Project team has delivered the consultation on the customer engagement strategy. CP050.2-Completed. The Adult Social Care, Health and Housing Senior Management Team approved the customer engagement strategy on 16 October 2008 for further consultation with stakeholders outside of the Council.	Completed
051	A borough of culture and learning	CP051 Deliver 80 heating system completions for older people through the Warm Zones Scheme.	Jeff Maslen	Neil Stubbings	CP051.1 Achieve the quarterly targets to deliver 80 heating system improvements by March 2009 - quarter 1 target=20, CP051.2-Achieve the target for quarter 2=20 heating systems improved, CP051.3-Achieve quarter 3 target=20 heating systems improved., CP051.4-Achieve quarter 4 target=20 heating systems improved.	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP051.2 - Target has been met. The final outturn achieved was 168 compared to the annual target of 80. Forty two completions were achieved in the last quarter. This was made possible through Hillingdon benefiting from other Council's underspend on the West London Housing Partnership Warmzones project.	Completed
052	A borough of culture and learning	CP052 Deliver 500 home energy insulation measures in the private sector, mainly for older people	Jeff Maslen	Neil Stubbings	CP052.1 Achieve quarterly targets to achieve 500 energy efficiency measures in the homes of people in the private sector. Quarter 1 target = 125 energy efficiency measures., CP052.2-Quarter 2 target=125 energy efficiency measures., CP052.3-Quarter 3 target=125 energy efficiency measures., CP052.4-Quarter 4 target=125 energy efficiency measures.	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP052.1 - Quarter 1 target achieved. During the first quarter of 2008/09 168 households living in private sector housing have benefited from energy efficiency measures. CP052.2. - Quarter 2 target completed. Overall on track. For the second quarter, the cumulative total for the first 6 months was 275 households benefiting from energy efficiency measures. CP052.3 - Quarter 3 target completed. Overall on track. For the third quarter, the total was 10 households benefiting from energy efficiency measures. The cumulative total for the first 9 months was, therefore 451 against a target of 375. There have been capacity constraints across London in the Insulation Industry. However, these have now been overcome and the annual target of 500 should be met. CP052.4.- Quarter 4 target completed. Overall target met. For the fourth quarter, the total was 398 households benefiting from energy efficiency measures. The cumulative total for the year was 849, against a target of 375.	Completed

Green: Completed / On Target
Amber: Some Slippage
Red: Serious Slippage

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
053	A borough with improving health, housing and social care	CP053 Increase the number of new houses provided by the Council (HRA pipeline scheme)	Jeff Maslen	Neil Stubbings	CP053.1-All suitable sites identified by July 2008, CP053.2-First planning application for sites submitted by August 2008., CP053.3-Procurement methods agreed by January 2009	31/07/2008, 31/08/2008, 31/01/2009	Completed, Completed, Completed	53.1-Completed. All sites identified. Designs for 6 sites have been prepared and planning applications are ready for submission. 53.2-Completed. First planning application submitted and planning consent approved on one site. 53.3-Completed. The Affordable Housing Group have selected two preferred procurement routes for the housing being developed within this project - a joint venture partnership with developers/banks or the more traditional RSL route using social housing grant from the Homes and Communities Agency. A further report to the Affordable Housing Group in June 09 will enable members to provide more detailed guidance on the future of this project.	Completed
054	A borough with improving health, housing and social care	CP054 /GP/CP024 Continue to implement our Affordable Housing Planning Guidance for all new residential developments.	Jean Palmer	Jales Tippell	CP054.01 - Apply council's affordable housing policy on all applications which fall within the affordable housing guidelines.	31/03/2009	Completed	CP054.01 - Guidance applied to all relevant applications.	Completed
055	A prosperous borough	CP055 /GP/CP030 Increase the number of adults with disabilities accessing education, training, employment and training opportunities.	Jean Palmer	Tricia Collis	CP055.01 - Tender for LSC Skills for Jobs, CP055.02 - Programme start CP055.03 - A minimum of 25 Adults with Learning Difficulties and Disabilities (ALDD) people to take part in year one programme.	31/05/2008, 30/09/2008, 31/03/2009	Completed, Completed, Completed	CP055.3 - New wise programme for work in supported employment has been established for ALDD learners. 248 ALDD learners currently enrolled	Completed
056	A borough with improving health, housing and social care	CP056 - Our housing policy will help people access affordable housing including key workers and economically active residents helping to support our local labour market	Jean Palmer	Jales Tippell	CP056.01 - Use of S106 SPG and Affordable Housing SPD on appropriate sites., CP056.02 - Regular liaison with housing services. , CP056.03 - Southern Hillingdon Area Action Plan and Site Allocations Development Plan Document (LDF) identify sites for housing... CP056.04 - First time buyers deposit scheme extended by March 2009-50 individuals or couples supported to buy their own property., CP056.05 - Work with Registered Social Landlord Partners to develop new build Low Cost Home Ownership homes in the Borough.	31/03/2009, 31/03/2009, 31/03/2009, 31/08/2009, 31/03/2009	Completed, Completed, Completed, On Target, On Target	CP056.01 - Use of S106 SPG and Affordable Housing SPD on appropriate sites is on-going CP056.02 - regular liaison Meetings were held. CPO56.03 - revised set of LDF documents agreed by Cabinet Dec 08 will ensure sites for housing identified in LDF Core Strategy or Site Allocations Development Plan Document. CPO56.4 A further 5 schemes individual/couples were supported by grant to purchase their own property bringing the annual total to 22 CPO56.5 At the end of March 2009 new Lotto Homes had been provided at the Pavillions Windmill apartments and at 117 High Street Yiewsley. Pembroke Road following delays is now approaching completion.	On Target

Green: Completed / On Target
Amber: Some Slippage
Red: Serious Slippage

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
057	A prosperous borough	CP057 / DCEO45 - Work with partners to provide a business start up support service to increase the number of businesses in the borough by at least 85	Fran Beasley	Ian Edwards	CP057.1 - Complete build and launch Hayes Business Studio's with at least three occupied., CP057.2 - Publish and launch Hillingdon Inward Investment Brochure, CP057.3 - Deliver enterprising attitudes programmes, CP057.4 - Increase awareness of Hillingdon 4 Business Website, including 35 new businesses registered	31/03/2009, 31/07/2008, 31/10/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP057.01 / VAT registration/deregistration/business stock data released by Business Enterprise Regulatory Reform (BERR) Nov 2008 evidence this has been exceeded LSP met to look at the effects of the economic recession and its effect on small businesses. Enterprising attitudes programme will run from March to May.	Completed
058	A prosperous borough	CP058 / DCEO46 - Increase the number of lone parents supported into employment	Fran Beasley	Ian Edwards	Launch Workmates programme delivered by Dominion Housing	28/11/08	Completed	Official launch event held attended by over 30 representatives from referral sources. 10 clients have now accessed initial assessment and support - on target as project profile.	Completed
059	A prosperous borough	CP059 Explore the possibility of Hillingdon becoming a "wireless" authority.	Christopher Neale	Steve Palmer	CP059.1 - Produce feasibility study and action plan for approval. CP059.2 - When project agreed, install wireless hotspots in High Streets. CO059.3 POC to review more complex issues of wireless authority as part of review into Business Friendly Borough.	31/03/2009	On Target	A report was presented to POC on 13 May and agreed to be taken to Cabinet in June.	On Target
060	A prosperous borough	CP060 / DCEO47 - Engage with business to encourage their support for our outcomes and increase their corporate responsibility	Fran Beasley	Ian Edwards	Improve communication within Hillingdon Business Forum (HBF) to include publishing of volunteering opportunities - including a minimum of 3 newsletters, monthly update of website, and register of volunteering opp's on the website.	31/03/2009	Some Slippage	Engagement with the larger businesses has been strengthened significantly in year with the CEO taking a leading role in relation management with the larger businesses. This is already proving effective with a large multi-national corporation, having met with the CEO, deciding to locate their European HQ in the borough. The recession is impacting on the level of corporate social responsibility activity undertaken. For example, there has been a 30% reduction in Q4 in the provision of work experience placements to Hillingdon's schools as companies seek to make savings. The Hillingdon Business Forum is similarly being impacted although the level of volunteering undertaken by members and other businesses has held up reasonably well resulting in an increase in the total number of volunteering days provided in 2008/9.	Some Slippage
062	A borough where opportunities are open to all	CP062 / DCEO48 - Ensure the council and its partners respond to neighbourhood needs and improved service delivery for all residents	Fran Beasley	Ian Edwards	CP062.1 - Develop Local Information System, CP062.2 - Locality Working Model Agreed, CP062.3 - Tasking process implemented	31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed	Insight System in place. Loading of intelligence and data continues. Key officers trained. Working on developing Ward/Locality profiles and evidence profiles for each LSP Theme Group. Suggested that Hayes Locality and Strong and Active Theme Groups act as pilots. Locality paper discussed by CMT away day. Borough Police Tasking Group Established and officers in place from January 1st 2009. Team to be jointly tasked by LBH and Police. This has now been completed	Completed

Green: Completed / On Target
Amber: Some Slippage
Red: Serious Slippage

Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
063	A borough where opportunities are open to all	CP063 / DCEO49 - Promote community cohesion across all of the borough's communities so that people feel that communities get on well	Fran Beasley	Fiona Gibbs	CP063.1 - Deliver Connecting Communities Hillingdon Celebration Event, CP063.2. - Deliver London Week of Peace Events, CP063.3. - Deliver Black History month activities. , CP063.4. - Deliver series of Faith Leader breakfast meetings, CP063.5. - Deliver Youth Inter-Faith Network events in partnerships with secondary schools., CP063.6. - Deliver Youth Leadership/ Community Cohesion Training programmes in schools.	31/07/2008, 30/09/2008, 31/10/2008, 31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed, Completed, Completed, Completed	CP063.1. - Successful event held on 19th July. 500 people attended during the day. 20 community groups including local schools, dance schools, youth rock band, cultural organisations participated and performed. CP063.2 - Partnership planning group established between Police, Council and Hillingdon Inter-Faith Network. Programme of events arranged. Youth Services to deliver 'peace' focused activities. Successful week of events took place during 7th - 14th September CP063.3 - Number of local events carried out across the borough CP063.4 - Faith Leader breakfast meetings held on topics of (i) Faith, health and well-being, (ii) Faith and youth leadership and (iii) Faith and community safety. Statutory partners and Faith leaders working together to build relationships and identify how they can work more effectively together. 30 regular attendees representing all major faiths in Hillingdon. Two further breakfast meetings held: Faith and community leadership with the Leader of the council Oct 2008. Faith and older people breakfast meeting held December 2008. Due to success of these breakfast meetings further meetings are being planned for 2009. CP063.5 - Youth Inter-Faith Network (YIFN) workshop held on community cohesion. Students planned presentations to deliver to local primary schools during the next school year. Planning meeting dates set to plan YIFN events for 08/09 school year. YIFN event delivered in March 2009 CP063.6 - Successful courses delivered in 07/08. Outcomes to be promoted through conference and taster workshop event to be held in September as part of 'Week of Peace'. To promote next series of training programmes for 08/09 Training programmes commissioned for spring 2009. Spring Training programmes currently being delivered.	Completed
064	A borough where opportunities are open to all	CP064 / DCEO10 - Continue the Leader's initiative to support older people.	Fran Beasley	Kevin Byrne	CP064.01 - Link Older People Initiatives with older people's plan, CP06.02 - Lead on 64+ lifechanges project (under customer focus board).	31/03/2009, 31/03/2009	Completed, Completed	Older peoples initiative delivered on time and to budget. Life changes website approved .	Completed
065	A prosperous borough	CP065 / DCEO41 - Support partner organisations to extend opportunities to engage in volunteering activities	Fran Beasley	Ian Edwards	Increase membership of Hillingdon Business Forum (HBF) and secure an additional £10k in membership income	31/03/2009	Some Slippage	The economic downturn has given rise to some serious challenges to the Hillingdon Business Forum particularly in meeting income target. HBF is currently pursuing alternative funding mechanism where businesses pay a fee to the HBF for volunteering opportunities arranged by Julia Fitzgerald.	Some Slippage

Green: Completed / On Target
Amber: Some Slippage
Red: Serious Slippage

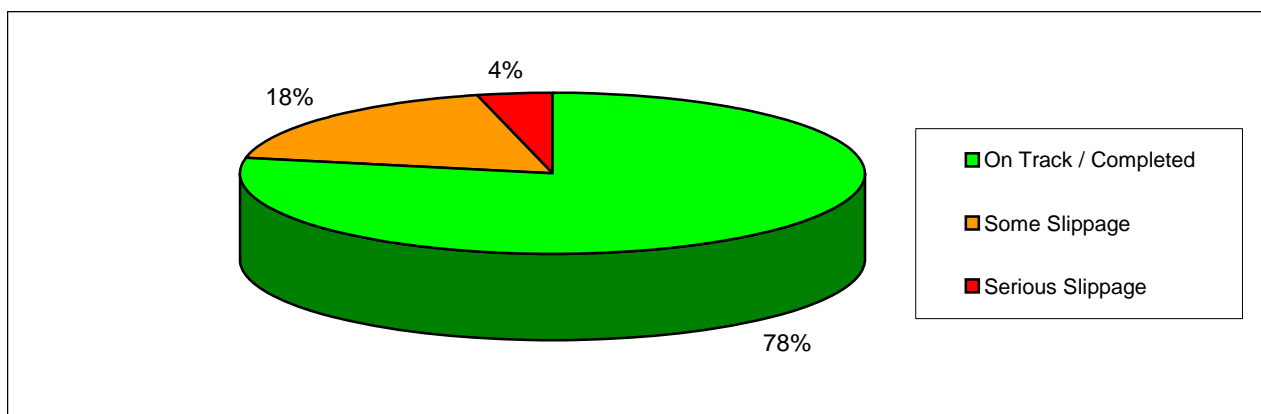
Ref No.	Key Objective	Task (Short Term Target)	Corporate Director	Lead Officer	Sub Key Actions	Target Dates	Key Actions Completed	Progress Comments	Task Completed/ On Track
066	A borough where opportunities are open to all	CP066 / DCEO42 - Achieve equalities standards to reach level 4 ahead of timetable	Fran Beasley	Vicky Trott	CP066.01 - Develop generic scheme, CP066.02 - Develop Equalities Diversity Guidance Template to guide services , CP066.03 - Support Inspection for Level 4, CP066.04 - Training sessions for managers delivered, CP066.05 - Service the Corporate Equalities Diversity Group, CP066.06 - Monitoring Equalities Impact Assessments - Advising services	31/07/2008, 31/07/2008, 31/10/2008, 31/03/2009, 31/03/2009, 31/03/2009	Completed, Completed, Completed, Completed, Completed, Completed	Self-assessed and level 4 achieved	Completed
067	A borough of culture and learning	CP067 Increase benefit take-up for those who are entitled through joint working with the Department for Work and Pensions - 400 households supported to access benefits through the 'safe as houses project'.	Jeff Maslen	Neil Stubbings	CP067.1-Achieve quarterly targets to increase take-up of benefits to those people in need and entitled to benefits. Achieve quarter 1 target=100 additional households., CP067.2-Achieve quarter 2 target=100 additional households in receipt of benefits., CP067.3-Achieve quarter 3 target=100 additional households in receipt of benefit., CP067.4-Achieve quarter 4 target=100 additional households in receipt of benefits.	30/06/2008, 30/09/2008, 31/12/2008, 31/03/2009	Completed, Completed, Completed, Completed	CP067.1 - On track. 49 households have received additional benefits as a result of the initiative. Close working with DWP and Hillingdon Council is in place to promote awareness of welfare benefit entitlement and ensure referrals are being made to DWP. CP067.02 - Completed - target for the second quarter met. For the second quarter the cumulative total of households receiving additional benefits was 255. CP067.3 - Completed - target for the third quarter met. For the third quarter the cumulative total of households receiving additional benefits was 445, with 190 of these being achieved during the quarter. CP067.4 - Completed - target for the year met. The LAA target has been achieved one year early with a total of 647 at year end against a cumulative target of 600 by March 2010. This has been made possible through the Council working closely with the Department for Work and Pensions (DWP) to promote awareness of welfare benefit entitlement, mainly to residents over 60. Referrals to DWP have come from the West London Warmzones project in Hillingdon and direct mailing to those identified through Council Tax Benefit information through the Benefits section in Housing. The project will be continued during 2009/2010.	Completed

CABINET – 25 JUNE 2009

APPENDIX B – LAA 2007 Quarterly Performance Report – Q4 2008/09

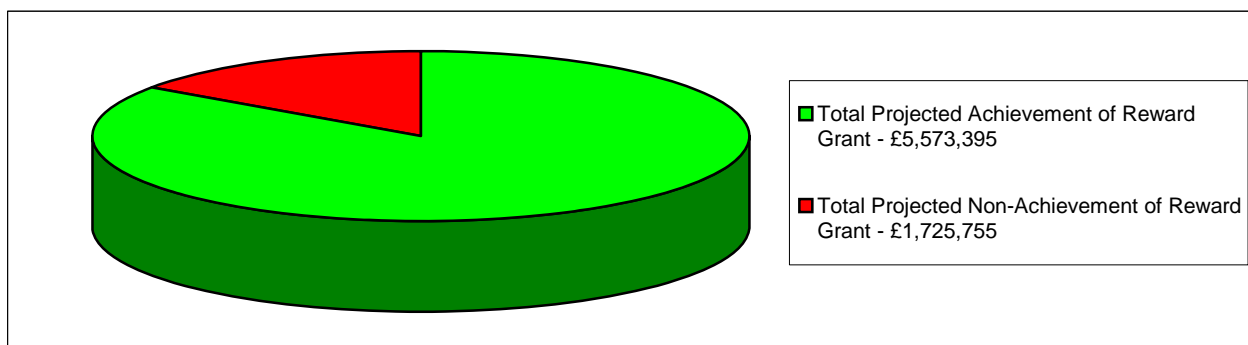
1. Elements of the Local Area Agreement 2007-10 continues to be eligible for reward, notwithstanding the replacement of LAA 2007-10 by LAA 2008-11. The reward section of LAA 2007 is made up from 13 outcomes monitored using 23 indicators. At the end of Quarter 4 2008/2009, 78% of these indicators have been recorded as 'on track' to meet the stretched performance reward target as shown in figure 1.

Figure 1 - Year 2 Quarter Four Performance Reward Indicators



Performance Reward Grant

2. If the current performance trends are maintained through to the end of 2009/2010 we would expect to claim 85% of the performance reward grant. This equates to £6,778,745 an increase of £1,245,350 since the previous LAA performance report.



Reporting of Performance by Strategic Theme Group

3. Reporting for this quarter will be focused on each of the strategic theme group's performance against their target in the LAA 2007. As set out in the Partnership Performance Management Framework the report focuses on exception items. In addition the report identifies 'notable performance' and 'identified possible risk'.

Children and Families Trust

4. The CFT is responsible for 5 performance reward targets in the LAA 2007. Year 1 performance is available for each of the 5 targets in the LAA 2007. All 5 targets are based on the academic year, therefore the second year data will be available from September 09.

Indicator	Definition	Target	Q1	Q2	Q3	Q4
LAA07 – 1a	Percentage of pupils in specified schools achieving Level 4 or above at KS2 in English	74%	N/A	68%	N/A	N/A
LAA07- 1b	Percentage of pupils in specified schools achieving Level 4 or above at KS2 in Maths	68%	N/A	63%	N/A	N/A

Targets Showing Slippage

5. The **Key Stage 2 results** for the LAA 2007 have been reported and both show improvement on the baseline results, but they have not met the very ambitious 1st year targets and therefore they are showing some slippage. In response the Children and Families Trust are seeking to strengthen primary school improvement through dedicated support for underperforming primary schools.

Safer Hillingdon Partnership

6. The SHP is responsible for 13 performance reward targets in the LAA 2007. and performance is available for all of the targets.

Indicator	Definition	Target	Q1	Q2	Q3	Q4	
LAA07 – 3a	Reduction in Residential Burglary	3333	2601* (351**)	3001* (400**)	3561* (560**)	4272* (711)**	↓
LAA07 – 9a	Increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year.	20926	N/A	N/A	19486	N/A	
LAA07 – 9b	Increase the number of residents from socially excluded groups who carry out formal work through groups, clubs or organisations for an average of 2 hours a week or more.	17092	N/A	N/A	16444	N/A	

*Count since LAA commenced

** Count in Quarter

Targets Showing Slippage

7. **Residential Burglary** has achieved a 10% reduction compared to the first year of the LAA (2007/08). It would require a 72% reduction in the number of burglaries for this target to be achieved in the final year, which is believed to be unachievable. Reducing residential burglary remains a key priority of the Safer Hillingdon Partnership and they are continuing to implement and continually improve the Burglary Action Plan. The Safer Hillingdon Partnership have further identified that the impact of the recession is a significant risk to maintaining the current reduction.
8. The **volunteering** target is showing some slippage, but this is probably a consequence of the way the target is measured rather than the actual level of volunteering undertaken in the borough. There is confidence that the outcome of this target, more volunteering, is being achieved as HAVS report an increase in the number of volunteers registered with them, volunteering in schools continues to expand and our street champions are also increasing in number. The attainment of this target however, is measured through the Residents Survey and depends upon respondents identifying themselves as volunteers.

HAVS are working with LBH Communications to target the residents who actually volunteer but may not describe themselves as such. For the final year, we are able to supplement the Residents Survey by including all street champions in that survey and this should result in more respondents identifying themselves as volunteers.

Notable Achievement

9. The **number of successful benefit related reviews** have exceeded the third year target and the full performance reward grant allocation (£225,000) has been secured 1 year early. This is particularly noteworthy as this target showed 'serious slippage' at the end of Yr1 and improvement has been achieved as a result of a series of performance clinics and close partnership working between the LBH and Department for Work and Pensions.

Identified Possible Risks

10. During Q3 the Home Office identified problems with the way the Met has collected & categorised violent crime data. This has led to all data (from Q1 onwards) being cleaned by the Home Office. The cleansed data has been released and shows that the Common Assault target remains on track, and the **Wounding** target has improved from showing some slippage, to back on track. It should be noted that the Wounding target has exceeded its second year target by only 17 offences, and the third year target requires another reduction so remains very hard to achieve.
11. The reprofiled second year target for the **SPACE Programme** (Young Carers Substance Misuse Project) has been achieved. This includes achieving the original target as well as over 50% of the slipped target from Yr1. The steering group continues to meet regularly to review performance and ensure the rest of the slippage is successfully achieved in Yr3. This includes continual review and engagement with the organisations making referrals to the programme that remains key to the targets overall achievement. The LSP Office have identified

Cleaner and Greener Theme Group

12. The CGTG is responsible for 1 performance reward target in the LAA 2007.

Notable Achievement

13. The numbers of parks that have achieved the 'Green Flag' accreditation have increased to 9 from the baseline (which are valid for the LAA). This is 2 ahead of the second year target and guarantees 60% of the performance reward grant (£435k). The Green Spaces Team is working towards retaining all existing green flags and six new awards. The LSP should note that a recent change to assessment methods may now make the target more difficult to achieve.

Healthier Communities and Older People

14. HCOP is responsible for 3 performance reward targets in the LAA 2007 and performance is 'on track' for all of the targets.

Notable Achievement

15. Performance for the number of **smoking quitters** in the 5 most deprived wards continues to show as 'on track' and this position is expected to strengthen as there is a time delay in reporting due to the nature of the target. In relation to the second part of the target 'number of pregnant women quitters' the target has been met and 100% of the performance reward grant has been achieved (£133,400)

16. The target to **reduce obesity in children** through the MEND (Mind, Exercise Nutrition, Do it) community intervention programme has shown considerable improvement over the second year. This improvement means that 87.5% of the performance reward grant available for this target has been achieved (£583,625).

Sustainable Economy Taskforce

17. SET is responsible for 1 performance reward target for the LAA 2007.

Notable Achievement

18. The **Hillingdon residents in employment successfully completing level 2 skills training** target is based on the academic year and therefore only year 1 data is presently available. The Learning and Skills Council have confirmed that the first year target has been exceeded. Our key partners continue to work to achieve the targets set, with Uxbridge College surpassing the Learning and Skills Council (LSC) targets against the Train to Work programme in advance of the end of the academic year. As a result of meeting the LSC target the college has reprofiled their pump priming funding to directly fund additional numbers.

Appendix C

CPA 2008 Score

London Borough of Hillingdon Comprehensive Performance Assessment (CPA) scorecard 2008

Overall performance for this Council

This is a council that is **improving well** and demonstrating a **2 star** overall performance.



We reached this overall rating by looking at:

- What progress London Borough of Hillingdon has made in the last year – direction of travel
- How London Borough of Hillingdon manages its finances and provides value for money – use of resources
- How London Borough of Hillingdon's main services perform – service performance
- How London Borough of Hillingdon is run – corporate assessment

Service assessments, use of resources and corporate assessments are scored on the Local Services Inspectorate Forum scale:

- 1 = Inadequate performance – below minimum requirements
- 2 = Adequate performance – only at minimum requirements
- 3 = Performing well – consistently above minimum requirements
- 4 = Performing strongly – well above minimum requirements

Direction of travel

The progress London Borough of Hillingdon has made in the last year

Direction of travel	2005	2006	2007	2008
This assessment indicates the progress being made, or otherwise, to achieve improvement.	improving well	improving well	improving well	improving well

The following summary has been provided to support the 2008 direction of travel assessment:

Hillingdon Council is improving well. Two-thirds of performance indicators have improved in 2007/08 which is above the London average. The Council continues to deliver improvements in priority areas, such as educational attainment and children's social care. It is effective at securing value for money. Housing and benefits services are high performing. However, areas for improvement that the Council has recognised and has plans to improve include street cleanliness and safeguarding within adult social care. An award winning contact centre has improved access to services; two major leisure centres are under construction and 12 children's centres have been opened. The innovative "streets ahead" programme involves approximately 4300 local residents, as volunteer street champions, to successfully address local environmental issues. Overall, resident satisfaction has improved significantly. The results of the staff survey demonstrate strong leadership and a well motivated workforce. As a result of a comprehensive review the Council has been able to improve the efficiency and quality of front-line services and is well placed to secure continuous service improvement.

Use of resources

How London Borough of Hillingdon manages its finances and provides value for money

Use of resources	2005	2006	2007	2008
We have assessed how well the Council manages its finances and provides value for money.	3	3	2	3

This use of resources judgement is drawn from five individual judgements provided by the Council's appointed auditor:

Auditor judgements	2008
Financial reporting	2
Financial management	3
Financial standing	3
Internal control	3
Value for money	3

Service performance

How London Borough of Hillingdon's main services perform

Service area	2005	2006	2007	2008
Benefits - The Council's performance in providing housing and council tax benefit services as assessed by the Department for Work and Pensions and is based primarily on achievement against the 2005 housing benefits/council tax benefits performance standards.	4	4	4	4
Children and young people - The Council's performance in providing children's services, such as children's education and social care. The joint assessment is made by the Commission for Social Care Inspection and Ofsted following a review of the Council's overall performance and key indicators.	2	2	3	3
Culture - The Council's performance in services, such as libraries and leisure, as assessed by the Audit Commission.	2	2	2	2
Environment - The Council's performance in services, such as transport, planning and waste, as assessed by the Audit Commission.	2	3	2	3
Housing - The Council's performance in community housing and, where applicable, housing management services, as assessed by the Audit Commission.	3	4	4	4
Social care (adults) - The Council's performance in adult social care services. The assessment is made by the Commission for Social Care Inspection following a review of the Council's overall performance and key indicators.	3	3	3	2

Corporate assessment

How London Borough of Hillingdon is run

Corporate assessment	2005-2008
In assessing how the Council is run, the Commission considers what the Council, together with its partners, is trying to achieve; what the capacity of the Council, including its work with partners, is to deliver what it is trying to achieve; and what has been achieved? Under CPA - The Harder Test, corporate assessments were undertaken once for each single tier and county council between 2005 and 2008.	2

Percentage figures may not total 100 per cent due to rounding.

Please visit the Audit Commission website (www.audit-commission.gov.uk) for the full version of this scorecard.

**Achievements for Quarter 4
(1st January to 31 March 2009)**

	Contributing to							
	Council Plan	Community Strategy	LAA	Improving CPA score	HIP	Good News	Equalities	Value for Money
SERVING OUR COMMUNITY AND CUSTOMERS								
<u>Leisure</u> - New annual awards event for Sporting achievement was held and attended by the Mayor and Cabinet Member for Culture where approximately 40 awards given out to over 180 invited guests.	✓	✓				✓		
<u>Arts Service</u> - Hillingdon Arts and Culture department were chosen as 1 of only 8 boroughs to receive the Reach Programme which is delivered for Arts Council London. A professional development programme designed to increase arts participation.		✓	✓			✓	✓	✓
<u>Streetscene Maintenance</u> - Winter Gritting performance - a number of teams from ECP won praise for the work they carried out around the clock to tackle the extreme weather conditions and helping to keep the borough on the move during January and February.						✓		
<u>Recycling targets achieved</u> - We have achieved our year end target for recycling of 35.5% for 2008/09 using a variety of schemes such as trial textile collection, extensions to estate based recycling, availability of additional bags at all council owned outlets and improved recycling at our Civic Amenity (CA) sites.	✓	✓	✓	✓	✓	✓		
<u>Town Centre improvements to Green Lane, Northwood</u> - A major improvement to this town centre has been completed with works to street lighting, road layouts and pavements, pedestrian crossings and reduced street scene clutter - work has generated a great deal of resident satisfaction.	✓	✓				✓		
<u>School Crossing Patrols</u> provided with Lollipop Cameras to tackle antisocial behaviour - The new lollipop sticks have inbuilt video cameras to record incidents such as revving engines, driving around the school cross patrol when people are crossing. The council have purchased three sticks which will be rotated around the borough to help tackle antisocial behaviour .	✓	✓				✓		
<u>Upgrade to War Memorials</u> as part of the "Civic Pride" initiative - as part of a 2 year programme we have upgraded the following war memorials and are carrying out enhanced grounds maintenance at these and all other memorial sites - Uxbridge, Harefield, Northwood and West Drayton.		✓			✓	✓		
We have worked closely with partner agencies to target home improvements and assistance in the private sector to households with a vulnerable person, including older people. During 2008/09 339 homes were improved as part of our Local Area Agreement target.	✓	✓	✓				✓	
The Council has worked in partnership with the Department for Work and Pensions to increase take-up of benefits for people who are entitled to benefits. A special scheme is in place to target vulnerable households - to date 647 people have benefited, achieving the Local Area Agreement target of 600 people - one year early.	✓	✓	✓			✓	✓	

Appendix D

Achievements for Quarter 4
(1st January to 31 March 2009)

	Contributing to							
	Council Plan	Community Strategy	LAA	Improving CPA score	HIP	Good News	Equalities	Value for Money
<u>Trading Standards</u> - court case v. General Healthcare - This involved a long and complex investigation by Trading Standards Officers resulting in 7 charges brought (£35,000 each) and a compensation payment to the Trade Mark holder and £29400 costs to the LB Hillingdon (full costs recovery).		✓	✓			✓		
The Council and its partners are continuing to modernise services for adults with mental health needs and adults with learning disabilities to help people live independent lives within local communities. This includes establishing a new resource service for adults with a learning disability with low and moderate needs as an alternative to day centre provision - a second group of service users received support from this service during the fourth quarter of 2008/09. A range of initiatives and support are in place and working to help families prevent and avoid homelessness. Good progress continues to be made to reduce the number of families living in temporary accommodation. We are on track to achieve a 50% reduction in the use of temporary accommodation by March 2010.	✓	✓				✓	✓	✓
We have continued to modernise the way we work which is directly helping to improve services to our customers. During 2008/9 we have made improvements to significantly reduce the time it takes to complete a major adaptation to a home to help people remain living in their own home.	✓	✓					✓	
<u>Payment 2 Procurement</u> team quickly responded to the Leader's request to pay all local Small and Medium Enterprises within 10 days. Approx 230 supplier terms were amended and we are continuing to monitor.	✓	✓						
In response to the Credit Crunch and its effect on businesses in the Borough, 868 businesses who might qualify for small business rate relief but hadn't applied were written to advising them to apply, offering help and assistance. In addition any business that is suffering financial problems has been offered a facility to spread their instalments over 12 rather than 10 months.	✓					✓		
<u>Hillingdon Training Ltd</u> have secured 137 places for the Young Apprenticeship programme, starting in September 2009, which we believe is the largest cohort in London.	✓	✓				✓		
They have also secured 101 places for the Engagement Programme starting in September 2009 and this year had their first cohort with 70 places. The								

Appendix D

Achievements for Quarter 4
(1st January to 31 March 2009)

	Contributing to							
	Council Plan	Community Strategy	LAA	Improving CPA score	HIP	Good News	Equalities	Value for Money
<p>The <u>Youth Council Conference</u> took place on Monday 9th February. Over 100 young people attended with representation from 10 Secondary Schools, the Unlock alternative education project, Uxbridge College and a number of voluntary organisations.</p> <p>Table Group Discussions focused on the following topics: Crime & ASB, The Youth & Connexions Service, Leisure and Sports, Healthy Living, Citizenship, Transport, Environment & Green Spaces, Education, Employment & Training, Voluntary Services (which concentrated on community cohesion & unity) and Publicity and Promotion.</p>	✓	✓				✓		
<p>The first stage of the <u>UK Youth Parliament</u> elections also took place with 15 young people standing for election in the first stage of the election process. Six young people have now gone through to the second stage of the election process that will be carried out using the Mi-Vote system. Mi Vote allows young people from across the borough to vote online or by texting.</p>	✓	✓				✓		
<p>Approximately 600 young people attended the <u>Unity Event</u> that was held at the Liquid nightclub in Uxbridge. This event was organised by young people from the Youth Council and included performances from various groups, a fashion show and the presentation of the first Hillingdon Unity Award.</p> <p>Nominations for this award centered on young people who had challenged discrimination, bullying or negative stereotypes, promoted equality and made a difference in their local community or school, brought different groups of young people together, intervened in disputes to diffuse situations, challenged their peers in a positive way or who had volunteered or achieved success.</p>	✓	✓				✓		
<p>The <u>Outreach Service</u> is part of the Children with Disabilities Team who work to provide respite for families of children and young people who have learning and physical difficulties or complex health needs. They were recently inspected by CSCI through an annual service review and were judged to be providing an excellent service. The Outreach Team were especially pleased with the judgement as CSCI also gathered the views of the families and young people in their assessment of the service.</p>	✓					✓		
<p><u>School Inspections</u> yielded the following results for Primary schools - Yeading Junior - Good; Minet Junior - Good; Colham Manor - Satisfactory; Macmillan Nursery - Outstanding and Secondary school - Bishopshalt - Satisfactory.</p>	✓	✓	✓			✓		

**Achievements for Quarter 4
(1st January to 31 March 2009)**

	Contributing to							
	Council Plan	Community Strategy	LAA	Improving CPA score	HIP	Good News	Equalities	Value for Money
Townfield Community Centre in Hayes has been awarded nearly half a million pounds to extend and refurbish the building to bring it back into use after several years of being empty. It is the first project to get the go ahead and start work out of the 30 national projects awarded funding from the Government's Community Assets scheme.						✓		
A Credit Crunch package has been put together to help residents affected by the recession. Additional support services will be provided by voluntary sector partners; including a CAB telephone helpline. The Council has contributed £75000 and it is anticipated that Hillingdon Community Trust will contribute an equal amount								
As of 25 March 2009 we have been conducting <u>British Citizenship Ceremonies</u> for 5 years. On the 26 Feb 2009 we had issued our 7,500th certificate						✓	✓	
We successfully achieved the target for 250 people to receive technology to help them with day to day living to help them remain living at home.	✓	✓				✓	✓	✓
We have increased take-up of <u>Low-Cost Home Ownership</u> opportunities by local households despite the downturn in the economy to 93 households completed purchases, representing a 19% increase on the previous year. During 2008/09 households achieved their aspiration for home ownership.	✓	✓			✓	✓	✓	✓
Achieving Value for Money								
The PCT Public Health & Commissioning Teams relocated into the civic centre on 23rd March 2009. The Facilities Management and ICT teams successfully moved two teams from the PCT headquarters in West Drayton into the Civic Centre. This will assist close working between council and PCT teams and provide an income stream for the council.	✓	✓		✓	✓	✓		✓
"Network Project of the Year" at the 2009 UK Network Computing Awards. The award was won for implementing our new Compellent storage area network (SAN) alongside the VMware virtual server environment. Voted for by other users this award acknowledges the many environmental and financial successes with the project producing savings to the Council of more than £75,000 a year	✓					✓		✓
Strengthening Planning & Performance								
<u>Planning - Adopted RAF Uxbridge Supplementary Planning Document</u>	✓	✓			✓	✓		
Recommendations and savings proposals from joint <u>Service Review of F&R and DCEO</u> were agreed by Cabinet on 22nd January and implementation has commenced.	✓				✓			✓

**Achievements for Quarter 4
(1st January to 31 March 2009)**

	Contributing to							
	Council Plan	Community Strategy	LAA	Improving CPA score	HIP	Good News	Equalities	Value for Money
Building a culture for success								
<u>Community Safety Team</u> been invited to make a presentation to all London Community Safety Managers and Government Office for London representatives about Early Intervention Panel.	✓	✓	✓			✓		
<p><u>Young Local Authority of the Year</u> Hillingdon Council has come second in the national Young Local Authority of the Year Competition.</p> <p>Sam Taylor, from the Policy Team (DCEO), and Victoria Jones (ECS), from the council's Special Educational Needs Transport team, took the award at the annual event which required them to give a presentation on the subject of 'democracy.' The pair were commended on the rich ideas and images they created in their six-minute presentation by the panel of judges.</p> <p>The pair were one of two groups from Hillingdon Council to make it to the final of the competition held at the end of March in Lancaster. Richard Robbins, Partnerships Officer (DCEO) and Laura Palmer, School Admissions Officer (ECS) qualified after winning the Young London Authority of the Year heat. The competition aims to provide development opportunities and improve the communication and presentation skills of people beginning a career in local authority.</p>						✓		
<u>Libraries</u> - West Drayton and Harefield Libraries opened following extensive refurbishment works, and installation of additional IT facilities at both sites. The openings (West Drayton 3rd march, Harefield 13th March) were attended by The Leader of the Council, Cllr Henry Higgins, Cabinet Member Culture, Sport and Leisure, Ward Councillors and a diverse group of representatives from local voluntary and community groups. Feedback from customers has been very positive regarding the new look and upgrade facilities which is reflected the increase in new members, issues and renewals and number of visits.	✓					✓		

Appendix E

Data Quality Arrangements 2008

Data Quality

Arrangements

2008

London Borough of Hillingdon

Audit 2008/09

December 2008



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Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
 - any third party.
-

Introduction

- 1 Public bodies are accountable for the public money they spend: they must manage competing claims on resources to meet the needs of the communities they serve, and plan for the future. The financial and performance information they use to account for their activities, both internally and externally, to their users, partners, commissioners, government departments and regulators, must be appropriate for these purposes, providing the level of accuracy, reliability and consistency required.
- 2 Considerable weight is attached to published performance indicators as the basis for reducing the burden of regulation and awarding freedoms and flexibilities. This has made reliable performance information, and the quality of the underlying data, significantly more important. Regulators and government departments need to be assured that reported information reflects actual performance. This will provide confidence that they are focusing on the key areas for improvement.
- 3 Auditors' work on data quality and performance information supports the Commission's reliance on performance indicators in its service assessments for comprehensive performance assessment (CPA). This delivers the commitment to reduce significantly the level of service inspection required.
- 4 Introducing the comprehensive area assessment (CAA) framework from 2009 will make reliable performance information more important. The CAA will place greater emphasis on assessments that are proportional to risk. Councils will also be required to use information to reshape services, and to account to the public for performance.
- 5 The responsibility for securing the quality of the data underpinning performance information can only rest with the bodies that collect and use the data. Producing data which is fit for purpose should not be an end in itself, but an integral part of a body's operational, performance management, and governance arrangements. Organisations that put data quality at the heart of their performance management systems are most likely to be actively managing data in their day-to-day business, and turning that data into reliable information.
- 6 This is the third year in which we have undertaken work on data quality in local government. Our work is complemented by the Audit Commission's paper, '*Improving information to support decision making: standards for better quality data.*' This paper sets out standards, for adoption on a voluntary basis, to support improvement in data quality.
- 7 The expected impact of our work on data quality is that it will drive improvement in the quality of local government performance information, leading to greater confidence in the supporting data on which performance assessments are based.

Audit approach

- 8 The Audit Commission has developed a three-stage approach to the review of data quality.

Table 1

<p>Stage 1</p>	<p>Management arrangements A review to determine whether proper corporate management arrangements for data quality are in place, and whether these are being applied in practice. The findings contribute to the auditor's conclusion under the Code of Audit Practice on the Council's arrangements to secure value for money (the VFM conclusion) and Use of Resources. Our work here also informs the number and selection of performance indicators we go on to review in detail at stage 3.</p>
<p>Stage 2</p>	<p>Analytical review An analytical review of 2006/07 BVPI and non-BVPI data and selection of a sample for testing based on risk assessment , based on parameters set by the Audit Commission.</p>
<p>Stage 3</p>	<p>Data quality spot checks In-depth review of a sample of 2006/07 PIs all of which come from a list of specified BVPIs and non-BVPIs used in CPA, to determine whether arrangements to secure data quality are delivering accurate, timely and accessible information in practice.</p>

- 9 All three stages of the review have been carried out at this Council.

Main conclusions

10 The main conclusions are set out below.

Table 2 Main conclusions from data quality audit

Stage 1 - management arrangements	The Council's overall management arrangements for ensuring data quality continue to be robust and are performing well.
Stage 2 - analytical review	Our work identified that the values of the performance indicators reviewed were within the expected ranges.
Stage 3 - data quality spot checks	Our detailed testing of a selection of performance indicators resulted in an amendment to one; in all other cases, the indicators were 'fairly stated'.

Source: Audit Commission work 2008

11 An action plan has been agreed with the Council and is shown at Appendix 1.

Management arrangements (stage 1)

- 12 The Council's overall management arrangements for ensuring data quality continue to be robust and are performing well.

Governance and Leadership

- 13 Responsibility for data quality continues to be clearly defined in the Council's PI guidance and summarised in the data quality strategy. Data quality issues are considered by those charged with governance and the Council's commitment to data quality is set out in the BVPI supplement to the 2007-2010 Council Plan - Fast Forward to 2010.
- 14 The partnership performance management framework clearly outlines the importance of data quality. In addition, the Partnership and Governance Framework and toolkit provide a good template for all partners to work within. This was not fully embedded during 2007/08 and is expected to be fully integrated during 2008/09. The Council has made it clear to lead members and officers its importance for the future.
- 15 Performance clinics have provided the Council with the means to ensure that underperforming areas of service are kept in view and that remedial action is taken to address poor performance.

Policies

- 16 The Council has worked well in this area; data quality forms a large part of the performance framework for the Local Strategic Partnership (LSP). The framework has been agreed by the corporate management team and the LSP executive. This is an important document to have in place in view of the new Corporate Area Assessment but for 2007/08 it was not fully embedded. The Council expects this to make a significant difference during 2008/09.
- 17 The Council has effective data quality procedures in place and these are reviewed annually with the individual performance indicator co-ordinators. The Council's performance improvement team is strengthening this information by carrying out spot checks on systems across the Council to check that policies and manuals are in place. The Performance Indicator champions across the Council have a clear role in monitoring and challenging issues around data quality but it is not clear how effective they are in rectifying any non-compliance and demonstrating an impact on improved quality.

Management arrangements (stage 1)

Recommendations	
R1	The Council should continue to capture examples of how monitoring and challenging interventions have improved quality and impact on a particular area.
R2	The Council should analyse how improvement occurred and communicate any good practice found as a result of this exercise.

Systems and processes

- 18 There is a new database being developed which will hold information about key National Indicators. It was not in place during 2007/08 but is expected to be ready during 2008/09. In the meantime, systems are being spot checked by the Performance Improvement team; this highlights areas of concern and ensures systems are monitored. This work is not fully embedded but this, along with the new central database, will allow the Council to work at a higher level when considering the quality of data.
- 19 Systems and these processes receive a great deal of scrutiny. Internal audit has an annual programme of checking systems and this dovetails with the rolling programme of work the Performance Improvement team carry out. This ensures that performance data is systematically reviewed and ensures there is an efficient plan to improve quality.
- 20 There is evidence that the partnership protocols are working. The LSP's monitoring and reporting against Local Area Agreement targets confirms this. The Council is seeking service level agreements with third party providers. This will again provide the Council with a good foundation when CAA comes into being.

People and skills

- 21 There are arrangements in place at the departmental level to ensure that staff with data quality responsibility have the necessary skills. Staff are provided with appropriate in house and external training to perform their roles. The Council is continuing to review how best to ensure that staff are kept up to date. An e-learning package has recently been developed and is on the Council's Intranet. The Council is to keep under review what use is made of this and whether it meets its training needs.

Data use and reporting

- 22 The Council has arrangements in place to ensure that data supporting performance information is used to manage and improve the delivery of services. A wide range of methods is used to communicate performance, including feed back in team meetings and 1:1s, displays on walls in the civic centre and performance information on the website.

- 23** Performance against indicators is monitored on a monthly and quarterly basis and explanations of remedial actions taken to address under performance are discussed. There is monthly exception reporting to the management board as well as quarterly performance reporting. Performance clinics are also used to investigate performance issues. Council, group and team plans and HIP projects are also monitored against target dates. There is clear use of performance information to raise the level of achievement across services.
- 24** The Council has validation procedures to ensure the accuracy of data used in reported performance indicators. BVPI definitions are applied and regularly checked by PI Champions. All BVPIs have a self assessment form with an audit trail and allocated responsibilities for sign off. All information for external reporting is checked rigorously and signed off by a senior officer before being confirmed as accurate. However, the detailed testing of one indicator showed that the definition was not being adhered to.

Recommendation

- R3** For the Council to improve further it needs to demonstrate that all reported data is rigorously verified both departmentally and corporately and the verification of the data is informed by an analysis of the:
- risk of the data being mis-stated;
 - likelihood and impact of data errors; and
 - accuracy needed in the reported performance.

Data quality spot checks (stage 3)

- 25 The Audit Commission specifies a list of performance indicators from which auditors will select a number for detailed testing. Of these, two were mandatory for 2008 (BV78a - average time for processing new benefits claims and BV78b - speed of processing change in circumstances benefits claims). The Audit Commission also required the audit at London boroughs of BV165 - percentage of pedestrian crossings with facilities for disabled people. Based on a risk assessment using the results of Stages 1 and 2 of the audit, a number of other indicators were selected: BV184a (proportion of non-decent homes), BV 183b (average time in temporary accommodation: hostels), and cost per library visit (IPF).
- 26 Our work resulted in an amendment to BV165; all others were fairly stated.
- 27 Performance on BV 165 was reported as 100 per cent compliant in 2006/07 and 89.2 per cent compliant in 2007/08. This reduction was as a result of the Council carrying out its own review of the pedestrian crossings. The Council's contact for this indicator maintains a spreadsheet showing whether each crossing has tactile signals, tactile paving and kerb height; this assists in assessing whether the crossing is compliant; it does not record whether there are audible signals. Physical testing was carried out on 11 crossings (10 per cent of total of 102 as directed by the Audit Commission). Of these 11, five were found to be non-compliant. After further discussion with the Council, a further 20 were physically tested, of which nine were non-compliant. These results were accepted by the Council and it was agreed that the performance indicator would be amended from 89.2 per cent to 55 per cent. This is a further reduction in performance from that reported in 2006/07.

Recommendation

R4 A programme of works should be considered to bring all pedestrian crossings up to compliance; it is accepted that this will have resource implications.

The excel spreadsheet used to maintain the data in each crossing should also include a column for audible signals, although it is accepted that audible signals are not required on staggered crossings.

Appendix 1 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
7	R1 The Council should continue to capture examples of how monitoring and challenging interventions have improved quality and impact on a particular area.	2	Performance Management Group	Yes	Continue to monitor and investigate performance issues across the council, examples will be captured and audit trails shall be provided as evidence. Council and HIP projects shall be monitored against target dates in order help increase performance levels.	During calendar year 2009
7	R2 The Council should analyse how improvement occurred and communicate any good practice found as a result of this exercise.	2	Performance Management Group/Data Quality Champions	Yes	A Framework is in place in relation to value for money and will be enhanced and developed further. PMG and data quality champions will be used in order to analyse improvement.	During calendar year 2009

Appendix 1 – Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
8	<p>R3 For the Council to improve further it needs to demonstrate that all reported data is rigorously verified both departmentally and corporately and the verification of the data is informed by an analysis of the:</p> <ul style="list-style-type: none"> • risk of the data being mis-stated; • likelihood and impact of data errors; and • accuracy needed in the reported performance. 	3	Performance Management Group	Yes	<p>Continue information systems data quality spot-checks across the council ensuring that systems are regularly monitored. Internal audit shall continue to conduct an annual programme of system checks. A further cross checking of reports sent to CMT and SMT.</p> <p>All employees and new starters shall complete the data quality e-learning package. With the aim of reducing the risk of data being misstated in the long term.</p> <p>Continue to review the actual use of the e-learning programme, data quality workshops and whether they meet the training needs of Hillingdon.</p>	During calendar year 2009

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
9	<p>R4 A programme of works should be considered to bring all pedestrian crossings up to compliance; it is accepted that this will have resource implications.</p> <p>The excel spreadsheet used to maintain the data in each crossing should also include a column for audible signals, although it is accepted that audible signals are not required on staggered crossings.</p>	2	Jonathan Westell	Yes	<p>We have met with the Lead Councillor for Disabilities, who is a wheel chair user and agreed the Hillingdon Standard for the future. We now plan to inspect all light controlled crossings to check on the “hard” facilities.</p> <p>We will also add to our record the status of the Tactile and Audible warnings so that we can liaise with Transport for London on the installation as required.</p> <p>Once the numbers of crossing needing work is known, work will be carried out as appropriate, followed by increased inspection of completed works to ensure that the specified works have been completed correctly.</p>	During calendar year 2009

The Audit Commission

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