

**PERFORMANCE MONITORING
(Report by the Head of Policy)**

1. INTRODUCTION

- 1.1 The Council has adopted an updated Corporate Plan – “Growing Success” – which includes a series of measures or local performance indicators to help judge our success in achieving a series of priorities and outcomes. These measures are set out in a “scorecard”, an integral part of the Council’s Comprehensive Performance Management framework (CPMF). This framework provides for quarterly reporting of progress against the targets in the scorecard so that, if necessary, remedial action can be taken to ensure that performance is at the level expected.
- 1.2 The performance data in this report relates to the first quarter, 1st April to 30th June, of the current financial year.

2. SUPPORTING INFORMATION

- 2.1 The Council’s “scorecard” (attached) contains a range of performance information, including –
- the outcome or result that the Council is seeking to achieve: these include the Council’s six overall priorities;
 - the lag or end of year measure that will indicate success or otherwise in achieving the outcome;
 - the actual performance for the end of the previous year;
 - the target for the end of the current year;
 - the leading or interim measures that will help to demonstrate that we are on course to achieve the end of year target or indicate where remedial action might be necessary; and
 - the target for the lead measures.

The scorecard has been colour coded as follows:-

- green — achieving target or above;
 - amber — between target and an “intervention” level (the level at which performance is considered to be unacceptable and action is required);
 - red — the intervention level or below; and
 - grey — data is currently unavailable.
- 2.2 At this stage in the development of the CPMF there are some “grey areas” where performance data is not currently available. For some measures this results from the time lag between the collection of the data and its publication in a meaningful form. In others, the systems in place to monitor the relevant activity are still being developed. In the majority of cases this data will be available from the next quarter;

otherwise, a specific reference has been made in the comments column.

- 2.3 Many of the lead measures are a composite of other measures at a service level. Where appropriate, reference has been made in the comments column to the number of measures which combine to provide the actual performance, broken down by the various levels of performance. In some cases the extent of "grey areas" have been an influencing factor resulting in a performance level which is below the current target.
- 2.4 A supplementary report is attached which provides further details on the leading or interim (red) measures that are not achieving target and what action is proposed to remedy the situation.

3. REVIEW BY THE OVERVIEW & SCRUTINY PANELS

- 3.1 It is envisaged that both the Overview & Scrutiny Panels will have an important role in performance monitoring, particularly in relation to the Council's six priorities. Following consultation with members of the Panels, a training programme will take place in the autumn of this year to assist Members to fulfil this role. The training workshops will be used also to identify and refine additional performance data which the Panels may wish to consider.
- 3.2 In the meantime the panels have considered the quarterly monitoring report and their comments will be reported at the meeting.

4. RECOMMENDATION

- 4.1 The Cabinet is invited to consider progress against targets.

BACKGROUND INFORMATION

Performance Management reports produced from the Council's CPM software system.

Growing Success: Corporate Plan.

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Growing Success Scorecard

Community Perspective

Outcome	Lag or end of year Measure	Actual 2004/05	Target for 2005/06	Lead or interim Measure	Target 2005/06	Actual to date	Comments
Good reputation	Comprehensive Performance Assessment (CPA) rating	Excellent	Excellent	% of outcomes achieved from the CPA improvement plan	80%		Data available 2 nd quarter 2005
Good value for money	% satisfied with level of Council Tax for services provided	36%	60%	% projected average annual council tax increase for the next 5 years	10%	9.9%	Assuming £12 per year post capping
				% of residents who have a clear understanding of council tax paid for services provided by the council.	70%		Data available following resident survey November 2005
Good quality of life	% satisfied with Huntingdonshire as a good place to live	87%	88%	% of lead targets for the six priority areas forecast to be met	80%	63.5%	137 measures, currently 87 are green – 63.5% 21 are amber – 15.3% 18 are red – 13.1% 11 are grey – 8%
Safe and Active Communities	% who feel safe	82%	85%	% of targets for Safe & Active Communities forecast to be met	80%	45%	20 measures, currently 9 are green – 45% 6 are amber – 30% 5 are grey – 25%
Healthy Population	Average life expectancy	77.5 yrs males 82.1 yrs females	77.5 yrs males 82.1 yrs females	% of targets for Healthy Population forecast to be met	80%	58.3%	24 measures currently 14 are green – 58.3% 3 are amber – 12.5% 5 are red – 20.8% 2 are grey – 8.3%
Clean, Green and Attractive Environment	% satisfied that Huntingdonshire is a clean, green and attractive place	72%	75%	% of targets for Clean, Green and Attractive Environment forecast to be met	80%	71.9%	32 measures currently 23 are green – 71.9% 7 are amber – 21.9% 2 are red – 6.3%
Housing that meets Local Needs	% of housing needs targets achieved	83%	80%	% of targets for Housing that meets Local Needs forecast to be met	80%	69.6%	23 measures currently 16 are green – 69.6% 1 is amber – 4.3% 5 are red – 21.7% 1 is grey – 4.3%

Outcome	Lag or end of year Measure	Actual 2004/05	Target for 2005/06	Lead or interim Measure	Target 2005/06	Actual to date	Comments
Strong & Diverse Economy	The number of local jobs	74,000	75,000	% of targets for Strong and Diverse Economy forecast to be met	80%	92.3%	13 measures currently 12 are green – 92.3% 1 is amber – 7.7%
Accessible Services and Transport Choices	% who feel they have good access to services	56%	60%	% of targets for Accessible Services & Transport Choices forecast to be met	80%	52%	25 measures currently 13 are green – 52% 3 are amber – 12% 6 are red – 24% 3 are grey – 12%

Process Perspective

Outcome	Lag or end of year Measure	Actual 2004/05	Target for 2005/06	Lead or interim Measure	Target 2005/06	Actual to date	Comments
Effective community leadership	% who believe we have clear direction and priorities	53%	70%	% of employees who believe we have clear direction and priorities (Staff survey July 05)	90%	50.6%	Lead measure will be changed as it less frequent than end of year measure
High quality service delivery	% of customers rating service quality as good or better	67%	65%	% of service delivery targets achieved	65%	48%	25 measures currently 12 green – 48% 4 amber – 16% 3 red – 12% 6 grey – 24%
Effective partnerships	% of partnership targets achieved		80%	% of partnerships which comply with the council's framework	90%		Development of framework underway. Data available 4th quarter 2005
Effective management	Revenue expenditure as a percentage of budget	86%	95%	Forecast outturn	90%	101%	
	Capital expenditure as a percentage of budget	77%	95% +/- 5%	Forecast outturn	95% +/- 5%	71%	
	% of effective management outcomes in resource strategies achieved		85%	% of effective management actions on track	85%		Development of framework underway. Data available 3 rd quarter 2005
Managing Expectations	% of people with an accurate understanding of our service standards	73%	80%	% of services for which we have defined and communicated service standards	100%		Development of service standards underway. Data available 3 rd quarter 2005

Learn and Grow Perspective

Outcome	Lag Measure	Actual 2004/05	End of year/Lag Target	Lead Measure	Actual 1 st Quarter April to June	Interim /Lead Target	Comments
			Revised 2005/06				
Employees and Members with the right skills	% of employees with appropriate skills		80%	% of training & development plans completed		80%	Data available 3 rd quarter 2005 and 1 st quarter 2006/07. . . measured at six monthly and annual appraisals.
	% of Members who have attended appropriate courses		80%	% of Members for whom training & development plans have been identified		100%	Measures and systems being re-evaluated and may be changed.
Innovation and improvement	% of staff who feel we have a culture of innovation	34.8%	60%	No. of suggestions made per quarter	24	20	
				No. of innovation awards made per quarter	4	2	
Key behaviours demonstrated and valued	% of staff who feel that key behaviours are valued		70%	% of employees demonstrating key behaviours		80%	Organisational values being developed, to be considered at ELAG September 2005. Data available following appraisals (2006) and next staff survey.
Share & Use Knowledge	% of staff who feel we are a learning organisation	70%	80%	% of completed projects for which post-project appraisals have been completed and published		90%	Development of project appraisal methodology underway.
				No. of examples of knowledge sharing per month		20	system for recording knowledge sharing being developed

Additional Information - Comments on Red measures

Accessible services and Transport choices	Act	Targ	Int
Arts Services			
% of marketing material produced which identifies levels of disability access	67%	100%	90%
Three out of 5 documents produced during that quarter identified disability access. In future all marketing material will be checked and include access details.			
Leisure Centres			
% of calls answered within 15 seconds	52%	85%	75%
<p>a) The target is aspirational as it has not previously been measured. Consequently, it may have been set too high. The target is to achieve 80% in due course.</p> <p>b) Number of visitors to centre is increasing – face to face contact takes precedence over phone answering.</p> <p>c) Supplier failures have occurred at least 3 times this year. This drastically affects call answering.</p>			
% of lost calls	12.8%	8%	10%
<p>a) More operators required. Need an increase in personnel on desk at peak phone times.</p> <p>b) As above, the target is aspirational.</p>			
Revenue Collection			
% of electronic payments for services in place by June 05	0%	80%	50%
The project has been delayed due to the loss of 2 key members of the Web team, it is expected that once new appointments have been made this project will be a priority.			
Tourism			
Number of web site hits	2129.5	5000	3000
Targets probably set too high. - though it probably was. We promote the web site in every way possible (brochures, adverts, correspondence) but customers have a choice of how to access info and often choose competitor destinations over us. Satisfaction analysis of the web would be a better measure.			
Transportation			
% of community transport usage forecasts on track	60	80	60
Hunts schemes subject to recent Management changes. Services still operating but needs to settle to give accurate reflection on performance.			

Clean, green and attractive environment			
Environmental Health			
Minimal dog fouling – number of repeat offenders	1	0	1
<p>This indicator allows us to target intervention to the repeat offender in an attempt to modify behaviour. This repeat offender was targeted with a warning letter and a fixed penalty notice (£50) which he has subsequently paid.</p> <p>Overall complaints of 'dog fouling' are less frequent than expected. This quarter 72 complaints were expected (based on past experience) but only 29 complaints were logged. This suggests the approach of general, low-key education with targeted patrols and personally addressed warnings to identified offenders may be working. The number of repeat offenders will continue to be monitored to allow a judgement about whether future changes to the enforcement mix (education and advice first, formal enforcement as a last resort) is the correct approach to achieve adequate control of the problem."</p>			
Planning			
% of major planning applications accompanied by design statements	46%	90%	80%

This is a new measure, which is highly aspirational. The council is trying to encourage improvements in the built environment via positive involvements and improvements in the design process. The Design Guide was adopted late 2004 and the requirements for design statements to accompany major planning applications clarified earlier this year. Therefore we are still in the process of educating applicants/agents as to what will be required/expected of them. I expect that compliance with the target will rise significantly over time.
An interim target will be considered.

Healthy Population	Act	Targ	Int
Emergency Planning & CCTV			
<i>Number of training sessions/exercises</i>	2	18	12
The target of 18 training exercises per year for emergency planning is unachievable, a more realistic figure would be two or three per annum. The target will be amended.			
Environmental Health			
<i>Number of RIDDOR reports of accidents received</i>	32	14.7	15
We cannot control receipts but this indicator shows more effort was being expended by HDC enforcement officers on reactive accident investigations than on preventative work this quarter. There has been a change to the National Inspection Strategy (since April 2005) which has seen the introduction of topic-based, rather than comprehensive, inspections. It is too soon for this to have influenced the number of reports. The trend will be monitored during this year and put into context with national reporting trends to see if this is an issue local to Huntingdonshire and requires a change in intervention strategy.			
Leisure Centres			
<i>Number of advantage members (pre paid subscription)</i>	3766	4000	3900
Incorrect data . Performance was 4041, so target was reached.			
Leisure Development			
<i>% completion rate on Exercise referral scheme</i>	0	74.1	50
Not available until 2 nd Quarter because of extension of scheme to 12 weeks from 8 weeks”.			
<i>Number of attendances at After school outreach scheme events</i>	59	250	100
Registers not available for two clubs due to sudden death of instructor. Ongoing problems with availability of instructors.			

Housing that meets local needs			
Benefits			
<i>% of actions in take up strategy completed</i>	0	90	80
We are in the final stages of agreeing the details of the “Take Up strategy”– at the time the figures were required for the first quarter the work was incomplete. It is planned to have completed before the next quarter.			
Environmental Health			
<i>Number of complaints of disrepair, unfitnes & overcrowding</i>	68	53	58
We cannot control complaints but this indicator shows more effort was being expended on reactive complaint investigations than on programmed inspection/advice work this quarter. The expectation was based on previous workloads so that we could track increase/decrease in demand for service. Anecdotal evidence suggests demand is increasing. This seems to be due to Central Government policy/legal changes and the change in the housing market encouraging more single property landlords to enter the market.			

This is the 4 th successive quarter to show an increase in service demand over historical levels. It is too early to say if this is a trend of increasing demand that will require realignment of service priorities, but does tend to support anecdotal evidence of a local change in the private rented sector.			
Housing Services			
<i>Projected % of accepted statutory homeless households permanently rehoused in the year</i>	61	80	70
The reason we have not rehoused the target percentage is because of the large number of people currently in temporary accommodation who are, for reasons of rent arrears, anti-social behaviour, or related issues, not presently acceptable as possible tenants by the RSLs. It is, to an extent beyond our control and difficult to project whether this problem will be resolved in the short term.			
<i>Projected % of annual Housing need met</i>	13.5	100	80
The Housing Need survey identified a need for the Council to enable over 1,000 new affordable homes each year to meet the need. On average, we complete about 100 new homes each year. This year, we predict that we will complete 135 homes, giving a predicted outturn of 13.5%. As the vast majority of new homes arise from section 106 agreements, accelerating performance is largely dependent on acceleration of the rate of house building, which in turn, is dependent on the overall housing market and economy. Performance in this respect is therefore largely out of our control. It is certain that we will never meet the identified need and therefore corporate target will not be met.			
Planning			
<i>% of affordable housing (commitments) on qualifying sites</i>	17.9	29	20
The figure is distorted by an appeal decision which found that affordable housing not appropriate on a particular site, otherwise performance would have been 26.8%			

High Quality Service Delivery			
Environment & Transport Administration			
<i>% of service delivery targets on track</i>	50	80	70
A member of staff was on sick leave, the figures for May and June have now been input and performance is currently at 99%			
Financial Resources			
<i>% of service delivery targets on track</i>	29	80	70
4 out of 14 targets were achieved; 3 were amber; 7 were not achieved out of which 5 relate to insurance where the expected fall in the number and cost of claims has not been realised.			
Audit			
<i>% of service delivery targets on track</i>	62.5	80	70
The targets are calculated on a 12 month rolling basis and performance in all 4 target areas has been improving since April. As performance is related to the delivery of individual audits and completion of the annual audit plan, it is likely that the red measure will remain for a few more months. Performance will at least move to amber by the financial year end.			