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 third quarter, 1st October to 31st December, 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.   RECOMMENDATION

3.1   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 - October to December 2005

Community benefits we deliver:

Outcome	Lag or end of year Measure	Actual 2004/05	Target for 2005/06	Lead or interim Measure	Target 2005/06	Actual Oct to Dec	Comments
Good reputation	Comprehensive Performance Assessment (CPA) rating	Excellent	Excellent	% of CPA improvement plan outcomes on track.	80%	76%	See Annex B
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	5%	5%	
				% of residents who have a clear understanding of council tax paid for services provided by the council.	70%	34.4%	Interim results from resident survey November 2005 (771 responses analysed out of 874)
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%	72% ⬆	126 measures, currently 92 are green –72% 16 amber– 12.5% 16 red – 12.5% 2 grey – 3%
Safe and Active Communities	% who feel safe	82%	85%	% of targets for Safe & Active Communities forecast to be met	80%	75% ⬆	16 measures, currently 12 are green–75% 3 amber–18.5% 1 red – 6.5%
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%	74% ⬆	23 measures currently 17 are green –74% 6 red – 26%

Outcome	Lag or end of year Measure	Actual 2004/05	Target for 2005/06	Lead or interim Measure	Target 2005/06	Actual Oct to Dec	Comments
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%	78% ⬆	32 measures currently 25 are green – 78% 5 amber –16 % 2 are red –6%
Housing that meets Local Leeds	% of housing needs targets achieved	83%	80%	% of targets for Housing that meets Local Needs forecast to be met	80%	73% ⬇	22 measures currently 16 are green –73% 3 amber –14 % 2 red –9% 1 grey –4 %
Strong & Diverse Economy	The number of local jobs	74,000	75,000	% of targets for Strong and Diverse Economy forecast to be met	80%	83% ↔	12 measures currently 10 are green –83% 2 amber –17%
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%	71% ⬆	21 measures currently 15 green –71% 3 amber –14 % 2 red – 10% 1 grey –5%

Housing that meets Local Leeds – dropped from 78% in Qrt 2

Internal process we must excel at:

Outcome	Lag or end of year Measure	Actual 2004/05	Target for 2005/06	Lead or interim Measure	Target 2005/06	Actual Oct to Dec	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%	62.5% ⬆	24 measures currently 15 green – 62.5% 8 amber – 33.5% 1 grey – 4%
Effective partnerships	% of partnership targets achieved		80%	% of partnerships which comply with the council's framework	90%		Development of framework complete by 4th quarter 2005/06 & Data available 1st Qrt 2006/07
Effective management	Revenue expenditure as a percentage of budget	86%	95%	Forecast outturn	90%	95%	
	Capital expenditure as a percentage of budget	77%	95% +/- 5%	Forecast outturn	95% +/- 5%,	61%	
	% of effective management outcomes in resource strategies achieved		85%	% of effective management actions on track	85%		Development of framework underway. Data available following appraisals (2006)
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 3rd quarter 2005

What do our people think and do they have the right skills:

Outcome	Lag Measure	Actual 2004/05	End of year/Lag Target Revised 2005/06	Lead Measure	Interim/ Lead Target	Actual Oct to Dec	Comments
Employees and Members with the right skills	% of employees with appropriate skills		80%	% of training & development plans completed	80%		Data available 1st quarter 2006/07. . measured at six monthly and annual appraisals.
	% of Members who have attended appropriate courses		80%	% of Members for whom training requirements has been identified	100%		Changed measure (Survey in June 06)
Innovation and improvement	% of staff who feel we have a culture of innovation	34.8%	60%	No. of suggestions made per quarter	20	23	
				No. of innovation awards made per quarter	2		Data available after 1st Feb 06
Key behaviours demonstrated and valued	% of staff who feel that key behaviours are valued		70%	% of employees demonstrating key behaviours	80%		Organisational values adopted. Data available following appraisals (2006).
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
Leisure Centres			
% of lost calls	15.6%	8%	10%
5546 calls received in quarter, 870 calls lost NB Includes calls lost while Centre closed over Xmas			
Leisure Centres			
% of calls answered within 15 seconds	73%	85%	75%
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. There has been a 7% improvement compared to previous quarter (68% to 73%)			

Clean, green and attractive environment			
Operations			
% of missed collections collected by the end of the next working day	70%	85%	70%
The main reason for the temporary decline in performance of missed bin recovery time is due to delays caused in the settling down period between Ops and the Call centre			
Planning			
% of major planning applications accompanied by design statements	47%	90%	80%
A number of applications related to old consents and renewals of earlier consents which do not require design statements.			

Healthy Population	Act	Targ	Int
Transportation			
% of Local Transport Plan road safety targets on track	0%	80%	60%
It may not be possible to report quarterly on these targets – info comes from County			
Parks Management			
Proportion of priory park pavilion programme completed	40%	70%	50%
Grant Application submitted - awaiting response			
Environmental Health			
Number of cases of food poisoning/food borne illness reported	60	48	51
Only 5% contracted from commercial premises within Huntingdonshire. We will need to develop a new strategy to address this issue in our service plan for 2006-7.			
Environmental Health			
Number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reports of accidents received	31	14.7	15
We cannot control receipts but this indicator shows more effort is still being expended on reactive accident investigations than was planned, at the expense of planned preventative work. The last 3 quarters have shown a significant increase on reports that does not follow the previous trend. When four quarters' results are available there should be sufficient data to analysis in an attempt to determine a cause for this shift.			

% of planned sampling carried out	80%	100%	90%
Unable to reach target because of Officer sickness.			
Leisure Centres			
Number of Advantage members (pre paid subscription)	3940	4200	4100
Advantage membership fell for the first time ever in the quarter Oct-Dec. More aggressive marketing will be introduced in January in order to achieve the annual target. Overall Impressions income, however, remains ahead of budget target			

Housing that meets local needs

Environmental Health			
Number of complaints of disrepair, unfitness and overcrowding	60	53	58
We cannot control receipts but this indicator shows more effort is being expended on reactive investigations than was planned. The last 3 quarters together have shown a significant increase on reports that does not follow the previous trend. When four quarters' results are available there should be sufficient data to analysis in an attempt to determine a cause for this shift. This area of work is being affected by fundamental legislative changes that are in the process of being implemented			
Housing Services			
Projected % of annual housing need met	14%	100%	80%
This target will never be met, because there will never be sufficient eligible sites coming through the planning system, nor sufficient capital funding, should this ever be possible. This indicator is to keep Members aware of the real housing need in the district, not just what can be achieved, and will therefore always be red.			

Safe and Active Communities

Operations			
% of Racist graffiti removed within 24 hours	67	100	80
6 calls regarding racist graffite. 4 of which removed within 24 hours			

CPA IMPROVEMENT PLAN – PROGRESS REPORT UP TO 31st DECEMBER 2005

Subject	Proposed Action	Qrt 3
Access and Accommodation	• Complete accommodation review • Complete DDA compliance survey and works • Deliver Customer First programme	🟩
Benefits	• Processes for developing and changing local procedures. • Management checks of benefit assessments. • Improvements in processing time. • Revising documentation. • Vetting arrangements for new staff • Fraud investigation and • recovery of over-payments	🟩
Capacity	• Review spending and resource allocation plans to ensure delivery of priorities. • Delivery of People Strategy	🟩
Children and Young People	• Adopt "Here by Right" standard. • Develop corporate protection policies	🟩
Corporate Governance	• Achievement of Corporate Governance framework.	🟩
Diversity and user focus	• Revise equality and inclusion strategy. • Complete "Mapping Diversity" project. • Use research and consultation data to plan and improve services. • Complete race assessments and implementation of actions. • Promote compliance with Disability Discrimination Act.	🟩
Financial Management	• Completion of programmed improvements.	🟧
Housing	• Implementation of BVR – Balancing Housing Need – which incorporates improvements identified during the CPA • BME survey • Traveller Needs Survey • Conduct stock condition survey	🟩
Learning & Knowledge	• Adopt systematic approaches to learning and sharing knowledge. • Mapping Diversity Project, Traveller Needs Survey, Housing Survey. "Here by Right" programme.	🟧

Overview & Scrutiny	• Implement overview and scrutiny development plan. • Integrate corporate performance management framework with scrutiny process	■
Partnership Working	• Develop Partnership framework • Monitoring and evaluation of partnership success • Implement "Next Steps" and performance management system for Huntingdonshire Strategic Partnership. • Contribute to the development and achievement of Local Public Service Agreements	■
Performance Management	• Complete project plan to implement comprehensive performance management framework, including publication of service standards	■
Priorities and Vision	• Facilitate strategic choices. • Initiate review programme, including external challenge, based on priorities and informed by CPMF. • Prepare and implement communications plans.	■
Procurement	• Review procurement strategy in relation to Gershon report, national procurement strategy and principles of sustainability	■
Risk Management	• Complete risk registers • Link to new service planning framework. • Complete business continuity plans	■