

**PERFORMANCE MANAGEMENT  
(Report by the Head of People, Performance & Partnerships )**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to present to Members performance management information on “Growing Success” – the Council’s Corporate Plan.

**2. BACKGROUND INFORMATION**

- 2.1 The Council’s Corporate Plan includes short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire’s communities and the Council itself. In addition the Council identified eight of these objectives which were considered as priorities for the immediate future.

**3. PERFORMANCE MANAGEMENT**

- 3.1 Progress against all the objectives is reported to Chief Officers Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information.
- 3.2 In addition, a working group appointed by the Overview & Scrutiny Panels continues to meet quarterly to monitor progress in the achievement of the Plan and to consider development issues.
- 3.3 Members of the Overview & Scrutiny Panels have an important role in the Council’s Performance Management Framework and the process of regular review of performance data has been established. In adopting the updated version of Growing Success, and in particular in prioritising objectives, it was intended that Members should concentrate their monitoring on a small number of objectives to enable them to adopt a strategic overview while building confidence that the Council priorities are being achieved.
- 3.4 Members of the Panels will also find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis.
- 3.5 The priority objectives have been allocated between Panels as follows:

SOCIAL WELL-BEING	ENVIRONMENTAL WELL-BEING	ECONOMIC WELL-BEING
To enable the provision of affordable housing	To help mitigate and adapt to climate change	Effective Partnership
To achieve a low level of homelessness	To promote development opportunities in and around the market towns	To be an employer people want to work for
To promote active lifestyles		Maximise business and income opportunities including external funding and grants

#### 4. PERFORMANCE MONITORING

4.1 The following performance data is appended for consideration:

**Annex A** - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period, an indicator showing the direction of travel compared with the previous quarter and a comments field. The data is colour coded as follows:

- green – achieving or above target;
- amber – between target and an “intervention level” (the level at which performance is considered to be unacceptable and action is required);
- red – the intervention level or below; and
- grey – data not available.

**Annex B** - a summary of the achievements, issues and risks relating to the objectives, as identified by the Heads of Service.

#### 5. DATA QUALITY

5.1 The appropriate Heads of Service have confirmed the accuracy of the data in the attached report and that its compilation is in accordance with the appropriate Divisions’ data measure templates. Acknowledging the importance of performance management data, a system of spot checks has been introduced to give further assurance on its accuracy.

#### 6. RECOMMENDATION

6.1 Members are recommended to;

Consider the results of performance for priority objectives and to comment to Cabinet as appropriate.

## **BACKGROUND INFORMATION**

Performance Management reports produced from the Council's CPMF software system

Growing Success: Corporate Plan

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**Community/Council Aim: To improve our systems and practices**

**Objective: Effective partnership**

**Division: People, Performance & Partnerships**

**Divisional Objective: Develop, adopt and support the delivery of a sustainable community strategy for Huntingdonshire**

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Ensure an appropriate performance management system for the Sustainable Community Strategy and provide policy support for this process	% of thematic groups reviewing their performance and delivery	100	67 (R)	80	↓	G&I action plan needs to be Smarter and be integrated with partner activities/LIF, C&YP currently reviewing action plan in line with the 'BIG' plan with a view to prioritising objectives	QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	1 (G)		↔	1 = Yes regular reports are submitted to the HSP Executive and Board	QRT

**Divisional Objective: Effective partnership framework**

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Develop, implement and monitor strategic/operational partnership review programme	Partnership review programme on target (1=yes, 0=No)	1	1 (G)		↔	On target	QRT

**Community/Council Aim: To learn and develop**

**Objective: To be an Employer People Want to Work For**

**Division: People, Performance & Partnerships**

**Divisional Objective: To attract and retain staff**

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Promoting from within wherever possible	Internal promotions as percentage of all vacancies filled	33	41.70 (G)		↔	5 promotions out of 12 posts	QRT
Recruitment package	% of new employees still in post after 12 months	90	88.20 (A)		↓	Between October 2008 and December 2008 there were 17 contracted new starters. Between October 2009 and December 2009 88.2% of them were still employed.	QRT
	% of new employees still in post after 24 months	80	80 (G)		↓	Between October 2007 and December 2007 there were 30 contracted new starters. Between October 2009 and December 2009 80% of them were still employed.	QRT

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

Retaining and releasing employees appropriately	Staff turnover – % of employees on permanent contracts leaving the Council	10	4.46 (G)		↔	Turnover excluding fixed terms = 4.46%, turnover including fixed terms = 6.1%.	QRT		
Successful wellbeing initiatives which are improving attendance rates	% attendance of HDC employees a rolling 12 month average. Target based on CIPD for public sector employees.	96	98.40 (G)		↓	98.4% attendance achieved (based on 1270 employees)	QRT		
<b>Community/Council Aim: To maintain sound finances</b>									
<b>Objective: Maximise business and income opportunities including external funding and grants</b>									
<b>Division: Leisure</b>									
<b>Divisional Objective: Maximise leisure centre income</b>									
Key Activity(s) only to deliver service objective:		Key Measure:		Target:	Actual:	Forecast:	DoT*:	Comment:	
Maintain expenditure within budget	Actual expenditure compared to budget (cumulative quarterly target)	£4.67m	£4.40m (G)		↔			Savings in all budget headings	QRT
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£3.72m	£3.54m (R)		↑			Two pools closed in summer. Income shortfall balanced by expenditure savings	QRT
<b>Division: People, Performance &amp; Partnerships</b>									
<b>Divisional Objective: To be aware of appropriate funding opportunities and communicate to the appropriate service</b>									
Key Activity(s) only to deliver service objective:		Key Measure:		Target:	Actual:	Forecast:	DoT*:	Comment:	
Co ordinate and maintain a system of internal control via External Funding strategy, liaise with appropriate officers, provide funding advice and assistance in compilation of bids as required	% of bids which attract funding (year to date)	70	55 (A)		↑			Submitted 18, Successful 10, Unsuccessful 7. Awarded but declined 1.	QRT
	% of External Funding actions on track	90	80 (A)	100	↓			8 out of 10 actions on target.	QRT

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

Objective		Comments from appropriate Head of Service
To enable effective partnerships	Achievements:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>HSP Economic Summit was held in September to discuss partnership solutions to address the effects of the recession locally, there was good representation from all partner organisations.</p>
	Issues or actions for next quarter:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Growth and Infrastructure action plan needs to be SMARTer and be integrated with partner activities/Local Investment Framework. Children &amp; Young People's Partnership is currently reviewing its action plan in line with the BIG Plan with a view to prioritising objectives.</p>
	Risks:	
To be an employer people want to work for	Achievements:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>The Members Employment Advisory Group presented their interim findings to Employment Panel on current recruitment and remuneration practice. The HR Strategy and a new policy on 'Loans for season tickets' were adopted by Employment Panel.</p>
	Issues or actions for next quarter:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>The annual salary review report was produced in-house this year to aid the pay negotiation process. Members and ELAG have agreed to take into account the Member Advisory Group work before reaching a settlement.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Successful external funding bid for "Future Jobs fund", including up to £9k for a post at Huntingdonshire Community nursery. Funding also secured from EERA, approx £7k for staff training.</p> <p><b><u>Leisure Centres:</u></b></p> <p>Centres have, where possible, rationalized costs and made concerted savings efforts across the board. As a result, expenditure is over 10% saved on budget resulting in a net spend ahead of original budget target. Given the circumstances, and recognising the effect external pressures have on centre performance, this is a reasonable Q3 position.</p> <p>All expenditure budget headings have recorded savings against target and this has helped balance the income shortfall. Staff costs overall have risen by less than 2% during the year. Profit margins on bars and all varieties of catering are above target and overall recovery rate is now 83% compared to 79% at this stage last year.</p>
	Issues or actions for next quarter:	<p><b><u>Leisure Centres:</u></b></p> <p>Income is down by 5% on target and clearly reflects the economic climate throughout the country although shortfall was over 9% at end of Q2. All areas of the centres have been hit with hospitality and indoor activities being particularly affected.</p>
	Risks:	