

**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	100 (G)		↑		QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	1 (G)		↔		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)	1	↔	Report on LSP thematic groups to COMT May 2010	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	62 (G)		↔		QRT
Recruitment package	% of new employees still in post after 12 months	90	100 (G)		↑		QRT
	% of new employees still in post after 24 months	80	100 (G)		↑		QRT
Retaining and releasing employees appropriately	Staff turnover – % of employees on permanent contracts leaving the Council	10	2.23 (G)		↔		QRT
Successful wellbeing initiatives which are improving attendance rates	% attendance of HDC employees a rolling 12 month average. Target based on CIPD for public sector employees.	96	98.25 (G)		↓		QRT

Community/Council Aim: To maintain sound finances

Objective: Maximise business and income opportunities including external funding and grants

Division: Leisure

Divisional Objective: Maximise leisure centre income

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Maintain expenditure within budget	Actual expenditure compared to budget (cumulative quarterly target)	£6.49m	£6.45m (G)		↔		QRT
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£5.16m	£4.79m (R)		↓	Excludes school income	QRT

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

Division: People, Performance & Partnerships						
Divisional Objective: To be aware of appropriate funding opportunities and communicate to the appropriate service						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Co ordinate and maintain a system of internal control via External Funding strategy, liaise with appropriate officers, provide funding advice and assistance in compilation of bids as required	% of bids which attract funding (year to date)	70	59 (A)	59	↑	22 submitted of which 13 were successful, 7 unsuccessful, 1 awarded but declined and one as yet still waiting outcome
	% of External Funding actions on track	90	90 (G)		↑	

* 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><u>People, Performance & Partnerships:</u></p> <p>Report on progress with the Partnership Review and Evaluation programme has been submitted to COMT. This focuses on the Huntingdonshire Strategic Partnership's Board, Executive and thematic groups, with the remaining five strategic partnerships and 12 operational partnerships on track to be reviewed by June 2010.</p>
	Issues or actions for next quarter:	
	Risks:	<p><u>People, Performance & Partnerships:</u></p> <p>Local Public Service Agreement (LPSA) funding - Quarter 4 (Oct-Dec 09) and 5 (Jan-Mar 10) returns are awaiting sign off by Section 151 Officer and monies have not been distributed. Concerns have been raised on 'signing off' funded projects where the Council is the lead but the project is operated and expenditure incurred by a third party (eg. County Council or the Regional College).</p>
To be an employer people want to work for	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>HR Team now fully staffed with Kiran Hans joining the team as new HR Advisor in January.</p> <p>Successful learning and development day held to promote training opportunities within the Council.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>We continue to advertise vacancies both internally and externally however there has been a significant increase in fixed term posts of one year funded externally which may deter internal applications in the current economic climate thus affecting the internal promotions as a percentage of all vacancies filled.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><u>Leisure Centres:</u></p> <p>Note that end of year is not closed down and there will be some minor amendments to the figures reported. Income successes have been achieved with the new facilities at Huntingdon, Burgess Hall (£20k up on target and £30k up on previous year), and Impressions (£65k up on previous year). Profit margins on bars and all varieties of catering are on or above target and overall recovery rate is now 85% compared to 77% at the same stage last year.</p> <p>Centres have, where possible, rationalized costs and made concerted savings efforts. As a result, expenditure is 3.3% saved on budget. Employee costs have recorded savings against target and this has helped balance the income shortfall. Staff costs overall have risen by a fraction over 2% during the year. Premises expenditure has reduced.</p> <p><u>People, Performance & Partnerships:</u></p> <p>Produced an External Funding Protocol to help officers put together successful bids and manage partner and community expectation.</p> <p>Assisted the sourcing of sponsors (for goods/services/support) for the Green House project.</p>

Objective		Comments from appropriate Head of Service
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u></p> <p>Income is down by 7.1% on target and 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> <p>Of particular note is income received from schools (£412k against a target of £569k, a shortfall of £157k). Problems with allocation of funds from County to schools appear to be resolved, however, and the forecast is better for the coming year.</p> <p>Hospitality (bars and catering) income dropped by over £65k across the board (partly due to the closure of St Neots bar/café for the second half of the year to accommodate the refurbishment).</p> <p>Proposing and developing solutions to address/arrest growth in wage/salary costs is currently a key issue.</p> <p><u>People, Performance & Partnerships:</u></p> <p>Limited capacity to provide external funding advice in the short term following the recent resignation of Policy Officer (providing maternity leave cover for the External Funding Officer).</p>
	Risks:	