

**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. A review of Growing Success, involving officers and members, is currently underway with the emphasis on local priorities, informed by national changes to performance arrangements.

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.

## **BACKGROUND INFORMATION**

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

Growing Success: Corporate Plan

**Contact Officer: Howard Thackray, Policy & Research Manager**  
**☎ 01480 388035**

This page is intentionally left blank

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)		↔	The thematic groups are reviewing performance during the January round of meetings and reporting for the next HSP on the 3rd Feb 2011	QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	1 (G)		↑	Thematic groups are seeking the views of partners with regards to the benefits and future of the thematic groups. A report will go to the next HSP on the 3rd February	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)		↔	All strategic	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	50 (G)		↑	16 posts were advertised,(3 were permanent posts) of which 8 were filled internally	QRT
Recruitment package	% of new employees still in post after 12 months	90	71.40 (R)		↓	7 new starters, 2 left within 12 months (71.4% in post after 12 months). 1 of the 2 leavers was a fixed-term employee.	QRT
	% of new employees still in post after 24 months	80	61.50 (A)		↓	13 new starters, 5 left within 24 months (61.5% in post after 24 months). 4 of the 5 leavers were fixed-term employees.	QRT
Retaining and releasing employees appropriately	Staff turnover – % of contracted employees leaving the Council	10	2.60 (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	97.50 (G)		↓	Days lost (sickness) per employee = 6.6 days	QRT

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

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)	£4.96m	£4.59m (G)				↔	On target for substantial savings - operation and staff cost both below budgeted target	QRT
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£3.95m	£4.11m (G)				↑	3rd quarter performance assisted by exceptional performance at St Neots	QRT
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	69 (A)				↓	9 bids successful, the value of which = £865,550. 4 bids were unsuccessful: Active Life - Big Lottery, Ramsey Barge Dock – Fens Adventurers, Godmanchester Nursery Volunteer Co-ordinator – Eco Minds and the Sapley East Community & Social Enterprise Centre - Community Builders	QRT
	% of External Funding actions on track	90	80 (A)				↑	Two actions not on track: 1. to identify funding gaps and opportunities to further the objectives of the Sustainable Community Strategy - on hold pending a review of the future of this work 2. to develop a HDC officer network to exchange information and gather intelligence on external funding - on hold following discussions with Heads of Service regarding budget proposals and impending changes	QRT

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

<b>Objective</b>		<b>Comments from appropriate Head of Service</b>
To enable effective partnerships	Achievements:	
	Issues or actions for next quarter:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>The structure of the Cambridgeshire Together Strategic Partnership has been reviewed and this may impact on the arrangements we have locally in Huntingdonshire. A review of the HSP is currently being undertaken.</p> <p>Local Enterprise Partnerships (LEP) will play a key role in both strategy and delivery of Economic Development. The Greater Cambridge and Greater Peterborough LEP was formally endorsed by Central Government and work is underway to create a structure for this Partnership.</p>
	Risks:	
To be an employer people want to work for	Achievements:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Voluntary Release Scheme successfully rolled out from 28 September to 12 January; 80 applications have been received in total for stages 1 and 2.</p> <p>Developed and implemented the staff suggestion scheme All Ideas Matter, including co-ordinating and promoting the scheme. 129 ideas received to date.</p>
	Issues or actions for next quarter:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>The staff allowances review is ready for consideration by COMT and Employment Panel after which consultation with staff side representatives will need to be undertaken.</p> <p>The Pay structure review is due to be completed in the next few weeks. Inbucon have undertaken a financial modelling exercise and options are being worked up. A two phased plan is being recommended.</p> <p>An increasing HR case work (disciplinary/capability/grievance/maternity) currently 50 live cases at end of December coupled with the continued roll out of voluntary and compulsory releases could impact on capacity of HR service to respond to enquiries during this time.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><b><u>Leisure Centres:</u></b></p> <p>Income is up 7% in comparison to the previous year, predominantly due to increased revenue following the redevelopments at St Neots and Huntingdon. St Neots income is up by £138k compared to 09-10 and Huntingdon has risen by £67k. School income, as expected, has recovered in the quarter and now stands at 69% of annual budget.</p> <p>Impressions income, across all sites, has risen by exactly £100k (400 new Direct Debit Impressions &amp; Pure members in the first three weeks at St Neots). The planned replacement of fitness equipment at St Ives saw a small upswing in St Ives fitness income (£5k increase) but a proposed larger expansion will enable the centre to significantly increase this figure.</p> <p>Additionally, expenditure has been well controlled and is below anticipated three-quarter year levels. Staffing is 4.8% below budget (with a potential saving of £183k by year end), premises 18% below and operations</p>

Objective		<b>Comments from appropriate Head of Service</b>
		<p>(supplies and services) 2% below budget, All areas of expenditure – staff hours, opening hours, contractor costs – are under constant and thorough review.</p> <p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>The county wide group, Cambridgeshire Broadband Together, is working up its bid for the next phase of BDUK funding (£530m) for broadband development.</p>
	Issues or actions for next quarter:	<p><b><u>Leisure Centres:</u></b></p> <p>Plans in development to reduce costs. Voluntary redundancy scheme in operation.</p> <p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Business Improvement District (BID) work to support Huntingdon Town Partnership to explore the possibility of becoming a BID town is under way with tenders for a feasibility study reviewed, interviews held and Mosaic Partnership appointed. The Study will take place between Jan and March 2011.</p>
	Risks:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Cut in LPSA funding has meant some Huntingdonshire projects are now unable to go ahead further funding will need to be found to support these strategic projects e.g. Ramsey Enterprise Centre and business resource efficiency projects.</p>