

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 for 2010/11 (replaced by a new Council Plan in April 2011).

2. BACKGROUND INFORMATION

- 2.1 Growing Success included short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire’s communities and the Council itself. Eight of these objectives were considered as priorities for the immediate future.

3. PERFORMANCE MANAGEMENT

- 3.1 Progress against all 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 meets quarterly to monitor progress and 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 prioritising the objectives in Growing Success, it was intended that Members should concentrate their monitoring on this small number of objectives to enable them to adopt a strategic overview while building confidence that the Council’s 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 performance reporting arrangements, 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 in Growing Success were 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 the Council’s priority objectives for 2010/11.

BACKGROUND INFORMATION

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

Growing Success: Corporate Plan

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Community/Council Aim: Healthy Living

Objective: To promote active lifestyles

Division: Leisure

Divisional Objective: To increase participation in healthy physical activities

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Maintain and improve standard of facilities & match facility provision with usage demand (SCS measure)	Number of admissions/participants in activities provided or promoted by the Council (cumulative quarterly target)	1.71m	1.72m (G)		↑	73k additional admissions at St Neots Total does not include 579,000 schools and non-participating admissions	QRT
Promotion and marketing of available activities	Number of active card holders	32,000	33,869 (G)		↔	Total card holders now exceeds 100,000	QRT

Division: Lifestyles

Divisional Objective: To promote healthy lifestyle choices

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Provide a range of accessible leisure opportunities such as: a Holiday Activity Programme for <17 yrs (SCS measure)	Total throughput of school, outreach and holiday activity Programmes (cumulative quarterly target)	4,500	4,892 (G)		↓		QRT
Provide targeted schemes to enable vulnerable people to participate in physical leisure activities (inc Exercise Referral, Community Sports and Recreation Project, Community Sports Network and Active Life scheme) (SCS measure 2.1.5)	Throughput on identified schemes (cumulative quarterly target)	17,722	15,548 (A)		↓	Missed target can be explained by slow start to DASH scheme predominantly. First year of programme, significant Sport England administration and large number of separate interventions meant some areas started later than forecast. Other areas within overall target exceeded target, in particular Active at 50.	QRT
Provide under-represented groups with the opportunity to participate in sport and active recreation (SCS measure)	Total throughput of activity programme for disabled participants and under-represented groups (cumulative quarterly target)	2,000	1,812 (A)		↓	Target just missed by slow start in DASH (lottery funded programme). Regular activities hit target; it was the new ones that were a little slower to start than initially forecast.	QRT
Support vulnerable people to be more active, Cardiac Rehabilitation programme and Health Walks	Total throughput of the Cardiac Rehabilitation programme and Health Walks in Huntingdonshire (cumulative quarterly target)	9,500	10,527 (G)		↑		QRT

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

Community/Council Aim: Housing that meets individuals needs

Objective: To achieve a low level of homelessness

Division: Housing

Divisional Objective: To achieve a low level of homelessness

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
By helping to prevent people from becoming homeless by housing homeless people, where appropriate	(NI 156) No. of households living in temporary accommodation	60	76 (A)	76	↓	Figure is above target, but has been reducing in recent weeks	QRT
	The number of households prevented from becoming homeless in the year (cumulative quarterly measure)	260	397 (G)	260	↔	88 preventions performed in Q4. The target was already exceeded in Q3.	QRT

Community/Council Aim: Developing communities sustainably

Objective: To enable the provision of affordable housing

Division: Housing

Divisional Objective: To enable the provision of affordable housing

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
By maximising the land available for new affordable housing. By working in partnership with Housing Associations to bid for external funding. By making a financial contribution to pay for affordable homes to be built	(NI 155) Number of new affordable homes built by March 2011 (cumulative quarterly target) (local target)	298	367 (G)	367	↑	Target was exceeded - 147 properties were delivered in the last quarter, mainly at Love's Farm, but also the Ramsey Grand Cinema site, and Springfield School site.	QRT

Division: Planning

Divisional Objective: Maximise provision of affordable housing on relevant development sites

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Develop Core Strategy and Development Control Policies DPD (to set policy framework)/Adopt Planning Obligations SPD (to set specific targets and thresholds)/Negotiate S106 Agreements (to deliver required amounts of affordable housing)	% of affordable housing (commitments) on qualifying sites (cumulative)	40	25.10 (R)		↔	Figure distorted by the Loves Farm development where the phases now being developed do not include affordable housing.	YRL
	% of housing completions on qualifying sites that are affordable	40	41.60 (G)		↔	As at March 2010. Result same for all sites in District as no longer monitored in AMR separately.	YRL

Objective		Comments from appropriate Head of Service
To promote active lifestyles	Achievements:	<p><u>Leisure Centres:</u></p> <p>Admissions recorded a 3% increase overall on 2009/10 with St Neots attracting an additional 72,000 visitors in the year (443,000 in total) despite only half a year opening for some of the facilities. The success of the new development cannot be underestimated and average monthly Impressions attendance has risen from 4,000 to 9,400 in the past 6 months. Over 11,000 members visited St Neots Impressions in March (a record for any of the sites). Huntingdon attracted an additional 28,000 users across a broad range of activities. Ramsey and Sawtry remained stable. Total does not include 579,000 schools and non-participating admissions.</p> <p>The rise in visitors was reflected in the number of card holders (now at 105,000) and the number of live card holders at 33,869. Kiosk visits now total over 18,000 per month with over 3,000 members now using this facility and over 6,600 web bookings were made in March 2011 (2,900 in March 2010).</p> <p><u>Environmental and Community Health Services:</u></p> <p>Active at 50, Cardiac Rehabilitation programme, Health Walks and other regular activities hit/exceeded targets.</p>
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u></p> <p>68.5% of all courts available were used (down from 68.9%) and swimmers per hour fell to 21.1 from 22.8 (total swims dropped by 4,000 to 433,000) but the final quarter improved on previous year.</p> <p>A fall in admissions at St Ives of 36,000 (down to 581,000) reflects a lack of investment in the facility (swimming, sports hall and outdoor facilities all experienced reductions although a severe winter partially explains the drop at the Outdoor centre with many pitch cancellations).</p> <p><u>Environmental and Community Health Services:</u></p> <p>Targets have been missed due to a slow start to the DASH scheme (Delivering Activity and Sport in Huntingdonshire) meaning throughput at first was lower than initially forecast.</p>
	Risks:	
To achieve a low level of homelessness	Achievements:	<p><u>Housing Services:</u></p> <p>88 households were prevented from becoming homeless in Q4 of the year, compared to 99 in Q4 last year. A total of 397 successful preventions in 2010/11 compared to 376 in the same period the previous year. Although an increase in the total number, fewer were achieved by helping households into private sector tenancies (168 in 2010/11 compared to 180 in the previous year).</p>
	Issues or actions for next quarter:	<p><u>Housing Services:</u></p> <p>39 households were accepted as homeless in Q4 this year compared to 41 in the same period last year. A total of 169 households were accepted as homeless in 2010/11 compared to 137 in the previous year.</p> <p>76 households in temporary accommodation at the end of the quarter compared to 64 at the start.</p> <p>Seeking Cabinet approval of the Homelessness Strategy.</p>

Objective		Comments from appropriate Head of Service
	Risks:	<p><u>Housing Services:</u></p> <p>Actual accepted homeless cases may increase beyond the ability to provide temporary and later permanent accommodation. Any lack of suitable permanent accommodation will result in increased use of temporary accommodation due to bed blocking.</p> <p>All normal sources of temporary accommodation may become full. Additional sourcing efforts may not provide sufficient accommodation.</p>
To enable the provision of affordable housing	Achievements:	<p><u>Housing Services:</u></p> <p>End of year total was 367, including 31 extra care units and 3 intermediate care units at Park View, Huntingdon. This is a record number.</p>
	Issues or actions for next quarter:	<p><u>Housing Services:</u></p> <p>Assess the outcome (if available) of bids for grant funding of affordable housing to the Homes and Communities Agency.</p>
	Risks:	<p><u>Planning Services:</u></p> <p>As stated previously the most obvious risk is the potential impact of a longer than expected downturn in the housing/development market. To date Huntingdonshire has remained 'comparatively buoyant' but the potential impacts of any further reduction in development activity could be upon levels of planning fee income, housing delivery and the scale, content and the potential viability and delivery of S106 contributions.</p>

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	50 (R)		↓	Not all thematic groups have met in the last period. The LSP is under review.	QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	0 (R)		↓	No meetings of Board and Executive in last quarter. The LSP is under review.	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 partnerships have been reviewed	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	33.30 (G)		↓		QRT
Recruitment package	% of new employees still in post after 12 months	90	85.70 (A)		↑		QRT
	% of new employees still in post after 24 months	80	79 (A)		↑		QRT
Retaining and releasing employees appropriately	Staff turnover – % of contracted employees leaving the Council	10	6.35 (G)		↔	Leavers include fixed term employees on contracts that have ended and employees leaving under VRS	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	97.39 (G)		↓		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: Minimise net cost of leisure centres								
Key Activity(s) only to deliver service objective:		Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Minimise net cost of leisure centres	Net cost of leisure centres compared to budget (cumulative quarterly target)	£5.46m	£5.86m (G)			↔	Strong performance at St Neots following redevelopment	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				N/A	Data not available at this time	QRT
	% of External Funding actions on track	90	85 (A)			↑	1 action not on track: 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.	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:	
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>Review of the Huntingdonshire Strategic Partnership is being undertaken to consider its added value in helping the Council and our Partners take forward priorities and address current challenges.</p>
	Risks:	
To be an employer people want to work for	Achievements:	<p><u>People, Performance & Partnerships:</u></p> <p>Voluntary Release Scheme (VRS) was successful with 80 applications received, 57 applications approved and indicative salary savings of around £1.7million per year. Most staff leaving under the VRS had a release date of March 2011 and a retirement/long service ceremony was hosted to mark a total of 221 years of service.</p> <p>Structure charts have been updated for the whole organisation and posted on the intranet.</p>
	Issues or actions for next quarter:	<p><u>People, Performance & Partnerships:</u></p> <p>Consultations have commenced in three divisions where posts may be at risk, supported by HR.</p> <p>Recruitment is picking up again as staff retire and 13 employees are due to go on Maternity Leave.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><u>Leisure Centres:</u></p> <p>All end of year data is yet to be finalised but the current position is very encouraging. Income achieved target despite the late opening at St Neots and total expenditure rose by just 0.3% over the year. Net position currently stands at £773k on an original budget of £1,356k.</p> <p>The success in admissions at St Neots was matched by its financial performance and the centre generated over £360k more than the previous year (most of which came in post-October opening period). Impressions income at St Neots averaged £23.9k per month in 2009/10 and currently averages £37.3k with the expectation that this will rise in the first full year to a £50k pcm average. In the final 3 months of the year the centre took £468k compared with £261k in the previous year.</p> <p>At St Ives, income increased by £70k and expenditure decreased by £105k, culminating in a £176k improvement. Staff voluntary redundancies, which take effect during 2011/12, will assist in further improving this performance. The other 3 centres all experienced income growth (Huntingdon by over £100k).</p> <p>Impressions income reached a new high of £1.95million, a growth of £235k (14%) and a profit of £1.2million. Schools income reached £552k (an increase of £17k) although budgetary pressures make this level unlikely to be maintained in the coming year. All centres benefitted from an NNDR revaluation with approximately £140k being reimbursed as an over-payment on previous years.</p> <p>Staff expenditure decreased by over £122k across the sites compared to previous year, testimony to a general tightening up of rotas and all staff taking on additional operational responsibilities. 12 staff took voluntary redundancy and will leave between March and August.</p>

Objective		Comments from appropriate Head of Service
		<p><u>People, Performance & Partnerships:</u> External funding secured until December 2011 for 'Make it Your Market' initiative.</p>
	Issues or actions for next quarter:	<p><u>Leisure Centres:</u> Developing business case for investment alongside innovative redevelopment at St Ives.</p> <p><u>People, Performance & Partnerships:</u> Working closely with Cambridgeshire Broadband Together on a County-led (LEP endorsed) application for BDUK (Broadband Delivery UK) funding.</p>
	Risks:	<p><u>People, Performance & Partnerships:</u> Limited capacity to provide external funding advice in the short term following recent staffing reductions in Policy.</p>

Community/Council Aim: A Clean, Green and Attractive Place

Objective: To help mitigate and adapt to climate change

Division: Environmental Management

Divisional Objective: Adapting to climate change

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
We will undertake: risk based assessment of vulnerabilities to weather and climate, identify priority risks for services & effective adaptive responses, incorporate responses into council strategies and operations	Are we on target to achieve level 2 by March 2011? (1=Yes, 0 = No)	1	1 (G)		↔		QRT

Divisional Objective: Increase energy efficiency & encourage renewable energy

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Schemes and promotions include, Eastern CRI, Anglian Go Warm, PHIS and CO2Y Homes	Number of energy efficiency and renewable energy measures carried out as a result of HDC schemes and promotions, cumulative qrt target	170	221 (G)		↔		QRT

Division: Planning

Divisional Objective: To encourage sustainable forms of development

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Deliver sustainable policy in accord with Local Development Scheme 2010. Development management DPD July 2011. Planning Proposals DPD Dec 2012. Huntingdon West AAP Jan 2011. Gypsy and Traveller Sites DPD April 2013. St Neots Town Centre DPD June 2013.	Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No)	1	1 (G)		↔		QRT

Community/Council Aim: Developing communities sustainably

Objective: To promote development opportunities in and around the market towns

Division: People, Performance & Partnerships

Divisional Objective: To promote development opportunities in and around the market towns

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Deliver LES Physical Infrastructure Development activities in the Sustainable Economic Development service plan	% of Physical Infrastructure Development activities on track	90	80 (R)		↓	Ramsey Enterprise Centre still in need of funding before building can be started.	QRT

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

Division: Planning						
Divisional Objective: To promote development opportunities in and around the market towns						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
To promote development opportunities in and around Market Towns by allocating land in accordance with the direction of growth, determining planning applications in a timely fashion and bidding for funding to enable development	Is adoption of DPD documents consistent with the approved Local Development Scheme? (1=Yes, 0=No)	1	1 (G)		↔	
	Successful delivery of agreed spending plan of housing growth fund? (1=Yes, 0=No)	1			N/A	Annual measure, data to follow

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

Objective		Comments from appropriate Head of Service
To help to mitigate and adapt to climate change	Achievements:	<p><u>Environmental Management:</u></p> <p>Alconbury flood resilience measures over 50% completed.</p> <p>Energy use reduction trial ongoing in 2 HDC car parks.</p> <p>Work begun at the St Ivo outdoor centre includes a small scale PV installation but largely focuses on provision of pitches, changing rooms, etc...</p>
	Issues or actions for next quarter:	<p><u>Environmental Management:</u></p> <p>Development of Low Carbon Development Initiative (LCDI) for St Neots.</p> <p>Refocusing of priorities to deliver critical business needs and the low carbon agenda.</p>
	Risks:	<p><u>Environmental Management:</u></p> <p>Loss of momentum of partnership projects and strategic direction for the green and low carbon agendas as a result of broader Regional and County cuts affecting organisations including Horizons, Renewables East, etc...</p>
To promote development opportunities in and around the market towns	Achievements:	<p><u>Planning:</u></p> <p>The Council has now resolved to support both the Sainsbury's applications, for the redevelopment of Chequers Court and for the new store in Huntingdon West, subject to satisfactory completion of the related S106 and the development agreements. Positive pre-application discussions have also been held with Churchmanor Estates regarding their own much anticipated redevelopment proposals for the remainder of Chequers Court.</p> <p><u>People, Performance & Partnerships:</u></p> <p>Business Improvement District (BID) stakeholder workshops held, surveys undertaken and report completed by consultants. Meeting planned for mid May to discuss the way forward.</p>
	Issues or actions for next quarter:	
	Risks:	<p><u>People, Performance & Partnerships:</u></p> <p>Occupancy of the CreativeXchange has reduced and the number of tenants continues to decrease, current rent forecasts may not be met unless income generation is increased. A meeting with NWES has been arranged.</p>