

**HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Corporate Plan – Performance Report

**Meeting/Date:** O&S Social Well-being, 3 February 2015  
O&S Environmental Well-being 4 February 2015  
O&S Economic Well-being, 5 February 2015  
Cabinet, 12 February 2015

**Executive Portfolio:** Executive Leader and all other relevant Portfolio Holders

**Report by:** Corporate Team Manager

**Ward(s) affected:** All

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**Executive Summary:**

The purpose of this report is to brief Members on progress against the key activities identified in the Council's Corporate Plan for 2014/15 for the period 1st October to 31st December 2014.

Each of the Corporate Plan's strategic themes have been allocated to an Overview and Scrutiny Panel, as follows:

Social Well-being	1. Working with our communities
Economic Well-being	1. A strong local economy 2. Ensuring we are a customer focused and service-led Council
Environmental Well-being	1. Enable sustainable growth

**Recommendation(s):**

Members are recommended to consider and comment on progress made against key activities and performance data in the Corporate Plan.

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## **1. PURPOSE**

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2014/15.

## **2. BACKGROUND**

- 2.1 The Council's Corporate Plan was adopted by Council in April 2014. This is a two year plan and outlines its own priorities and its role in supporting the shared ambition for Huntingdonshire. The plan sets out what the Council aims to achieve in addition to our core statutory services.

## **3. PERFORMANCE MANAGEMENT**


- 3.1 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. It is intended that Members should concentrate their monitoring on the strategic themes and associated objectives to enable them to adopt a strategic overview while building confidence that the Council's priorities are being achieved
- 3.2 Progress against Corporate Plan objectives is reported to Chief Officers Management Team quarterly on a service by service basis. A progress report from each Division includes performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each Performance Indicator those services contribute towards.
- 3.3 Overview and Scrutiny Panels will receive the appropriate quarterly performance reports, ordered by strategic theme. These will include performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each relevant Performance Indicator within each theme.
- 3.4 The Performance Indicator data has been collected in accordance with the procedures identified in the service area data measure template.
- 3.5 Cabinet will receive a quarterly performance report for each of the Corporate Plan strategic themes including all performance indicator data.

## **BACKGROUND INFORMATION**

Corporate Plan 2014/15

## **CONTACT OFFICER**

Adrian Dobbyne, Corporate Team Manager

 (01480) 388100

**CORPORATE PLAN – PERFORMANCE REPORT**  
**STRATEGIC THEME - A STRONG LOCAL ECONOMY**

Period October to December 2014

**Summary of progress for Key Actions**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	5		2		0		0			0

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

**Summary of progress for Corporate Indicators**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	n/a		n/a		n/a		n/a			n/a

**WE WANT TO: Accelerate business growth and investment**

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
<b>G</b>	Review the Council's business growth and inward investment role	April 2015	Cllr Sanderson	Andy Moffat	Q3 Economic Development Countywide review/rewiring still ongoing. Agreed with Corporate Director (Delivery) to proceed with review on the basis of the current context and position. Initial planning meetings have been held, project scope complete. Review scheduled for completion by end of April 2015. Q2 Economic Development: Outcomes of countywide review/rewiring still unknown so review of HDC role is on hold. Service activities continuing as normal.
<b>G</b>	Deliver a programme of themed business information events, and measure their impact.	Ongoing	Cllr Sanderson	Andy Moffat	Q3 Economic Development Innovation and taxation event held in December hosted 45 attendees. Evaluation forms returned demonstrated 76.5% registered a good or excellent evaluation score for Content & 88.2% for Organisation. Planning for March 2015 event started and on target – Theme (as identified by evaluation): Access to

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					finance Q2 Economic Development: Successful Accessing Funding event hosted showcasing HDC's funding portal <a href="http://www.Huntingdonshire4Business.org">www.Huntingdonshire4Business.org</a> . 64 business representatives attended of which 96.8% registered a good or excellent evaluation score for Content & 90.3% for Organisation. Planning for December event started and on target – Theme: Innovation & Taxation
A	Fast track pre-application advice to potential growing businesses and report on its effectiveness	Dec 2014	Cllr Dew	Andy Moffat	Q3 Development Management Meetings have taken place with Economic Development colleagues and, for this type of advice, enquiries will be dealt with in 2 weeks less than standard pre-application enquiries. DM officers will amend the existing pre-application guidance notes by the end of week ending 23 <sup>rd</sup> January 2015 and publish them on the website. A website release is planned within the same timescale and a press release in the local paper is planned for week ending 30 <sup>th</sup> January 2015. A nominated case officer has been made responsible for this process. Once it goes live as of week commencing 26 <sup>th</sup> January 2015, the performance of the team will be monitored and reported as part of subsequent quarterly Performance Reports. Q2 Development Management: As Q1 report – Target date of Dec 2014.

### WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Develop Community Infrastructure Levy (CIL) governance structure	Jan 2015	Cllr Dew	Andy Moffat	Q3 Planning Policy: As Q1 Q2 Planning Policy: As Q1 <i>The CIL governance structure is currently tied to the HSP and options for reviewing this will be considered in January 2015.</i>
G	Influence the Local Enterprise Partnership (LEP) Strategic Economic Plan (SEP) and supporting documents to reflect the impact of new housing and associated infrastructure in driving and supporting economic growth		Cllr Dew and Cllr Sanderson	Andy Moffat	Q3 Economic Development SEP 2 submission made on time. LEP currently negotiating with government over modelling of different allocation outcomes. Process and mechanism for local authority contribution (under HDC lead) to continue to develop pipeline of projects and identify alternative funding streams. Next meeting 21/1/2015.

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					Q2 Economic Development and Planning Policy: Outcomes for the LEP overall were disappointing but the two projects mentioned above have been awarded funding. LEP Leaders agreed that more local authority input should be involved in subsequent rounds of funding applications. HDC is leading this input. Next submission for funding due to Government in November.

**WE WANT TO: Develop a flexible and skilled local workforce**

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
<b>G</b>	Commit resources to the Enterprise Zone (EZ) skills strategy group		Cllr Sanderson	Andy Moffat	Q3 Economic Development Memorandum Of Understanding with all partners committing resource to hub signed in December 2014. Business plan (3yr) and activity schedule including collective targets and costings agreed by all partners. Successful Apprenticeship promotion event held. 75 businesses attended, c.600 Year 8 students visited the exhibition and engaged with companies. Q2 Economic Development: <ul style="list-style-type: none"> <li>• Further commitment by SFA to fund 0.5FTE for support and coordination of Enterprise Zone skills group activities.</li> <li>• Skills Hub - partner commitment received, awaiting signing of Partnership agreement, which includes:- Business plan (3yr) and an activity schedule detailing yearly targets, activities and costings.</li> <li>• Event for 16<sup>th</sup> December (promoting apprenticeship) in early days of planning.</li> </ul>
<b>G</b>	Support the development of stronger links between businesses and education through Huntingdonshire Academies Secondary Partnership (HASP) with a focus on local employability		Cllr Sanderson	Andy Moffat	Q3 Economic Development Continued contribution to the development of Skills Hub (to be branded as 'EDGE sharper skills for enterprise'). Key members of EDGE are HASP, the Local Enterprise Partnership (business rep) and Economic Development (business contact). An outcome has been successful engagement of all schools and business in the Apprenticeship promotion event. Q2 Economic Development: <ul style="list-style-type: none"> <li>• Further commitment by HASP to fund 0.5FTE for 2014/15</li> <li>• HASP 1.5 FTE commitment to the Skills Hub</li> <li>• Involvement with apprenticeship event in December</li> </ul>

**STRATEGIC THEME - ENSURING WE ARE A CUSTOMER FOCUSED AND SERVICE LED COUNCIL**

**Period October to December 2014**

**Summary of progress for Key Actions**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	7		0		0		0			0

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

**Summary of progress for Corporate Indicators**

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	6		5		2		0			3

**WE WANT TO: Become more business-like and efficient in the way we deliver services**

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
<b>G</b>	Introduce zero base budgeting for 2015/16 including a service challenge process	Dec 2014	Cllr Gray	Clive Mason	Q3 First draft budget presented to O&S (Economic) early Jan 15; goes to Cabinet on 22 Jan 15. Includes £1.8m savings in respect of ZBB Phase 1. The plan for the Phase 2 programme is completed and has been through CMT. HoS are working on "outcome" measures as part of their 2015/16 Service Planning. Q2 Interim Resources recruited; including use of specialist "strategic finance" specialists. Programme of work identified, reported to members and staff/managers consulted.
<b>G</b>	Deliver 'Facing the Future' (FtF)	Various	Cllr Gray for programme Various for themes / activities	Adrian Dobbyne	Q3 The programme was subject to a review by Portfolio Holders and Senior Management Team in November. This included confirming the status of activities as pending, withdrawn, underway etc. The Programme and Project Manager now been allocated responsibility for managing the FtF programme and a number of tasks are proceeding. These include identification of cashable financial savings and further work to merge some activities so that the list is more manageable. Savings identified are being reflected in budget preparation for 2015/16. Q2 Facing the Future continues to be subject to revision and updates from Officers in discussion and agreement with Cabinet

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					<p>Members. The status of all identified activities is now much clearer and further work is being undertaken to quantify financial saving to activities. With the new Senior Management Team in place, the prioritisation of activities can be firmed up with Portfolio Holders. This will then help allocate resources to those activities that need them to progress (e.g. Project Management, Lean Processes) where some activities just need to happen within existing resources (e.g. stop the service).</p> <p>Further work is being undertaken to help make the list more manageable by removing those activities that are on hold, to be deferred, to stop or have been completed. A full record will be maintained but we need to make the list usable. Cabinet and the Senior Management Team meet on 10 November to review the list, so that we will have a definitive and agreed list fully updated next month.</p> <p>Additional project management training has been undertaken by 12 Officers and a further 19 Officers have been selected to receive training in Lean in October and November.</p>
G	Develop full business case for previously identified energy reduction projects across the Council estate	Dec 2014	Cllr Gray	Eric Kendall	<p>Q3 Progress report submitted to CMT and then to Overview and Scrutiny (Environmental Wellbeing) in December 2014. Approval gained to proceed with Desktop assessment on the Councils 9 main sites and to bring results back to CMT to seek agreement to proceed to preparing full investment grade proposals.</p> <p>Q2 Work to develop investment grade proposals for a package of energy saving measures at each of the councils 9 main sites is ongoing. A progress report will be presented to Scrutiny in the 3<sup>rd</sup> quarter, proposals finalised by 31<sup>st</sup> March 2015 for implementation in 2015/16.</p>
G	Review internal communications	May 2014	Cllr Ablewhite	Adrian Dobbyne	<p>Q3 A new Communications Strategy has been prepared and is now out for comment and will be circulated to Members. This has built on reviewing various methods of communications and identifying the advantages and disadvantages of each along with being clearer on what our communications principles are. The Strategy will then be publicised so that the roles and responsibilities outlined are known by all respective parties.</p> <p>Q2 Appointment of a Graduate Trainee has been made and they start 22 October. The Marketing Officer has now moved into the team. The evidence gathering on marketing and branding is now complete and a review of a draft Communications Strategy</p>



Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					has been made with the Senior Manager Team and will be updated and issued in November. All activities will be assessed and where relevant new processes put in place to support the strategy.
<b>G</b>	Carry out staff satisfaction survey	Aug 2014	Cllr Ablewhite	Jo Lancaster	Q3 An Action Plan was endorsed by Employment Panel and the actions are being delivered to help address the issues raised. Q2 The Employee Survey was undertaken in August with the results analysed in September. Around 50% of employees completed the survey. The results have been shared with all staff and there were three simultaneous feedback sessions arranged for October. Focus Groups are being arranged, which will help formulate an action plan, which will be monitored by the Senior Managers Team. This will be presented to Employment Panel in November. Although in many areas the results were understandable, this wasn't a surprise and it is clear that we can identify some very positive actions to take.

**WE WANT TO: Ensure customer engagement drives service priorities and improvement**

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
<b>A</b>	Develop use of the website for consultation and engagement		Cllr Chapman	John Taylor	Q3 Corporate Team and IMD working on some fixes to issues at present. In addition a business case to rebuild the HDC website is being prepared, and this will contain new tools and techniques for consultation. Q2 This is now resolved. Corporate Team have a SharePoint 2010 list that they can enter the required data to that is then visible on the website.
<b>G</b>	Implement a consultation exercise with residents to inform 2015/2016 budget planning	Aug 2014	Cllr Gray	Adrian Dobbyne	Q3 No action due in this quarter. Q2 The survey was completed on 7 September with 705 replies. The key findings have been identified and will be reported to the Overview and Scrutiny Panel (Social Well Being) and to Cabinet in November. The Senior Managers Team have been briefed on the findings. This will now help inform the budget setting process and be particularly useful as we undertake zero based budgeting in many areas.
<b>G</b>	Prepare for Universal Credit (UC) and the move to a Single Fraud Investigation Service (SFIS)	SFIS – May 2015 UC –	Cllr Chapman	John Taylor	Q3. Watching Developments nationally with respect to Universal Credit and attending seminars regularly for updates on progress. Significant work underway on the move to SFIS involving staff in

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
		between Aug 2015 and Spring 2016 (new claims for single people)			<p>the service, HR specialists and the DWP. HDC will move to SFIS on 1<sup>st</sup> May 2015.</p> <p>Govt announcement: National roll out of UC to take place during 2015/16 for single people only initially. Migration of existing claims expected to start at some point in 2016. This is for working age customers only; pensioner HB expected to remain with local authorities until around 2020. Trials starting on delivering support locally including local authority involvement.</p>

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Growth in Business rates	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Aim to maximise								
Comments: <i>No data available.</i>								
Number of days to process new benefits claims	25 days	23 days	27 days	27.1 days	<b>A</b>	27 days	c. 27 days	<b>G</b>
Aim to minimise								
Comments: (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								
Number of days to process changes of circumstances	6.2 days	7.7 days	8 days	8.01 days	<b>A</b>	8 days	c. 8 days	<b>G</b>
Aim to minimise								
Comments (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								
Number of days to process new council tax support claims	21 days	21 days	27 days	26.73 days	<b>G</b>	27 days	c. 27 days	<b>G</b>
Aim to minimise								
Comment: (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Number of days to process council tax support change events  Aim to minimise	5 days	5.6 days	8 days	7.51 days	G	8 days	c 8 days	G
Comments: (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								
% of Council Tax collected against target  Aim to maximise	98.3%	57.3%	85.2%	85.5%	G	98.5%	98.5%	G
Comments: (Customer Services) <i>Challenges continue in current financial climate particularly on some caseloads (CTS, Premiums, Empty Property) where officers face litigious arguments and avoidance but overall collection rates are pleasing given the technical and welfare changes in 2013, and recently some backdated Banding Appeals.</i>								
% of Business Rates collected against target  Aim to maximise	98.8%	57.8%	87%	84.4%	A	98.5%	98.5%	G
Comments: (Customer Services) <i>Business Rates overall collection continues to be adversely affected by large backdated valuation appeals but the In year collection at 31/3/15 will show collection in a better/more accurate light</i>								
Telephone satisfaction rates  Aim to maximise	98.6%	99.3%	95%	N/A%	n/a	95%	95%	G
Comments: (Customer Services) <i>The Call Centre and Customer Service Centre survey customers twice a year by post. We randomly select 10% of customers over the course of a month and send them paper surveys. The advisors will not know whether they are going to be surveyed, and the customer will have time to assess whether the service delivery has met their expectations. The next bi-annual satisfaction survey will be sent out in February 2015.</i>								
Customer service centre satisfaction rates  Aim to maximise	98.7%	98.2%	95%	N/A%	n/a	95%	95%	G
Comments: (Customer Services) <i>Customer Service Centre customers are surveyed at the same time as the Call Centre. The next bi-annual survey will be in February 2015.</i>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Staff sickness (working days lost per FTE) Aim to minimise	7.6	5.4	No target set	9.1	R	No target set	12+	R
Comments: (Corporate Office) <i>This is the highest figure that HDC has ever reported for cumulative to Quarter 3. Over 60% of all days lost this quarter were due to long-term sickness absence (high). The cumulative total to December is already higher than the whole year figure reported for 2013/14 and is higher than the whole year averages reported by the East of England LGS (7.4) and the CIPD public sector average (7.9). Managers continue to implement the sickness absence policy to mitigate against sickness absence but sickness reported in Q4 is traditionally above average so the year-end figure is expected to be over 12 working days lost per FTE. Further details are included in a report to February's Employment Panel, although this reports standalone quarterly and rolling annual figures rather than cumulative data.</i>								
Subsidy per visit to council owned leisure facilities Aim to minimise	n/a	n/a	n/a	-£0.21	G	-£0.01	-£0.05	G
Comments: (Leisure and Health) <i>Ongoing management actions agreed by the Leisure Board and Zero Based Budgeting which are reducing expenditure costs, along with tracked income and projected Q4 income, are expected to result in improved outturn.</i>								
% of rent achievable on estates portfolio Aim to maximise	96%	96%	100%	97%	A	100%	99%	G
Comments: (Resources) <i>Target set at 100% as aim is to maximise the rental income by rent and lease reviews (increase the achievable income). The % rent received for the quarter is calculated from the total budgeted potential income for the commercial estate – less lost income from vacant units and rent arrears for the quarter. Note - Several units are due to complete on new leases in July – therefore this performance should improve (reduce void rent losses). The forecast outturn for 2014/15 Performance is estimated at 99% as there are currently 4 leases instructed on the vacant properties (will reduce soon from 6 to 2) and rental increases achieved by rent reviews and lease renewals that offsetting arrears / losses.</i>								
% of space let on estates portfolio Aim to maximise	92%	92%	92%	95%	G	95%	96%	G
Comments: (Resources) <i>Target - set at 95% as there is allowance for turnover of units and void periods of 3-6 months. % space let calculated by total number of industrial, retail and office premises available minus the number of vacant units in the quarter (note the full year is calculated by an average of the quarters).</i>								
% of rent arrears on estates portfolio Aim to minimise	<1%	<1%	<1%	1.2%	R	<1%	1%	A
Comments: (Resources) <i>Ongoing target is to keep the rent arrears below 1% of the total budgeted gross income. There has been an increase in the rent arrears in Q2</i>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
<i>and Q3 2014/15. Estates have re-instigated monthly rent arrears meetings with Income and are pursuing repayment plans and forfeiture of leases where appropriate. It is envisaged that the arrears level will decrease by Q4 and further decrease into 15/16.</i>								
Total amount of energy used in Council buildings	12,025,230 (kWh)	8,203,050 (kWh)	8,038,989 (kWh)	8,452,672 (kWh)	A	11,784,725 (kWh)	11,784,725 (kWh)	A
Aim to minimise								
Comments: (Operations) <i>Target is a 2% reduction in energy used.</i>								
Total diesel fuel used from Council's fleet of vehicles	577,778 (Litres)	444,940 (Litres)	444,940 (Litres)	426,462 (Litres)	G	566,222 (Litres)	559,300 (Litres)	G
Aim to minimise								
Comments: (Operations) <i>Target is a 1% reduction in diesel fuel used.</i>								