

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan – Performance Report

Meeting/Date: O&S Social Well-being, 2 June 2015
O&S Economic Well-being, 4 June 2015
O&S Environmental Well-being, 9 June 2015
Cabinet, 18 June 2015

Executive Portfolio: Executive Leader and all other relevant Portfolio Holders

Report by: Corporate Team Manager

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2014/15 for the period 1st January 2015 to 31st March 2015.

The Corporate Plan's strategic themes have been allocated to Overview and Scrutiny Panels 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 Corporate Indicators in the Corporate Plan, as summarised in Appendix A and detailed in Appendix B.

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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 2014-16](#) was adopted by Council in April 2014. This was a two year plan setting out what the Council aimed to achieve in addition to its core statutory services. The information in the summary at Appendix A and the performance report at Appendix B relates to the Key Actions and Corporate Indicators listed for 2014/15. An updated version of the Corporate Plan listing actions and indicators for 2015/16 was adopted by Council in April 2015 and progress against these will be reported to future Overview & Scrutiny Panel meetings.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview & Scrutiny Panels have an important role in the Council's Performance Management Framework and a 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 quarterly. The report at Appendix B includes performance data in the form of a narrative of achievement and a RAG (Red/Amber/Green) status against each Key Action in the Corporate Plan and results for each Corporate Indicator.
- 3.3 Overview and Scrutiny Panels each receive separate quarterly performance reports, ordered by strategic theme. Cabinet receive a single report covering all of the Corporate Plan strategic themes and all Corporate Indicator results.
- 3.4 The Performance Indicator data has been collected in accordance with the procedures identified in the service area data measure template.
- 3.5 As the report refers to 2014/15, references are made to the Portfolio Holders and Heads of Service relevant at that time and not necessarily the current structure.

4. RECOMMENDATION

- 4.1 Members are recommended to consider and provide comments to Cabinet on progress made against Key Activities and Corporate Indicators in the Corporate Plan 2014/15, as summarised in Appendix A and detailed in Appendix B.

CONTACT OFFICER

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Appendix A

Performance Summary Quarter 4, 2014/15



Progress on Key Actions:

Green	Amber	Red	Not due
6	0	1	0

Progress on Corporate Indicators:

Green	Amber	Red	Not due
No Corporate Indicators in this theme			

Making Huntingdonshire a better place to live, work and invest

Highlights include the launch of a fast track pre-application advice to potential growing businesses.



Progress on Key Actions:

Green	Amber	Red	Not due
3	2	4	0

Progress on Corporate Indicators:

Green	Amber	Red	Not due
1	3	3	1

Delivering new and appropriate housing with minimum impact on our environment

Highlights include the completion of a successful Stage 4 Targeted Consultation for the Local Plan 2036.



Progress on Key Actions:

Green	Amber	Red	Not due
8	5	0	0

Progress on Corporate Indicators:

Green	Amber	Red	Not due
3	2	0	0

Making sure they thrive and get involved with local decision making

Highlights include new temporary accommodation units, leading to fewer households being placed in B&Bs.



Ensuring we are a customer focused and service led council

Delivering value for money services

Highlights include the identification of savings of £1.8m through the first tranche of Zero Based Budgeting.

Progress on Key Actions:

Green	Amber	Red	Not due
7	1	0	0

Progress on Corporate Indicators:

Green	Amber	Red	Not due
9	5	1	1

CORPORATE PLAN – PERFORMANCE REPORT

Appendix B

STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period January to March 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	6		0		1		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

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	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 – Q4 / end of year 2014/15
G	Review the Council's business growth and inward investment role	April 2015	Cllr Sanderson	Andy Moffat	<u>Economic Development</u> Review completed and results due to be presented to O&S Economic Well-Being in Q1 of 2015/16.
G	Deliver a programme of themed business information events, and measure their impact.	Ongoing	Cllr Sanderson	Andy Moffat	<u>Economic Development</u> Financial Management event held on 25 th March 2015, with 40 attendees. Of evaluation forms returned, 79.6% registered a good or excellent evaluation score for content and 100% for organisation. This completes the planned programme of 3 main events in 2014/15, following previous sessions on Innovation and Taxation and Accessing Funding.
G	Fast track pre-application advice to potential growing businesses and report on its effectiveness	Dec 2014	Cllr Dew	Andy Moffat	<u>Development Management</u> The system has been live and operational since January 2015, with a press release issued and a nominated case officer

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2014/15
					responsible for the process. No fast-track eligible pre-applications have been received to date. Key action complete.

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2014/15
R	Develop Community Infrastructure Levy (CIL) governance structure	Jan 2015	Cllr Dew	Andy Moffat	<u>Planning Policy</u> This work has now been rolled forward into the Development Service's Service Plan for 2015/16. It will involve discussions with CCC and other infrastructure providers.
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	<u>Economic Development</u> On 29 th January 2015, the Government announced an additional £38m of investment for our LEP via the second phase of its Growth Deal. Huntingdonshire will benefit directly from the funding of a local Highways & Civil Engineering academy to provide skilled labour for the many key transport schemes planned over the coming years. £16.6m will go into the LEP's Growing Places Fund scheme that provides affordable loan funding to overcome key barriers to growth. This will be available for local projects to put forward appropriate applications for this funding. This is in addition to the £3.6m and £11m previously awarded for the Alconbury Weald EZ High Tech Company Expansion and the Alconbury Weald Technical and Vocational Centre, Huntingdonshire respectively in July 2014. Increased local authority influence over the course of the past financial year correlates directly to improved levels of funding received. Exerting influence over LEP infrastructure prioritisation will be an on-going priority.

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 – Q4 / end of year 2014/15
G	Commit resources to the Enterprise Zone (EZ) skills strategy group		Cllr Sanderson	Andy Moffat	<p><u>Economic Development</u> A new one-stop-shop service (called 'EDGE: sharper skills for Enterprise') will be a key part of the EZ skills strategy. EDGE will bring together a range of existing job brokerage and skills development services, making access more effective and joined up for businesses and people. EDGE is an innovative example of an output that addresses Public Sector Rewiring, a new format of delivery which adds value to partners and prospective customers alike.</p> <p>The EZ Skills Group is currently firming up EDGE service planning, while EDGE frontline operational resources are about to enter into their induction training and planning for the official opening anticipated in May/June 2015. The service planning will bring with it a revised target/outcome reporting that will reflect the joint activities of EDGE. Commitment of resource to EDGE will be ongoing.</p> <p>A successful apprenticeship promotion event was held in December, with 75 businesses attending and around 600 Year 8 students visiting the exhibition and engaging with firms.</p>
G	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	<p><u>Economic Development</u> HASP schools' engagement with EDGE and associated activities with business was delivered during this quarter and over the whole year. Activities over the year included events to deliver interactions between business and schools, school visits by companies, company visits by schools and an audit of information and careers guidance across all schools.</p>

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

Period January to March 2015

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
7		1		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

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
9		5		1		0		1	

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 – Q4 / end of year 2014/15
G	Introduce zero base budgeting (ZBB) for 2015/16 including a service challenge process	Dec 2014	Cllr Gray	Clive Mason	<p><u>Accountancy</u> ZBB (Tranche 1) was completed and presented to Cabinet in February 2015. The total net savings were £2.4m; this was as a result of ZBB savings of £1.8m, Facing the Future savings of £0.8m and Growth additional expenditure of £0.2m. The budget was approved by Full Council in February 2015.</p> <p>In preparation for the 2015/16 ZBB programme, Heads of Service have prepared service plans that detail relative service measures and the programme of Tranche 2 reviews has commenced – the target “Cabinet” Star Chambers are scheduled for July 2015.</p>
G	Deliver ‘Facing the Future’ (FtF)	Various	Cllr Gray for programme / Various for themes and	Adrian Dobbyne	<p><u>Corporate Team</u> A new approach to managing Facing the Future has been agreed so that we can monitor performance more easily. A review has resulted in a new categorisation being applied that</p>

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update – Q4 / end of year 2014/15
			activities		classifies the outstanding programme tasks as either business as usual or as projects. All projects will then be managed with the discipline of our project management methodology. Other activities are now completed and will no longer be reported, whereas some will remain as pending where no decision has been made yet as to if and when the activity will be undertaken. The reporting process now in place will make for easier analysis of the programme, which has seen significant progress made.
G	Develop full business case for previously identified energy reduction projects across the Council estate	Dec 2014	Cllr Gray	Eric Kendall	<u>Environment Team</u> Desktop assessments have been undertaken at each of the Council's 9 main sites. We are currently awaiting findings, which will then be submitted to CMT to enable prioritisation of sites and agreement as to which (if any) should proceed to full investment grade proposals.
G	Review internal communications	May 2014	Cllr Ablewhite	Adrian Dobbyne	<u>Corporate Team</u> The new Communications Strategy was completed (launched in April), having been influenced by and then formally approved by Cabinet and Senior Management Team. This reflected the review of internal communications and sets out the framework for how we will communicate both internally and externally.
G	Carry out staff satisfaction survey	Aug 2014	Cllr Ablewhite	Jo Lancaster	<u>Corporate Team</u> This was carried out last summer and we have followed up with an Action Plan produced and implemented through Quarters 2, 3 and 4. This has been regularly reported back at focus group sessions and Employment Panel with most actions completed by Quarter 3 and only a few still outstanding; some of which were targeted for 2015/16. The survey will be repeated in 2015/16, with the same base of questions so that we can see the changes from 2014/15.

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 – Q4 / end of year 2014/15
A	Develop use of the website for consultation and engagement		Cllr Chapman	John Taylor	<u>IMD / Corporate Team</u> A new tool for publishing consultation on the website was built in 2015 and rolled out in Q2. The use of the tool will be driven by business need. In addition, a project to build a new HDC website has been approved and this will contain tools and techniques for consultation.
G	Implement a consultation exercise with residents to inform 2015/2016 budget planning	Aug 2014	Cllr Gray	Adrian Dobbyne	<u>Corporate Team</u> This was completed in Quarter 2, feeding into budget preparation which took place in Quarters 3 and 4. Plans are in place to run a budget consultation exercise this summer to inform 2016/17 budget planning.
G	Prepare for Universal Credit (UC) and the move to a Single Fraud Investigation Service (SFIS)	SFIS – May 2015 UC – between Dec 2015 and April 2016 (new claims for single people)	Cllr Chapman	John Taylor	<u>Benefits</u> Watching Developments nationally with respect to Universal Credit (UC) and attending seminars regularly for updates on progress – the recent confirmation of the Government cements the likelihood of UC roll out. Significant work occurred in 2014/15 on the move to SFIS involving staff in the service, HR specialists and the DWP. HDC staff transferred to SFIS on 1st May 2015, leaving a smaller fraud team at HDC to focus on non-welfare related fraud.

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2013/14 Performance	Annual 2014/15 Target	Outturn 2014/15 Performance	Outturn 2014/15 Status
Growth in Business rates Aim to maximise	n/a	n/a	n/a	n/a
Comments: <u>No data available, this is being removed as a PI</u>				
Number of days to process new benefits claims Aim to minimise	25 days	27 days	25 days	G
Comments: (Customer Services) <i>A very good performance during quarters 3 and 4 meant that the final outturn figure exceeded the annual target. The introduction of Risk Based Verification (automatic checking of the level of risk associated with a claimant) in Q1 helped this achievement.</i>				
Number of days to process changes of circumstances Aim to minimise	6.2 days	8 days	5 days	G
Comments (Customer Services) <i>A very good performance during quarters 3 and 4 meant that the final outturn figure exceeded the annual target. Automation of a number of processes during the year supported this.</i>				
Number of days to process new council tax support claims Aim to minimise	21 days	27 days	25 days	G
Comment: (Customer Services) <i>A very good performance during quarters 3 and 4 meant that the final outturn figure exceeded the annual target. The introduction of Risk Based Verification (automatic checking of the level of risk associated with a claimant) in Q1 helped this achievement.</i>				

Performance Indicator	Full Year 2013/14 Performance	Annual 2014/15 Target	Outturn 2014/15 Performance	Outturn 2014/15 Status
Number of days to process council tax support change events Aim to minimise	5 days	8 days	6 days	G
Comments: (Customer Services) <i>A very good performance during quarters 3 and 4 meant that the final outturn figure exceeded the annual target. Automation of a number of processes during the year supported this.</i>				
% of Council Tax collected against target Aim to maximise	98.3%	98.5%	98.4%	A
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%	98.5%	98.8%	G
Comments: (Customer Services). <i>Business Rates overall collection continues to be affected by large backdated valuation appeals but the in-year collection at 31/3/15 shows collection in a more accurate light - but those factors (plus avoidance on empty properties) are still to the detriment of the overall "income pot" and are being tackled robustly by Officers.</i>				
Telephone satisfaction rates Aim to maximise	99%	95%	98%	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 do not know whether they are going to be surveyed and the customer has time to assess whether the service delivery has met their expectations. The next bi-annual satisfaction survey will be sent out in May 2015.</i>				

Performance Indicator	Full Year 2013/14 Performance	Annual 2014/15 Target	Outturn 2014/15 Performance	Outturn 2014/15 Status
Customer service centre satisfaction rates Aim to maximise	99%	95%	98%	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 May 2015.</i>				
Staff sickness (working days lost per FTE) Aim to minimise	7.6	No target set	11.5	R
Comments: (Corporate Office) <i>This is the highest figure that HDC has ever reported. It is considerably higher than the 2013/14 average reported by the East of England LGA (7.4) and the CIPD public sector average (7.9). However, following a more concerted effort from managers, a reminder of the need to manage sickness absence more robustly and a session on the policy for managing sickness aimed at Management Team, sickness absence fell during the last quarter with a significant reduction in long-term sickness absence in particular. Reducing sickness absence will remain a key priority for managers in 2015/16 as we continue to implement the sickness absence policy. Sickness absence is included as a performance measure in the organisational suite of PI's that apply to all Services for 2015/16. Further details about sickness absence in the last quarter will be included in a report to Employment Panel in June.</i>				
Subsidy per visit to council owned leisure facilities Aim to minimise	n/a	-£0.01	£0.03	A
Comments: (Leisure and Health) <i>Ongoing management actions agreed by the Leisure Board and Zero Based Budgeting resulted in a reduction in expenditure, an increase in income and an improvement in net operating cost. Ambitious targets were narrowly missed and now form the basis for future performance. Net operating result was an improvement of c£300K compared to 2013/14 and now stands at a deficit of c£60K. This trend is expected to continue to a position of a net operating surplus in 2015/16.</i>				
% of rent achievable on estates portfolio Aim to maximise	96%	100%	97%	A
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 (reduced void rent losses). Despite a rise in rent arrears there have been new lettings on several larger properties at Levellers lane – offsetting NDR and increasing rental income.</i>				

Performance Indicator	Full Year 2013/14 Performance	Annual 2014/15 Target	Outturn 2014/15 Performance	Outturn 2014/15 Status
% of space let on estates portfolio Aim to maximise	92%	95%	97%	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). Expected improvement to vacancy rates due to improving economic conditions and improved marketing / pro –active estate management.</i>				
% of rent arrears on estates portfolio Aim to minimise	<1%	<1%	1.3%	A
Comments: (Resources) <i>Ongoing target is to keep the rent arrears below 1% of the total budgeted gross income. There has been a steady increase quarterly in the rent arrears in 2014/15. Estates have re-instigated monthly rent arrears meetings with income team and the rent arrears recovery process /procedures have been reviewed.</i>				
Total amount of energy used in Council buildings Aim to minimise	12,147,846 (kWh)	11,904,889 (kWh)	11,930,227 (kWh)	A
Comments: (Operations) <i>Target is a 2% reduction in energy used. Actual reduction of 1.79% achieved. A programme of energy reduction projects is being developed through the RE:FIT energy efficiency performance framework, to ensure that a year on year 2% reduction is achieved going forward.</i>				
Total diesel fuel used from Council's fleet of vehicles Aim to minimise	577,778 (Litres)	566,222 (Litres)	552,686 (Litres)	G
Comments: (Operations) <i>Target was a 2% reduction in diesel fuel used. Outturn figure was a reduction of 4.3% on diesel fuel used compared to 2013/14.</i>				

