

# REPORT TO EXECUTIVE

## PORTFOLIO AREA: FINANCE AND PERFORMANCE MANAGEMENT

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Date of Meeting: 31st July 2006

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Public

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Key Decision: Yes/No

Recorded in Forward Plan: Yes/No

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Inside/Outside Policy Framework

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**Title:** CORPORATE PERFORMANCE MONITORING REPORT, 1ST QUARTER, APRIL - JUNE 2006

**Report of:** Head of Policy and Performance Services

**Report reference:** PPP34/06

**Summary:**

The report presents the first quarter performance for 2006. The information is categorised in accordance with the Council's key priorities of Cleaner, Greener, Safer and Learning City.

**Recommendations:**

The Executive is requested to:

1. Consider and comment upon the content and format of the report.
2. Comment on the areas identified for further improvement in paragraph 5.
3. Commend the areas identified in paragraph 5 to the Overview and Scrutiny Committees for further consideration.

**Reasons for Recommendations:**

To continually develop and improve the performance management framework for Carlisle City Council in order to enable more informed decision making.

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**Note:** in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

## **1. BACKGROUND INFORMATION AND OPTIONS**

There is an expectation for district Councils as Best Value authorities to, "... put in place arrangements to secure continuous improvement in their functions having regard to a combination of economy, efficiency and effectiveness". Best Value Performance Indicators are one of the ways in which continuous improvement may be measured. We must also ensure continuous improvement for our local performance measures that are identified as being critical for success.

Work was undertaken during 2005, in collaboration with Members, to improve the ways in which Best Value and local performance information was presented and therefore monitored.

The 1<sup>st</sup> quarter report for 2006 incorporates many of these changes including:

- ✓ More robust targets - in most areas - based on improvements to current performance
- ✓ Past performance data so trends may be identified
- ✓ Current performance extrapolated to year end to identify whether performance is on target
- ✓ Local indicators that do not support key priorities deleted or reported less frequently

Additional, new indicators more relevant to Cleaner, Greener, Safer Carlisle and Learning City will be introduced throughout the year as baseline data is gathered.

Second quarter reports onwards will omit those areas where performance is improving and on target. Exception reporting will promote a focus on those areas that are under performing in order for action to be taken. However, we should still consider how we can highlight and celebrate excellent performance.

## **2. CLEANER, GREENER, SAFER CARLISLE**

The percentage of major and minor planning applications dealt with in the first quarter has achieved top quartile performance.

Areas where the trend in performance is downwards and/or not on target include:

- Private sector dwellings returned to occupation
- Violent crime

- Robberies (although we are the top quartile<sup>1</sup> position for this indicator)
- Recorded crimes
- Public disorder
- Stays in hostels

Additional, more robust and relevant performance measures are being developed to support Greener Carlisle as part of the current environmental audit of the Council, e.g. energy usage of Council buildings.

### **3. LEARNING CITY**

Most of the indicators that contribute to Learning City are currently improving and on target and will not be included in future quarterly reports unless performance deteriorates. We are in the process of gathering baseline data so we can introduce new, local indicators to support this key priority under the banner, “Leading by example”.

### **4. CORPORATE HEALTH**

Areas where the trend in performance is downwards and/or not on target include:

- Invoices paid on time (although in top quartile)
- % Council Tax collected
- Staff with disabilities (this area being explored as part of equalities work)
- % performance information returned on time

Following improved performance last year in sickness absence levels, a further challenging target has been set for this year to reflect continuing improvement in this key area for the authority.

### **5. FUTURE IMPROVEMENTS**

A key stage of developing our performance management framework further is to integrate performance and financial planning and reporting so the financial impact of under (and over) performance becomes more apparent.

As well as looking at our own trends in performance, we are keen to introduce comparisons with similar authorities so we are able to make a better judgement on value for money. Benchmarking, including with Historic Cities, is one means of achieving this.

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<sup>1</sup> However, quartiles are based on 2004/05 performance, the most recent period for which this information is available

We are also improving the ways in which we use socio-economic data and other local “intelligence” such as customer satisfaction.

All of this will help to provide a better context for the performance information that members (and officers) receive and will help to strengthen our decision-making processes.

## **6. IMPLICATIONS**

- Staffing/Resources – developing the organisation’s performance management framework is a key area of focus for the Policy and Performance team and has been prioritised within its existing resources.
- Financial – the financial aspect of performance, including value for money, needs to be better integrated into the quarterly reporting process so the financial implications of performance become more apparent. Improvements in this area are a priority for this year.
- Legal – none
- Corporate – a robust performance management framework will drive improvements in service delivery across the Council and help us to deliver our key priorities.
- Risk Management – the risk of the Council failing to deliver its key priorities, achieve continuous improvement and value for money, will be mitigated when a robust, performance management framework is in place.
- Equality Issues – a number of indicators measure the Council’s performance in some areas of equality and these are closely monitored. Performance information is available and accessible in a variety of media and in different formats upon request.
- Environmental – a number of Best Value indicators measure performance in this area. Local measures are being developed to support Greener Carlisle as part of the current environmental audit of the Council.
- Crime and Disorder – more robust, relevant performance measures will be developed in this area as part of the work currently underway.

- Impact on Customers – will help to drive continuous improvement in front line services for the benefit of our local communities.

# 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

## Carlisle City Council

The report presents the 1st quarter performance information classified according to the Councils' priorities:

- ◆ Cleaner, greener, safer Carlisle and
- ◆ Learning City
- ◆ A number of measures that indicate the Corporate Health of the organisation are also included

### Key:

Performance on target



Uncertainty whether year end target will be met



Current performance not on target / downward trend in performance







### Notes:


- End of Year predictions have been made; in most cases calculated by extrapolating 3 months performance to give an expected end of year figure. Percentages have been assumed to be constant for the year.
- Quartile figures are based on 2004/2005 quartile information as no 2005/2006 information is available as yet from the Audit Commission. This information is always at least 1 year in arrears.

# 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

## Cleaner

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 82ai	% of household waste recycled	Environment and Infrastructure	Infrastructure	Community Services	More is Better	11.64%	12.65%	15.00%	13.45%	13.45%	N/AV	Improving	
BV 82aii	Total tonnage household waste recycled	Environment and Infrastructure	Infrastructure	Community Services	More is Better	5847.67	6241.33	6700	1618.05	6472.20	N/AV	Improving	
BV 82bi	% of tonnage household waste sent by the authority for composting.	Environment and Infrastructure	Infrastructure	Community Services	More is Better	13.49%	16.24%	17.00%	22.70%	22.70%	N/AV	Improving	
BV 82bii	Total tonnage household waste sent by the authority for composting.	Environment and Infrastructure	Infrastructure	Community Services	More is Better	N/AP	7945.68	6500	2731.19	10924.76	N/AV	Improving	

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006






PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 84a	Kg household waste collected per head.	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	496	472.63	420	116.22	464.89	*	Improving	
BV 84b	% of change in kg of waste collected per head	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	7.31%	-4.62%	To be set	-1.64	-1.64	N/AV	N/AP	N/AP

**LP137** – missed bin collections has been deleted



# 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

## Greener

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 64	Private sector vacant dwellings returned to occupation or demolished	Environment and Infrastructure	Infrastructure	Development Services	More is Better	16.63	17.33	9	3.00	12.00	* *	Deteriorating	
BV 106	% of new homes built on brown field sites	Environment and Infrastructure	Infrastructure	Development Services	More is Better	56.26%	70.77%	57.99%	66.66%	66.66%	* *	Deteriorating	
BV 109a	% of major planning applications determined in 13 weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	40.00%	53.48%	60.00%	71.42%	71.42%	* * *	Improving	
BV 109b	% of minor planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	64.25%	74.76%	65.00%	75.92%	75.92%	* * *	Improving	
BV 109c	% of other planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	79.63%	85.79%	80.00%	85.15%	85.15%	* *	Deteriorating	

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006




**BV106** – target for 2006-07 is less than previous performance as the target is based on the national target of 60%, by 2008, set nationally

**BV109 a, b, c** – targets are set nationally. The council is a 'Standards' authority for 2006/2007

The targets for energy usage for the Civic Centre and other Council buildings (**LP180** – as a replacement for **BV180's**) will be introduced as part of the environmental audit of the Council.




## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

### Safer Carlisle

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
LP 114	% of food premises inspections carried out (High Risk/other)	Sustainable Communities	Community	Community Services	More is Better	NA/V	NA/V	89%	90.50%	90.50%	N/AP	N/AV	
BV 126a	Domestic burglaries per 1,000 households	Sustainable Communities	Community	People, Policy and Performance	Less is Better	9.06	7.61	9.45	1.65	6.58	* *	Improving	
BV 127a	Violent crime per year per 1,000 population	Sustainable Communities	Community	People, Policy and Performance	Less is Better	22.24	23.61	17.33	5.71	22.84	*	Improving	




- ◆ LP 114 is a new indicator which combines LP 114a and LP114b.

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 127b	Robberies per year per 1,000 population	Sustainable Communities	Community	People, Policy and Performance	Less is Better	0.41	0.32	0.31	0.12	0.46	* * *	Deteriorating	
LP 127c	Violent offences committed in connection with licensed premises per 1,000 population	Sustainable Communities	Community	People, Policy and Performance	Less is Better	1.75	1.7	3.17	0.41	1.62	* *	Improving	
LP 127d	Violent offences committed under the influence per 1,000 population	Sustainable Communities	Community	People, Policy and Performance	Less is Better	4.38	4.02	7.37	0.99	3.94	* *	Improving	



**LP 127c** and **LP 127d** are new local indicators developed from the redundant corresponding BV indicators. The targets are to be reviewed with Cumbria Constabulary in light of current performance.

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 128a	Vehicle crimes per 1,000 population	Sustainable Communities	Community	People, Policy and Performance	Less is Better	13.4	10.54	9.94	2.12	8.46	* *	Improving	
BV 218a	% of reports of abandoned vehicles investigated in 24 hours	Environment and Infrastructure	Community	Community Services	More is Better	N/AP	95%	N/AV	94.84%	94.84%	N/AV	Deteriorating	N/AV
BV 218b	% of abandoned vehicles removed in 24 hours	Environment and Infrastructure	Community	Community Services	More is Better	N/AP	84.16%	N/AV	100%	100%	N/AV	Improving	N/AV
CV 4	Number of recorded crimes per 1,000 population	Sustainable Communities	Community	People, Policy and Performance	Less is Better	120.31	120.47	102.51	27.32	109.29	N/AP	Improving	
LP 134	Number of public disorder incidents per 1,000 population	Sustainable Communities	Community	People, Policy and Performance	Less is Better	103.35	140.28	96.1	39.51	158.03	N/AP	Deteriorating	

- **LP 134** 1<sup>st</sup> quarter 2006/07 is high when compared to previous years due to the new Police NSIR (National System for Incident Recording). Projected year-end figure also appears over inflated due to seasonal variations in public disorder incidents in spring and summer. This should even out later in the year.

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006




PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 183i	Average length of stay (in weeks) in B&B families and pregnant women	Sustainable Communities	Community	Development Services	Less is Better	4	4	1	0	0	N/AV	Improving	
BV 183ii	Average length of stay (in weeks) in hostels families and pregnant women	Sustainable Communities	Community	Development Services	Less is Better	6	12	7	19	19	N/AV	Deteriorating	

**BV 183ii** - there are several reasons why the indicator is high (19 weeks) when the target is 7 weeks.

- the calculation for the first period contains the "crossover" clients from the previous financial year as clients are counted from their admission to the hostel until they have left the hostel. They must have a section 193 letter and have been in priority need, unintentionally homeless and be pregnant or have dependent children.
  - It follows a downward trend throughout the year to the year end.
  - there is a shortage of family accommodation in Carlisle, with both Registered Social Landlords (RSL) and Private Social Landlords (PSL).
  - the age of the client group is also a factor as many of the relevant client group can be under 18 and unless there is a guarantor it is almost impossible to find a RSL or PSL willing to accommodate them, hence the longer they will be in hostel accommodation.
- It is expected that the figures will drop as the year progresses due to the lessening of the crossover effect as it has done so in previous years.

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

### Learning City

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 170a	The number of visits to museums per 1,000 population (including website visits)	Leisure, Culture and Heritage	Community	Community Services	More is Better	3,214	3,166	3,300	888	3,554	* * *	Improving	
BV 170b	Number of those visits to museums in person per 1,000 population	Leisure, Culture and Heritage	Community	Community Services	More is Better	2,843	2,678	2,700	685	2,740	* * *	Improving	
BV 170c	Number of pupils visiting museums and galleries in school groups	Leisure, Culture and Heritage	Community	Community Services	More is Better	10,566	13,824	12,000	3,978	15,912	* * *	Improving	



- BV170a: Includes curatorial enquiries, outreach activities, schools loans boxes, website hits and visitors to the building.
- BV170a: The breakdown is as follows
- BV170b&c: Measures will be developed to reflect the increase in outreach work, supported by funding from the Hub

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
LP 81	Visitor numbers at Tourist Information Centres	Economic Development and Enterprise	Community	Development Services	More is Better	187,401	170,215	N/AP	38,865	155,460	N/AP	Deteriorating	N/AP
CV 27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	Economic Development and Enterprise	Corporate Resources	Development Services	More is Better	£137,144	£127,760	N/AP	£34,195	£136,779	N/AP	Improving	N/AP
CV 27a	Total enquiries received by CCG desk	Economic Development and Enterprise	Corporate Resources	Development Services	More is Better	568	270	N/AP	70	280	N/AP	Improving	N/AP
CV 27b	Conversion rate of enquiries to bookings through CCG desk (%)	Economic Development and Enterprise	Corporate Resources	Development Services	More is Better	64%	60%	N/AP	46%	46%	N/AP	Deteriorating	N/AP



## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 174	Racial incidents recorded by the authority per 100,000 population	Learning and Development	Community	People, Policy and Performance	Less is Better	0	1.93	0	0	0	N/AV	Improving	
BV 175	% of those racial incidents resulting in further action	Learning and Development	Community	People, Policy and Performance	More is Better	0%	100%	100%	N/A	N/A	N/A	N/A	N/A
LP 57	Ensure at least 90% occupancy of the Council's commercially let business units	Economic Development and Enterprise	Community	Development Services	More is Better	97.33%	94.00%	90.00%	96.19%	96.19%	N/AP	Improving	





- BV174 (Racial Incidents Recorded): Sets the context for BV175 (Racial Incidents Resulting in Further Action), the recently issued guidance states:

*Count only those incidents where the authority has some measure of direct involvement in remedying the situation, i.e. include all incidents involving the authority's directly or indirectly provided/employed services/staff, whether they are victims or perpetrators.*

*Do not count complaints that do not relate to the authority, such as a racial attack in the street or a complaint about an outside body that did not relate to the LA's services.*



## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

### Corporate Health




PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 8	% undisputed invoices paid on time	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	97.07%	97.92%	99.00%	98.40%	98.40%	* * *	Improving	
BV 9	% of Council Tax collected.	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	96.75%	97.30%	97.40%	29.65%	97.30%	*	Deteriorating	
BV 10	National Non-Domestic Rates (NDR) collected	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	98.26%	98.64%	98.70%	33.95%	98.80%	*	Improving	
BV 12	Days sick per member of staff	Learning and Development	Corporate Resources	People, Policy and Performance	Less is Better	12.87	10.9	9.81	1.83	7.32	* * *	Improving	

BV9 and BV10 – the 1<sup>st</sup> quarter performance figure is based on the actual amount collected. This figure reflects the percentage of the expected end of year amount. Because most people pay monthly, this figure will rise each quarter. The predicted end of year figure is based on previous performance. The target is set by increasing the previous year's performance by 0.2% until we reach the middle quartile. It will be a real challenge to hit 97.4% for Council tax but it is too early to say at present whether this will be achieved.

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 16a	Staff with disabilities	Learning and Development	Corporate Resources	People, Policy and Performance	More is Better	3.26	2.68	3.30	2.70	2.70	* *	Improving	
BV 78a	Average time (days) for processing new HB and CTB claims	Finance and Performance Management	Corporate Resources	Corporate Services	Less is Better	26.57	23.79	25	23.44	23.44	* * *	Improving	
BV 78b	Average time (days) for processing changes in circumstance	Finance and Performance Management	Corporate Resources	Corporate Services	Less is Better	10.26	10.52	11	8.57	8.57	* *	Improving	
BV 79a	% of cases where benefit was accurately calculated	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	97.80%	96.00%	98.00%	98.82%	98.82%	* *	Improving	
BV 79bi	Amount of Housing Benefit overpayments recovered as % of recoverable overpayments	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	N/AP	87.41%	85%	62.15%	62.15%	N/AP	Deteriorating	

## 1st Quarter Performance Report, 1<sup>st</sup> April to 30<sup>th</sup> June 2006

PI No	Brief Description of Indicator	Portfolio Holder	Overview and Scrutiny Committee	Directorate	Direction of Travel Required	04/05 Actual	05/06 Actual	06/07 Target	1st Quarter 2006/07	Predicted End of Year Figure 2006/07	Quartile Position * * * = Top Quartile	Trend	On Target
BV 79bii	Housing Benefit overpayments recovered as % of total amount plus debt outstanding at start of period	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	N/AP	33.86%	35.00%	14.17%	14.17%	N/AP	Deteriorating	
BV 179	% of standard searches carried out in 10 working days	Learning and Development	Corporate Resources	Legal and Democratic Services	More is Better	99.02%	99.81%	99.00%	99.83%	99.83%	* *	Improving	
LP 306	% of PI data submitted on time to Policy & Performance	Finance and Performance Management	Corporate Resources	People, Policy and Performance	More is Better	74.00%	96.00%	100.00%	86.67%	86.67%	N/AV	Deteriorating	

- LP306 – the deteriorating performance this quarter is expected to improve as the year goes on, as has happened in previous years.