

Town Clerk and Chief Executive

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**To: Members of the Executive and the
Overview & Scrutiny Committees**

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09 November 2005

Dear Councillor

CORPORATE PERFORMANCE REPORT: SECOND QUARTER – JULY to SEPTEMBER 2005

Here is our Corporate Performance report for July-September 2005. You will see that we have changed the way we report on our performance and this change hopefully reflects the concerns that you have raised in the past. We know that you want something much sharper which identifies clearly the areas where we are doing well and the areas we need to improve. In the past you have received reams of paper, that have given you lots of detail, but haven't really got to the heart of how we are progressing (or not). I believe that our new way of reporting to you is going to be much better, but your feedback on this is welcomed.

However the most important issue for all of us is the need to challenge our performance. The current range of indicators is extensive, but some are not that appropriate in terms of our key priorities: Cleaner; Greener Safer Carlisle & Learning City. Therefore there is much work underway to get this right. You will see in this report that we are on target in a number of service areas, but we have concerns in other areas. It is these that the new Senior Management Team will be focussing on over the coming months and your role in monitoring them is absolutely crucial.

Yours faithfully

Maggie Mooney

Town Clerk & Chief Executive



INVESTOR IN PEOPLE



INFRASTRUCTURE OVERVIEW AND SCRUTINY COMMITTEE

Committee Report

Public

Date of Meeting: 15th December 2005

Title: 2nd Quarter Performance Report

Report of: Carolyn Curr

Report reference: SP25-05

Summary:

The 2nd quarter report presents performance monitoring information for July to September 2005 for the service areas covered by the Infrastructure Overview & Scrutiny Committee. The performance indicators are categorised under the Council's two corporate priorities of Cleaner, Greener, Safer Carlisle and Learning City.

Contact Officer: Carolyn Curr

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1. BACKGROUND

As part of the improvements currently underway to develop a more robust performance and financial planning framework, performance information for the 2nd quarter has been categorised under the Council's key priorities:

- Cleaner, Greener, Safer Carlisle
- Learning City and (where applicable)
- Corporate concerns

Feedback from the 1st quarter reporting cycle for 2005/06 has been incorporated into the way in which the information has been presented including:

- Removal of confusing symbols and signs and
- More comprehensive explanations on why targets are not being achieved.

2. KEY ISSUES

Despite an extensive range of performance indicators (PIs) that are currently collected, a limited number are appropriate to measure the Council's key priorities.

Work has been underway to identify critical success factors; i.e. the activities the Council has to be really good at in order to achieve its key priorities. Appropriate, more stretching targets and measures can then be agreed that will enable the Council to monitor its effectiveness. More relevant, robust measures of key activities are required to help us to develop a stronger performance management framework and culture and help the Council to prepare for CPA, The Harder Test, 2006 onwards.

It is essential that managing performance is integrated into the work of business units and becomes a tool that enables us to deliver improved services.

Themes emerging so far as potential critical success factors include:

- Congestion and movement around the city
- Engaging young people
- Minimising waste and increasing recycling
- Developing the night time economy
- Access [to services]
- Affordable homes and homelessness
- Training and development for staff and Members within the Council

These themes reflect feedback from local residents who said the five things most likely to improve quality of life in their area were¹:

¹ Citizen's Panel, August 2005

- More activities for young people
- Better maintenance of the area, i.e. grass cutting, repairing pot holes
- Reducing crime
- Less dog fouling
- Cleaner streets / environment

Consideration will also be given to what we are currently directed to measure, i.e. Best Value Performance Indicators which, “...are at the heart of the Government’s agenda for improving public services.” 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”. BVPIs are the measures of this continuous improvement.

We must also ensure continuous improvement for local PIs that are identified as being critical for success.

There is further work to do to refine the themes into specific activities, targets and measures. We will continue to report to Members on further activity to improve the performance management framework.

3. THIS QUARTER

Analysis of the 2nd quarter information for Infrastructure Overview & Scrutiny Committee shows performance is on target in a range of service areas:

LP137	Missed bin collections
BV106	% new homes on brown field sites
BV109b	% minor planning applications determined in 8 weeks
BV109c	% other planning applications determined in 8 weeks
LP108b	Number of home energy checks
CV27b	Bookings through Carlisle Conference Group desk

There are a number of PIs that highlight where performance is a concern, i.e. the Council is not on target to achieve anticipated levels of performance or there is a downward trend in performance. These indicators include both Best Value and Local indicators:

BV109a	% major planning applications determined in 8 weeks
BV180	Energy consumption Civic Centre
CV27	Revenue generated through Carlisle Conference Group
CV27a	Number of enquiries received through Carlisle Conference Group
LP62	% New Deal leavers obtaining jobs
LP81	Visitor numbers at Tourist Information Centres

The report includes additional information that helps to explain the reasons why the Council is not on target to achieve anticipated levels of performance. The information provided is more comprehensive than in the past; highlighting

reasons for under performance will help us to explore more fully appropriate actions needed to improve.

4. Questions

The Committee is asked to consider and comment on the following:

1. The format of the report; does it provide more clarity than in the past?
2. The content of the report; what is it telling us? Are we able to make judgements on how effective we are and to what degree we are achieving our key priorities?
3. Following on from question 2, comment on the work underway to develop a more robust performance management framework.
4. Would you prefer “exception” only reporting?
5. Would cumulative performance to date be useful in addition to quarterly performance data?

Carlisle City Council

2nd Quarter Performance Monitoring Report for Infrastructure Overview & Scrutiny Committee, 1 July - 30 September 2005

The report presents the 2nd quarter performance information classified according to the Councils' priorities:

- ♦ Cleaner, greener, safer Carlisle
- ♦ Learning City

Key:

Performance on target



Uncertainty whether year end target will be met




Current performance not on target / downward trend in performance



☆ Top quartile performance





☆☆☆☆ Bottom quartile performance

Cleaner

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 03/04 (all districts)	3 mths Jul-Sep 04/05	3 mths Jul-Sep 05/06	Target 2005/06	Trend
LP137	No. of collections missed per 100,000 collections of household waste	Env, Hous, Infra & Transport	IOS	EPS	1.44	0.85	N/ap	0.43	0.5	2.00	

- Performance remains high
- Best Value performance indicators (BVPs) for household waste have in the past been reported annually. Due to an improvement in access to information there is potential for these to be reported more frequently

Greener

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 03/04 (all districts)	6 mths Apr-Sep 04/05	6 mths Apr-Sep 05/06	Target 2005/06	Trend
BV106	% new homes built on brown field sites	Env, Hous, Infra & Transport	IOS	Planning	55.48	56.26		34.13	67.12	55.00	
BV109a	% major planning applications determined in 8 weeks	Env, Hous, Infra & Transport	IOS	Planning	46.71	40.00		50	30.00	50.00	
BV109b	% minor planning applications determined in 8 weeks	Env, Hous, Infra & Transport	IOS	Planning	60.81	64.25		67.80	65.71	65	
BV109c	% other planning applications determined in 8 weeks	Env, Hous, Infra & Transport	IOS	Planning	80.83	79.63		80.13	86.8	80	








- BV109 - Although the Council was able to meet the targets in respect of BV109b Minor and BV109c Other applications, there remains a problem with BV109a Major' applications. On current performance, the Office of the Deputy Prime Minister (ODPM) considers it unlikely that the Council can meet the target of 65% of major applications determined within 13 weeks by the last quarter of 2006/07. As a result the Council has become a 'Standards' authority for 2006/07.

Additional assistance will be given to the Council by the Planning Advisory Service to overcome the problem in addition to the changes that have already been introduced, including amending the Council's Constitution to allow greater delegation to

officers, improved validation procedures, and the introduction of the Development Team approach for major applications. However, one of the remaining obstacles is staff resource.




Research undertaken on behalf of and accepted by ODPM is that for local planning authorities to meet the BV109 targets with quality decisions, development control officers should have a case load of not more than 150 applications per year and this should not include a case load for the development control (DC) manager.

At the current level of applications (1500 per annum) the Council requires 11 DC officers including the team manager. At present, the Council has 8.3 FTE officers. There is therefore a need for at least two more DC officers if the Council is to have a reasonable chance of achieving the target.




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BV180ai	Energy consumption of local authority operational property compared to comparable buildings in the UK	Env, Hous, Infra & Transport	IOS	CTS	117.00	98	☆☆☆	44	46	107.16	
BV180ai£	Electricity costs – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	N/av	£37,021		N/av	£16,222	N/ap	
BV180ai kWh	Fossil Fuel energy consumption – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	901,536	892,349		N/av	353,522	N/ap	
BV180aii	Energy consumption of local authority operational property compared to UK as a whole - FOSSIL FUELS kWh	Env, Hous, Infra & Transport	IOS	CTS	98.00	136.00		N/av	31	98.70	
BV180aii kWh	Energy consumption (kWh) FOSSIL FUELS – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	1,249,139	1,147,441		N/av	388.783	N/ap	
BV180aii£	Cost of FOSSIL FUEL consumption – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	N/av	£36,163		N/av	£6,481	N/ap	
LP108b	Number of home energy checks (HECs) undertaken	Env, Hous, Infra & Transport	IOS	EPS	14,880	15,512	N/ap	5,823	1,064	4000	

- BV180: deleted this year. More appropriate targets for energy reduction from key council buildings are being developed.
- LP108b: target is reducing due to the success of the scheme so there is less scope within Cumbria for HECs. However, as HECs do not actually reduce CO2 emissions, targets for energy efficiency measures have been agreed, i.e. 90 loft insulations and 350 cavity walls which will be reported on in the future.

Learning City

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 03/04 (all districts)	3 mths Jul-Sep 04/05	3 mths Jul-Sep 05/06	Target 2005/06	Trend
CV27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	Economic Dev & Regen	IOS	ECD	£109,541	£137,144	N/ap	£64,416	£42,609	N/ap	
CV27a	Total enquiries received by CCG desk	Economic Dev & Regen	IOS	ECD	386	586	N/ap	174	102	N/ap	
CV27b	Conversion rate of enquiries to bookings through CCG desk	Economic Dev & Regen	IOS	ECD	67%	64%	N/ap	59%	68%	N/ap	

- City Vision indicators will be reviewed by Carlisle Local Strategic Partnership when established

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 03/04 (all districts)	3 mths Jul-Sep 04/05	3 mths Jul-Sep 05/06	Target 2005/06	Trend
LP62	% of New Deal leavers obtaining jobs	Economic Dev & Regen	IOS	ECD	51.00%	30.57%	N/ap	40%	36%		
LP81	Visitor numbers at Tourist Info Centres	Economic Dev & Regen	IOS	ECD	188,326	187,401	N/ap	123,808	109,401	N/ap	
LP126a	Number of Web Pages visited on the City Council website.	Policy & Perf Mgt	CROS	SPS	498,769	797,708	N/ap	322,599	359,231	957,248	

- LP62: 9 people secured jobs from 25 leavers. The scheme will end December 2005 so this PI will be deleted
- LP81: Figures we get are used as management information to enable us to assess trends, rather than set targets. If the figures go down, and there is an obvious reason, e.g. foot and mouth, we can make the connection. If there is not, it makes us search out those conditions that might have resulted in a reduction. If the figures are higher, the same applies, e.g. is it the Christmas effect or is there something else happening we can learn from.
- LP126a – target set based on 20% increase on achievement last year. This has been included for information as there may be some correlation with reducing visitor numbers to tourist information centres.