

CARLISLE
CITY COUNCIL



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INFRASTRUCTURE OVERVIEW AND SCRUTINY COMMITTEE

Committee Report

Public

Date of Meeting: 9 March 2006

Title: CORPORATE PERFORMANCE MONITORING REPORT, 3rd
QUARTER OCT - DEC 2005

Report of: Acting Head of Strategic and Performance Services

Report reference: SP08/06

Summary:

The report presents performance information for October – December 2005 for the service areas covered by the Infrastructure Overview and Scrutiny Committee, categorised according to the Councils' key priorities of Cleaner, Greener, Safer Carlisle and Learning City.

Recommendations:

The Committee is requested to:-

1. Note and comment upon the content and format of the report
2. Note and comment upon the changes underway on the ways in which we report and monitor performance
3. Consider its role in continuing to help to develop a more robust performance management framework.

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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

Work has been underway, in collaboration with Members, to improve the ways in which Carlisle City Council measures and monitors its performance. Despite an extensive range of Best Value and local performance indicators, only a limited number were appropriate to measure progress against the Council's key priorities of Learning City and Cleaner, Greener, Safer, and to judge the corporate health of the authority.

Improvements achieved so far include:

- ✓ Categorising performance according to our key priorities
- ✓ More information about why performance is not at levels anticipated, where appropriate
- ✓ Exception reporting to focus on areas of under-performance
- ✓ New, more robust measures identified, in consultation with Members, and with reference to what local people have told us, to be included from April 2006
- ✓ More relevant indicators to monitor progress against our key priorities
- ✓ Strengthening measures that indicate the corporate health of the organisation

The following indicators have not been included in the report as performance is on target:

LP137	Missed bins
BV106	% new homes built on brown field sites
BV109b	% minor planning applications determined
BV109c	% other planning applications determined
BV180	Energy consumption from Council buildings

2. CORPORATE HEALTH

Equality standards achieved will be reported more frequently; quarterly rather than annually, to reflect the high priority of this area for the Council. Housing benefit measures, sickness levels, Council Tax collected, invoices paid, web site hits and visitors to Tourist Information Centres are all retained. Numbers and types of electronic transactions and corporate complaints will be added.

3. CLEANER, GREENER, SAFER

In order to achieve a cleaner, greener Carlisle, the emphasis will be on waste minimisation, including recycling (rather than missed bin collections). Best Value measures for planning will be included and longer term, quality measures such as quality of design, sustainability standards, energy reduction and affordability¹ will be developed as part of the Council's own environmental performance and Carlisle Renaissance. New measures for abandoned cars will be introduced and there will be greater emphasis on quality measures for our parks and open space (e.g. Green Flag).

For a safer Carlisle, Best Value measures for domestic burglary, violent and vehicle crimes, and local indicators for violent offences in connection with licensed premises will

¹ Affordability targets contained within the Housing Strategy for Carlisle, 2005-2010

be retained. Emphasis will be on the impact of CCTV, rather than on length of time in operation, and new measures on streetlights and homelessness² will be introduced. Local performance measures for food hygiene will be retained and new measures for health and safety enforcement³ have been agreed.

4. LEARNING CITY

New indicators will measure in a much more robust way Carlisle City Council's contribution to Learning City. These include a number under the "Leading by Example" banner; staff qualified to NVQII level, staff and Members taking part in training and development, work / student placements provided, young people taking part in community development activities and sport. A measure of outreach work done by Tullie House will be added to better reflect the increase in this kind of activity. Accredited student accommodation could be included from the Housing Strategy.

Many of the Learning City indicators would be relevant to future LSP partners.

5. NEXT STEPS

To set stretching targets and service standards for 2006/07 by;

- Assessing levels of our own past performance
- Taking account of performance of similar and top quartile performance of excellent authorities, and of national targets for Best Value indicators

Where measures are new and there is no historic data, baselines will be assessed during 2006/07 to inform future target setting.

Reporting is now by exception, i.e. it will only highlight areas where performance is below or, just as importantly, above what was anticipated or required. Focused reporting will provide more clarity about where interventions are appropriate, i.e. either where additional resources need to be allocated in order to achieve our key priorities or where efficiencies are possible. However, we should also think about how we can identify and celebrate success.

Another key stage is to integrate performance and financial planning and reporting so that;

- Financial impact of under/over performance is more apparent
- Performance and financial decision making, including allocation of resources, is better informed
- Longer term, trends in performance and spending are identifiable and may be compared with other [similar] authorities to inform Use of Resources and Value for Money judgements

Future reports will also contain more information on the local context, including the views of local people, to provide a direct link back to our local communities.

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² From The Housing Strategy for Carlisle, 2005-2010

³ Some of which in partnership with The Health and Safety Executive (HSE)

Carlisle City Council

3rd Quarter Performance Monitoring Report, 1 October – 31 December 2005

The report presents the 3rd quarter performance monitoring information by exception for **Infrastructure Overview & Scrutiny Committee** categorised according to the Councils' key priorities:

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

Key:

Performance on target



Uncertainty whether year end target will be met



Current performance not on target / downward trend in performance



Quartile performance information from 2004/05 is now available and is included in this report


- ☆ Top quartile performance
- ☆☆☆☆ Bottom quartile performance

Notes: -

- A 3rd quarter collection was not made during 2004/05 due to the flood; comparative information with the same quarter last year is therefore not available
- At the request of Members, cumulative, Year to Date performance is included
- End of Year predictions have also been made; in most cases calculated by extrapolating 9 months performance, however, seasonal factors have been taken into consideration where appropriate, e.g. energy usage, staff sickness
- The PIs that are on target and therefore not included in this report are:
LP137 - No. of collections missed per 100,000 collections of household waste



BV106 - % new homes built on brown field sites
 BV109b - % minor planning applications determined in 8 weeks
 BV109c - % other planning applications determined in 8 weeks
 BV180ai - Energy consumption of local authority operational property compared to UK as a whole - ELECTRICITY kWh
 BV180ai£ - Cost of ELECTRICITY consumption
 BV180ai kwh - Energy consumption (kWh) FOSSIL FUELS
 BV180aii - Energy consumption of local authority operational property compared to UK as a whole - FOSSIL FUELS kWh
 BV180aii£. - Cost of FOSSIL FUEL consumption
 BV82a/b is on target but is included for information.

Cleaner

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV82a/b	% tonnage household waste recycled (includes composting)	Env, Hous, Infra & Transport	IOS	EPS	16.48%	25.72%	N/A	24.43%	29.42%	30%	30%	
BV82aii	Total tonnage household waste recycled	Env, Hous, Infra & Transport	IOS	EPS	N/AP	5847.67	N/A	1505.45	4397.14	5862.85	6,500	

- BV82: The first time this PI has been reported quarterly. Not all the information is available at the time of production – the 3rd quarter and 9 month figures are therefore estimated based on the first 2 quarters performance. It is standard practice to combine both % recycled and % composted when reporting this PI to give total % household waste recycled.


Greener

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV109a	% major planning	Env, Hous, Infra &	IOS	Planning	46.71%	40.00%			47%	50%	60%	

	applications determined in 13 weeks	Transport						N/A				
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- BV109: Although the Council was able to meet its targets for Minor and Other applications, there remains a problem with Major applications. On current performance, the Office of the Deputy Prime Minister (ODPM) considers it unlikely that the Council can meet its target of 60% 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 (PAS) and the Government Office for the North West (GONW) to improve performance. Some changes have already been introduced, including amending the Council's Constitution to allow greater delegation to officers, improving validation procedures, new "Right to Speak" procedures and introducing a Development Team approach for major applications. In addition, we are investigating Shared Services within Cumbria and good practice in excellent District Councils, and the potential for further training and support for elected members.

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV180aaii kWh	Energy consumption (kWh) FOSSIL FUELS – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	1,249,139	1,147,441	N/A	N/A	839,981	1,455,968	N/A	



- BV180 was deleted this year. More appropriate targets for energy reduction from key council buildings will be developed

Learning City

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
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CV27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	Economic Dev & Regen	IOS	ECD	£109,541	£137,144	N/A	£57,999	£100,608	£110,000	N/A	
CV27a	Total enquiries received by CCG desk	Economic Dev & Regen	IOS	ECD	386	586	N/A	114	216	N/A	N/A	
CV27b	Conversion rate of enquiries to bookings through CCG desk	Economic Dev & Regen	IOS	ECD	67%	64%	N/A	17%	65%	63%	N/A	

- City Vision indicators will be reviewed by the 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 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
LP62	% of New Deal leavers obtaining jobs	Economic Dev & Regen	IOS	ECD	51.00%	30.57%	N/A	24%	16.09%	16.09%	30%	
LP81	Visitor numbers at Tourist Info Centres	Economic Dev & Regen	IOS	ECD	188,326	187,401	N/A	41,828	164,479	219,305	N/ap	

- LP62: Is now deleted as the scheme ended December 2005. The annual target in the BVPP was lowered to 30% to reflect the difficult client base being referred to New Deal as the numbers on the long term register dropped - leaving those 'hardest to help' on the claimant register. This figure was still too optimistic. Problems within the team did not help performance. The figure is also low because several claimants at the end of the year who would have been tracked for job outcomes after leaving, were not tracked as the programme closed down.
- 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? The year end estimate is a rough calculation based on the year to date figures