

Report to Executive

**Agenda
Item:**

A.6

Meeting Date: 11th March 2019
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework Yes
 Public / Private Public

Title: PERFORMANCE REPORT QUARTER 3 2018/19
 Report of: Policy and Communications Manager
 Report Number: PC 04-19

Purpose / Summary:

This report contains the Quarter 3 2018/19 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the 2018/19 Key Performance Indicators (KPIs) are also included.

Recommendations:

1. Consider the performance of the City Council as presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Agree the proposed target and KPI changes highlighted in the report.

Tracking

Executive:	11/03/19
Scrutiny:	Health and Wellbeing 14/02/19 Economic Growth 21/02/19 Business and Transformation 28/02/19
Council:	N/A

1. BACKGROUND

This report contains the Quarter 3 2018/19 performance against the Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. The Key Performance Indicators (KPIs) are also included. The appendix attached contains the Council's performance against all KPIs.

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Following a review of the initial set of five Service Standards, five further measures were introduced from Quarter 2 2017/18. All measures were reviewed by officers at the end of 2017/18 and changes consulted on at Scrutiny Panels and Executive earlier in the year.

Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contains the Council's performance against the Service Standards.

The updates against the actions in the Carlisle Plan are presented in Section 3. The intention is to give the Executive a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny and Executive agendas and Portfolio Holder reports.

Summary of KPIs and Service Standards:

Service Standards – 1 'red', 4 'amber' and 5 'green'

KPIs – 3 'red', 9 'amber', 20 'green'

Summary of Exceptions (RED)

Service Standards:

Measure	Target	Performance
SS05: Corporate complaints should be dealt with within 15 working days	100%	90% (see comments in service standard section)

KPIs:

Measure	Target	Performance
FR03 Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	6.4	7.9 (agenda item at BTSP 14 Feb 2019)

ED03a Building Control to check 90% of all full plans applications within 14 days of receipt	90%	68% Due to the issues with the Central Plaza Hotel earlier in the year, resources had to be diverted to deal with the emergency situation. This impacted on the ability of the service to achieve its targets in some areas. Performance improved during Quarters 2 and 3.
CSe04 Revenue gained from household waste recycling collected	£484k	£371k See Carlisle Plan Key Action 20 comments

2. PROPOSALS

See KPI Section

3. RISKS

None

4. CONSULTATION

The report was reviewed by Directorate Management Teams in January, by the Senior Management Team on 29 January 2019 and was considered at the Scrutiny Panels in February.

A 'Listening Council' exercise is being organised for March 2019 and will include open public meetings and online consultation. The purpose of the exercise is to capture the issues that are most important to the residents and businesses of Carlisle district. It will offer an opportunity to speak directly to the Leader of the Council, Cllr Glover, at one of the open public meetings. In addition, feedback will be captured from social media and an online feedback form. The events will begin on Monday 4th March with a social media launch and a discussion at Carlisle Partnership Executive. Throughout the following week open public meetings will take place at community centres (Botcherby, Brampton, Belah and Yewdale) and in the City Centre (Old Town Hall).

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Executive are asked to comment on the Quarter 3 Performance Report and agree to the revised KPIs and targets.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officer: Gary Oliver

Ext: 7430

Appendices attached to report:

Performance Dashboard

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

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues

EQUALITY – This report raises no explicit issues relating to the Public Sector Equality Duty.

INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

Section 1: Service Standards 2017/18

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Following a review of the initial set of five Service Standards, five further measures were introduced from Quarter 2 2017/18.

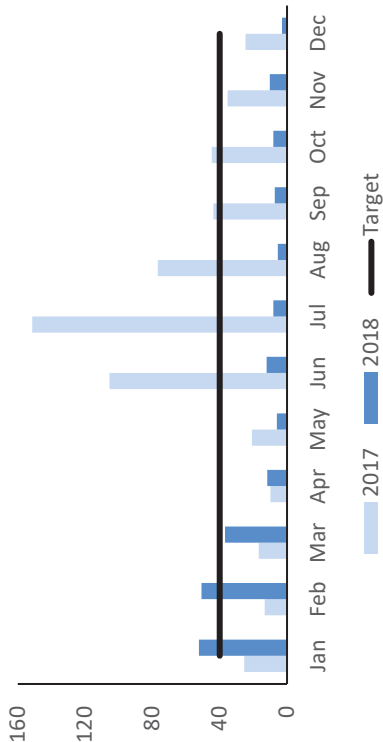
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the current Service Standards.

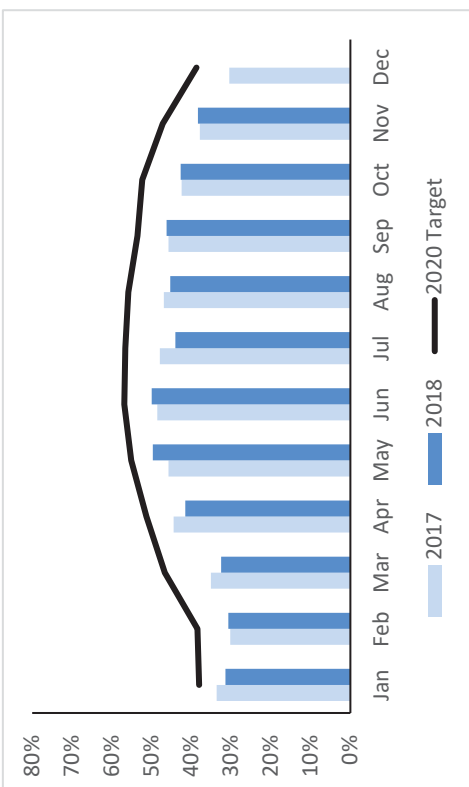
SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	To end of Quarter 3 2018/19	Performance by Month	Further Information
80% (Nationally set target)	100%	231 household planning applications have been processed in 2018/19 compared with 218 in the same period last year.	
	(Q3 2017/18: 91.3%)		
	On target?		
	✓		

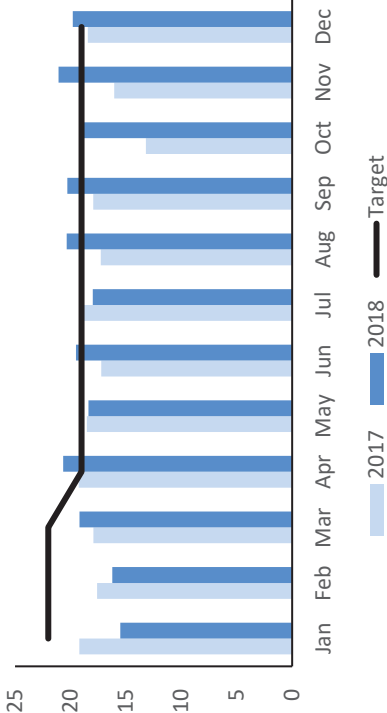
SS02: Proportion of waste or recycling collections missed (valid)

Service Standard	To end of Quarter 3 2018/19	Performance by Month	Further Information																																							
40 missed collections per 100,000 (Industry standard)	8.1	 <table><tr><th>Month</th><th>2017</th><th>2018</th></tr><tr><td>Jan</td><td>25</td><td>35</td></tr><tr><td>Feb</td><td>30</td><td>45</td></tr><tr><td>Mar</td><td>20</td><td>30</td></tr><tr><td>Apr</td><td>15</td><td>25</td></tr><tr><td>May</td><td>10</td><td>20</td></tr><tr><td>Jun</td><td>120</td><td>35</td></tr><tr><td>Jul</td><td>130</td><td>40</td></tr><tr><td>Aug</td><td>85</td><td>30</td></tr><tr><td>Sep</td><td>40</td><td>25</td></tr><tr><td>Oct</td><td>35</td><td>20</td></tr><tr><td>Nov</td><td>30</td><td>15</td></tr><tr><td>Dec</td><td>25</td><td>10</td></tr></table>	Month	2017	2018	Jan	25	35	Feb	30	45	Mar	20	30	Apr	15	25	May	10	20	Jun	120	35	Jul	130	40	Aug	85	30	Sep	40	25	Oct	35	20	Nov	30	15	Dec	25	10	Just under three million collections were due to be made in the first nine months of the year. 237 collections were missed meaning the success rate was 99.992%.
	Month		2017	2018																																						
	Jan		25	35																																						
Feb	30	45																																								
Mar	20	30																																								
Apr	15	25																																								
May	10	20																																								
Jun	120	35																																								
Jul	130	40																																								
Aug	85	30																																								
Sep	40	25																																								
Oct	35	20																																								
Nov	30	15																																								
Dec	25	10																																								
(Q3 2017/18: 55.4)																																										
On target?																																										
	✓																																									

SS03: Percentage of household waste sent for recycling (including bring sites)

Service Standard	To end of Nov 2018	Performance by Month	Further Information																																																				
50% by 2020 (Nationally set target)	45.0%	 <table><caption>Monthly Recycling Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2017 (%)</th><th>2018 (%)</th><th>2020 Target (%)</th></tr></thead><tbody><tr><td>Jan</td><td>28</td><td>32</td><td>40</td></tr><tr><td>Feb</td><td>30</td><td>35</td><td>42</td></tr><tr><td>Mar</td><td>32</td><td>38</td><td>45</td></tr><tr><td>Apr</td><td>35</td><td>40</td><td>48</td></tr><tr><td>May</td><td>38</td><td>42</td><td>50</td></tr><tr><td>Jun</td><td>40</td><td>45</td><td>52</td></tr><tr><td>Jul</td><td>42</td><td>48</td><td>55</td></tr><tr><td>Aug</td><td>45</td><td>50</td><td>58</td></tr><tr><td>Sep</td><td>48</td><td>52</td><td>60</td></tr><tr><td>Oct</td><td>50</td><td>55</td><td>62</td></tr><tr><td>Nov</td><td>52</td><td>58</td><td>65</td></tr><tr><td>Dec</td><td>55</td><td>60</td><td>68</td></tr></tbody></table>	Month	2017 (%)	2018 (%)	2020 Target (%)	Jan	28	32	40	Feb	30	35	42	Mar	32	38	45	Apr	35	40	48	May	38	42	50	Jun	40	45	52	Jul	42	48	55	Aug	45	50	58	Sep	48	52	60	Oct	50	55	62	Nov	52	58	65	Dec	55	60	68	Recycling rates nationally have stagnated and even reduced in some areas. Rates were down in July and August this year due to a 17.5% reduction in the tonnage of green waste collected compared to last year as a consequence of the dry weather. A new 'campaign' to increase participation in recycling is starting in Quarter 4.
	Month		2017 (%)	2018 (%)	2020 Target (%)																																																		
	Jan		28	32	40																																																		
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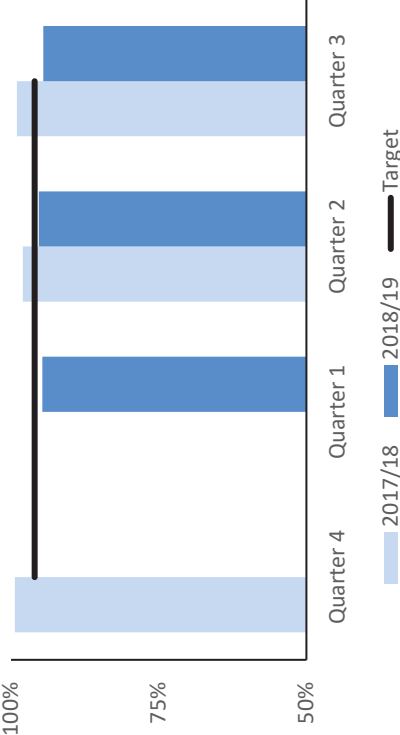
SS04: Average number of working days to process new benefits claims

Service Standard	To end of Quarter 3 2018/19	Performance by Month	Further Information																																																				
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	19.5 days	 <table><thead><tr><th>Month</th><th>2017</th><th>2018</th><th>Target</th></tr></thead><tbody><tr><td>Jan</td><td>16.5</td><td>19.5</td><td>19.5</td></tr><tr><td>Feb</td><td>14.5</td><td>18.5</td><td>19.5</td></tr><tr><td>Mar</td><td>17.5</td><td>19.5</td><td>19.5</td></tr><tr><td>Apr</td><td>18.5</td><td>20.5</td><td>19.5</td></tr><tr><td>May</td><td>17.5</td><td>19.5</td><td>19.5</td></tr><tr><td>Jun</td><td>16.5</td><td>18.5</td><td>19.5</td></tr><tr><td>Jul</td><td>17.5</td><td>19.5</td><td>19.5</td></tr><tr><td>Aug</td><td>18.5</td><td>20.5</td><td>19.5</td></tr><tr><td>Sep</td><td>17.5</td><td>19.5</td><td>19.5</td></tr><tr><td>Oct</td><td>15.5</td><td>-</td><td>19.5</td></tr><tr><td>Nov</td><td>14.5</td><td>-</td><td>19.5</td></tr><tr><td>Dec</td><td>18.5</td><td>-</td><td>19.5</td></tr></tbody></table>	Month	2017	2018	Target	Jan	16.5	19.5	19.5	Feb	14.5	18.5	19.5	Mar	17.5	19.5	19.5	Apr	18.5	20.5	19.5	May	17.5	19.5	19.5	Jun	16.5	18.5	19.5	Jul	17.5	19.5	19.5	Aug	18.5	20.5	19.5	Sep	17.5	19.5	19.5	Oct	15.5	-	19.5	Nov	14.5	-	19.5	Dec	18.5	-	19.5	The target was stretched to 19 days in April 2018 with the aim of achieving top quartile performance against other authorities. The national average in the latest data release (up to end of Quarter 2) is around 22 days.
	Month		2017	2018	Target																																																		
	Jan		16.5	19.5	19.5																																																		
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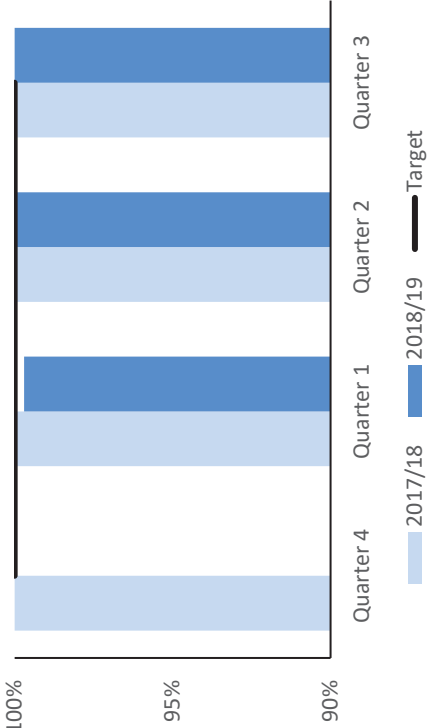
SS05: Proportion of corporate complaints dealt with on time

Service Standard	To end of Quarter 3 2018/19	Performance by Quarter	Further Information																				
Corporate complaints should be dealt with within 15 working days	90%	<table><caption>Performance by Quarter Data</caption><thead><tr><th>Quarter</th><th>2017/18</th><th>2018/19</th><th>Target</th></tr></thead><tbody><tr><td>Quarter 4</td><td>~92%</td><td>-</td><td>97.8%</td></tr><tr><td>Quarter 1</td><td>-</td><td>~90%</td><td>97.8%</td></tr><tr><td>Quarter 2</td><td>-</td><td>~95%</td><td>97.8%</td></tr><tr><td>Quarter 3</td><td>-</td><td>~85%</td><td>97.8%</td></tr></tbody></table>	Quarter	2017/18	2018/19	Target	Quarter 4	~92%	-	97.8%	Quarter 1	-	~90%	97.8%	Quarter 2	-	~95%	97.8%	Quarter 3	-	~85%	97.8%	18 out of 20 corporate complaints have been completed on time so far in 2018/19. The other two complaints required lengthy and complex technical input to provide a full response. No complaints have been referred to the Ombudsman in 2018/19.
	Quarter		2017/18	2018/19	Target																		
	Quarter 4		~92%	-	97.8%																		
Quarter 1	-	~90%	97.8%																				
Quarter 2	-	~95%	97.8%																				
Quarter 3	-	~85%	97.8%																				
(Q3 2017/18: 97.8%)																							
On target?																							
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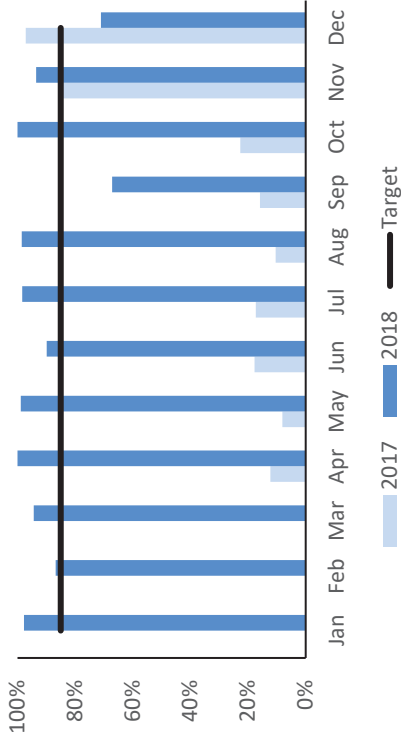
SS06: Proportion of food businesses that are broadly compliant or better with food safety legislation

Service Standard	Rolling figure to end of Quarter 3 2018/19	Performance by Quarter	Further Information																				
Our work with local food businesses should ensure that 96% are at least broadly compliant.	94.5%	 <table><caption>Performance by Quarter Data</caption><thead><tr><th>Quarter</th><th>2017/18</th><th>2018/19</th><th>Target</th></tr></thead><tbody><tr><td>Quarter 4</td><td>94.5%</td><td>-</td><td>96%</td></tr><tr><td>Quarter 1</td><td>-</td><td>94.5%</td><td>96%</td></tr><tr><td>Quarter 2</td><td>-</td><td>94.5%</td><td>96%</td></tr><tr><td>Quarter 3</td><td>-</td><td>94.5%</td><td>96%</td></tr></tbody></table>	Quarter	2017/18	2018/19	Target	Quarter 4	94.5%	-	96%	Quarter 1	-	94.5%	96%	Quarter 2	-	94.5%	96%	Quarter 3	-	94.5%	96%	Approximately 200 premises are inspected each quarter. All premises are inspected at least once every eighteen months. Up to the end of December, 1071 out of 1133 inspections were broadly compliant.
	Quarter		2017/18	2018/19	Target																		
	Quarter 4		94.5%	-	96%																		
Quarter 1	-	94.5%	96%																				
Quarter 2	-	94.5%	96%																				
Quarter 3	-	94.5%	96%																				
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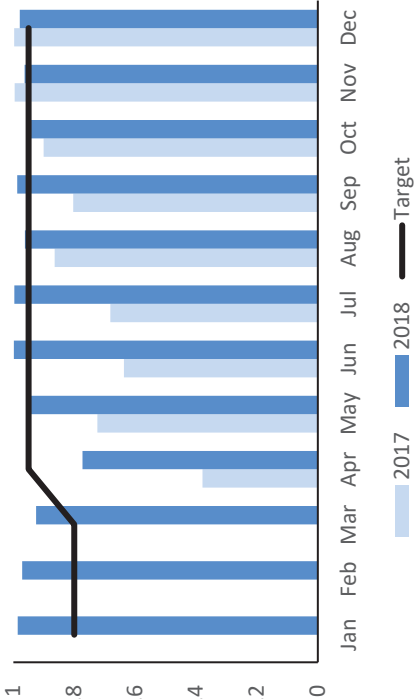
SS07: Proportion of non-contentious licence applications completed on time

Service Standard	To end of Quarter 3 2018/19	Performance by Quarter	Further Information																				
100% of non-contentious licence applications should be completed within 10 working days	99.9% (Q3 2017/18: 100%)	 <table><caption>Performance by Quarter Data</caption><thead><tr><th>Quarter</th><th>2017/18 (%)</th><th>2018/19 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Quarter 4</td><td>100</td><td>99.9</td><td>100</td></tr><tr><td>Quarter 1</td><td>98.5</td><td>99.5</td><td>100</td></tr><tr><td>Quarter 2</td><td>98.5</td><td>99.5</td><td>100</td></tr><tr><td>Quarter 3</td><td>98.5</td><td>99.5</td><td>100</td></tr></tbody></table>	Quarter	2017/18 (%)	2018/19 (%)	Target (%)	Quarter 4	100	99.9	100	Quarter 1	98.5	99.5	100	Quarter 2	98.5	99.5	100	Quarter 3	98.5	99.5	100	748 out of 749 applications completed on time so far in 2018/19. In 2017/18 100% of 871 applications were completed on time.
	Quarter		2017/18 (%)	2018/19 (%)	Target (%)																		
	Quarter 4		100	99.9	100																		
Quarter 1	98.5	99.5	100																				
Quarter 2	98.5	99.5	100																				
Quarter 3	98.5	99.5	100																				
On target?																							
																							

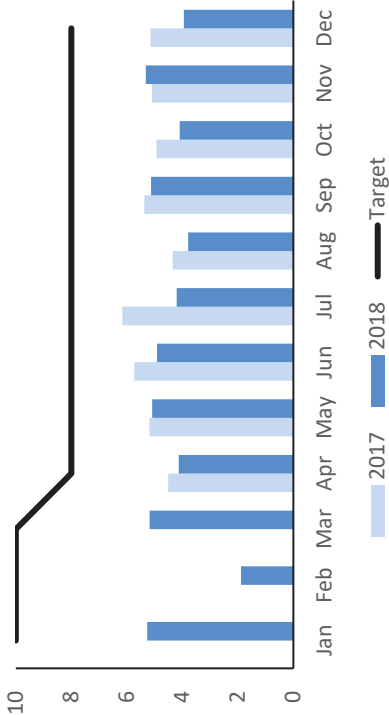
SS08: Proportion of official local authority searches completed on time

Service Standard	To end of Quarter 3 2018/19	Performance by Month	Further Information																																							
85% of official local authority searches should be completed within 10 working days	91.6% (Q3 2017/18: 22%)	 <table><thead><tr><th>Month</th><th>2017 (%)</th><th>2018 (%)</th></tr></thead><tbody><tr><td>Jan</td><td>80</td><td>85</td></tr><tr><td>Feb</td><td>80</td><td>85</td></tr><tr><td>Mar</td><td>80</td><td>85</td></tr><tr><td>Apr</td><td>80</td><td>85</td></tr><tr><td>May</td><td>80</td><td>85</td></tr><tr><td>Jun</td><td>80</td><td>85</td></tr><tr><td>Jul</td><td>80</td><td>85</td></tr><tr><td>Aug</td><td>80</td><td>85</td></tr><tr><td>Sep</td><td>80</td><td>85</td></tr><tr><td>Oct</td><td>80</td><td>85</td></tr><tr><td>Nov</td><td>80</td><td>85</td></tr><tr><td>Dec</td><td>80</td><td>85</td></tr></tbody></table>	Month	2017 (%)	2018 (%)	Jan	80	85	Feb	80	85	Mar	80	85	Apr	80	85	May	80	85	Jun	80	85	Jul	80	85	Aug	80	85	Sep	80	85	Oct	80	85	Nov	80	85	Dec	80	85	570 searches were completed in the year to date – 3% more than the same period last year.
	Month		2017 (%)	2018 (%)																																						
	Jan		80	85																																						
Feb	80	85																																								
Mar	80	85																																								
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SS09: Proportion of new waste and recycling bins, bags and containers delivered on time (within 10 working days)

Service Standard	To end of Quarter 3 2018/19	Performance by Month	Further Information																																																				
95% delivered within 10 working days	95.1% (Q3 2017/18: 75%)	 <table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2017</th><th>2018</th><th>Target</th></tr></thead><tbody><tr><td>Jan</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Feb</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Mar</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Apr</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>May</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Jun</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Jul</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Aug</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Sep</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Oct</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Nov</td><td>0.85</td><td>0.95</td><td>0.85</td></tr><tr><td>Dec</td><td>0.85</td><td>0.95</td><td>0.85</td></tr></tbody></table>	Month	2017	2018	Target	Jan	0.85	0.95	0.85	Feb	0.85	0.95	0.85	Mar	0.85	0.95	0.85	Apr	0.85	0.95	0.85	May	0.85	0.95	0.85	Jun	0.85	0.95	0.85	Jul	0.85	0.95	0.85	Aug	0.85	0.95	0.85	Sep	0.85	0.95	0.85	Oct	0.85	0.95	0.85	Nov	0.85	0.95	0.85	Dec	0.85	0.95	0.85	
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Dec	0.85	0.95	0.85																																																				
On target?																																																							
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SS10: Average number of working days to process benefit claimants' changes of personal details

Service Standard	To end of Quarter 3 2018/19	Performance by Month	Further Information																																																				
Changes should be processed within 8 days	4.5 days (Q3 2017/18: 5.1 days)	 <table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2017 (Days)</th><th>2018 (Days)</th><th>Target (Days)</th></tr></thead><tbody><tr><td>Jan</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Feb</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Mar</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Apr</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>May</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Jun</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Jul</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Aug</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Sep</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Oct</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Nov</td><td>4.5</td><td>4.5</td><td>8.5</td></tr><tr><td>Dec</td><td>4.5</td><td>4.5</td><td>8.5</td></tr></tbody></table>	Month	2017 (Days)	2018 (Days)	Target (Days)	Jan	4.5	4.5	8.5	Feb	4.5	4.5	8.5	Mar	4.5	4.5	8.5	Apr	4.5	4.5	8.5	May	4.5	4.5	8.5	Jun	4.5	4.5	8.5	Jul	4.5	4.5	8.5	Aug	4.5	4.5	8.5	Sep	4.5	4.5	8.5	Oct	4.5	4.5	8.5	Nov	4.5	4.5	8.5	Dec	4.5	4.5	8.5	Over twenty-two thousand changes have been processed in the 2018/19 year to date. This is a 6% decrease compared to the same period last year.
	Month	2017 (Days)	2018 (Days)	Target (Days)																																																			
	Jan	4.5	4.5	8.5																																																			
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Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators, derived from the links between the service plans and Budget Resolution were developed. These are attached as a Dashboard.

Current KPIs have been reviewed with Service Managers. A summary of changes is below and, if agreed, changes will be implemented at the start of 2019/20.

The Building Control measures are changing to reflect the Quality Management System BS9001: 2015 which the service is externally audited against.

New Measures

Measure	Target
% of valid full plan applications determined or checked by Building Control within 5 working days	25%
% of valid full plan applications determined or checked by Building Control within 15 working days [amendment to ED03a below]	90%
% of site inspections carried out by Building Control on the date agreed [amendment to ED01 below]	99%
Proportion of sundry debts recovered	2019/20 baseline year
Customer Services - Respond to customer emails within 48hrs	90%

Measures to be Removed

Code	Measure
ED01	Building Control carry out inspections notified as necessary to the applicant or agent at time of acknowledgement within 24 hours of the date required.
ED03a	Building Control to check 90% of all full plans applications within 14 days of receipt

Target Changes

Code	Measure	Old Target	New Target
GRS09	Annual rental revenue from Kingstown Industrial Estate	£2,023,880	£2,049,917
CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours during normal working hours	100% within 24hrs	100% within 4hrs

Section 3: Carlisle Plan on a Page 2016 - 2018 Delivery

Priority 1: Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle

Business Property & Infrastructure:

OUTCOME	<u>2. City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth / Business & Transformation
Specific – What is the task	Promote development opportunities and regeneration opportunities within the city centre (including Carlisle Station, Caldew Riverside, The Citadel, English Street and The Pools). Set out a strategy for the future vitality and viability of the city centre including development options for the regeneration opportunity sites (Carlisle Station, The Pools, Court Square, Caldew Riverside and the Citadel).
Measurable – How will success be measured?	Production of a city centre masterplan
Achievable – Is it feasible?	Yes
Realistic – Resources available	Consultancy support will be required to produce the masterplan. This will be funded by revenue budgets secured through the MTFP process.
Time Bound – Start/end dates	The preparation of the masterplan will commence Q3 2018-19, with a draft version produced by the end of Q4.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Preparation of the masterplan has commenced with options for the strategic regeneration sites being considered.
Emerging issues / risks to the project	Delivery and funding options are currently being explored through the Borderlands Growth Deal.

OUTCOME	3. Support the delivery of a Carlisle Enterprise Zone at Kingmoor Park
SMT OWNER	Jane Meek Officer: Garry Legg
Scrutiny Panel	Economic Growth
Specific – What is the task	Support the delivery of Carlisle Kingmoor Park Enterprise Zone Implementation Plan and Marketing Strategy, as well as actively contributing to governance as a key partner.
Measurable – How will success be measured?	Delivery of approximately 200,000sqm of new employment related floor space, across 73ha creating an additional 3,000 jobs and representing private sector investment of £109m.
Achievable – Is it feasible?	Yes, detailed Implementation Plan in place and role required of partners clear.
Realistic – Resources available	Partnership governance arrangements in place.
Time Bound – Start/end dates	Zone effective from 1 st April 2016 with the retention of business rates for a period of 25 years.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	• Delivery Board met on the 13th December 2018 with a new chair. • Partnership Memorandum Of Understanding being updated. • One application for Business Rate Relief approved, with a handful pending a decision. • Single and dedicated reporting template and process being prepared by dedicated project manager.
Emerging issues / risks to the project	None. Detailed risk register is being updated by the new LEP-based project manager.

OUTCOME	4. Support the development of Carlisle Airport as a regional gateway
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Support the development of Carlisle Airport as a regional gateway
Measurable – How will success be measured?	Airport offer expands to include increased freight and in addition passenger services.
Achievable – Is it feasible?	Through Economic Development Planning and Building Control Services professional advice and support.
Realistic – Resources available	Planning / Building Control advice
Time Bound – Start/end dates	There is currently no planned end date to this action.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	No direct progress to report pending commencement of passenger flights. Opportunities including Borderlands continue to be used to promote the airport and the benefits it presents for Carlisle and the wider subregion.
Emerging issues / risks to the project	The major risk which has caused delays to date and which is being addressed by the airport operators, is the availability of experienced air traffic controllers.

Strategy & Planning:

OUTCOME	5. Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Identify and deliver further projects aligned with the Cumbria Local Enterprise Partnership's Strategic Economic Plan
Measurable – How will success be measured?	Development of project pipeline; alignment of priorities and projects with Cumbria LEP Strategic Economic plan to ensure they are supported by the LEP and/or attract funding.
Achievable – Is it feasible?	Through engagement with the LEP and Technical Officers Group
Realistic – Resources available	Corporate Director/Senior Officer time
Time Bound – Start/end dates	Local Industrial Strategy to be adopted late 2019. This will feature on a future Scrutiny agenda.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Draft Local Industrial Strategy published for consultation in October 2018. Response to draft strategy submitted to the LEP on the 14 th December 2018.
Emerging issues / risks to the project	None.

OUTCOME	<u>6. Progress the Borderlands Initiative</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Progress the Borderlands Initiative
Measurable – How will success be measured?	By way of the successful continuation of the innovative and long-term partnership and the level of additional public and private sector investment secured as a direct result of the initiative.
Achievable – Is it feasible?	Yes. A co-ordinated approach to support regional economic development through partnership working will help to attract additional investment. Progression of 'The Borderlands Proposal' will rely on support from both the UK and Scottish Government.
Realistic – Resources available	Corporate Director of Economic Development and Borderlands Project Officer time to support the Initiative. In addition, partners have contributed towards a centralised fund to enable the appointment of consultancy support to develop a suite of strategic outline business cases and other evidence base requirements. It is anticipated that additional financial revenue resources will be required to provide support to move from Heads of Terms to Final Deal, which will be considered as part of the 2019/20 budget process.
Time Bound – Start/end dates	The Borderlands Partnership submitted the Borderlands Inclusive Growth Deal Proposal 2018 to UK and Scottish Government on 28 th September 2018. It is anticipated that a Heads of Terms agreement on a Deal could be reached by the end of the calendar year/early 2019. Thereafter it can typically take twelve months to agree and sign a Deal based on the experience of other areas. The Deal would then progress to the implementation and delivery phase, timescales for which would be dependent on individual projects or programmes.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	The Borderlands Partnership has continued to work closely with both Governments following the submission of the <i>Borderlands Inclusive Growth Deal Proposal</i> on 28 th September 2018.

	Both governments have indicated in recent budgets that they are absolutely committed to the ongoing discussions. The Leaders of the five Borderlands partners (Carlisle City Council, Cumbria County Council, Dumfries and Galloway Council, Northumberland County Council and Scottish Borders Council) have met with Michael Matheson MSP, Cabinet Secretary for Transport, Infrastructure and Connectivity and are due to also meet with David Mundell MP, Secretary of State for Scotland imminently. Responses by the Borderlands Partnership to the feedback and queries of both governments have been returned and partners are keen to progress to Heads of Terms as soon as possible.
Emerging issues / risks to the project	There are several potential risks to the delivery of a Borderlands Inclusive Growth Deal, although nothing of concern to report at present; reflecting risks continue to be managed. Partners are aware of the external risks to the project in terms of time delays due to current political uncertainties. The acceptance of a Deal could have significant implications for the Council in the delivery of potential significant capital regeneration projects which present risks in terms of reputation, financial commitment, staff resources and the service delivery.

OUTCOME	<u>7. Infrastructure Delivery Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues.
Measurable – How will success be measured?	Progress and issues will be reported through the annual statutory Authority Monitoring Report.
Achievable – Is it feasible?	Regular dialogue with infrastructure providers set up and maintained.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation.
Time Bound – Start/end dates	The Plan is aligned to the Carlisle District Local Plan 2015-30. Comprehensive update critical to development of masterplan and delivery strategy for St. Cuthbert's Garden Village.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Procurement underway for Stage 2 masterplanning for St Cuthbert's Garden Village which includes the production of specific individual framework plans including an infrastructure schedule to set out the following: - necessary strategic infrastructure - when the infrastructure will be required - risks - the ability to deliver a range of specific infrastructure items. Meetings continue to be held with infrastructure providers including United Utilities and Severn-Trent.
Emerging issues / risks to the project	Delay in the award of capacity funding from MHCLG could delay Stage 2 Masterplanning.

OUTCOME	8. Develop a St Cuthbert's Garden Village Masterplan covering housing, design, employment land, community facilities, transport and infrastructure
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	The development and adoption of a masterplan covering St. Cuthbert's Garden Village.
Measurable – How will success be measured?	Masterplan will be incorporated into a Development Plan Document (DPD) which will require approval by Council. Masterplan to be delivered in 2 parts: Part 1 is visioning and concept framework; Part 2 is detailed framework plans.
Achievable – Is it feasible?	Production of DPD governed by Government Regulations, with policy and guidance also set out nationally
Realistic – Resources available	The project is detailed in the Council's approved Local Development Scheme (LDS). An adequate allocation has followed through the process of the MTFP. Additional funding to accelerate delivery and enhance quality has been forthcoming through inclusion in the Government's Locally Led Garden Villages Programme. Further Garden Village Capacity Funding applied for as and when funding rounds are announced.
Time Bound – Start/end dates	Mandate forthcoming from LDS which was approved in July 2016. Inclusion in Garden Village programme confirmed on 2nd January 2017. Anticipated adoption date of DPD April 2020.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	• Draft final report Stage 1 Masterplanning received • Procurement for Stage 2 masterplanning commenced including draft brief and sifting questions placed on The Chest, shortlisted consultancies informed and clarification meeting for shortlisted bidders arranged • Transport framework, land-use and placemaking framework and policy formulation workshops held • Members' Advisory Group (MAG) met twice • Continued engagement with wider community including Dementia Awareness Group, urban youth club, Carlisle College and Carlisle Ambassadors trade and industry session

	Stewardship fact finding visit to Bourneville Village Trust including chair of MAG and Parish Council members.
Emerging issues / risks to the project	Delay in anticipated capacity funding award being received. Decision on HIF application for the Carlisle Southern Link Road still awaited. Capacity of team and budget continue to be closely monitored in relation to escalation of volume and complexity of work.

Skills Development:

OUTCOME	<u>10. Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Continue to support the delivery of the city region Skills Plan aligned to business growth, sustainability requirements and the LEP Skills Strategy
Measurable – How will success be measured?	Successes in relation to skills improvements and better alignment with key sectors will be determined by the LEPs emerging Local Industrial Strategy and Carlisle City Council emerging Economic Strategy.
Achievable – Is it feasible?	The emerging Economic Strategy and Local Industrial Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of key sectors operating and expanding within the area and the alignment of these requirements with the education offer of local education providers.
Realistic – Resources available	Whilst the delivery of the skills plan will be challenging, the emerging Economic Strategy and Local Industrial Strategy will continue to support its delivery and may, in some cases, enhance this through targeted sector work to establish the skills requirements of key sectors. Carlisle City Council is currently working with training providers who deliver apprenticeships within the District to better understand the take up of apprenticeship opportunities and what the City Council can do to encourage take up of apprenticeships, particularly within key sectors.
Time Bound – Start/end dates	The Local Industrial Strategy is currently being consulted on and will be adopted in 2019. The emerging Economic Strategy is anticipated to be adopted 2019 in when there is a clearer indication of the timescale and scale of a number of significant projects that Carlisle

	City Council are currently involved in, such as the Borderlands Inclusive Growth Deal, as well as a greater understanding of the potential impact of external factors such as Brexit.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Officers have been involved in the emerging draft Local Industrial Strategy and will continue to input into its refinement. This, linked to the national Industrial Strategy published late 2017, will identify priority actions that will contribute towards the delivery of the LEP Skills Strategy. A review has been undertaken of the evidence base informing the emerging Economic Strategy and the strategy will continue to be developed and refined over the coming months. Additionally, Cumbria LEP are to launch Cumbria Careers Hub in late January and as such officers will be engaged with the work of the hub and its role in driving forward improvements in Cumbria, developing coordination and coherence to the implementation of the Careers Strategy.
Emerging issues / risks to the project	Nothing of concern to report at present, reflecting risks continue to be managed.

Working with business:

OUTCOME	11. Proactively develop business support through supporting the Growth Hub
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Proactively develop business support through supporting the Growth Hub
Measurable – How will success be measured?	Actions and activities undertaken to support businesses will be defined through the emerging Economic Strategy. This will include supporting the activities of the Growth Hub. Success of business support will be measured through annual review of the Economic Strategy actions (once adopted).
Achievable – Is it feasible?	The emerging Economic Strategy will contribute significantly towards the achievement of this objective through the exploration of the requirements of businesses and therefore linking requirements with targeted support, including through the Growth Hub.
Realistic – Resources available	Whilst the delivery of business support is often challenging due to limited resources, the emerging Economic Strategy will provide some tangible actions linked to business support, including supporting the Growth Hub.
Time Bound – Start/end dates	The end date of the key action will be coterminous with the Economic Strategy action plan.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Funding agreement continues to be implemented and outcomes monitored.
Emerging issues / risks to the project	Consideration being afforded to future years' arrangements particularly given Brexit and uncertainties on any replacement for previously EU funded initiatives.

Priority 2: Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents

Service and Facilities Development:

OUTCOME	<u>12. Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city.</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Business & Transformation / Health & Wellbeing
Specific – What is the task	1. To retender and award a new leisure contract with a significantly reduced subsidy. 2. Develop Outline Designs and budgetary package and secure approvals for Sands Centre Development. 3. Complete works on cycle track and open the facility. 4. Complete works on tennis canopy and open the facility.
Measurable – How will success be measured?	1. The award of a new contract. 2. Executive approval for outline designs and consent (inc budgetary provision) to develop detailed design and works. 3. An operational track by October 2017. 4. Canopy covered courts by Spring 2018.
Achievable – Is it feasible?	1. COMPLETE 2. Sufficient budget and permission has been secured to appoint a design team to take the project to the end of outline design. The design team are currently working on a more detailed design to RIBA Stage 3. 3. COMPLETE 4. Support in place from the LTA and a clear scheme identified, subject to planning permission the canopy can be delivered.
Realistic – Resources available	1. COMPLETE 2. The project is on schedule and has adequate financial resource to be completed.

	3. COMPLETE 4. Sufficient budgetary provision has been made via grant funding from the LTA and the city council's capital programme. Work is currently underway to procure the enabling work to get the tennis courts back into service.
Time Bound – Start/end dates	1. COMPLETE 2. Route to Affordability to be completed by the end of October 2018 and contracts put in place for the Principal Contractor. The designers need to be novated to the Principal Contractor by the end 2018, to maintain programme. Temporary accommodation (or alternative arrangements') need to be put in place by the end of October 2018 to allow demolition and construction of the Sands Leisure facilities by March 2019. Completion of the project scheduled for December 2020. 3. COMPLETE 4. The enabling works was scheduled for completion by end November 2018.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	1. The leisure contract retender is complete and it has been in place since December 2017. 2. During Quarter 3, the main Sands new build and temporary accommodation (x2) planning applications were submitted and approved. Preconstruction design service agreement to aid the tender process was also signed. 3. The cycle track is complete and operational. The final account has been settled following adjudication. 4. The proposed Tennis Canopy at Bitts Park has been abandoned due to the extent and condition of main sewers running under the courts and the risks and costs associated with works nearby. Dialogue will continue with the LTA to see if there are any other options providing covered courts in the City.
Emerging issues / risks to the project	

OUTCOME	13. Deliver a renewed Old Fire Station 2017/18 Business Plan and Development Strategy
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	1. To review the existing business plan and develop a new one for 2018 taking into account income generation and sustainability. 2. To identify and secure funding to help cover additional front of house staff. 3. Improve audience numbers through marketing and promotion.
Measurable – How will success be measured?	1. Development of a new business plan for 2018. 2. Success will be measured by the amount of funding secured. 3. Number of visitors to venue / number of audience members at specific events in comparison to previous year (measure CSe19).
Achievable – Is it feasible?	1. The catering contract is due for renewal in 2018 and the current business model is becoming outdated. This is a good opportunity to reconsider the plan. 2. Working with the funding officer to identify potential funding streams. 3. Using the marketing budget to investigate alternative avenues for marketing.
Realistic – Resources available	1. The existing team will work on the review as part of their 2017 work programme. 2. Using casual staff and employed staff to work on funding bids. 3. Existing staff to develop marketing plan.
Time Bound – Start/end dates	1. First draft to be prepared by Dec 2017. 2. Funding in place for March 2018. 3. Action plan to be developed during 2017.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	A leasehold opportunity was advertised in Quarter 2 to test the potential for further improvement on the operating costs for the OFS under a different model. The deadline for interested parties was in Quarter 3 and, following a detailed evaluation of proposals, a

	preferred partner has been identified. Discussions are on-going around the proposal detail and will be concluded in Quarter 4.
Emerging issues / risks to the project	None

Healthy City Programme:

OUTCOME	16. Continue to work with key partners to deliver the <u>World Health Organisation Phase VI Healthy City Action Plan</u>	
SMT OWNER	Darren Crossley	
Scrutiny Panel	Health & Wellbeing	
Specific – What is the task	- Restructure Healthy City Forum (HCF) and work with partners to deliver on the Phase VI application - Completion of the Annual Reporting Template (ART) - Completion of abstract submissions (Complete 2018) - Develop action plan - Explore next phase (VII) (timescales yet to be released) - Deliver Place Standard situational awareness workshop (Complete)	
Measurable – How will success be measured?	- Number of partners engaged (target will be set as part of the Phase VII criteria) - Completion of ART and feedback received - Number of abstracts accepted (target: 1) - Development of an action plan	
Achievable – Is it feasible?	Yes	
Realistic – Resources available	No budget allocated – but some external resource / capacity	
Time Bound – Start/end dates	Phase VI 2014-18 Phase VII details to be released in early 2019	
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	• Mapping of activity across Cumbria Health and Wellbeing Strategy, Cumbria Public Health Strategy and the 6Ps complete, to assist in action plan development • Further input into the development of the Cumbria Public Health Strategy (as put forward at Joint Districts – 2 strategic topic areas now complete) • Healthy City meeting held in the last Quarter • Support and input at the Health and Wellbeing Board provided to Districts • Successful Place Standard session delivered in the last Quarter with 34 partners in attendance and supported by the Scottish / World Health Organisation lead. Several	

	partners are keen to take this forward. A funding bid has been submitted to further explore developing this.
Emerging issues / risks to the project	• Completing agendas / timescales – various documents with different timescales / competing agenda requiring input • Partner turnover / changes of appointment • Interest in agenda (PLACE) – increasing needs and capacity requirements if interest continues

OUTCOME	17. Continue to support and develop the Food City Partnership: Local Healthy Eating Options; Carlisle Food Charter; food sector supply chain development; food skills; education and tourism.
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Develop work of Food Carlisle and subsequent partnership projects
Measurable – How will success be measured?	- Local Food Partnership Officer in post (June 17) (complete) - Development of Local Healthy Options Award - Number of Food Charter sign ups (target exceeded) - Sustainable Food Cities (SFC) Award (complete) - Refresh of partnership steering group and action plan (draft complete)
Achievable – Is it feasible?	Yes - fixed term period SFC funding for an appointed post (July 2017 to July 2018).
Realistic – Resources available	Yes. Further project funding will need to be explored and partnership working to develop shared projects. We also need to be aware that the funding is only available for one year.
Time Bound – Start/end dates	Commenced with appointment to post in June 2017 and projects will continue to be developed.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	• Food Charter Sign up exceeded target of 6 (total was 85) • Due to the success of the Local Healthy Option Award, countywide development is now being explored • Steering group refreshed – this will be ongoing as the new Action Plan is further developed • Draft Food Carlisle action plan is now complete following two workshops in previous quarters. This is going to the steering group on 25th Jan for further input / development • New projects developing – Big Lunch, Meals on Wheels • Sugar Smart received addition funding - £10,000 (Big Lottery)
Emerging issues / risks to the project	• Local Food partnership officer funding has now ended – leaving a gap in resources • Partner turnover or partners move on

OUTCOME	<u>18. Work with partners to develop and deliver a Healthy Workforce programme</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Work with partners to design and develop a workplace health partner project / package and lead by example in the completion of Carlisle City Councils Better Health at Work Application
Measurable – How will success be measured?	- Sickness absence stats (measures FR03 and FR04) - Number of employees engaged - Number of organisations signed up to the Better Health at Work (BHaW) Award - Number of businesses / organisations signed up to BHaW - Delivery of an event (Summer 2018)
Achievable – Is it feasible?	Timescales may slip. Need for good partner relationships
Realistic – Resources available	Yes – Partnership funding externally
Time Bound – Start/end dates	Contract with Inspira to start Nov 2017. Initial delivery and 2 events to be held before end of 2018.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Project complete but being continued in terms of BHAW by external partners. It is recommended that this action is closed once final evaluation figures have been received.
Emerging issues / risks to the project	None

Priority 3: Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle
Rethinking Waste:

OUTCOME	<u>20. Optimise income achieved from the sale of recyclable materials collected</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Optimise income achieved from the sale of recyclable materials collected
Measurable – How will success be measured?	Additional income for the Council through the sale of assets and through the receipt of recycling credits (measure CSe04)
Achievable – Is it feasible?	Yes
Realistic – Resources available	Yes – from 12 June 2017, kerbside recycling collections were extended to additional properties across Carlisle and at the same time the range of recyclable material collected from households was extended to include drinks containers (Tetrapak). Some of the increase in kerbside recycling collections will be off-set by an associated decrease in recycling collected from our local bring sites.
Time Bound – Start/end dates	There is no specific end date to this action; income will continue to be maximised.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Officers continue to monitor the situation and working on a new 'campaign' to increase participation in recycling starting in Quarter 4.
Emerging issues / risks to the project	'Our Waste, Our Resources Strategy for England' launched by Gov't December 2018 will have implications potentially on the way in which we collect refuse and recycling going forward.

OUTCOME	<u>22. Provide quality, clean local environments for people to enjoy with the involvement of local communities, supported by robust enforcement action against those who drop litter, fly-tip or allow their dogs to foul</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	The production of an Enforcement Strategy 2019 to 2023 to identify the key actions to be undertaken by the Council over the next three years to tackle enviro-crime. To also include active work with schools, volunteer and community groups to support positive behaviour change and reduce reliance on the Council for clean-up activity.
Measurable – How will success be measured?	– Improved street scene with reduced incidence of fly-tipping, littering and dog fouling (measure CSe11) – Increase in successful enforcement action (measure CSe10) – Improved Council reputation (measured through survey work) – New partnerships developed and community links strengthened – Added value to the local community
Achievable – Is it feasible?	Officers to prepare a revised draft enforcement strategy to consult with elected members and stakeholders.
Realistic – Resources available	There are no significant resource implications.
Time Bound – Start/end dates	Strategy to be launched before June 2019
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Final draft of Strategy presented to SMT December 2018.
Emerging issues / risks to the project	None

City Centre Public Realm

OUTCOME	<u>23. Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Complete the delivery of a programme of public realm improvements throughout the city: fingerpost signage; interpretation boards and gateway signage
Measurable – How will success be measured?	Installation of new fingerpost signage, interpretation boards and gateway signage
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed to completion within existing staff capacity and allocated budget
Time Bound – Start/end dates	Installation of fingerpost signage and interpretation boards completed Q4 2017-18 Gateway Signage – to be delivered in the next public realm improvement programme. Appraisal of projects and indicative costing to commence in Q3 2018-19 with a provisional programme produced by the end of Q4.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Public realm audit of city centre conducted in Q3 provides the evidence base for the development of the improvement programme which has now commenced. Ongoing dialogue with Cumbria County Council regarding design and delivery.
Emerging issues / risks to the project	With regards to highway signage, the County Council continue to highlight the highway safety implications. The delivery of the phase 2 programme will be dependent on approval for the release of the remaining budget.

Quality of our Local Environment:

OUTCOME	25. Annually review the air quality in Carlisle and work with partners to deliver an Air Quality Action Plan to reduce outdoor air pollution to a safe level.
SMT OWNER	Mark Lambert
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Defra LAQM process followed
Measurable – How will success be measured?	AQ assessment approved. Monitoring results continue downward trends. These are reported through an annual report to Scrutiny.
Achievable – Is it feasible?	Within existing staff and budgets
Realistic – Resources available	Delivered through Housing and Pollution Team
Time Bound – Start/end dates	As below
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	2018 Air Quality Action Plan supported by Defra. Continuous and monthly monitoring continuing. Revised Action Plan and further reporting to Scrutiny scheduled for 2019/20
Emerging issues / risks to the project	None

Priority 4: Address current and future housing needs to protect and improve residents' quality of life

Housing Strategy:

OUTCOME	<u>30. and 31 Prepare and publish an updated Housing Strategy and develop and implement a Housing Delivery Action Plan</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Preparation and adoption of an up to date Housing Strategy inclusive of a housing delivery action plan, informed by appropriate stakeholder consultation and engagement as an integral part of the process.
Measurable – How will success be measured?	Housing Strategy adopted by Council and action plan complete.
Achievable – Is it feasible?	Yes
Realistic – Resources available	Can be progressed within existing staff capacity and base budgets
Time Bound – Start/end dates	Strategy planned to be adopted by Council in 2019.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Commissioned update of Strategic Housing Market Assessment, which will assess affordable housing need for the period 2019-24. This evidence base will help inform the emerging Housing Strategy.
Emerging issues / risks to the project	None.

Homelessness Strategy:

OUTCOME	32. Work together with partners to monitor progress against Carlisle's Interagency Homelessness Strategy 2015-20
SMT OWNER	Mark Lambert
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Work together with partners to monitor progress against Carlisle's Interagency Homelessness Strategy 2015-20
Measurable – How will success be measured?	Achieving the priority aims and objectives outlined within the Homeless Strategy and annual action plans. A full update is reported to Scrutiny annually as a separate agenda item.
Achievable – Is it feasible?	Yes
Realistic – Resources available	Yes
Time Bound – Start/end dates	End March 2020
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	All actions achieved and key milestones on track.
Emerging issues / risks to the project	Homeless review to be undertaken in 2019/20 to inform the ongoing strategy in line with government priorities and national guidance specifically in relation to rough sleeping strategies.

Housing Quality/Access:

OUTCOME	33. Improve standards in the private rented sector (including student accommodation) through inspections, advice and, where necessary, enforcement.
SMT OWNER	Mark Lambert
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Improve standards in the private rented sector (including student accommodation) through inspections, advice and, where necessary, enforcement.
Measurable – How will success be measured?	Number of HMO inspections completed to check licence conditions Number of notices issued to improve the condition of the Private Housing stock Number of Private Sector Houses Inspections
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	There is no specific end date to this action.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Number of HMO inspections completed to check licence conditions: 6 Number of notices issued to improve the condition of the Private Housing stock: 11 Number of Private Sector Houses Inspections: 12
Emerging issues / risks to the project	None

OUTCOME	<u>34. Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners</u>
SMT OWNER	Mark Lambert
Scrutiny Panel	Economic Growth
Specific – What is the task	Continue to develop and promote the Council's Empty Homes Service by delivering advice and information to empty homes owners. An Empty Home is defined as a property that has been empty for six months or more and is 'substantially unfurnished.'
Measurable – How will success be measured?	Number of empty homes. Whilst there is no target, the long-term trend should be a reduction in empty homes.
Achievable – Is it feasible?	
Realistic – Resources available	A dedicated officer has been in post since January 2018.
Time Bound – Start/end dates	There is no specific end date to this action.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Number of homes in Carlisle empty for greater than 2 years. Q3 figure 325 Number of homes in Carlisle empty for over 6 months. Q3 figure 931 There is a natural continuous cycle of movement of properties that move in and out to the category of Empty Homes but those remaining empty for two years or more are of most concern as they are more likely to fall into disrepair and potentially be a disamenity within the community. An overarching view of movement of properties in 2018 is below: Number of empty properties January 2018: 873 Number of empty properties December 2018: 931 Number of properties no longer empty in 2018: 488 (271 were empty for over two years) Number of new properties empty in 2018: 546

	Number of properties empty throughout 2018: 385 The properties that have been empty for over two years take priority for officers as two years appears to usually be enough time for owners to attend to individual issues regarding re-establishing homes for habitable use. Communication with the long-term empty home owners is via letters, follow-up letters, questionnaires, telephone calls and visits. Physical visits are also undertaken independent of the owner to visually assess the state of the property. Those properties identified as a 'blight' to the community are given further attention and Development Management officers can assess the property as a disamenity and take further action thereafter where deemed appropriate. Additionally, Council Tax rates increase to 150% at the two-year point to encourage movement. The Executive's adoption of the Empty Homes Enforced Sale Procedure in September 2018 (report at Scrutiny 30 August 2018) provides a further mechanism to bring long-term empty homes back into use.
Emerging issues / risks to the project	None

OUTCOME	<u>35 Deliver the City Council's annual mandatory Disabled Facilities Grant Programme in respect of applications received and revise the Regulatory Reform Order Strategy to improve expenditure compatible with the discretionary grant</u>
SMT OWNER	Mark Lambert
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Deliver the City Council's annual mandatory Disabled Facilities Grant Programme in respect of applications received and revise the Regulatory Reform Order Strategy to improve expenditure compatible with the discretionary grant
Measurable – How will success be measured?	1. Mandatory grants issued 2. Discretionary grants issued 3. Proportion of DFG adaptations within target for each stage
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	The end date will be defined by the action plan to implement the Revised Housing Renewal Assistance Policy.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	1. Mandatory grants issued – Q1 to Q3 = 81 (total) 2. Discretionary grants issued – Q1 to Q3 = 220 (total) 3. Proportion of DFG adaptations within target for each stage = 77 % (77% completed within 12 weeks)
Emerging issues / risks to the project	None – activity improving, already exceeded last year's total spend – on course for over £2 million expenditure for 2018/19. Previous figures for 2018/19 would have been grants paid so these quarter figures are corrected to represent total grants completed – one grant may have multiple payments as the works proceed. Precise completion times can now be calculated, and these figures are included for both mandatory and discretionary grants.

OUTCOME	<u>36. Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Develop local solutions to ensure opportunities to maximise the delivery of affordable homes which respond to locally evidenced needs.
Measurable – How will success be measured?	Gross no. of new affordable homes, measured against need as evidenced by the SHMA (Strategic Housing Market Assessment). This is reported annually.
Achievable – Is it feasible?	We will work proactively towards maximising the affordable housing delivery, through working in partnership with local Housing Associations, developers, HCA, and strategic partnership groups – such as the Cumbria Housing Supply Group and Cumbria LEP
Realistic – Resources available	Will be managed within existing staffing resources
Time Bound – Start/end dates	HCA's Affordable Homes Programme 2016-21
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	The Council has supported bids to Homes England to deliver up to 43 additional shared ownership units across 4 schemes through the 'Heylo' scheme.
Emerging issues / risks to the project	None

OUTCOME	<u>37. Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Work with landowners, developers, and partner agencies (e.g. HCA) to accelerate the delivery of sites.
Measurable – How will success be measured?	Number of Net New Homes Per Annum - Performance measured against Local Plan housing target (478 in 2018/19 and 2019/20) and anticipated rates of delivery in housing trajectory.
Achievable – Is it feasible?	Whilst out with the direct control of the Council, there are several actions the Council can and is taking to support the realisation of this objective. These actions including potentially new activities will be detailed and coordinated through the Housing Strategy which is under development.
Realistic – Resources available	Can be delivered within existing staff resource and budget allocation. Need for additional resources will be flagged, if necessary, through the development of the housing strategy and consequently pursued through the Medium Term Financial Planning process.
Time Bound – Start/end dates	Linked to the Carlisle District Local Plan 2015-30.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Continue to engage with developers and delivery partners particularly via the Cumbria Housing Supply Group.
Emerging issues / risks to the project	None

Priority 5: Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

Tourism:

OUTCOME	<u>39. Continue to support the delivery of a high-quality events programme across Carlisle to raise the profile of the city, attract more visitors, celebrate diversity and increase pride in the city</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Continue to support the delivery of a high-quality events programme across Carlisle to raise the profile of the city, attract more visitors, celebrate diversity and increase pride in the city
Measurable – How will success be measured?	Delivery of an agreed programme of events.
Achievable – Is it feasible?	Yes
Realistic – Resources available	Staff and required financial resources are in place
Time Bound – Start/end dates	The events programme is a rolling programme
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	During Quarter 3 the Fireshow and Christmas Lights Switch were successfully delivered.
Emerging issues / risks to the project	None

Business Growth:

OUTCOME	<u>41. Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Work with Carlisle Ambassadors to raise the profile of Carlisle through business engagement.
Measurable – How will success be measured?	Membership numbers are maintained at > 100 or increase. Four themed meetings held per year. Ambassadors are engaged in activities which promote Carlisle and the Carlisle offer.
Achievable – Is it feasible?	Delivery of quarterly Carlisle Ambassador meetings themed around economic priorities. Programme agreed annually and delivery supported by ED Admin team.
Realistic – Resources available	External marketing and relationship management support procured, Corporate Director and Officer support in place to provide direction and project management
Time Bound – Start/end dates	Established 2013 with programme of activity and outputs reviewed on an annual basis. 2018-19 programme currently being delivered with review of proposal for 2019-20 to be considered Q3 2018-19.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	Thursday 29 November 2018, fourth Carlisle Ambassadors of 2018 held at Carlisle Racecourse. The theme was 'Trade and Industry' and showcased 22 businesses in the Bell Hall with over 220 delegates hearing from the following businesses: Carlisle Racecourse, Sealy Beds, CFM, ARCO, Carlisle Local Enterprise Partnership, Carlisle City Council and Molly Rose Lemonade.
Emerging issues / risks to the project	None

OUTCOME	42. Encourage Carlisle Ambassadors to engage partners in promoting the Carlisle story/offer
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth
Specific – What is the task	Encourage Carlisle Ambassadors (CA) to engage partners in promoting the Carlisle story/offer
Measurable – How will success be measured?	Media statistics: Circulation figures, On line views Website / YouTube, Facebook, Twitter, LinkedIn, Blogs etc. Increased sharing of Carlisle success stories by Carlisle Ambassadors in their sector and CA support for joint promotional opportunities such as Northern Powerhouse or GP Recruitment
Achievable – Is it feasible?	Engagement through Carlisle Ambassador Initiative and Marketing Sub Group
Realistic – Resources available	External marketing and relationship managed support procured, Marketing Sub Group of Carlisle Ambassadors to be implemented
Time Bound – Start/end dates	Established 2013 with programme of activity and outputs reviewed on an annual basis. 2018-19 programme currently being delivered with review of proposal for 2019-20 to be considered Q3 2018-19.
Progress in Quarter 3 2018/19 against project plan / key milestones achieved	An ideas workshop to sift through the suggestions made at the Marketeers Event held in July took place on 15 October 2018. This identified clear objectives for the wider group to work towards promoting Carlisle. Further discussions were held in Nov / Dec with interested organisations regarding the development of a Welcome to Carlisle pack. Options will be explored.
Emerging issues / risks to the project	None

Carlisle City Council Performance Dashboard 2018/19

- to end of Quarter 3

Key

- ↓ Performance is deteriorating (compared to same period last year)
- ↑ Performance is improving (compared to same period last year)
- No change in performance (compared to same period last year)
- ✗ Off target
- ▲ Close to target (within 5%)
- ✓ On target

On Target?	New Code	Measure	Performance to end of Q3 2018/19	Performance to end of Q3 2017/18	Trend	Target	Comments
✓	CSe03	Average weight (Kg) of domestic non-recycled waste collected per house	318	336	↑	336	April to November only
✗	CSe04	Revenue gained from household waste recycling collected	£ 371,462	£ 492,426	↓	£ 484,036	Carlisle Plan Key Action 20 covers this KPI
N/A	CSe05	Proportion of all Carlisle waste recycled (including partners)	58%	59%	→	Info only	April to November only
✓	CSe08	Litres of fuel used by Council fleet	285,760	298,073	↑	298,073	
N/A	CSe10a	Number of Fixed Penalty Notices issued for fly tipping	2	6	↓	Info only	
N/A	CSe10b	Number of Fixed Penalty Notices issued for littering	29	43	↓	Info only	
N/A	CSe10c	Number of Fixed Penalty Notices issued for dog fouling	2	3	↓	Info only	
N/A	CSe10d	Number of Fixed Penalty Notices issued for abandoned vehicles	2	2	→	Info only	
N/A	CSe11a	Number of counts/reports of fly tipping	200	261	↓	Info only	
N/A	CSe11b	Number of counts/reports of littering	46	42	↑	Info only	
N/A	CSe11c	Number of counts/reports of dog fouling	166	217	↓	Info only	
N/A	CSe11d	Number of counts/reports of graffiti	0	5	↓	Info only	
N/A	CSe11e	Number of counts/reports of abandoned vehicles	272	349	↓	Info only	
▲	CSe12a	Proportion of acts of fly tipping responded to in full within 5 working days	99%	38%	↑	100%	
N/A	CSe12b	Proportion of acts of offensive graffiti responded to in full within 1 working day	N/A	N/A	N/A	100%	None reported
✓	CSe12c	Proportion of abandoned vehicles initially investigated within 5 working days	100%	39%	↑	100%	
▲	CSe14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	141%	151%	↓	143%	Revenue down on target
▲	CSe18	Actual OFS revenue as a percentage of OFS expenditure (including recharges).	21%	32%	↓	26%	Revenue down on target
N/A	CSe19	Old Fire Station count of event attendees (direct count of ticket sales)	17008	10714	↑	Info only	Excludes visitors to the venue (café or to buy tickets) and private hire room bookings
▲	CSe22	Actual city centre revenue as a percentage of city centre expenditure (including recharges)	39%	58%	↓	43%	Revenue down on target
▲	CSe24	Actual Bereavement Services revenue as a percentage of Bereavement Services expenditure (including recharges)	112%	112%	→	113%	Revenue down on target
✓	CSe25	Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure (including recharges)	95%	100%	↓	83%	Revenue exceeded target and expenditure under budget
N/A	CSe26	Proportion of allotment sites that are self-managed.	19%	22%	↓	Info only	
N/A	CSe27	Proportion of allotment plots that are occupied.	86%	90%	↓	Info only	Excluding self-managed sites

Carlisle City Council Performance Dashboard 2018/19

- to end of Quarter 3

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Performance to end of Q3 2018/19	Performance to end of Q3 2017/18	Trend	Target	Comments
✓	CSe29	Percentage of play area safety inspection completed on time.	100%	100%	→	100%	
N/A	CSe36a	Social media reach: Facebook post reach - monthly average	141869	66301	↑	Info only	The number of people who had the City Council's post enter their screen
N/A	CSe36b	Social media reach: Twitter post reach - monthly average	120789	49744	↑	Info only	
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	15.2%	8.2%	↑	8.5%	From calls logged in Salesforce CRM (3528 out of 23149 logs).
▲	CSu04	Percentage of Council Tax collected	84.8%	84.9%	↓	84.9%	
▲	CSu05	Percentage of NNDR collected	84.2%	84.8%	↓	84.8%	
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours	100%	N/A	N/A	100%	New measure for 2018/19
▲	ED01	Carry out inspections notified as necessary to the applicant or agent at time of acknowledgement within 24 hours of the date required.	99.1%	99.1%	→	100%	3984 inspections carried out so far in 2018/19
✓	ED02	Building Control to process S80 demolition notices within six weeks (statutory duty)	100%	100%	→	100%	
✗	ED03a	Building Control to check 90% of all full plans applications within 14 days of receipt	68.0%	79.1%	↓	90%	Due to the issues with the Central Plaza Hotel earlier in the year, resources had to be diverted to deal with the emergency situation. This impacted on the ability of the service to achieve its targets in some areas. Performance improved during Quarters 2 and 3.
▲	ED03b	Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant)	96.9%	97.2%	↓	100%	
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	91.3%	100%	↓	60%	21/23 completed within deadline or agreed extension
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	98.4%	97.9%	↑	80%	485 applications
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	98.8%	98.5%	↑	80%	244 applications
✓	ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	100%	100%	→	100%	6 out of 6 confirmed within six months
N/A	ED09	Proportion of hedgerow removal notifications determined within 6 weeks	N/A	N/A	N/A	100%	0 notifications
✓	ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	100%	96%	→	100%	32 applications

Carlisle City Council Performance Dashboard 2018/19

- to end of Quarter 3

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Performance to end of Q3 2018/19	Performance to end of Q3 2017/18	Trend	Target	Comments
✓	FR01	Actual net spend as a percentage of annual net budget.	59.3%	69.3%	↑	59.3%	
✓	FR02	Percentage of all invoices paid within 30 working days	98.9%	99.0%	↓	98%	7866 invoices paid
✗	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	7.9	6.4	↓	6.4	Sickness Absence was a separate agenda item at the Business & Transformation Scrutiny Panel in Feb 2019.
✓	FR04	Percentage of return to work interviews completed in five working days of returning to work.	77%	77%	↓	77%	
N/A	FR16	Revenue gained from external delegates enrolled on City Council training events	£ 1,200	#N/A	N/A	Info only	New measure for 2018/19. Currently no target set. Places on courses are offered to external delegates once internal demand has been fulfilled.
N/A	GRS04	Proportion of contested licence applications decided on within 50 working days.	N/A	N/A	N/A	95%	0 contested applications so far in 2018/19
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	→	100%	168 applications so far in 2018/19
✓	GRS06	Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times.	91.5%	92.0%	↓	90%	