



# REPORT TO EXECUTIVE

## PORTFOLIO AREA: FINANCE & PERFORMANCE MANAGEMENT

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Date of Meeting: 18<sup>th</sup> February 2008

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Public

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Key Decision: No

Recorded in Forward Plan: No

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Inside Policy Framework

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**Title:** CORPORATE PERFORMANCE MONITORING REPORT,  
3<sup>rd</sup> REPORT TO DECEMBER 2007

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

**Report reference:** PPP 15/08

### Summary:

The report is the City Council's 3<sup>rd</sup> performance report for this financial year to December 2007. Most of information contained within the report is on an exception basis, with a summary of the areas of good performance mentioned in the beginning, in order to keep the main report as short and user-friendly as possible.

### Recommendations:

1. Consider and comment on the information contained in the report with a view to seeking continuous improvement in how the Council manages performance.
2. Consider how current levels of performance compare with other authorities, where this information is available.
3. Consider where relevant, how financial and human resources may be redirected, as part of the budget process and to improve performance in order to deliver the Council's key priorities as defined in the Corporate Improvement Plan.
4. Refer the report to the relevant overview and scrutiny committees for consideration.

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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. REASONS FOR RECOMMENDATIONS**

To ensure a robust performance management framework that helps the Council to achieve improvement in services that matter to local people and communities.

## **2. BACKGROUND INFORMATION**

Appendix A includes a list of PIs not included in the report, along with the reason they are not included; either because performance is improving and on target but not being reported as a highlight, or they are reported 4 monthly instead of quarterly.

## **3. IMPLICATIONS**

- Staffing/Resources – developing the organisation's performance management framework is a key area of focus for the Policy and Performance team and has been prioritised within its existing resources.
- Financial – Any financial implications arising from the performance monitoring reports will be incorporated into the quarterly budget monitoring reports which will be considered by the Executive during the course of the year and which aim to link performance to the spending position on individual services. The information will be used to inform the 2008/09 budget process in terms of re-direction of resources, if required, in order to deliver the Councils' priorities. The Corporate Improvement Plan for 2007/10 now incorporates financial information analysed according to the Council's priorities for both capital and revenue schemes and work is continuing to develop this analysis further to improve the performance and financial reporting of services against Council priorities.
- Legal – none
- Corporate – a robust performance management framework will drive improvements in service delivery across the Council and help us to deliver our key priorities, as indicated in our new Corporate Improvement Plan.
- Risk Management – the risk of the Council failing to deliver its key priorities, achieve continuous improvement and value for money, will be mitigated when a robust, performance management framework is in place.

- Equality and Disability – a number of indicators measure the Council's performance in some areas of equality. Performance information is available and accessible in a variety of media and in different formats upon request.
- Environmental – a number of Best Value indicators measure performance in this area. Further, local measures are being developed to support Greener Carlisle as part of the commitment by the Council to consider the environmental implications of all its activities and to reduce its carbon footprint where this is feasible.
- Crime and Disorder – a number of indicators measure the Council's performance, in partnership, in this area and are closely monitored by the Crime and Disorder Reduction Partnership.
- Impact on Customers – a robust performance management framework will help to drive continuous improvement in front line services for the benefit of our local communities.

## Appendix A –

### Indicators not included in the report

PI	Brief Description of Indicator	Reason
BV 10	National Non-Domestic Rates (NNDR) collected	On Target
BV 127b	Robberies per year per 1,000 population	Within 5%
BV 14	Early retirements - staff	On Target
BV 15	Ill health retirements - staff	On Target
BV 126	Domestic burglaries per 1,000 households	On Target
BV 170a	The number of visits to museums per 1,000 population (including website visits)	On Target
BV 170b	Number of those visits to museums in person per 1,000 population	On Target
BV 170c	Number of pupils visiting museums and galleries in school groups	On Target
BV 183b	Average length of stay in hostels (weeks) families and pregnant women	On Target
BV 79b(i)	Amount of Housing Benefit overpayments recovered as % of recoverable overpayments	On Target
BV 79b(iii)	Housing Benefit overpayments written off as % of total plus debt at start of period plus overpayments in period	On Target
BV 8	% undisputed invoices paid on time	On Target
BV 82a(i)	% of household waste recycled	On Target
BV 82a(ii)	Total tonnage household waste recycled	On Target
BV 82b(i)	% of tonnage household waste sent by the authority for composting.	On Target
BV 82b(ii)	Total tonnage household waste sent by the authority for composting.	On Target
BV 9	% of Council Tax collected.	On Target
LP 127c	Violent offences committed in connection with licensed premises per 1,000 population	On Target
LP 128a	Vehicle crimes per 1,000 population	On Target
LP 134	Number of public disorder incidents per 1,000 population	On Target

LP 27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	On Target
LP 3	Number of CCTV cameras monitored by the City Council	On Target
LP 3a	% of time CCTV cameras are operational (camera days)	On Target
LP 6	Number of recorded crimes per 1,000 population	On Target
LP 70a	Number of attendance's of young people using the multi use games areas (formal courses) Melbourne Park	On Target
LP 70b	Number of attendance's of young people using the multi use games areas (formal courses) Dale End Road	On Target
LP 70c	Number of attendance's of young people using the multi use games areas (formal courses) Hammonds Pond	On Target
LP 71	Number of people participating in museums (off-site) community outreach activities	On Target
LP 72	Number of people taking part in learning activities delivered by the Museum and Arts Service	On Target
BV 78a	Average time (days) for processing new claims	Within 5%
BV 78b	Average time (days) for processing changes in circumstance	Within tolerance

## Quarter 3 – 2007/2008

### Carlisle City Council

This report presents the 3<sup>rd</sup> quarter performance information for 2007-2008, classified according to the Council's priorities:

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

#### Key:

Performance on target



Uncertainty whether year end target will be met



Current performance not on target



NS Nationally set [target]

#### Notes:

- The report highlights good performance to begin with and then focuses on exceptions i.e. indicators that are either off target, deteriorating compared to last year or in the worst national quartile.
- End of Year predictions have been made; in most cases a figure has been calculated based on last year's 3<sup>rd</sup> quarter and end of year totals to give an expected end of year figure. This takes into account seasonal variations in performance. Percentages have been assumed to be constant for the year.
- National quartile figures are based on 2006/07-quartile information.
- Trends are based on comparing the predicted figure for 2007/8 with the actual of 2006/7.
- Financial breakdowns of key areas are included (some of these financial comments are in draft form at this stage (16 Jan 2007))

## **Highlights**

### **Cleaner Greener Safer**

- Following the introduction of the alternate weekly collections earlier this year there has been an improvement in the amount of waste that is being recycled. The Council is well on target for the end of year to meet the waste recycling targets with a predicted increase of 13.6% in recycling to 48% by the end of the year. This is based on using a more intelligent seasonal prediction than the first quarter report. It takes into account the seasonal peak in household waste sent for composting over the spring and summer months and the decrease over the winter. The total household waste recycled is 51.89% from April to November, however, it is predicted to be 48% by the end of the year.
- The domestic burglary, vehicle crime, anti-social behaviour and total recorded crimes performance indicators are all predicted to improve on last year and meet the targets set.

### **Learning City**

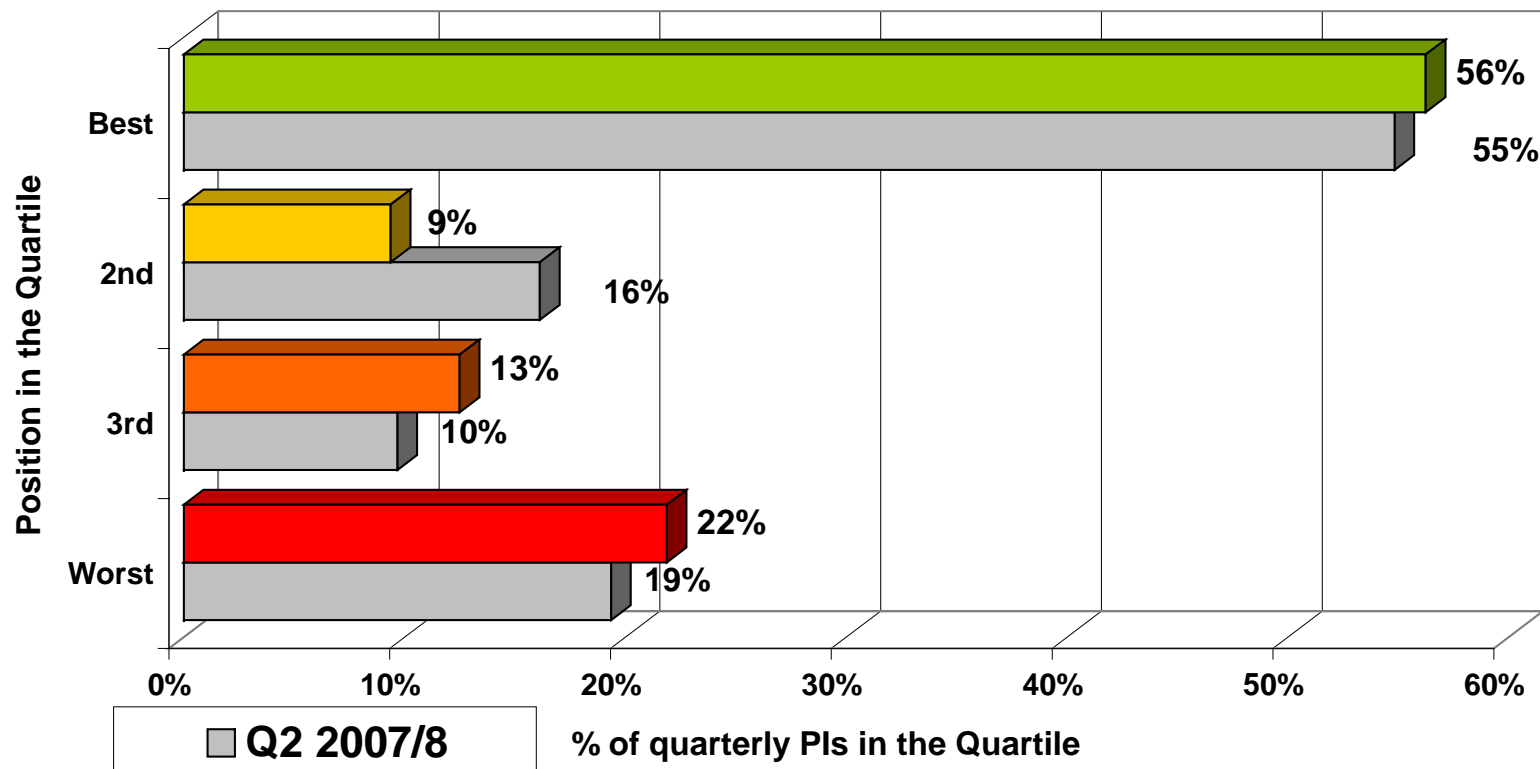
- All five of the museum indicators are improving and on target for the end of the year. These include the numbers visiting (three indicators), numbers taking part in outreach activities and numbers taking part in learning activities.
- The attendance of young people at the three Multi-Use games areas in Carlisle is on target. LP 70a, the Melbourne Park indicator was off target in the first half of 2007/08, it is now on target for the end of year resulting from a successful attempt to increase its usage.

### **Corporate Health**

- There has been no ill health retirements or early retirements this year, so BV 14 and BV 15 are both on target and top quartile.
- BV 306 (PIs received on time) is at 100% and has been maintained at 100% throughout the year. It must also be noted that after being audited for data quality in the summer, all the audited PIs passed the data quality checks. This means that we can also now trust the quality and accuracy of our performance information. Those responsible for PIs should be praised for their punctuality, accuracy and diligence throughout the year.



The new national district quartiles comparison information for 2006/07 is available for the third quarter report. The below graph demonstrates the change in quartiles from quarter two 2007/08 to quarter three 2007/08. It is important to notice now the new quartiles are available that we have more PIs in the third and worst quartiles and less in the best and second quartiles compared to the second quarter. This could mean that some PIs that have maintained performance against last year are now being surpassed by national improvements trends in performance. However, over half of our key quarterly PIs are in the best quartile, this is an excellent achievement.

### Quarterly BVPIs Q2 07/08 compared to Q3 07/08 positioning in the new National Quartiles for 2006/07. Total of 31 PIs





## Cleaner Greener Safer – Exceptions

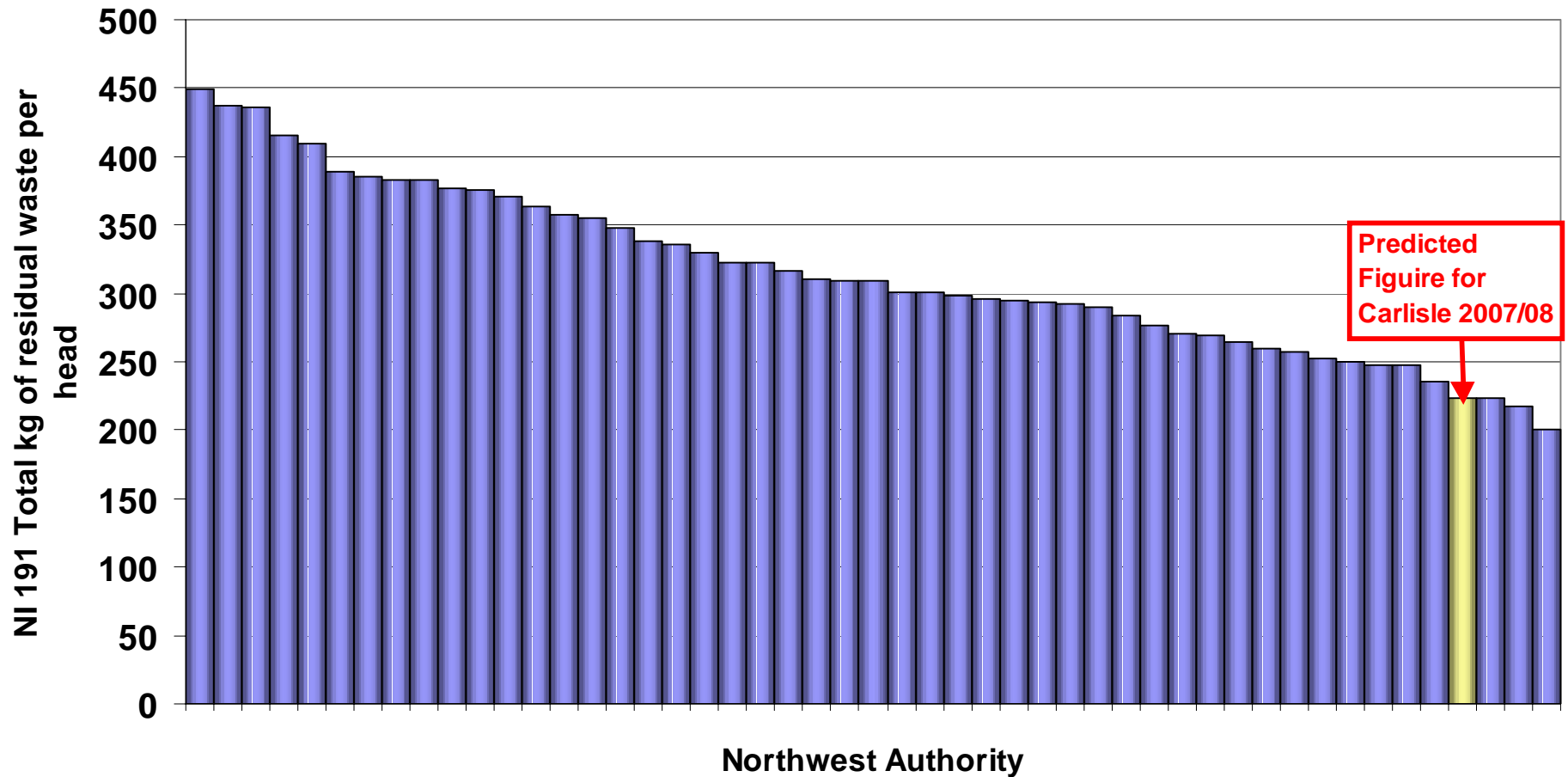
PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Nov 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
BV 84a	Kg household waste collected per head.	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	472.60	448.40	420.00	306.40	445.00		4 <sup>th</sup>	Improving
BV 84b	% of change in kg of waste collected per head	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	-4.62%	-5.20%	-6.33%	-0.75%	-0.75%		2 <sup>nd</sup>	Deteriorating

**BV 84a and BV 84b** – Although these indicators are off target, the main aim is to reduce the amount of residual waste or waste going to landfill. The graph on the next page highlights the progress of reducing residual waste in Carlisle compared to some Northwest authorities. Carlisle is in the top two from a selection of Northwest authorities for kg of residual waste per head. This will be the new national indicator in 2008/9. Please note that waste figures are from April-November, one month in arrears.

<b>Recycling &amp; Waste Management: Financial Figures</b>				
	Annual Budget	Budget April-Dec	Actual April-Dec	Variance
	£	£	£	£
<b>Total</b>	<b>2,094,800</b>	<b>1,731,202</b>	<b>1,807,072</b>	<b>75,870</b>


The total overspend is due to additional activity in the recycling operation. Confirmation has been received that this will be fully reimbursed by the County Council for this financial year 2007/08 in recognition of the contribution made towards reducing the landfill tax payable by the County for waste.

**NI 191 Total kg of residual waste per head (waste going to landfill) 06/07  
compared to other Northwest Authorities. Less is Better**



NI – National Indicator from the New National Indicator Set

## Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
BV 199d	Fly tipping - reduction in incidents and increase in enforcement actions	Environment and Infrastructure	Community	Community Services	N/AP	N/AP	2	2	3	3		2nd	Deteriorating

**BV 199d** - When the indicator BV 199d has a figure of 1 this means "Very Effective", the target is 2 which is "Effective", 3 is "good". A score of 4 is "poor". The predicted end of year figure is 3 which means "Good". The statements below illustrate the marking awarded to the various combinations.

Total number of incidents dealt with decrease & total number of enforcement actions increase. Grading: 'Very Effective' or '1'





Only total number of incidents decrease. Grading: 'Effective' or '2'

Only total number of enforcement actions increase. Grading: 'Good' or '3'

Total number of enforcement actions decrease and Total number of incidents increase. Grading: 'Poor' or '4'.

The indicator is off target due to a huge increase in the number fly tipping incidents this year. However, enforcement actions have increased which means that the current scoring is GOOD or 3.

## Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
BV 106 (NS)	% of new homes built on brown field sites	Environment and Infrastructure	Infrastructure	Development Services	More is Better	70.77%	81.92%	60.00%	69.35%	69.35%		3 <sup>rd</sup>	Deteriorating
BV 109a (NS)	% of major planning applications determined in 13 weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	53.48%	69.44%	60.00%	58.06%	58.06%		4 <sup>th</sup>	Deteriorating
BV 109b (NS)	% of minor planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	74.76%	74.33%	75.00% (NS 65%)	73.75%	73.75%		3 <sup>rd</sup>	Deteriorating
BV 109c (NS)	% of other planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	85.79%	84.17%	87.00% (NS 80%)	82.32%	82.32%		4 <sup>th</sup>	Deteriorating

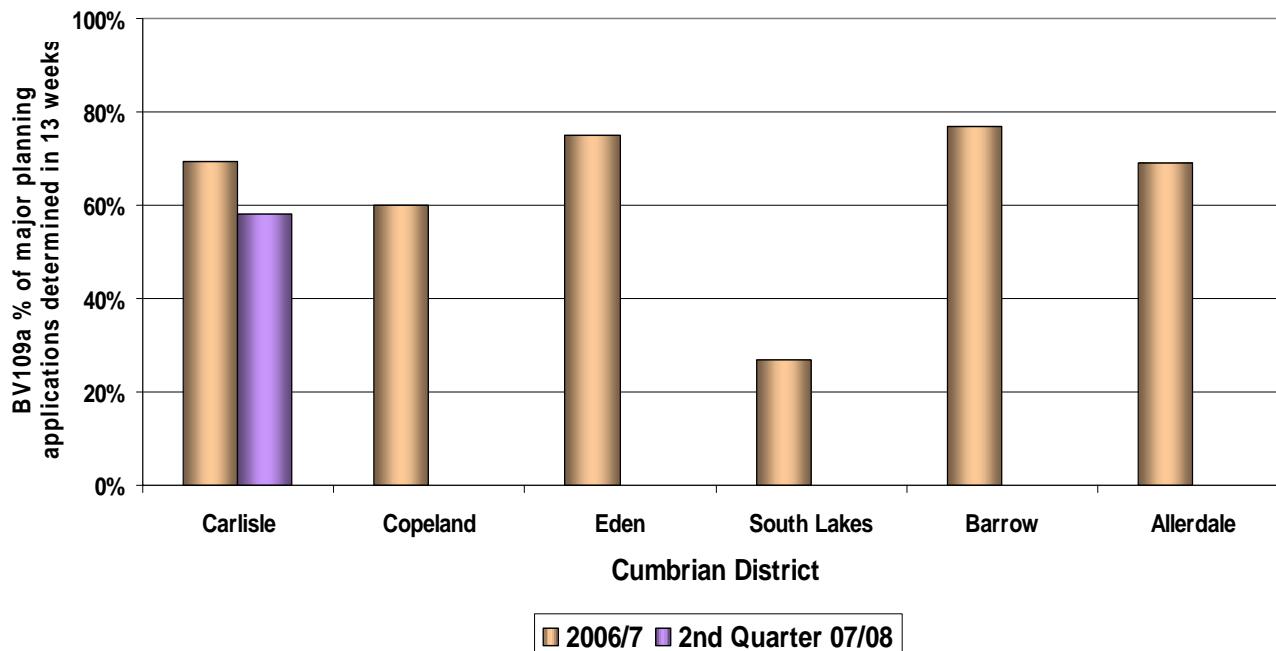
**BV 106** – As an Authority we are able control the number of permissions granted and the percentage of those on greenfield sites last year was 9% and to date this year is 6.5%. We have however no control over when a site is developed and at what pace. At present the only greenfield site in the Urban area (Former Creighton Rugby Club, Caxton Road 121 permissions) is rapidly being developed. Brownfield sites are being developed (at a slower pace) ie a further phase at Raffles has commenced (total 343 permissions), Site 4 RAF 14MU Cargo (total 98 permissions), Former Canteen at Caldewgate School (total 37 Permissions). Completions at Wakefield Road (total 88 permissions) is not being signed off by our BC team but will be included in the final years figures after a site visit at end March 2008.

**BV 109s** – The important aspect is that we meet the National Targets for each of the 109 targets. The one that causes concern is 109a where we are below the National Target. The figure fluctuates depending upon the type and number of applications received and when they are determined.

<b>Planning Services – Financial Figures</b>				
Cost centre	Annual Budget	Budget Apr-Dec	Actual Apr-Dec	Variance
<b>Total</b>	<b>£1,566,200</b>	<b>£1,287,430</b>	<b>£1,269,840</b>	<b>£(17,590)</b>




There has been higher than expected expenditure on equipment and maintenance within the planning function, and income from development control fees is lower than budgeted figures, which is mirrored in the performance indicators. This is offset by underspends in grants awarded for conservation work.

Graph to show the Cumbrian Districts performance for 2006/07 and Apr-Dec 07/08 for Carlisle:  
BV109a % of major planning applications determined in 13 weeks



The adjacent graph demonstrates that Carlisle City Council has fallen behind in terms of 2007/8 performance and when compared to the six Cumbrian Districts it is not performing well.

## Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
BV 127a (NS)	Violent crime per year per 1,000 population	Health and Wellbeing	Community	People Policy and Performance	Less is Better	23.61	21.49	17.00	17.88	22.44		4 <sup>th</sup>	Deteriorating
LP 127d	Violent offences committed under the influence per 1,000 population	Health and Wellbeing	Community	People Policy and Performance	Less is Better	4.02	4.15	4.10	4.04	5.05		Not Available	Deteriorating
LP 135	Number of incidents of Criminal Damage per 1000 population	Health and Wellbeing	Community	People Policy and Performance	Less is Better	34.88	31.62	23.68	23.46	29.85		Not Available	Improving



**BV 127a** – The tactics employed in relation to violent crime focus on arresting people at an early stage to avoid violent offences leading from less serious common assault to a more serious wounding or injury. This is reflected in the city centre’s zero tolerance on less serious violent offences policy. This means that in order to achieve a decrease in more serious violence there is a knock on effect of an increase in minor offences.

The result of these interventions has meant that the counts of violent crime in the City Centre have actually reduced, it is the areas outside the city centre that are seeing increases. The greatest areas of increase have been in City North/East and City South. This reflects the trends around Domestic Violence where reported incidents are increasing. The CDRP have identified Violent Crime as the crime category most likely to prevent the partnership achieving the PSA1 target that ends in 2008. It will remain a CDRP priority for 2008/2009.

**LP 127d** – This indicator reflects police officers perception that there has been an increase in alcohol related violent crime. Three major tactics were identified for the busiest Christmas and New Year period to deal with the increase in alcohol related violent crimes. These are Designated Public Place Order for the City (Introduced 21/12) Dispersal Order for City Centre (introduced 1/12), Road Closure Order for Botchergate (introduced 17/1).

**LP 135** - The reduction on crimes compared to last year is good news for the partnership. The tactics used to tackle Anti Social Behaviour (ASB) have had the desired affect on criminal damage offences. This is because of the very close correlation between ASB & criminal damage in time and location. It has not been possible to meet the over stretching targets set using 2003/04 exceptionally low baselines. Though we are reducing Criminal Damage in comparison with last year (FYTD comparison a reduction of 6.4%) the CDRP will retain Criminal Damage as a priority next year.

## Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
BV 174	Racial incidents recorded by the authority per 100,000 population	Learning and Development	Corporate Resources	People Policy and Performance	Less is Better	1.93	1.90	1.8	2.9	2.9		Not Available	Deteriorating
BV 218b	% of abandoned vehicles removed in 24 hours	Environment and Infrastructure	Community	Community Services	More is Better	84.16%	98.00%	99.00%	86.00%	86.00%		2nd	Deteriorating

**BV 174** – A further incident has been added to the total during the 3rd quarter. This is a result of a comment made in a questionnaire returned to the Customer Contact Centre that related to racial issues, although no specific details were given and no customer details were provided. The follow-up action relates to staff briefings taking place covering this issue reminding staff not to leave themselves vulnerable to such suggested complaints.




**BV 218b** –BV 218b is off target due a couple of cases that did not meet the deadline time by hours rather than days. Also there was trouble trying to get access to a vehicle due to various vehicles causing an obstruction.

Abandoned Vehicles – Financial Figures				
Cost centre	Annual Budget	Budget Apr-Dec	Actual Apr-Dec	Variance
<b>Total</b>	<b>£53,000</b>	<b>£45,385</b>	<b>£41,204</b>	<b>£(4,181)</b>

The saving is due to a reduction in payments to contractors for the removal of vehicles.



## Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
LP 114a	% of food premises inspections carried out (High Risk)	Environment and Infrastructure	Community	Community Services	More is Better	96.00%	99.40%	95%	97%	97%		Not Available	Deteriorating
LP 114b	% of food premises inspections carried out (Other Risk)	Environment and Infrastructure	Community	Community Services	More is Better	84.00%	100%	95%	98%	98%		Not Available	Deteriorating
LP 5	% of street lights restored within seven days	Environment and Infrastructure	Community	Community Services	More is Better	N/Av	93.40%	94.00%	86.36%	86.36%		Not Available	Deteriorating

**Food Inspection PIs** – LP 114a and LP 114b are on target but deteriorating compared to the excellent performance of last year.



LP 114b has improved compared to the previous quarter in which it was off target.

Food Safety – Financial Figures	Annual Budget	Budget April-Sept	Actual April-Sept	Variance
Health & Food Safety	<b>£414,300</b>	<b>£307,271</b>	<b>£294,272</b>	<b>£ (12,999)</b>

The underspend relates to unallocated government grant received for the introduction of no smoking legislation in July 2007. This grant will be fully utilised by the end of the financial year.

**LP 5** - Still a lot of work load with the Christmas Holidays, the team also had one electrician off sick and one cherry picker out of service.

## Learning City – Exceptions


PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup>	Trend
LP 76	% of employees with no NQF level qualifications <sup>1</sup>	Learning and Development	Corporate Resources	People Policy and Performance	Less is Better	13.36%	12.45%	6.35%	11.19%	11.19%		Not Available	Improving
LP 81	Visitor numbers at Tourist Information Centres	Economic Development and Enterprise	Infrastructure	Development Services	More is Better	170,215	153,637	156,710	119,181	139,389		Not Available	Deteriorating

**LP 76** – Although this indicator is off target there are a lot of employees who have enrolled on courses but have not yet gained a qualification. Most of the people enrolled on courses are studying NVQs and these may take a year or longer to complete, so it may take a while before the number of employees who have no qualifications decreases.

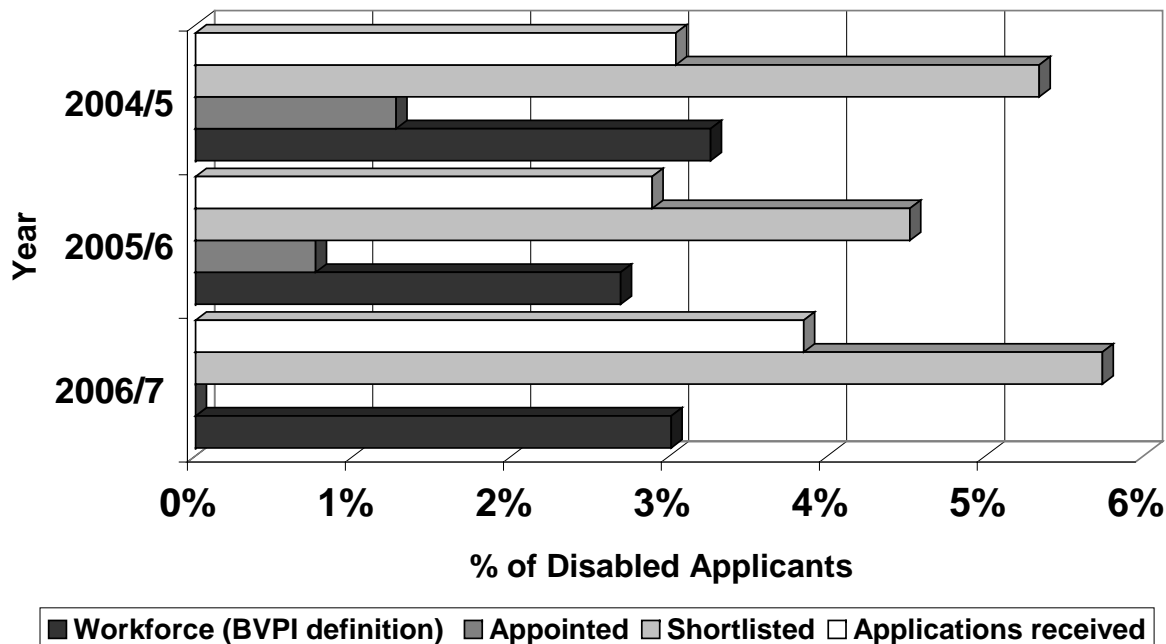
**LP 81** - This only takes into account the physical visits to Tourist Information Centres, which have declined. However, electronic visits have increased, which suggests customers are accessing information differently.

<sup>1</sup> (NQF) The National Qualifications Framework sets out the levels against which a qualification can be recognised

## Corporate Health – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
BV 16a	Staff with disabilities	Learning and Development	Corporate Resources	People Policy and Performance	More is Better	2.68%	3.01%	3.35%	2.20%	2.20%		4 <sup>th</sup>	Deteriorating

Percentage of Disabled applicants for Carlisle City Council posts at each stage of the process





**BV 16a** – The poor performance of BV16a is due some employees who were recorded as having a disability leaving the organisation and none being recruited in 2006/07.

The adjacent graph shows that no employees who were appointed in 2006/07 were disabled despite nearly 6% being shortlisted. This is a reduction on previous years.

The Recruitment Policy is going to be equality impact assessed this year as part of the equality and diversity action planning for the council.

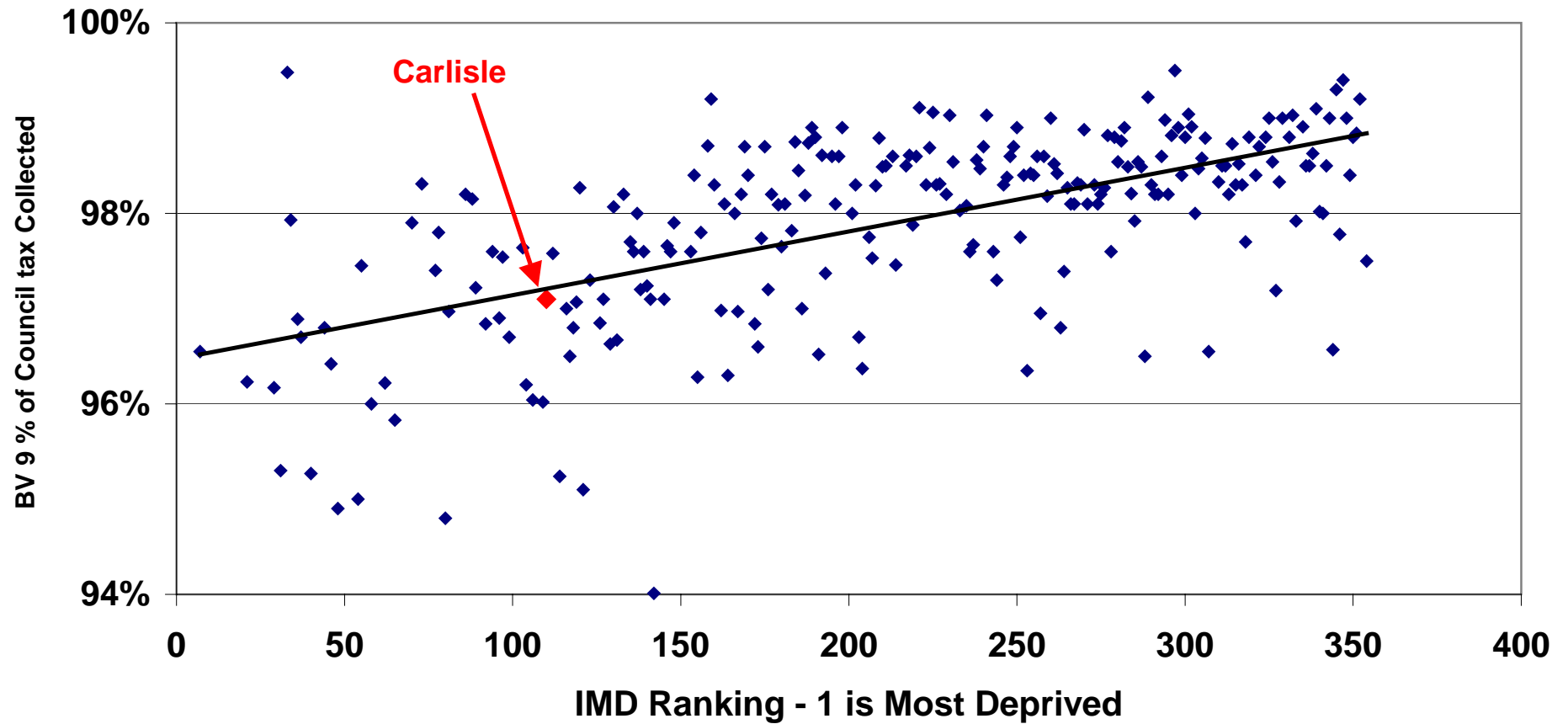
## Corporate Health – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Dec 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup>	Trend
LP 57	Maximise the occupancy of Council's commercially let business units	Economic Development and Enterprise	Corporate Resources	Development Services	More is Better	94.00%	96.00%	96.50%	94.30%	94.30%		Not Available	Deteriorating
BV 9	% of Council Tax collected.	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	97.20%	97.10%	97.20%	85.30%	97.20%		4 <sup>th</sup>	Improving

**LP 57** – The retail market in the city centre is subject to the influence of national trends and this is impacting on the council's portfolio. Although the figures show a slight improvement the underlying monthly trend is steady. A decrease in voids is probably reflective of the extra space commonly taken by traders on a temporary basis over the Christmas period.

**BV 9** – Although BV 9 is in the 4<sup>th</sup> district quartile for collecting council tax, it is improving and average when compared to other authorities with a similar level of deprivation. Ability to collect council tax is related to the deprivation levels in each district. The graph below shows that Carlisle is on the trend line for % of council tax collected against the Indices of Multiple Deprivation (IMD) rank. This means that Carlisle is collecting the average amount of council tax considering its position in the Indices of Multiple Deprivation (IMD) rankings.

**Graph to show all the District Councils 2006/07 BV 9 percentage of Council Tax collected against the 2007 Indices of Multiple Deprivation (IMD) District Ranks (1 is most deprived)**



**Red diamond is Carlisle**