CARLISLE CITY COUNCIL

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ENVIRONMENT & ECONOMY OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: **24th February 2011**

Title: **CORPORATE PERFORMANCE MONITORING UPDATE**

Report of: **Policy and Performance Manager**

Report reference: **PPP 06/11**

Summary:

The report provides the Panel with an update on the revised approach to performance reporting, links to the Corporate Plan and Team Appraisals, exception reporting and the reporting dates.

As the Place Survey has been decommissioned it has been proposed that a Members' Survey is used alongside other existing methods of obtaining customer feedback.

Questions for / input required from Scrutiny:

1. Members are invited to consider and comment upon the progress made in the revised approach to Performance Monitoring.

2. Members are invited to consider and comment on the Members' Survey questions.

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Update on our approach

The Council is continuing to develop its approach to performance management following the replacement of the National Indicator Set and abolition of Comprehensive Area Assessment, Use of Resources and Place Survey. Performance will focus on local measures and the Corporate Plan key objectives and outcomes for communities.

The Corporate Plan actions were developed in September 2010 from the Corporate Plan 2010-13 agreed by Full Council in May 2010. In addition to ongoing monitoring of the actions, an annual review of the actions will be undertaken from February to March to incorporate feedback from the corporate planning process. This ensures that the actions are delivering the Council's key priorities. The Policy and Performance Team is working with Directorates to develop actions, performance indicators and risks to measure the Corporate Plan actions. These will be used to report the Council's performance in the 2010/11 End of Year Performance Report.

The links between the Corporate Plan, Directorate Plans/Service Plans and Team Appraisals

Team Appraisals have been underway since December and Directorates are currently developing their service plans to set out their key objectives for 2011/12. The feedback from this process is also contributing to the review of the Corporate Plan actions by Senior Management Team (SMT). This ensures that the activity of the Council is consistently linked to deliver our priorities.

Role of groups/teams in developing the new approach to performance and meeting dates

The next few months will be crucial in developing the refreshed Corporate Plan and the new approach to performance. It involves all staff of the Council (through appraisals), managers and Members. The review of the Corporate Plan will include agreement of actions, risks and performance indicators to measure performance. The End of Year Performance Report will use these agreed measures to show how the Council is achieving its Corporate Plan key objectives and outcomes for our communities. The performance reporting cycle for 2011/12 will continue this approach and will mirror the reporting cycles of previous years with quarterly performance reports.

The Senior Management Team has proposed the following timetables for this work:

Reviewing and refreshing the Corporate Plan	
Meeting	*Date*
Senior Management Team	8/2/11
Joint Management Team	17/2/11
Scrutiny Chairs' Meeting	End of February / Early March
Members' Briefing	Week commencing 14/3/11

End of Year Performance Report	
Meeting	*Date*
Senior Management Team	10/5/11
Joint Management Team	To be confirmed
Executive	To be confirmed
Community Overview & Scrutiny Panel	To be confirmed
Resources Overview & Scrutiny Panel	To be confirmed
Economy & Environment Overview & Scrutiny Panel	To be confirmed

Corporate Plan actions for Overview and Scrutiny Panels
The Overview and Scrutiny Panels are asked to consider which Corporate Plan actions they would like to be reported to in future performance reports, including the End of Year Performance Report. A draft allocation of actions to the panels is provided as Appendix 2 to this report. As the Corporate Plan actions are under review, it is suggested that if there are changes to the actions, Members consider how these should be allocated to panels at the Members' Briefing in March.

Role of Members' Survey
The Place Survey has been abolished; however, the Council still needs to collect data about the perceptions and experiences of its customers. The Policy and Performance Team aims to replace this survey with an efficient, effective and economical survey focused on the distinctiveness of our district. There is an opportunity to draw on the unique role of Members as they are

best placed to observe and record the changes in their wards - if this is captured on a regular basis we could build up a rich picture of the changes across the District.

The new survey would provide service managers with insights into the responsiveness of their services. It would strengthen the Council's knowledge of its communities and help prepare for a new set of community profiles once the Census 2011 data is released. Most importantly, this approach makes Members central to assessing the performance of the Council, an assessment based on Members' experiences and objective observations.

It should be noted that the Members' Survey will not be the only approach to obtaining customer feedback; it will be one approach that complements the other ongoing feedback streams such as Govmetric, Carlisle Focus and the Customer Feedback Cards used in the Customer Contact Centre.

It is proposed that a baseline Members' survey is undertaken in Spring 2011 to feed into the End of Year Performance Report. An initial question framework and timetable are proposed below. Members are asked for their comments on the proposals and what support they feel they would require to undertake the surveys.

Question framework for Members' Survey

The Council's policy framework has two key drivers for continually surveying customers (internal and external), the Corporate Plan and the Community Plan. To assess the performance of these plans the following objectives should be measured along with the Corporate Plan Objectives:

 1. Overall/general satisfaction with local area
 2. Numbers of people volunteering/civic participation
 3. Is rowdy or drunken behaviour in public places a problem?
 4. Is there any change in the perception of Anti Social Behaviour?
 5. Does the authority offer good value for money?
 6. Overall satisfaction with Carlisle City Council

We would not be limited to these questions; we are free to set the most useful questions to assess the Corporate and Community Plans.

Some suggested questions:

- What are the main concerns for local residents and organisations that relate to district council services?

- What are the main concerns for local residents and organisations that relate to our key strategic partnerships? (Local Strategic Partnership/Crime and Disorder Reduction Partnership/Play Partnership)

- Are there any examples of improvements in people's relationship with the local environment, since the last survey, particularly in:
  o Community empowerment
  o Self-reliance
  o Satisfaction
  o Pride

- Are there any examples of improvements in the quality of the local environment, since the last survey, particularly in:
  o Litter, fly-tipping and crime
  o Incidences of rowdy and drunk behaviour
  o Respect for the local environment

- Thinking about the changing economy in Carlisle, are there any examples of improvements in people's skills?

- Do you think the local businesses in your area are prepared for the future with a skilled workforce?

- Is the area becoming more economically dynamic?

- Is there a better balance in the housing market in your area?

- How has the overall/general satisfaction within the local area changed?

- What are the reasons for this change in overall/general satisfaction?

Timetable for Members' Survey

Activity	Date
Survey questions agreed by Members at Members' Briefing	14/3/11
Members undertake survey	Spring 2011
Survey responses collated by Policy and Performance Team	1st week in May 2011
Senior Management Team consider first draft of End of Year Performance report	10/5/11

Data Sets in support of Management Information
Data Sets can be used to contextualise information relating to particular areas of performance. An example would be the information readily available via the Cumbria Atlas (Area Profiler) on the Cumbria Intelligence Observatory.

http://www.cumbriaobservatory.org.uk/AboutCumbria/Atlas/CumbriaAtlas.asp

Self Assessment
With the abolition of the Audit Commission, Comprehensive Area Basement/Organisation Assessment, Place Survey and the National Indicator set, there is a need to self assessment against local service provision.

At the Members' workshop on 27 October 2010, there was overwhelming support for a self assessment approach, with a need to focus on district council services and functions, avoiding partnerships formed around themes over which the Council have little or no direct influence.

Setting the criteria and tuning the criteria to each action
The Policy and Performance Team will continue to meet and work with Assistant Directors and service managers to develop activity, performance measures and risks directly relating to the Corporate Plan.

Individual and team objectives – facilitated by the new team appraisal system – can then be directly aligned to the corporate objectives. Such development will identify clear lines of accountability.

Confirmation of good (or poor) performance will be established when the community outcomes are identified. This will be measured through the

Members' Survey. This was an approach which was agreed at the Member Development Group meeting on 27 November 2010.

Defining an exception

A full performance report on the actions (including transformation actions) of the Corporate Plan is likely to run to in excess of 30 pages. To focus efforts on areas of the Plan that need extra effort, an exceptions flag is being introduced.

A red flag will highlight major challenges facing the Council where an intervention needs to take place to improve performance. A green flag will highlight areas of good practice or where an excellent outcome in priority areas is being achieved.

This will require a judgement call, initially taken by the Policy and Performance Team.

Role of Senior Management Team (SMT)/Joint Management Team (JMT) in setting the criteria

A Key Actions Delivery Matrix (see Appendix 1) has been developed to assist senior managers and Members in setting the exceptions criteria, based on the following key questions:

Actions questions:

Are the actions within the plan assigned to named officers? (Assignment in Covalent)
Is there any evidence of progress in delivering the action?
Is the evidence of progress pointing in the direction that we want to travel? (Judgement of assigned officer, Notes and History in Covalent)
Have the actions been linked to risks, performance and any timetabled self-assessments? (Related links in Covalent)

Risk questions:

What is the current status of the related risks? (Status in Covalent)
When was the risk last updated? (Review Date in Covalent)
Is the control strategy congruent with the outcomes of the Corporate Plan action? (Judgement of assigned officer, Notes and History in Covalent)

Performance questions:

Is the indicator on target?
Does the comment match the expected performance? (Status in Covalent)
Is the short term trend pointing in the direction that we want to travel? (Short term trend in Covalent)
Is the long term trend pointing in the direction that we want to travel? (Long term trend in Covalent)

The Policy and Performance Team will apply these questions and produce a draft exception report for SMT. SMT will review and amend the report before it is sent to JMT. Once JMT have agreed the exceptions the report will go to Executive and Scrutiny. It is likely that by the time Assistant Directors and Portfolio Holders are questioned about the exceptions, the gap in performance will have been closed.

Role of Covalent
The Policy and Performance Team will continue to lead on the utilisation of the Covalent performance management software system.

This involves developing each Directorate's Balanced Scorecard; reviewing assignations of actions and risks; identifying reporting mechanisms; organising the appropriate training; and reviewing and developing targeted performance measures relating to key actions of the Corporate Plan.

A live demonstration can be arranged for a future JMT/Panel meeting upon request.

		RAG	Factor	Most Important				Pls up to date	Pls on Target	Risk Updated in last Quarter	Risk Mitigated to Target	Least Important	
Covalent Code	**Our Key Actions**			Action Assigned	Risk Assigned	Pls Assigned	Action: Evidence of Positive Progress					Pls: Short Term Positive	Pls: Long Term Positive Trend
ACP_001	Big Society												
ACP_002	Review support to social enterprises & community organisations												
ACP_003	Improved area based approach to maintaining and cleaning streets and open spaces												
ACP_004	Deliver objectives of waste partnership												
ACP_005	Sustain major parks and green spaces												
ACP_006	Deliver community safety partnership plans												
ACP_007	With partners, provide good quality housing												
ACP_008	Review the Enterprise Centre												
ACP_009	Reduce health inequalities & worklessness												
ACP_010	Review our approach to delivering skills & education programmes												
ACP_011	Review our approach to providing business support												
ACP_012	Work with partners to develop opportunities for children & young people												
ACP_013	High quality customer services												
ACP_014	Deliver the Carlisle Local Development Framework & Core Strategy												
ACP_015	Contribute to Cumbria Local & Joint Investment Plans and Regional Growth Fund												
ACP_016	Complete public realm projects												
ACP_017	Support the City Centre Partnership												
ACP_018	Review our approach to the delivery of the Tourism Partnership action plan												
ACP_019	Review our approach to improving the cultural offer of the City												
ACP_020	Local Transport Plan												
Transformation Actions													
ACP_T_001	Establish training needs & secure suitable learning opportunities												
ACP_T_002	Deliver a tailored business process / systems thinking training programme												
ACP_T_003	Deliver a train the trainer programme												
ACP_T_004	Conduct analysis of spending against our key priorities												
ACP_T_005	Develop an activity based costing model												
ACP_T_006	Review income targets												
ACP_T_007	Review service accommodation												
ACP_T_008	Deliver asset management plans												
ACP_T_009	Review employee & management structures												
ACP_T_010	Set up revised structures by service & directorate												
ACP_T_011	Deliver a business process improvement programme												
ACP_T_012	Deliver a programme to move front office services to our Contact Centre												
ACP_T_013	Deliver shared service arrangements												
ACP_T_014	Develop efficient procurement of services & goods												
Key													
✖	No												
✓	Yes												
■	N/A												
RAG	Red, Amber, Green												

Appendix 1   Corporate Plan 2010-12 - Quarter 3 (10-11) Key Actions Delivery Matrix

Appendix 2 Overview and Scrutiny Panel Allocation

Covalent Code	Our Key Actions	Overview & Scrutiny Panel		
		Resources	Economy & Environment	Community
ACP_001	Big Society	✓	✓	✓
ACP_002	Review support to social enterprises & community organisations	✓	✓	✓
ACP_003	Improved area based approach to maintaining and cleaning streets and open spaces		✓	✓
ACP_004	Deliver objectives of waste partnership		✓	
ACP_005	Sustain major parks and green spaces		✓	✓
ACP_006	Deliver community safety partnership plans			✓
ACP_007	With partners, provide good quality housing		✓	✓
ACP_008	Review the Enterprise Centre		✓	✓
ACP_009	Reduce health inequalities & worklessness			✓
ACP_010	Review our approach to delivering skills & education programmes		✓	✓
ACP_011	Review our approach to providing business support		✓	
ACP_012	Work with partners to develop opportunities for children & young people			✓
ACP_013	High quality customer services	✓		✓
ACP_014	Deliver the Carlisle Local Development Framework & Core Strategy		✓	
ACP_015	Contribute to Cumbria Local & Joint Investment Plans and Regional Growth Fund		✓	
ACP_016	Complete public realm projects		✓	✓
ACP_017	Support the City Centre Partnership		✓	
ACP_018	Review our approach to the delivery of the Tourism Partnership action plan		✓	
ACP_019	Review our approach to improving the cultural offer of the City			✓
ACP_020	Local Transport Plan		✓	✓