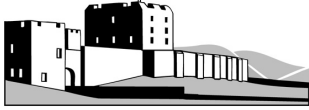


RESOURCES OVERVIEW AND SCRUTINY PANEL

CARLISLE
CITY COUNCIL



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Panel Report

Date of Meeting: 25 August 2011

Title: CORPORATE PLAN: PERFORMANCE REPORT

Report of: Policy and Communications Manager

Report reference: PPP 12/11

Summary:

This report is the first report of the revised 2011/12 Corporate Plan. It is the first quarterly performance report presented in the new style agreed at Executive on 22 November 2010. Progress made in the delivery of each of the Corporate Plan Key Actions is documented along with any risks associated with the delivery of the action and relevant performance indicators (see Appendix 1).

From working with Assistant Directors and service managers an assessment of each KA has been made and given a red, amber or green (RAG) rating. It can be seen that the majority of the KAs have shown good progress and would be green if the risks were mitigated. The mitigation required is described in the risk Comment box in Appendix 1.

A summary of recent consultation findings, an update on Transformation and key achievements have also been included in the body of the report.

Recommendations:

The Panel is requested to:

1. Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.

Contact Officer: Steven O'Keeffe

Ext: 7258

1. REASON FOR RECOMMENDATIONS

The purpose of the report is to highlight the performance of the City Council in the first Quarter of 2011/12, acknowledge the key successes of the year so far and identify areas for improvement.

2. IMPLICATIONS

- Staffing/Resources –
- Financial –
- Legal –
- Corporate – Measuring the Corporate Plan
- Risk Management –
- Environmental –
- Crime and Disorder –
- Impact on Customers –
- Equality and Diversity –

Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?		
Age	No	
Disability	No	
Race	No	
Gender/ Transgender	No	
Sexual Orientation	No	
Religion or belief	No	
Human Rights	No	
Social exclusion	No	
Health inequalities	No	
Rurality	No	

If you consider there is either no impact or no negative impact, please give reasons:

Impacts have been considered throughout the year.

3 2011/12 Consultation Findings

3.1 Members' Ward Opinions Survey July 2011

The survey covers the following topics:

- **Community Empowerment:** How involved is the community in decision making?
- **Self-reliance:** How reliant is the community on its own resources?
- **Satisfaction:** How content are local residents and businesses with the local environment?
- **Pride:** What is the sense of achievement within the ward and people's association with that achievement?
- **Public realm:** All the areas that the public has open access to. It includes streets, parks and common areas.

We will be using their views alongside feedback from Carlisle Focus questionnaires and our Citizen's Panel to build up this baseline and then to monitor the impact of our Corporate Plan.

The main concerns expressed so far were around:

- The aesthetic value of their local environment i.e. road sweeping, dog fouling and fly tipping
- Anti-social behaviour

These concerns are reflected in the calls made to the Customer Contact Centre. 711 calls (22%) were requests that come under the broad heading of 'street cleaning' (including drains, fly tipping and public bins. 73% were requests for waste receptacles or refuse/recycling collections.

The majority of members who completed the survey felt that people's relationship with the local environment had improved. The majority also felt that litter, fly-tipping, crime, anti-social behaviour and public realm had all improved or stayed the same over the last year.

3.2 Carlisle Focus Readers' Survey – Council Services 2011

The Reader's Survey for Winter/Spring focused on being informed and City Council services and received 290 responses.

86% felt well informed about City Council Services. Readers were then asked to pick the most important services from a list. The results are ranked as follows:

Service	Count
Recycling and waste	256
Street cleaning	205
Parks and open spaces	184
Environmental health	151
Car parks	119
Sport and recreation	111
Planning and building control	97
Housing and homelessness	94
Licensing	44

4.0 Transformation – Quarter 1 Directorate Updates

4.1 Chief Executive's Team

A review of the Personal Assistant Support was concluded in June and is in the process of being implemented.

4.2 Resources Directorate

The Directorate has recently completed its review of the Transport function and has successfully achieved the transfer of all staff from Bousteads Grassing to the Civic centre as part of the Accommodation Review. We are nearing completion of our reviews on the Service Support Team (Phase 1) and the Stores function, and are also undertaking further reviews on our Building Facilities, Property Management and Resource Planning functions. In addition, the Directorate is heavily involved in a number of wider corporate objectives including Highways Claimed Rights, Car Parking Enforcement, the Garden Waste Contract for Eden D.C, the phased demolition of Bousteads Grassing depot, the management arrangements for the new Resource Centre and the Asset Development Plan.

The next phase of the Directorate's transformation review will focus on completion of the Service Support Team, the completion of the financial structure and the provision of support to a number of wider cross cutting and county wide procurement and commissioning initiatives.

4.3 Economic Development

Following completion of Phase 2 of the transformation proposals, the Directorate has now been substantially located on the 6th floor of the Civic Centre with the Economic Development Service remaining on the 7th floor. The Admin and Technical Support Team are undertaking a programme of training to ensure a common skill base across the team. As training is undertaken, business processes will be reviewed to ensure that they are efficient and effective.

Interviews took place during June and an appointment to the post of Economic Development Officer was made, with the post holder starting on 25th July. The recruitment to the post of Regeneration Officer is still underway with an appointment expected by early September. The next phase of the Transformation proposals is focusing on Tourism and the Enterprise Centre. A review of the Enterprise Centre is already underway, in conjunction with a Member Task & Finish Group. The scope of the review of Tourism has been prepared and will be reported to SMT in due course.

4.4 Governance

Structurally, the Governance Business Unit has been stable since early 2010 when it completed the Transformation process at that time. However, since then the Democratic Services Manager post has been deleted from the establishment with the duties and responsibilities being taken on by the Assistant Director (Governance) and the Committee Services Team. This resulted in the salary saving but with an amount reserved (£12,000) for salary variations, if any. This reassessment is now entering its final stages.

Secondly, we are currently in the process of reviewing Executive and Member Support arrangements. The consultation process has been completed and it has been decided that the Executive Support function will be reduced to 20 hours per week and that the number of Member Support Officers will be reduced from three to two FTEs. The Compulsory Redundancy selection procedure has been followed and a Notice of Redundancy served on the selected Member of Staff.

4.5 Local Environment

All of the transformation savings for Phase 1 have been achieved other than the CCTV savings. Good progress is being made on the CCTV and the new service has been implemented with related staff changes in progress.

A Lean Systems service review is underway that covers both Neighbourhoods and Green Spaces and Bereavement Services. The review will re-design systems and work flow to make sure that services are delivered that meet customer needs. A second staff away day was held in June to focus on what matters to our customers.

4.6 Community Engagement

Following completion of Phase 1 transformation, the Communities Housing and Health Service and Partnerships Service are now located on the 7th floor of the Civic Centre. The Wellbeing Manger post has been advertised and the new appointee will take up position on 3 October 2011.

A Lean Systems service review is underway for sports booking and the process for allocation of Disabled Facility Grants.











A programme of staff development focusing on performance and relationships has been started and completed by all managers in the Directorate. This is being followed up through all teams, including staff located (via the Revenue and Benefit Shared Service) in Whitehaven and Workington offices.

5.0 Key Achievements

- A record number of Carlisle's parks and green spaces have gained Green Flag awards. The sites are Bitts Park, Chance's Park, Carlisle Cemetery grounds, Hammond's Pond, Kingmoor Nature Reserve, Rickerby Park, Talking Tarn Country Park and Stanwix Churchyard.
- Bitts Park has been judged as the 'top place to go' by Netmums (an on-line parenting organisation with over a million members)
- The nine-day programme of Carlisle Love Parks Week 2011 attracted more than 8,000 people to Carlisle's parks and green spaces. GreenSpace North West put the Carlisle Love Parks events as their top 'Five of the best Unmissable Love Parks Week events.'
- The Sands Centre recently (June) gained a score of 87% in an external health and safety assessment. This, alongside their excellent Quest score, rates the Sands Centre as the highest scoring site in the Sport England North West & North East regions and top 1% nationwide.
- The Identity and Passport Service (IPS) are now providing their service from our Customer Contact Centre. The staff will be providing interviews for first time adult passports.
- Organised by the Community Engagement Directorate, a group of 10 young people from Carlisle attended the annual 10 day Youth Exchange event in our twinned town of Flensburg, Germany. 10 people from Flensburg and 10 people from Slupsk, Poland (our other twinned town) also took part in the event. This event has been going for over 20 years and provides a once in a life time opportunity for young people with often fewer opportunities and disadvantaged backgrounds to learn about different cultures and languages. The experience increases their self esteem and confidence and emphasises the importance of being part of a team.
- Since the opening on the 25 June 2011 the new Roman Frontier Gallery at Tullie House has attracted more than 12,000 visitors. The new exhibition has also gained some very positive feedback from visitors.

Appendix 1: Corporate Plan Key Actions

Key to Symbols:


Risk Status		PI Status	
	Alert		Alert
	High Risk		Warning
	Warning		OK
	OK		Unknown
	Unknown		Data Only


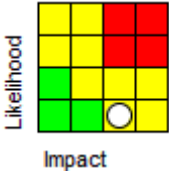
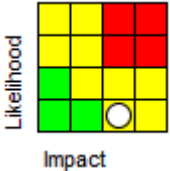
Short Term Trend is the current period compared to the previous period.

Corporate Plan 2011-12 - Key Action 01: WORKING WITH COMMUNITY BASED ORGANISATIONS

Portfolio Holder: Cllr Geddis Assistant Director: Keith Gerrard O & S Panels: Resources, Community, Economy & Environment

RAG RATING - GREEN

Description	Progress Bar	Start Date	Due Date	Comments
1. Review our approach to engaging and working with community based organisations and create new forms of engagement, enterprise and investment.		01-Apr-2011	31-Mar-2012	Progress in Q1: <ul style="list-style-type: none"> Appointment of full-time Wellbeing Manager Delivered Community Association and Village hall workshops Produced and circulated Community Association learning and development programme Drafted Discretionary Rate Relief implementation plan


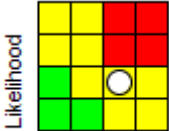
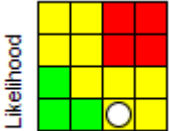
Risk Status	Description	Current Risk Matrix	Current Rating Description	Review Date	Target Risk Matrix	Target Rating Description	Comments
	There is a risk that the programme of relationship building and target setting with community and voluntary sector groups is not fully delivered.		High - Extremely Remote	27-Jul-2011		High - Extremely Remote	Wide consultation and promotion of activity directly with community groups and in collaboration with partners.

Corporate Plan 2011-12 - Key Action 02: CARRY OUT FUNDING REVIEW WITH PARTNERS

Portfolio Holder: Cllr Geddis Assistant Director: Keith Gerrard O & S Panels: Resources, Community

RAG RATING - AMBER

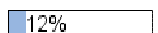
Description	Progress Bar	Start Date	Due Date	Comments
2. Work with partners to do a full funding review of grant arrangements to external organisations, focusing on community associations, and the charitable & voluntary sectors.		01-Apr-2011	31-Mar-2012	Progress in Q1: Delivered funding element in Community Association and Village hall workshops Included funding element in Community Association learning and development programme Further consultation of revised grant allocations


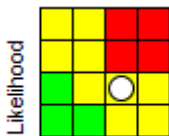
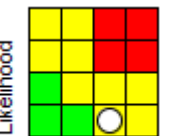
Risk Status	Description	Current Risk Matrix	Current Rating Description	Review Date	Target Risk Matrix	Target Rating Description	Comments
	There is a risk that the review does not deliver an outcome/reward based approach for support to organisations.	 Likelihood Impact	High - Remote	27-Jul-2011	 Likelihood Impact	High - Extremely Remote	Wide consultation on award criteria and monitoring processes.

Corporate Plan 2011-12 - Key Action 03: COMMUNITY RESOURCE CENTRE

Portfolio Holder: Cllr Geddis Assistant Director: Keith Gerrard O & S Panels: Resources, Community

RAG RATING – AMBER

Description	Progress Bar	Start Date	Due Date	Comments	Milestones Description	Milestones Due Date
3. Commission partners to operate and develop our new Community Resource Centre, ensuring this facility delivers an integrated programme of training and support to our communities.		01-Apr-2011	31-Mar-2012	Progress in Q1: YMCA identified as preferred partner for project. Draft operating agreement produced	Foyer operational	31-Mar-2012
					Lead on establishing homelessness support & prevention programme (internal and external)	31-Mar-2012
					Opening of centre	31-Jan-2012


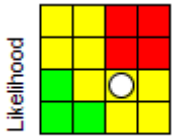
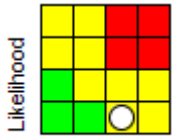
Risk Status	Description	Current Risk Matrix	Current Rating Description	Review Date	Target Risk Matrix	Target Rating Description	Comments
	There is a financial and reputational risk arising from not being able to lease the new Resource Centre building to an organisation that will deliver the preventative homeless service and dispersed Foyer.		High - Remote	21-Jul-2011		High – Extremely Remote	Joint meetings are taking place with the YMCA to produce an action plan and timeline for the development of the service and establish a management agreement.

Corporate Plan 2011-12 - Key Action 10: DELIVER ECONOMIC ACTION PLAN

Assistant Director: Jane Meek Portfolio Holder: Cllr Bowman O&S Panels: Resources and Economic & Environment

RAG RATING - AMBER

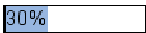
Description	Progress Bar	Start Date	Due Date	Comments
10. Work with the Economic Development and Enterprise Group to deliver the economic action plan, focusing on: <ul style="list-style-type: none"> - improving business performance - raising skills and reducing unemployment - supporting growth and investment - growing the low carbon economy - management of public assets 	<div style="border: 1px solid black; width: 60px; height: 15px; display: flex; align-items: center; justify-content: center;">3%</div>	01-Sep-2011	31-Mar-2012	Progress in Quarter 1: Meeting with Business Link North-West to explore opportunities of support. The new Carlisle Economic Partnership is now inputting into this action.


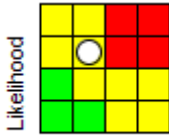
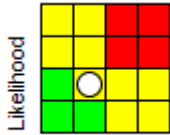

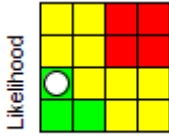
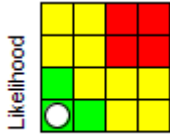

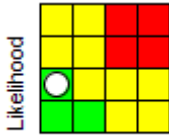
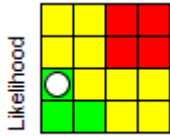
Risk Status	Description	Current Risk Matrix	Current Rating Description	Review Date	Target Risk Matrix	Target Rating Description	Comments
	The risk is that the new Economic Development and Enterprise Group fail to become an effective vehicle for delivering the Economic Action Plan.		High - Remote	28-Jul-2011		High - Extremely remote	Establish good working relationships within the Partnership. Provide the necessary support in forms of information, opportunity to discuss, challenge and explore issues in order to ensure the Partnership.

Corporate Plan 2011-12 - Key Action 13: HIGH QUALITY CUSTOMER SERVICES

Assistant Director: Keith Gerrard Portfolio Holder: Cllr Geddis O&S Panels: Resources and Community

RAG RATING – AMBER

Description	Progress Bar	Start Date	Due Date	Comments
13. Deliver a Customer Access Strategy and maintain and extend high quality customer services for the Council, our partners and clients.		01-Apr-2011	31-Mar-2012	Progress in Q1: <ul style="list-style-type: none"> · Draft customer access strategy completed June 2011. · Passport office in situ end July 2011. · Re-design of contact centre complete. · Service improvement project plan complete and approved for local environment and community engagement. Lean systems thinking methodology training complete.

Risk Status	Description	Current Risk Matrix	Current Rating Description	Review Date	Target Risk Matrix	Target Rating Description	Comments
	Deliver a Customer Access Strategy which will maintain and extend high quality customer service for the Council, our partners and clients.		Marginal - Reasonably probable	03-Aug-2011		Marginal - Remote	Full consultation with buy in from stakeholders. Draft strategy complete and ready for further consultation.
	Carlisle City Council to run Cumbria County Council switchboard as a managed service.		Negligible - Remote	03-Aug-2011		Negligible - Extremely remote	Delivery of Cumbria County Council switchboard by Carlisle City Council. Initial agreement given from JMT to refresh the business case on a managed service basis. All stakeholders eager for this project to work and ICT connect resource ensured.
	Extending the range of partner services which can be accessed from the customer contact centre.		2 Negligible - Remote	03-Aug-2011		2 Negligible - Remote	Ongoing work with partners to share assets. Identity and Passport Service in contact centre from 2nd August 2011. Further partnership working being explored with Public Health.

Corporate Plan 2011-12 - Key Action 14: DEVELOP REVENUES & BENEFITS SHARED SERVICE

Assistant Director: Keith Gerrard Portfolio Holder: Cllr Geddis O&S Panels: Resources and Community

RAG RATING – AMBER

Description	Progress Bar	Start Date	Due Date	Comments
Develop our shared Revenues and Benefits service via a culture of high performance and customer focus.		01-Apr-2011	31-Mar-2012	Progress in Q1: Shared Service Review programme produced and part 1 underway Performance Improvement Plan produced

On Target?	PI Name	Quarter 1 Value	Current Target	Short Term Trend	Latest Note
	CE_RB_001 % of Council Tax collected within year demanded - Carlisle only	29.87%	29.97%	No change	
	CE_RB_002 % of National Non Domestic Rates collected within year demanded - Carlisle only	32.5%	33.34%	No change	
	CE_RB_003 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	14.23	14.03	Not improving	8,091 change events processed in a total of 115,112 days gives a performance result of 14.23 (115,112 / 8,091 = 14.2271659868). Source: Capita on line stats monitoring. 19/07/11 ET.
	CE_RB_004 Speed of processing - new HB/CTB claims - Carlisle only	25.64	27.00	Improving	Measured in days
	CE_RB_005 Speed of processing - changes of circumstances for HB/CTB claims - Carlisle only	11.43	11.00	No change	

Risk Status	Description	Current Risk Matrix	Current Rating Description	Review Date	Target Risk Matrix	Target Rating Description	Comments
	There is a risk of an adverse impact on service delivery, of failure to meet performance targets for our customers		High - Remote	02-Aug-2011		High - Extremely remote	Maintaining adequate resource levels, ongoing monitoring and reporting of performance through Joint Operational Board.

