



PORTFOLIO AREA: POLICY AND PERFORMANCE MANAGEMENT

Date of Meeting: 20th February 2006

Public/Private*

Key Decision: No

Recorded in Forward Plan: No

Inside Policy Framework

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

Report of: Acting Head of Strategic & Performance Services

Report reference: SP03/06

Summary:

The report presents performance information for October – December 2005, categorised according to the Council's two priorities of cleaner, greener safer Carlisle and Learning City. A number of performance measures that highlight the corporate health of the organisation are also included.

Recommendations:

The Executive is recommended to:-

1. Note and comment upon the content and format of the report
2. Note and comment upon the changes underway on the ways in which we report and monitor performance
3. Consider its role in helping to develop a more robust performance management framework, particularly strengthening the links between performance and financial planning and monitoring.

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Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. BACKGROUND

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

Improvements achieved so far include;

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

2. CLEANER, GREENER, SAFER

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

For a safer Carlisle, Best Value measures for domestic burglary, violent and vehicle crimes, and local indicators for violent offences in connection with licensed premises will be retained. Emphasis will be on the impact of CCTV, rather than on length of time in operation, and new measures on streetlights and homelessness¹ will be introduced. Measures for food hygiene and health and safety² are still to be agreed.

3. LEARNING CITY

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

¹ From The Housing Strategy for Carlisle, 2005-2010

² In partnership with The Health and Safety Executive (HSE)

better reflect the increase in this kind of activity. Accredited student accommodation could be included from the Housing Strategy.

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

4. CORPORATE HEALTH

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

5. NEXT STEPS

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

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

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

From April 2006, reporting will be by exception, i.e. will only highlight areas where performance is below or, just as importantly, above what was anticipated or required. Focused reporting will provide more clarity about where interventions are appropriate, i.e. either where additional resources need to be allocated in order to achieve our key priorities or where efficiencies are possible. However, we should also think about how we can identify and celebrate success.

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

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

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

6. CONSULTATION

6.1 Consultation to date: Corporate Management Team

6.2 Consultation proposed: Community, Infrastructure and Corporate resources
Overview and Scrutiny Committees

7. RECOMMENDATIONS

The Executive is recommended to :-

1. Note and comment upon the content and format of the report
2. Note and comment upon the changes underway on the ways in which we report and monitor performance
3. Consider its role in helping to develop a more robust performance management framework, particularly strengthening the links between performance and financial planning and monitoring.

8. IMPLICATIONS:

- | | |
|----------------------|---|
| Staffing / Resources | - Improving the Council's performance management framework and linking it to financial planning, is currently the main focus of the Policy and Performance Team. |
| Financial | - None |
| Legal | - None |
| Corporate | - Managing performance effectively has a direct impact on the corporate health of the Council and means we are more likely to achieve continuous improvement in areas where it is most important to do so. |
| Risk Management | - In the absence of effective performance and financial planning and management, the Council will be unable to monitor progress forwards achieving its key priorities. |
| Equalities | - BVPIs 2a and 2b measure the Council's performance in this area. Progress will be reported more frequently, quarterly rather than annually, to enable more effective monitoring. |
| Environmental | - There is a strong emphasis on the environment in the ways in which we measure progress towards a Cleaner, Greener Carlisle. Measures around energy reduction from Council buildings will help to measure our own environmental performance. |
| Crime and Disorder | - A strong emphasis on a Safer Carlisle through these performance indicators. |
| Impact on Customers | - More effective and efficient performance and financial management, will improve value for money for local people. |

Carlisle City Council

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

The report presents the 3rd quarter performance information classified according to the Councils' 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 / downward trend in performance



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

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

Notes: -

- A 3rd quarter collection was not made during 2004/05 due to the flood; comparative information with the same quarter last year is therefore not available
- At the request of Members, cumulative, Year to Date performance is included
- End of Year predictions have also been made; in most cases calculated by extrapolating 9 months performance, however, seasonal factors have been taken into consideration where appropriate, e.g. energy usage, staff sickness

Cleaner





PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
LP137	No. of collections missed per 100,000 collections of household waste	Env, Hous, Infra & Transport	IOS	EPS	1.44	0.85	N/A	0.28	1.90	2.00	2.00	
BV82a/b	% tonnage household waste recycled (includes composting)	Env, Hous, Infra & Transport	IOS	EPS	16.48%	25.72%	N/A	24.43%	29.42%	30%	30%	

- LP137: Estimated figures. This PI is to be deleted for 2006, emphasis will be on waste minimisation, including recycling
- BV82a/b: This is the first time we have reported this PI quarterly. It is standard practice to combine both % recycled and % composted when reporting this PI to give total % household waste recycled.

Note: quartiles positions are from 2004/05

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







Greener

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV106	% new homes built on brown field sites	Env, Hous, Infra & Transport	IOS	Planning	55.48%	56.26%	**	N/A	48%	63%	55%	
BV109a	% major planning applications determined in 13 weeks	Env, Hous, Infra & Transport	IOS	Planning	46.71%	40.00%	****	N/A	47%	50%	60%	
BV109b	% minor planning applications determined in 8 weeks	Env, Hous, Infra & Transport	IOS	Planning	60.81%	64.25%	***	N/A	72%	75%	65%	
BV109c	% other planning applications determined in 8 weeks	Env, Hous, Infra & Transport	IOS	Planning	80.83%	79.63%	****	N/A	86%	85%	80%	

- BV109 - Although the Council was able to meet its targets for Minor and Other applications, there remains a problem with Major applications. On current performance, the Office of the Deputy Prime Minister (ODPM) considers it unlikely that the Council can meet its target of 60% of major applications determined within 13 weeks by the last quarter of 2006/07. As a result, the Council has become a 'Standards' authority for 2006/07.









Additional assistance will be given to the Council by the Planning Advisory Service (PAS) and the Government Office for the North West (GONW) to improve performance. Some changes have already been introduced, including amending the Council's Constitution to allow greater delegation to officers, improving validation procedures, new "Right to Speak" procedures and introducing a Development Team


approach for major applications. In addition, we are investigating Shared Services within Cumbria and good practice in excellent District Councils, and the potential for further training and support for elected members.

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV180ai	Energy consumption of local authority operational property compared to comparable buildings in the UK	Env, Hous, Infra & Transport	IOS	CTS	117.00	98	N/A	N/A	66	88	107.16	
BV180ai£	Electricity costs – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	N/av	£37,021	N/A	N/A	£23,627	£31,503	N/A	
BV180ai kWh	Fossil Fuel energy consumption – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	901,536	892,349	N/A	N/A	505,538	876,264	N/A	
BV180aii	Energy consumption of local authority operational property compared to UK as a whole - FOSSIL FUELS kWh	Env, Hous, Infra & Transport	IOS	CTS	98.00	136.00	N/A	N/A	66	88	98.70	
BV180aii kWh	Energy consumption (kWh) FOSSIL FUELS – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	1,249,139	1,147,441	N/A	N/A	839,981	1,455,968	N/A	
BV180aii£	Cost of FOSSIL FUEL consumption – Civic Centre	Env, Hous, Infra & Transport	IOS	CTS	N/av	£36,163	N/A	N/A	£17,717	£30,710	N/A	

- BV180 was deleted this year. More appropriate targets for energy reduction from key council buildings are being developed
- LP108b, number of home energy checks has been deleted. The scheme was successful throughout Cumbria and all targets were exceeded. Will be replaced by home insulation measures [that will actually reduce CO2 emissions].

Safer





PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV126a	Domestic burglaries per 1,000 households	Env, Hous, Infra & Transport	COS	ECD	13.44	9.06	***	1.58	6.63	10.89	10.20	
BV127a05	Violent crime per year per 1,000 population	Env, Hous, Infra & Transport	COS	ECD	N/ap	22.23	***	6.31	18.61	24.87	18.28	
BV127b05	Robberies per year per 1,000 pop	Env, Hous, Infra & Transport	COS	ECD	N/ap	0.40	***	0.01	0.30	0.37	0.33	
BV127c	Violent offences committed in connection with licensed premises per 1,000 pop	Env, Hous, Infra & Transport	COS	ECD	1.42	1.75	****	0.49	1.33	1.83	3.28	
BV127d	Violent offences committed under influence per 1,000 pop	Env, Hous, Infra & Transport	COS	ECD	3.05	4.38	***	1.06	3.21	4.25	7.64	
BV128	Vehicle crimes per 1,000 pop	Env, Hous, Infra & Transport	COS	ECD	10.16	13.40	****	2.39	8.48	9.19	10.20	
LP134	Number of public disorder incidents per 1,000 population	Env, Hous, Infra & Transport	COS	ECD	102.53	103.35	N/A	26.56	26.56	146.01	99.07	
BV218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification	Env, Hous, Infra & Transport	COS	CTS	N/A	N/A	N/A	93%	94%	94%	N/A	

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV218b	Percentage of abandoned vehicles removed within 24hrs from the point at which the Authority is legally entitled to remove the vehicle	Env, Hous, Infra & Transport	COS	CTS	N/A	N/A	N/A	74%	86%	81%	N/A	

- The projections for the outturns for 2005/2006 are extrapolated from this years data. They are based on recent trends rather than averages of the last quarter from previous years.
- BV127a05: This indicator is the main category of violent crime and includes "Offences against the person", "Robbery" and "Sexual offences". It is Offences against the person that make up between 14-17% of all the crime in Carlisle; Robbery and Sexual offences together make only 1-2% of all the crime in Carlisle.
- BV127b05: This indicator of robbery also counts towards our poor performance in violent crime. We are dealing with very small numbers; monthly average of 3. This makes the crime difficult to target and to design interventions.
- Approximately 31% of Offences against the person take place within the city centre.
- The crimes involved are predominantly of the "less serious" category (97%). The main crime title is "Other wounding" this is defined as: "*Less serious wounding. Includes, amongst other offences, wounding or inflicting grievous bodily harm (section 20 of the Offences against the Person Act 1861 and assault occasioning actual bodily harm (section 47 of the same Act). This means that non-intentional GBH (Grievous Bodily Harm) is included as well as all assaults involving minor injury (as from 1 April 2002).*"
- The average cost of one of these crimes is £8,056 (Home Office, 2003).
- 23% of all Offences against the person involve alcohol.
- BV127a, b, c, d - these indicators all relate to the rise in violent crime, which is a national trend. Performance relating to these indicators is poor with the exception of the BV127c (Licensed Premises). The majority of violent crime takes place in a public place and not within a licensed premise.









- Domestic violence accounts for 11% of Offences against the person. 13% of domestic violence incidents involve alcohol
- BV218a/b: These are new PIs so there is a lack of historical information and target setting. Targets will be set for 2006/07 based on this year's performance.

Safer

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
LP3	Number of CCTV cameras monitored by the City Council	Env, Hous, Infra & Transport	COS	CTS	65	67	67	67	70	71	
LP3a	Percentage time that CCTV cameras were operational	Env, Hous, Infra & Transport	COS	CTS	98.20%	92.30%	95.71%	96.87%	97%	98.00%	
LP114a	% of food premises inspections that should have been carried out that were carried out: High Risk	Env, Hous, Infra & Transport	COS	EPS	95.50%	91.52	87.71%	81.26%	87%	87.00%	
LP114b	% of food premises inspections that should have been carried out that were carried out: Others	Env, Hous, Infra & Transport	COS	EPS	14.70%	5.05	80%	80.1%	87%	87.00%	

- LP3: The predicted year end figure is because we are in the process of connecting another 3 cameras at English Gate Plaza which we will be monitoring
- LP3a: The 98% target will probably not be achieved. Performance achieved is dependant on factors often outside the City Council's control, e.g. power cuts in the city center. Some of the downtime in 2005 was due to no power supply within the Civic Center while essential works were carried out at weekends
- These 2 indicators will be replaced by ones that measure the impact of CCTV
- LP114: Performance improved due to Food Safety Team being at full establishment for the first time since spring 2003. New indicators for food and health & safety will be developed for 2006/07

Learning City





PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV170a	Number of usages of museums per 1,000 pop	Health & Comm Activity	COS	CLS	13,569	20,801	***	798	2,578	3,437	3,525	
BV170b	Number of visits to those museums in person per 1,000 pop	Health & Comm Activity	COS	CLS	2,625	2,843	***	661	2,009	2,679	2,600	
BV170c	Number of pupils visiting museums and galleries in school groups	Health & Comm Activity	COS	CLS	11,252	10,566	****	2,739	6,666	9,593	11,500	
BV174	Racial incidents recorded by authority per 100,000 pop	Health & Comm Activity	COS	CIS	0	0	N/A	2	2	2	0	
BV175	% of those racial incidents requiring further action (calc from BV174)	Health & Comm Activity	COS	CIS	0	0	N/A	2	2	2	0	
CV27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	Economic Dev & Regen	IOS	ECD	£109,541	£137,144	N/A	£57,999	£100,608	£110,000	N/A	
CV27a	Total enquiries received by CCG desk	Economic Dev & Regen	IOS	ECD	386	586	N/A	114	216	N/A	N/A	
CV27b	Conversion rate of enquiries to bookings through CCG desk	Economic Dev & Regen	IOS	ECD	67%	64%	N/A	17%	65%	63%	N/A	

12.

- BV170a: Includes curatorial enquiries, outreach activities, schools loans boxes, website hits and visitors to the building. The major discrepancy between this year and last year is due to the website previously calculating visits incorrectly; after initially dialling into the Tullie House website, each subsequent page viewed would be counted as a visit. The initial dial in is now counted as one visit, regardless of subsequent browsing that occurs. This gives a more accurate figure, whilst at the same time, allows visits to subsequent articles/pages to be tracked
- BV170a: The breakdown is as follows
- BV170b&c: Measures will be developed to reflect the increase in outreach work, supported by funding from the Hub
- City Vision indicators will be reviewed by the Carlisle Local Strategic Partnership when established
- BV174 (Racial Incidents Recorded): Sets the context for BV175 (Racial Incidents Resulting in Further Action), the recently issued guidance states:






Count only those incidents where the authority has some measure of direct involvement in remedying the situation, i.e. include all incidents involving the authority's directly or indirectly provided/employed services/staff, whether they are victims or perpetrators. Do not count complaints that do not relate to the authority, such as a racial attack in the street or a complaint about an outside body that did not relate to the LA's services.


- BV175: Both cases are still under investigation

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
LP57	% of units let as a % of total units available to let	Economic Dev & Regen	CROS	PropS	97.00%	97.33%	N/A	95.05%	95.45%	95%	90.00%	
LP62	% of New Deal leavers obtaining jobs	Economic Dev & Regen	IOS	ECD	51.00%	30.57%	N/A	24%				
LP81	Visitor numbers at Tourist Info Centres	Economic Dev & Regen	IOS	ECD	188,326	187,401	N/A	41,828	164,479	219,305	N/ap	
LP126a	Number of Web Pages visited on the City Council website.	Policy & Perf Mgt	CROS	SPS	498,769	797,708	N/A	427,576	1,158,680	1,645,569	957,248	

- LP62: Will be deleted as the scheme ended December 2005
- LP81: Figures we get are used as management information to enable us to assess trends, rather than set targets. If the figures go down, and there is an obvious reason, e.g. foot and mouth, we can make the connection. If there is not, it makes us search out those conditions that might have resulted in a reduction. If the figures are higher, the same applies, e.g. is it the Christmas effect or is there something else happening we can learn from? The year end estimate is a rough calculation based on the year to date figures
- LP126: Target set based on 20% increase on achievement last year. The site is being redeveloped and re-launched in March when new targets will be set

Corporate Health

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
BV9	% Council Tax collected	Finance & Resources	CROS	RBS	97.00%	96.75%	****	N/A	85.40%	96.8%	96.70%	
BV12	Days sick per member of staff	Corporate Resources	CROS	MSES	12.80	12.87	****	N/A	8.58	11.8	11.58	
BV16a	Staff with disabilities	Corporate Resources	CROS	MSES	2.66%	3.26%	****	N/A	2.71%	2.67%	3.10%	
BV78a	Average time (days) for processing new claims	Finance & Resources	CROS	RBS	50.00	26.57	☆	21.17	23.17	24	35	
BV78b	Average time (days) for processing notifications of changes in circumstance	Finance & Resources	CROS	RBS	20.00	10.26	☆☆	9.27	10.19	10	11	

PI	Description of PI	Portfolio Name	O&S C'ttee	Business Unit	2003/04 Actual	2004/05 Actual	Quartile position 04/05 (all districts)	3 mths Oct-Dec 05/06	9 mths Year to Date	Predicted End of Year Figure	Target 2005/06	Trend
LP306	% PI data returned on time	Policy & Perf Mgt	CROS	SPS	47%	74%	N/A	87%	75%	90%	100%	

- BV9: Bottom quartile performance when compared to all districts but middle quartile when compared against more comparable councils in the Historic Cities Group
- BV12: A seasonal adjustment has been made in predicting end of year estimate. There are indications that the existing action plan is beginning to have a positive effect – primarily due to more rigorous enforcement by managers of existing procedures. Work is beginning on two more initiatives within the plan; a pilot occupational health service and a pilot of a new approach to stress management
- BV16a: The more efficient we are at collecting this data the more the % goes down. The criteria for this PI is the number of staff that have declared they have a disability as a % of those staff who have made a declaration one way or the other. The actual number of staff as a headcount is fairly constant but the number of staff making a declaration is constantly increasing
- LP306: performance has improved on last quarter. Some PI users are unable to forward their returns because information is not available until after the deadline - these PIs are not included as being submitted late

Note: quartiles are from 2004/05

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