



# **ECONOMY AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL**

## ***Panel Report***

**Public**

**Date of Meeting:** 13<sup>th</sup> September 2012

**Title:** Corporate Plan

**Report of:** Policy and Communications Manager

**Report reference:** PPP 12/12

### **Summary:**

This report presents details about the development of the new Corporate Plan and the indicative timetable for this work. It also introduces the Panel to the Service Standards that will help measure our performance and customer satisfaction.

### **Questions for / input required from Scrutiny:**

1. Consider and comment on the structure and proposed content of the Plan.
2. Consider and comment upon the timetable for drafting the Plan, including how Scrutiny can be involved in the process.
3. Consider the Service Standards and refer comments to the Scrutiny Chairs Group on the content and layout of future Corporate Plan reports.

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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 INFORMATION**

A summary of the progress made in the delivery of the Corporate Plan Key Actions and the Corporate Plan 2010-2013 were provided in the 2011/12 End of Year Performance Report to the Panel on 14 June. Members agreed that the Scrutiny Chairs Group would give consideration to the content and layout of future Corporate Plan reports.

With the Corporate Plan 2010-2013 drawing to an end, work has begun to develop a new Corporate Plan and performance framework. It is important that Scrutiny members have the opportunity to contribute to the development of the Plan and consider how the priorities of the Council can assist the programme of work and financial challenges anticipated over the next few years.

## **2. STRUCTURE OF THE NEW CORPORATE PLAN**

The new Corporate Plan will set out the Council's vision for Carlisle and priorities for action. The Plan will provide more detail on the programme of work to deliver the priorities, a set of principles that will guide how the Council works and the Service Standards we aim to provide for our customers.

Each of the priorities will initially have a set of actions that will aim to be delivered in the next six months (to end of March 2013). This will align the Plan with the budget year, and future actions that develop can fit into the budget planning process.

### **Service Standards**

Standards in the services we provide help define what our customers can expect from us and remind our managers and employees of the challenges and obligations we face. With this in mind we have developed a list of Service Standards that we believe affect our customers the most, and standards by which we can be held to account. They are based on timeliness, accuracy and appropriateness of the service we provide in key areas.

It is not our intention to measure Service Standards' performance solely against targets. Our current performance already exceeds some of the Nationally-set targets; although we are satisfied with that achievement we feel that achievement of locally agreed service standards are of more relevance.

We will measure our performance on a monthly basis and display the standards in the Civic Centre reception, as well as publishing them on our website (see [www.carlisle.gov.uk/council-and-democracy/performance-management/service-standards.aspx](http://www.carlisle.gov.uk/council-and-democracy/performance-management/service-standards.aspx)). Senior Management Team will review our performance on a monthly basis.

The baseline figures for our current Service Standards for July 2012 are attached below as Appendix 1. The Policy and Communications Team are preparing the figures to be published for August 2012. Members are asked to consider the standards and refer any comments to the Scrutiny Chairs Group for their review of future Corporate Plan reports.

## Management Information

As well as the list of Service Standards – that may be viewed as quite high-level – several other measures exist that are monitored either by the team(s) directly delivering the service, or through the corporate performance management process.

It is intended that every team within the five Directorates of the City Council will have some measures in place that will help them continually improve the service they provide. This will include a value for money measure and a measure of customer satisfaction. These measures will be monitored through the team's service plan.

## Principles/values

The future vision for the Council's staff is that they are supported in their jobs, encouraged to develop, be innovative and take responsibility. The Council is developing a set of principles for staff that will support them, guide behaviours and help them perform to the best level.

The Council is working on a process to develop the principles drawing on other authorities' experiences. It is proposed that the principles will be developed and agreed by staff. They will be supported by management and the organisation to ensure that employees can use the principles every day in their work. The feeling valued survey and follow-up work, development of a management competency framework and improved internal communications will also help to embed the values across the authority.

## 3. TIMETABLE FOR DEVELOPING THE CORPORATE PLAN:

Portfolio Holders and Directors are reviewing the priorities and actions within the Plan and an initial draft will be considered by Joint Management Team on 13<sup>th</sup> September. This meeting will also agree the next stages of development, including the consultation process and future monitoring. Overview and Scrutiny has been included at the earliest possible opportunity, as they have an important role in developing the Corporate Plan. The Plan will also be presented to our partners and community for discussion.

An outline timetable for consideration of an initial draft is:

Joint Management Team	13 <sup>th</sup> September 2012
Management Briefing	3 <sup>rd</sup> October 2012
Community Overview and Scrutiny Panel	11 <sup>th</sup> October 2012
Resources Overview and Scrutiny Panel	18 <sup>th</sup> October 2012
Economy and Environment Overview and Scrutiny Panel	25 <sup>th</sup> October 2012
Executive	19 <sup>th</sup> November 2012
Consultation with the public and Council partners	To be confirmed
Full Council	To be confirmed
Management briefings	To be confirmed

**Impact assessments**

**Does the change have an impact on the following?**

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

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

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**If an equality Impact is necessary, please contact the P&P team.**

## APPENDIX 1 : Service Standards Baseline Figures (July 2012)

### Service Standard - Percentage of Household Planning Applications processed within eight weeks



Year to date	Performance Data Trend Chart	Contextual Information								
<p style="text-align: center; font-size: 24pt;">92.71%</p>	<table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>May 2012</td> <td>92.71%</td> </tr> <tr> <td>June 2012</td> <td>85.00%</td> </tr> <tr> <td>July 2012</td> <td>92.71%</td> </tr> </tbody> </table>	Month	Percentage	May 2012	92.71%	June 2012	85.00%	July 2012	92.71%	<p><b>We aim to:</b></p> <ul style="list-style-type: none"> <li>- We aim to find the balance between facilitating new development to meet the needs of today's community, whilst protecting and enhancing the environment for future generations</li> <li>- Give our customers an efficient, prompt service when processing their household planning applications</li> <li>- Exceed the nationally set targets</li> <li>- Where it is not possible to process an application within the specified time, communicate the reasons to all relevant parties</li> </ul> <p><b>How does that compare with the latest figures from the best Councils in the country? These figures represent their year-end (2011/12) performance</b></p> <ul style="list-style-type: none"> <li>· Sevenoaks = 77.81%</li> <li>· Staffordshire Moorlands = 86.39%</li> <li>· Rushcliffe = 88.1%</li> <li>· Wychavon = 74%</li> <li>· Other Cumbrian DC average = 88.3 (Q1 2012/13)</li> </ul>
Month	Percentage									
May 2012	92.71%									
June 2012	85.00%									
July 2012	92.71%									

## Service Standard - Percentage of missed waste or recycling collections



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Year to date	Performance Data Trend Chart	Contextual Information								
<p style="text-align: center; font-size: 24pt;">.02%</p>	<table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Percentage of Missed Collections</th> </tr> </thead> <tbody> <tr> <td>May 2012</td> <td>.03%</td> </tr> <tr> <td>June 2012</td> <td>.03%</td> </tr> <tr> <td>July 2012</td> <td>0.00%</td> </tr> </tbody> </table>	Month	Percentage of Missed Collections	May 2012	.03%	June 2012	.03%	July 2012	0.00%	<p>The figures are collected on a monthly basis and profiling takes place to be as accurate as possible (i.e. collections are reduced during the winter when there are no green bin collections).</p> <p>Industry Standard is 40 misses per 100,000. Our percentage figure converts to 31 misses.</p> <p><b>How does that compare with the latest figures from the best Councils in the country? These figures represent their year-end (2011/12) performance</b></p> <ul style="list-style-type: none"> <li>- Rushcliffe = 44 per 100,000</li> <li>- Chorley = 36 per 100,000</li> <li>- Other Cumbrian DC average = 53 per 100,000 <b>(Q1 2012/13)</b></li> </ul>
Month	Percentage of Missed Collections									
May 2012	.03%									
June 2012	.03%									
July 2012	0.00%									

# Service Standard - Percentage of household waste sent for recycling



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Year to date	Performance Data Trend Chart	Contextual Information
<p style="text-align: center; font-size: 24pt;">47.87%</p>	<p>02 Percentage of household waste sent for reuse, recycling</p> <p style="text-align: center;">May 2012</p>	<p>More than 40 per cent of England's household waste was recycled, reused or composted last year, representing a new record for the country according to provisional statistics released by Defra in 2011. This beat the government's target of achieving a 40 per cent recycling rate by June 2010.</p> <p>Despite recent research highlighting wildly varying levels of recycling, councils also improved their record of diverting waste from landfill, sending an average of 46 per cent of collected waste there. The figures represented an ongoing trend that has seen the proportion of waste sent to landfill fall from 79 per cent a decade ago. However, England still lags well behind countries such as Germany that have all but eliminated waste streams to landfill. In addition, recycling rates of about 40 per cent are still well short of the 2020 target that require local authorities to increase recycling rates to 50 per cent. There are nationally set targets of 50% recycling by 2020.</p> <p><b>How does that compare with the latest figures from the best Councils in the country? These figures represent their year-end (2011/12) performance</b></p> <ul style="list-style-type: none"> <li>· Sevenoaks = 32%</li> <li>· Staffordshire Moorlands = 59%</li> <li>- Chorley = 49%</li> <li>· Rushcliffe = 55%</li> <li>· Wychavon = 43%</li> <li>· Tunbridge Wells = 50%</li> </ul>

# Service Standards - Processing new benefit claims in less than 28 days



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Year to date	Performance Data Trend Chart	Contextual Information						
<p style="text-align: center; font-size: 24pt;">53.8%</p>	<table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>June 2012</td> <td>53.8%</td> </tr> <tr> <td>July 2012</td> <td>53.8%</td> </tr> </tbody> </table>	Month	Percentage	June 2012	53.8%	July 2012	53.8%	<p><b>New claim'</b> means any claim made following a change of address to a different local authority area or any other claim that leads to an award, except when there is no break in entitlement and no change of local authority following a change of address. <b>'Time taken to process'</b> means the time counted in calendar days <b>from</b>, and including, the day a new claim for Housing Benefit or the relevant information forwarded from DWP is physically received at any designated office of a local authority <b>to</b>, and including the day the claim is decided. Time should be counted in accordance with the MIS guidance. This means that if a claim is received on a Monday and a decision made on the same day, the time taken is one day. 28 days represents the cut off for the middle quartiles of all district councils.</p> <p><b>How does that compare with the latest figures from the best Councils in the country? These figures represent their year-end (2011/12) performance</b>  Wychavon = 23.7% (2011/12)</p>
Month	Percentage							
June 2012	53.8%							
July 2012	53.8%							



## Service Standard - Overall satisfaction with council services

Year to date	Performance Data Trend Chart	Contextual Information								
<p>68.75%</p>	<table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Customer Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>May 2012</td> <td>72%</td> </tr> <tr> <td>June 2012</td> <td>58%</td> </tr> <tr> <td>July 2012</td> <td>65%</td> </tr> </tbody> </table>	Month	Customer Satisfaction (%)	May 2012	72%	June 2012	58%	July 2012	65%	<p>Figure taken from the Govmetric. This is a system that collects data and allows the Council to access a summary of customer satisfaction levels. GovMetric is also used across two other communication channels: when customers contact the Council Customer Contact Centre via telephone or when we respond to a customer via email.</p> <p><b>How does that compare with the latest figures from the best Councils in the country? These figures represent their most recent surveys taken in 2011.</b></p> <ul style="list-style-type: none"> <li>· Rushcliffe = 78.4%</li> <li>· Wychavon = 69%</li> <li>- Chorley = 65.5%</li> </ul>
Month	Customer Satisfaction (%)									
May 2012	72%									
June 2012	58%									
July 2012	65%									