



REPORT TO EXECUTIVE

PORTFOLIO AREA: FINANCE & PERFORMANCE MANAGEMENT

Date of Meeting: 19 February 2007

Public

Key Decision: No

Recorded in Forward Plan: No

Inside Policy Framework

Title: CORPORATE PERFORMANCE MONITORING REPORT, 3rd
REPORT TO DECEMBER 2006

Report of: Head of Policy & Performance Services

Report reference: PPP 08/07

Summary:

The report is the City Council's 3rd performance report for this financial year to December 2006. Most of the information contained within the report is on an exception basis, however, some areas of good performance are also highlighted.

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 while developing the corporate plan, to improve performance in order to deliver the Council's key priorities.
4. Consider asking officers to reflect on to how the performance of Carlisle Conference Group could be better monitored and managed as the current PIs do not really build a picture of the performance of the group.
5. Refer the report to the relevant overview and scrutiny committees for consideration.

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

The following is a list of PIs that are performing on target and are showing an improvement from last year, they are neither in exception or being reported as a highlight, and are therefore not included in the report. Further information about these PIs is available from the Policy and Performance Team.

BV 106	% of new homes built on brown field sites
BV 12	Days sick per member of staff
BV 126a	Domestic burglaries per 1,000 households
BV 14	Early retirements - staff
BV 15	Ill health retirements - staff
BV 174	Racial incidents recorded by the authority per 100,000 population
BV 179	% of standard searches carried out in 10 working days
BV 183i	Average length of stay in B&B (weeks) families and pregnant women
BV 78a	Average time (days) for processing new claims
BV 78b	Average time (days) for processing changes in circumstance
LP 114b	% of food premises inspections carried out (Other Risk)
LP 127c	Violent offences committed in connection with licensed premises per 1,000 population
LP 127d	Violent offences committed under the influence per 1,000 population
LP 3	Number of CCTV cameras monitored by the City Council
LP 3a	% of time CCTV cameras are operational (camera days)
LPM 12	Number of claimants visited in the year
LPM 17	% of applications for reconsideration, actioned and notified in four weeks
LPM 18	% of appeals submitted to Appeals Service in four weeks
LPM 2	% of new claims outstanding over 50 days
LPM 3	% of new claims decided in 14 days of receiving all information

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 – the financial aspect of performance, including value for money, needs to be better integrated into the quarterly reporting process so the financial implications of performance become more apparent. Improvements in this area are a priority for this year.
- 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.
- 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 Issues – a number of indicators measure the Council’s performance in some areas of equality and these are closely monitored. 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. Local measures are being developed to support Greener Carlisle as part of the current environmental audit of the Council.
- Crime and Disorder – more relevant, local performance measures will be developed in this area as part of the work currently underway.
- Impact on Customers – will help to drive continuous improvement in front line services for the benefit of our local communities.

Performance report

January 2007 – Performance to date

Carlisle City Council

The report presents the performance information to December 2006 for all areas, 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







Notes:

- End of Year predictions have been made in the following ways;
 - Where the information was available the previous year or years quarterly data and so end of year predictions have been made using seasonal variations on the following indicators: BV 127a, BV127b, CV 4 , LP127c, LP127d, LP134, LP135, BV170c, CV 27, LP 81, LP127c, LP127d, LP134, BV 82a, BV 82b, BV84a LP81, BV170a, b and c.
 - In the following cases the predicted end of year figure was calculated by extrapolating 9 months performance to give an expected end of year figure.: CV27a, CV27b, BV64, LP71
 - Percentages have been assumed to be constant for the year.
- Quartile figures are based on 2004/2005 quartile information as the final 2005/2006 information is not yet available from the Audit Commission. This information is always at least 1 year in arrears.
- Exeter Benchmarking (previously Historic Cities) data is taken from 2005/6.
- **(NS)** = This symbol underneath a PI number denotes a Nationally Set target.

Performance report

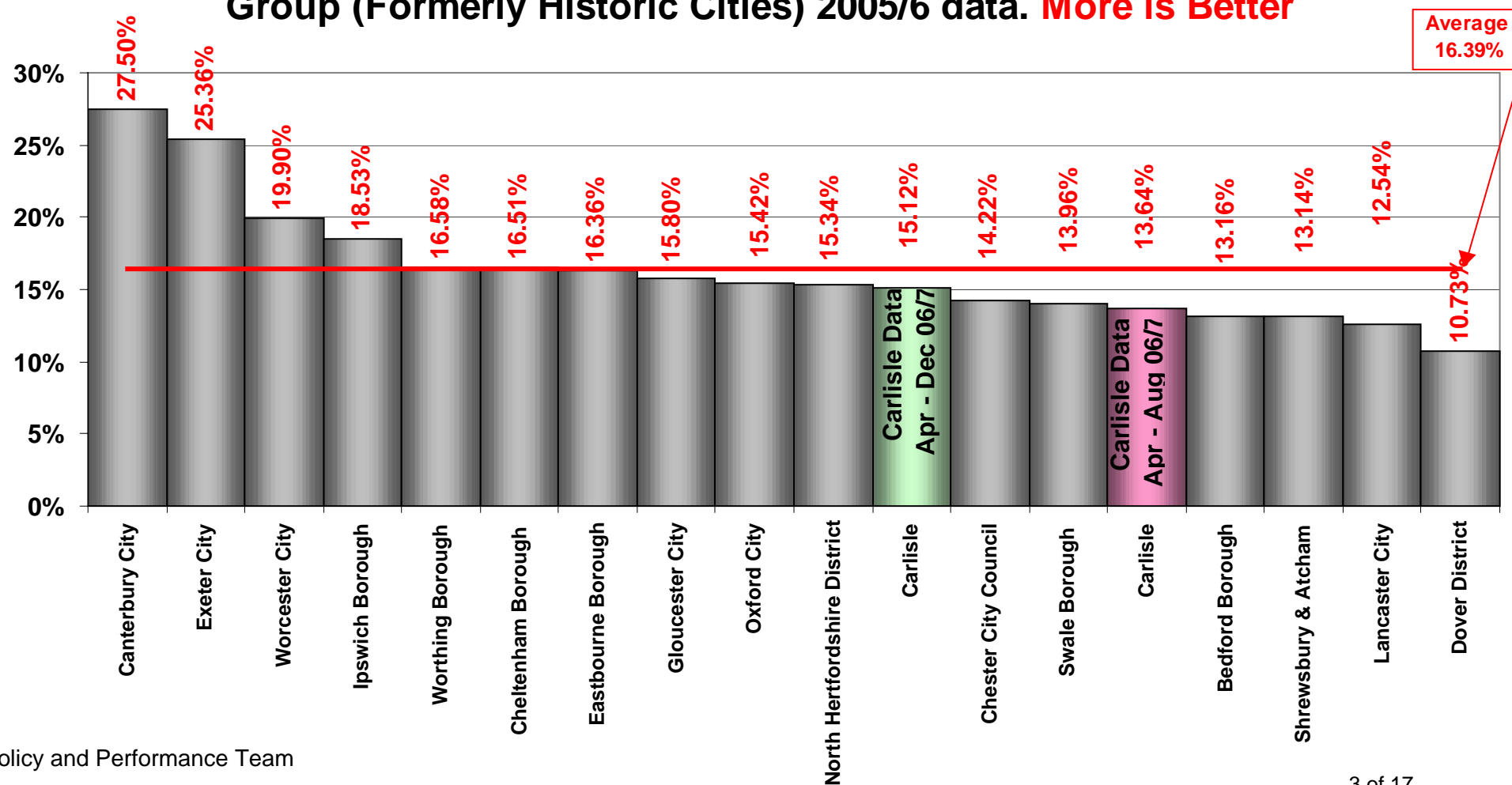
January 2007 – Performance to date

Cleaner, Greener, Safer - Highlights

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 82ai	% of household waste recycled	Environment and Infrastructure	Infrastructure	Community Services	More is Better	11.64%	12.65%	15.00%	15.12%	15.12%		N/AV	**	Improving
BV 82aii	Total tonnage household waste recycled	Environment and Infrastructure	Infrastructure	Community Services	More is Better	5847.67	6241.33	6700	4912.79	7933.19		N/AV	**	Improving
BV 82bi	% of tonnage household waste sent by the authority for composting.	Environment and Infrastructure	Infrastructure	Community Services	More is Better	13.49%	16.24%	17.00%	21.89%	21.89%		N/AV	***	Improving
BV 82bii	Total tonnage household waste sent by the authority for composting.	Environment and Infrastructure	Infrastructure	Community Services	More is Better	N/AP	7,945.68	6500	7110.39	7961.78		N/AV	***	Improving

Basically, increased publicity and advertising has improved performance in these areas.




**Showing the improvement between Quarter 2 and Quarter 3
BV82ai % of household waste recycled. Exeter Benchmarking
Group (Formerly Historic Cities) 2005/6 data. More is Better**



Performance report

January 2007 – Performance to date

Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (***=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 109a (NS)	% of major planning applications determined in 13 weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	40.00%	53.48%	60.00%	65.38%	65.38%		***	**	Improving
BV 109b (NS)	% of minor planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	64.25%	74.76%	65.00%	72.54%	72.54%		**	**	Deteriorating
BV 109c (NS)	% of other planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	79.63%	85.79%	80.00%	82.70%	82.70%		**	*	Deteriorating

BV109a is only included to provide context to the other PIs in the suite.

BV 109b and 109c




Although performance in relation to both these indicators has deteriorated, performance is still above the important national targets of 65% and 80% respectively. Such fluctuations in performance are a result of greater emphasis on major application BV109a and other factors as the number of applications received within each category.

The important issue is whether the national targets for all three BV109 indicators are being met and they are all on course to do so.

Performance report

January 2007 – Performance to date

Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
CV 4	Number of recorded crimes per 1,000 population	Sustainable Communities	Community	People Policy and Performance	Less is Better	120.31	120.47	102.51	80.49	108.16		N/AP	N/AV	Improving
BV 127a (NS)	Violent crime per year per 1,000 population	Sustainable Communities	Community	People Policy and Performance	Less is Better	22.24	23.61	17.33	16.09	21.42		*	**	Improving
BV 127b (NS)	Robberies per year per 1,000 population	Sustainable Communities	Community	People Policy and Performance	Less is Better	0.41	0.32	0.31	0.26	0.35		***	***	Deteriorating

CV 4

- Current performance shows a reduction in CV4 over the quarter. A reduction of 14% when compared to the same quarter last financial year.
- The target is based upon the British Crime Survey (BCS) Comparator target of a reduction of 17.5% from the 2003/2004 baseline. This is an extremely stretching target and therefore has led to an extremely stretching CV4 target.

In summary we have good performance BUT remain off target.

BV 127a

- The trend for all violent crime (BV127a) mirrors that of CV4. We have very good performance when compared to this time last year. (A reduction of 7.1%).
- The challenge once again is the stretching target of 17.33 and we are currently off target.




BV 127b

The deteriorating trend in robberies (BV127b) follows an exceptionally high monthly total in December of 7. We are still dealing with low numbers of robberies and can expect the performance to return to being on target next quarter.

Performance report

January 2007 – Performance to date

Cleaner Greener Safer - Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
LP 134	Number of Anti-Social Behaviour incidents per 1,000 population	Sustainable Communities	Community	People Policy and Performance	Less is Better	103.35	140.28	96.1	117.11	153.67		N/AP	N/AV	Deteriorating
BV 218a	% of reports of abandoned vehicles investigated in 24 hours	Environment and Infrastructure	Community	Community Services	More is Better	N/AP	95%	100%	96.49%	96.49%		N/AV	***	Deteriorating
BV 218b	% of abandoned vehicles removed in 24 hours	Environment and Infrastructure	Community	Community Services	More is Better	N/AP	84.16%	100%	96.84%	96.84%		N/AV	***	Improving

LP134

- This is not a count of public disorder, it is the count of ASB incidents reported to Cumbria Constabulary.
- We have seen a rise in reported ASB incidents over the last year.
- We have seen a reduction in incidents over the last quarter, however the seasonal trend is one of winter lows and summer highs


BV 218a and b

These indicators have improved since last year and are in the top quartile in the Exeter Benchmarking Group. However, the target of 100% for each indicator is proving difficult to achieve. Some vehicles are not being dealt within the time frame. This is due to the fact that there is only one Abandoned Vehicle Co-ordinator and there are often too many vehicles for one person to deal with.

Performance report

January 2007 – Performance to date

Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (***=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 64	Private sector vacant dwellings returned to occupation or demolished	Sustainable Communities	Community	Development Services	More is Better	N/AP	325	325	188	251		**	*	Deteriorating




BV 64 - The main reason for the numbers falling is that the Homeless Section are doing much more pro-active work in the prevention of homelessness; they are providing much more advice to clients on what alternatives are available to them in terms of accommodation and, are providing more assistance to clients to enable them to prevent themselves becoming homeless. This means that there are less people to house in empty properties.

A report has been considered by the Executive proposing a new way of dealing with empty properties in the private sector. This will enable us to move things forward in a much more pro-active way in future.

Performance report

January 2007 – Performance to date

Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (***=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 84a	Kg household waste collected per head.	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	496	472.63	420	308.81	447.63		*	**	Improving
BV 84b	% of change in kg of waste collected per head	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	7.31%	-4.62%	-11.14%	-5.38%	-5.38%		N/AV	***	Improving
LP 114a	% of food premises inspections carried out (High Risk)	Sustainable Communities	Community	Community Services	More is Better	91.52%	96.00%	89.00%	87.07%	87.07%		N/AP	N/AV	Deteriorating


BV 84a and b – Please note that these indicators are linked very closely and they are both predicted to improve on last year however, the over ambitious targets need reviewing next financial year.

LP 114a – This indicator is off target due to staffing issues. A member of staff left in August and there were problems recruiting a new person due to a national skills shortage. A new recruit is due to start in February and this should clear the back log of inspections and allow the target to met.

Performance report

January 2007 – Performance to date



Corporate Health – Highlights

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
LP 57	Ensure at least 90% occupancy of Council's commercially let business units	Economic Development and Enterprise	Corporate Resources	Development Services	More is Better	97.33%	94.00%	90.00%	95.06%	95.06%		N/AP	N/AV	Improving
LP57 the good performance of this PI is because there is a shortage of property in a good market in high demand, we have a good portfolio and the properties are desirable														

Performance report

January 2007 – Performance to date

Corporate Health – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 16a	Staff with disabilities	Learning and Development	Corporate Resources	People Policy and Performance	More is Better	3.26	2.68	3.3	2.85	2.85		**		Improving
BV 79a (NS)	% of cases where benefit was accurately calculated	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	97.80%	96.00%	98.00%	94.40%	94.40%		**	**	Deteriorating

BV16a – There is an improvement from last year, but still off target. There has been an improvement in the record keeping which means that more people are completing the declaration, and as this PI based on the number of declarations, rather than the number of staff it is natural that there will be this initial dip in performance.



BV79a – This PI does not measure the current accuracy trend, as it repeatedly measures past performance so that any more recent improvement can have no direct effect on the indicator.

NB. Benefits have purchased some Quality Assurance software to help deal with current competency issues. However, it is dependent on all PC's in the Benefits office being upgraded to MS Office XP or 2003 (Word & Excel). This upgrade is part of a corporate roll out so we are not able to benefit from the software functionality until decisions are taken out-with our remit. IT are aware of our priority need for this upgrade and it has also been identified as a subject for urgent action in an internal audit report. There will still potentially be a problem with this measure unless it is changed to measure accuracy on claims processed in the quarter.

Performance report

January 2007 – Performance to date

Corporate Health – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 79bi	Amount of Housing Benefit overpayments recovered as % of recoverable overpayments	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	N/AP	87.41%	88.00%	65.43%	65.43%		N/AP	*	Deteriorating
BV 79bii	Housing Benefit overpayments recovered as % of total amount plus debt outstanding at start of period	Finance and Performance Management	Corporate Resources	Corporate Services	More is Better	N/AP	33.86%	35.00%	28.86%	28.86%		N/AP	**	Deteriorating

The targets for **BV 79bi** and **79bii** are set locally (not nationally as stated in the previous quarter report).


It is unlikely that these targets will be met.

The reason for these indicators not being on track/target is as a direct result of a large fraud being uncovered by the Benefits Investigations section. The fraud resulted in a single overpayment of £31,169 and whilst the claimant will be recommended for prosecution, there are no financial means available with which to repay the overpayment. This is often the case and means that the more successful we are in investigation activity, the more we have a counter/negative effect on overpayment collection rates.

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January 2007 – Performance to date




Corporate Health – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
LP 306	% of PI data submitted on time to Policy & Performance	Finance and Performance Management	Corporate Resources	People Policy and Performance	More is Better	74.00%	96.00%	100.00%	78.00%	78.00%		N/AV	N/AV	Deteriorating
<p>LP306 - The return rate for this month was 78%. A number of PIs were not returned within the deadline. This is particularly disappointing as 6 of them were PIs, which are reported one month in arrears. This is the 3rd quarter running that these indicators have not been reported to time. It is also worth noting that at no time during the year to date have 100% of indicators (the annual target) been reported at a monthly or quarterly interval.</p>														

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January 2007 – Performance to date

Corporate Health – Exceptions



PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
CV 27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	Economic Development and Enterprise	Infrastructure	Development Services	More is Better	£137,144	£127,760	N/AP	£85,964	£109,164		N/AP	N/AP	Deteriorating
CV 27a	Total enquiries received by CCG desk	Economic Development and Enterprise	Infrastructure	Development Services	More is Better	568	270	N/AP	193	257		N/AP	N/AP	Deteriorating
CV 27b	Conversion rate of enquiries to bookings through CCG desk (%)	Economic Development and Enterprise	Infrastructure	Development Services	More is Better	64%	60%	N/AP	53%	53%		N/AP	N/AP	Deteriorating

Carlisle Conference Group Indicators - These Performance indicators are to be reviewed for 2007/2008 as there is no target and a target is not likely to be set for next year. Members are asked to consider asking officers to reflect on to how the performance of Carlisle Conference Group could be better monitored and managed as the current PIs do not really build a picture of the performance of the group.

Performance report

January 2007 – Performance to date



Learning City – Highlights

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (***=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 170a	The number of visits to museums per 1,000 population (including website visits)	Leisure, Culture and Heritage	Community	Community Services	More is Better	3,214	3,166	3,300	2,825	3,627		***	***	Improving
LP 72	Number of people taking part in Learning activities delivered by the Museum and Arts Service	Community Services	Community	Community Services	More is Better	N/AP	175,734	175,734	164,635	219,513		N/AP	N/AV	Improving

Performance report

January 2007 – Performance to date

Learning City – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
BV 170b	Number of those visits to museums in person per 1,000 population	Leisure, Culture and Heritage	Community	Community Services	More is Better	2,843	2,678	2,700	2,004	2,674		***	***	Stayed the Same
BV 170c	Number of pupils visiting museums and galleries in school groups	Leisure, Culture and Heritage	Community	Community Services	More is Better	10,566	13,824	12,000	9,935	12,710		***	**	Deteriorating

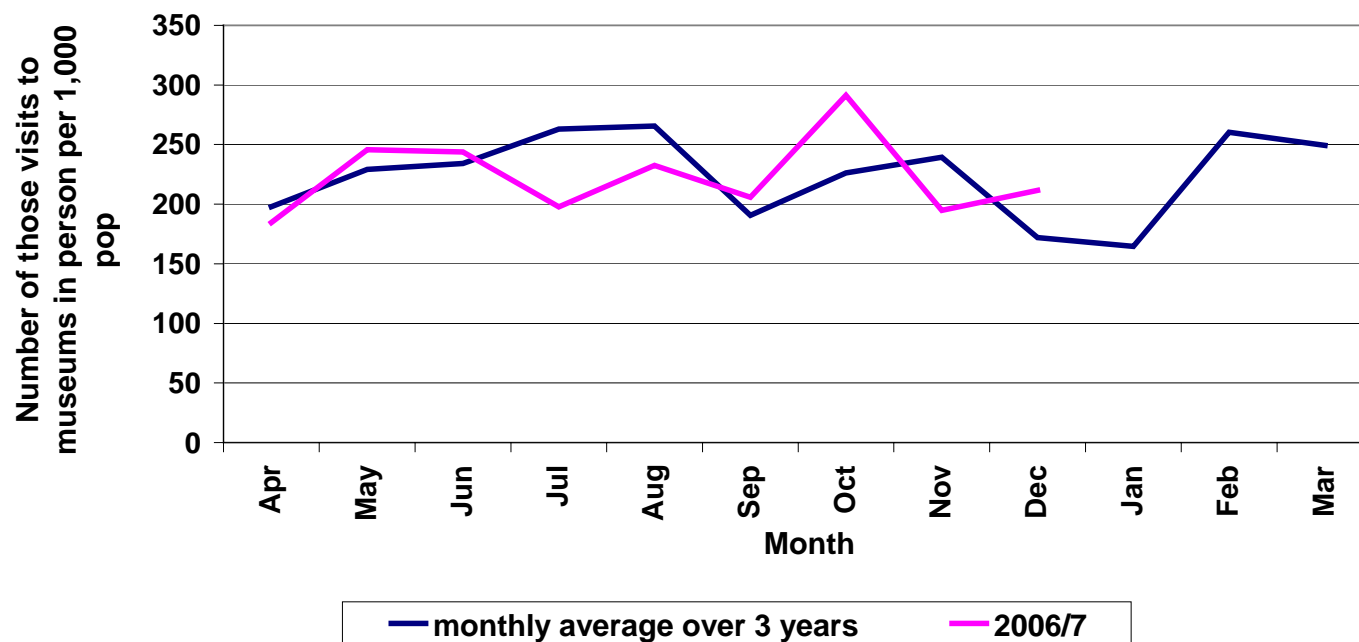
BV 170b and 170c - These PIs are either only just off target and only deteriorating slightly, this could be due to an increase in the population. Targets are set against old population figures, and the population has increased from 101,843 (the figure used in 2003) to 105,200 (the figure in use at the moment).

A graph has been produced on the following page that shows the monthly distribution of visits to Tullie House from the previous 3 years, this shows a dramatic upturn in the final quarter due to increased school visits in this part of the year.

Performance report

January 2007 – Performance to date

Graph to show the monthly distribution of BV170b number of those visits to museums in person per 1,000 population during Apr - Dec 2006 compared to last three years monthly average.



Performance report

January 2007 – Performance to date

Learning City – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	04/05 Actual	05/06 Actual	06/07 Target	Apr-Dec 06/07 Figure	Predicted Year 06/07 Figure	On/Off Target	National Quartile (**=top quartile)	Exeter Benchmarking Group Quartile	Trend
LP 81	Visitor numbers at Tourist Information Centres	Economic Development and Enterprise	Infrastructure	Development Services	More is Better	187,401	170,215	N/AP	131,363	157,743	N/AV	N/AV	N/AP	Deteriorating
<p>LP81 Poor performance could be attributed to all of or any of the following:</p> <ul style="list-style-type: none"> • The high exchange rate for UK Sterling makes the UK an expensive destination • Higher UK disposable income enables more UK residents to holiday overseas • The influence of budget airlines make people more inclined to take short breaks in other EU countries • Competition from other UK destinations with greater budgets for promotion (e.g. Manchester, Birmingham) <p>However, in terms of footfall in the City, Carlisle has not seen the economic downturn suffered by many UK retail destination - so in some respects, we are doing very well.</p>														