

Report to Economic Growth Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 4th March 2021
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework: Yes
 Public / Private: Public

Title: QUARTER 3 PERFORMANCE REPORT 2020/21
 Report of: Policy and Communications Manager
 Report Number: PC 16-21

Purpose / Summary:

This report contains the Quarter 3 2020/21 performance against the current Service Standards and a summary of the Carlisle Plan 2016-19 actions as defined in the 'plan on a page'. Performance against the Panel's 2020/21 Key Performance Indicators (KPIs) are also included.

Recommendations:

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

Tracking

Executive:	08/03/21
Scrutiny:	Health and Wellbeing 25/02/21 Economic Growth 04/03/21 Business and Transformation 18/02/21
Council:	N/A

1. BACKGROUND

1.1 This report contains the 2020/21 Quarter 3 performance against the Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. The Panel's Key Performance Indicators (KPIs) are also included as an appendix.

1.2 Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contain the Council's performance against the Service Standards for this Panel.

1.3 The measures are predominately lagging indicators (looking back at performance) and cover a range of services. Some indicators naturally lend themselves to having a specific target, or a national target, whilst with others the aim is to continually improve year-on-year compared to past performance. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The measures can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

1.4 The updates against the actions in the Carlisle Plan are presented in Section 3. Only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

1.5 At their meetings of 28th August and 3rd September 2020 respectively, Health and Wellbeing and Business and Transformation Scrutiny Panels both resolved that they would like to be involved in developing the content of future performance reports. It was agreed by all three Scrutiny Panels that this work should be carried forward by a Task and Finish Group that involved officers and Members from each Panel.

1.6 The aims of the aims of the Task and Finish Group are:

- Review existing reporting, seek advice from Policy and Communications Team on strengths and challenges of existing reporting
- Research examples of good practice
- Develop recommendations to share with the three Scrutiny Panels.

1.7 The group met for the first time on 15th January 2021 and the current performance report content and format were reviewed. It was agreed that members of the group would

research areas of good practice in performance management reporting and feedback to the group with some options at the next meeting on 2nd February. A set of draft principles for future reporting were then broadly agreed at this meeting and a draft report template will be discussed at the final meeting in April before being presented to the Panels for discussion later in the year.

1.8 Summary of KPIs and Service Standards:

Service Standards – 0 ‘red’, 0 ‘amber’ and 1 ‘green’

KPIs – 1 ‘red’, 0 ‘amber’, 9 ‘green’

Summary of Exceptions (RED)

Measure	Target	Performance
CSe22: Actual city centre revenue as a percentage of city centre expenditure	58.6%	43.5% Revenue £25k under target.

2. PROPOSALS

None.

3. RISKS

None.

4. CONSULTATION

The report was reviewed by relevant senior management and will be considered at the other Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to scrutinise the Quarter 3 Performance Report prior to it being submitted to Executive.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

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Appendices attached to report:

Performance Dashboard

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**

CORPORATE IMPLICATIONS:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues.

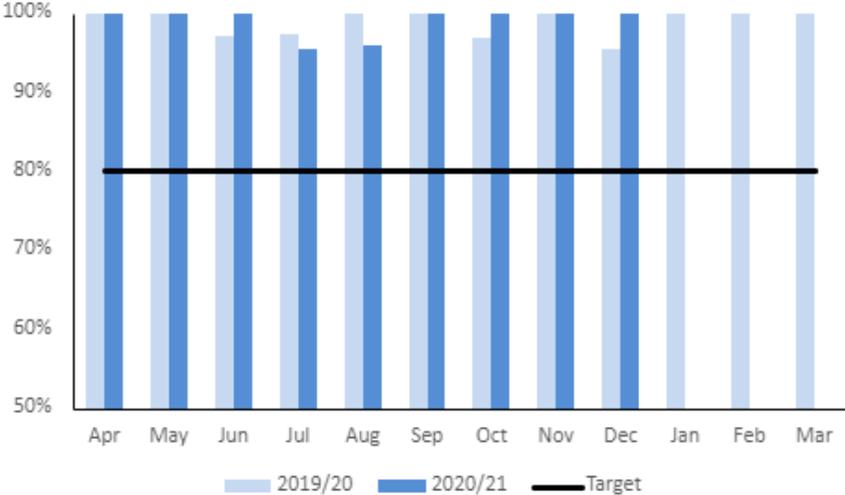
EQUALITY – This report raises no explicit issues relating to the Public Sector Equality Duty.

INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

Section 1: Service Standards 2020/21

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year. Service Standards are the measures judged to be the most important to our customers, therefore, the mostly likely to influence the overall satisfaction with how the Council performs. Below is the Council's performance against the Panel's only Service Standard.

SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	To end of Quarter 3 2020/21	Performance by Month	Further Information																																							
<p style="text-align: center;">80% (Nationally set target)</p>	<p>99.0%</p> <p>(Q3 2019/20: 98.4%)</p>	 <table border="1" style="display: none;"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>2019/20 (%)</th> <th>2020/21 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>99.0</td><td>99.0</td></tr> <tr><td>May</td><td>99.0</td><td>99.0</td></tr> <tr><td>Jun</td><td>96.0</td><td>99.0</td></tr> <tr><td>Jul</td><td>96.0</td><td>95.0</td></tr> <tr><td>Aug</td><td>99.0</td><td>95.0</td></tr> <tr><td>Sep</td><td>99.0</td><td>99.0</td></tr> <tr><td>Oct</td><td>96.0</td><td>99.0</td></tr> <tr><td>Nov</td><td>99.0</td><td>99.0</td></tr> <tr><td>Dec</td><td>95.0</td><td>99.0</td></tr> <tr><td>Jan</td><td>99.0</td><td>99.0</td></tr> <tr><td>Feb</td><td>99.0</td><td>99.0</td></tr> <tr><td>Mar</td><td>99.0</td><td>99.0</td></tr> </tbody> </table>	Month	2019/20 (%)	2020/21 (%)	Apr	99.0	99.0	May	99.0	99.0	Jun	96.0	99.0	Jul	96.0	95.0	Aug	99.0	95.0	Sep	99.0	99.0	Oct	96.0	99.0	Nov	99.0	99.0	Dec	95.0	99.0	Jan	99.0	99.0	Feb	99.0	99.0	Mar	99.0	99.0	<p>204 household planning applications have been processed to the end of Quarter 3 compared with 245 in the same period last year.</p>
	Month		2019/20 (%)	2020/21 (%)																																						
	Apr		99.0	99.0																																						
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<p>On target?</p>																																										
																																										

Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators, derived from the links between the service plans and budget resolution were developed. The measures are predominately lagging indicators (looking back at performance) and cover a range of internal and external facing services. Some indicators naturally lend themselves to having a target or may have a national target set whilst with others, the aim is to improve year-on-year. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The KPIs can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

The current KPIs are attached as a dashboard.

Section 3: [Carlisle Plan on a Page 2016–19 Delivery](#)

The current [Carlisle Plan](#) covered the period 2016-19 and the majority of the key actions are now either delivered or considered business as usual and feature within existing service plans. Quarter 3 updates to the Panel's remaining key actions are contained within the following pages. Following Member feedback, the layout of the updates have also been simplified.

Priority: Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle

Business Property & Infrastructure:

Key Action 2: City Centre redevelopment projects (SMT Owner: J Meek, Scrutiny Panel: EG / B&T)

Project Description: The City of Carlisle is ambitious to grow, leading the way in unleashing the full economic potential of Cumbria and the wider Borderlands Area. As the business and population capital of the region, a university city and the strategically located Borderlands hub connecting Cumbria to the rest of the UK, Carlisle has the assets, strengths and potential to drive future prosperity and growth. Carlisle city centre regeneration programme will ensure that we provide the environment in which businesses can thrive, attract new jobs, provide a high quality environment in which to live, work or play and a well-connected flourishing visitor destination and attractive gateway to the wider Cumbrian and Borderlands region.

Timeline - Quarter 3 Update:

Carlisle Station Gateway – Business case approved and confirmation of £20m investment received from MHCLG in November 2020.

The outcome of the submitted business case for Future High Street Fund investment was that the City Council has been awarded nearly 70% of the funds requested. The programme will now be revised in order to fit the new allocated funds.

The Carlisle Town Investment Plan Town has been submitted. If successful, this will increase the vibrancy of the city centre which is a key objective within the Plan. Our Town Deal 'ask' of £25m will fund a number of city centre projects.

Emerging risks/issues:

None

Key Action 6: Progress the Borderlands Initiative (SMT Owner: J Meek, Scrutiny Panel: EG)

Project Description: The Borderlands Partnership was established to unlock the potential for sustainable and inclusive economic growth across the South of Scotland and North of England. This has resulted in a £345 million deal with Scottish / UK Governments to deliver inclusive growth across the Borderland subregion. The Borderlands programme is focusing on ways to make the area more attractive to existing and potential residents, investors and visitors.

Timeline - Quarter 3 Update:

Work continues to enable the Borderlands Partnership to progress to Full Deal in 2021.

This includes:

- Completion of business cases for all projects and programmes
- Development of a communications protocol
- Development of a monitoring and evaluation framework
- Signing of a Collaboration Agreement and formalising the governance arrangements between the Borderlands Partners

Emerging risks/issues:

None

Key Action 7: Infrastructure Delivery Plan (SMT Owner: J Meek, Scrutiny Panel: EG)

Project Description: Maintain an up to date Infrastructure Delivery Plan and develop proposals to address identified issues. Much of this work is now centred around the St Cuthbert's Garden Village and the necessary supporting infrastructure including a new strategic link road (CSLR)

Timeline - Quarter 3 Update:

Planning consent of the CSLR was granted by Cumbria County Council in October 2020. Construction is planned to commence in March 2022 with the completion and opening in 2024. Funding agreement & contract in place including obligations (linked to housing delivery as opposed to the road) which fall to the City Council inclusive of linked milestones

Emerging risks/issues:

None

Key Action 8: St Cuthbert's Garden Village (SMT Owner: J Meek, Scrutiny Panel: EG)

Project Description: St Cuthbert's Garden Village, Carlisle is an ambitious proposal that will deliver the development of around 10,000 new quality homes, new employment opportunities, community facilities and a new Southern Link Road between the A595 and M6 (J42). This Key Action is currently split into two projects: Carlisle Southern Link Road and St Cuthbert's Garden Village Masterplan and Local Plan.

Timeline - Quarter 3 Update:

Masterplan was submitted in November and preferred option at Executive in November for approval to consult on Preferred Option Local Plan.

St Cuthbert's Garden Village Local Plan Reg 18 Preferred Option consultation was held in November and December 2020 and the St Cuthbert's Strategic Design Guide SPD consultation was also completed.

Emerging risks/issues:

None

Economic Growth Scrutiny Panel Performance Dashboard Quarter 3 2020/21

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Performance Q3 2020/21	Performance Q3 2019/20	Trend	Target	Comments
✗	CSe22	Actual city centre revenue as a percentage of city centre expenditure (including recharges)	43.5%	44.3%	↓	58.6%	Revenue £25k under target.
✓	ED02	Building Control to process S80 demolition notices within six weeks (statutory duty)	100%	100%	→	100%	
✓	ED03b	Building Control to decide 100% of all applications within the statutory period of 5 weeks or 2 calendar months (with the consent of the applicant)	100%	100%	→	100%	
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	93.3%	89.5%	↑	60%	
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	97.9%	97.2%	↑	80%	
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	98.0%	98.1%	↓	80%	
N/A	ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	N/A	100%	N/A	100%	None confirmed
✓	ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	100%	100%	→	100%	
✓	ED11	% of valid full plan applications determined or checked by Building Control within 5 working days	31.7%	32.0%	↓	25%	
✓	ED12	% of valid full plan applications determined or checked by Building Control within 15 working days	100%	100%	→	95%	
✓	ED13	% of site inspections carried out by Building Control on the date agreed	99.5%	98.4%	↑	99%	