



# Carlisle City Council

## Report to Economic Growth Scrutiny Panel

### Report details

Meeting Date: 2<sup>nd</sup> December 2021  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Policy and Budget Framework: Yes  
Public / Private: Public

Title: QUARTER 2 PERFORMANCE REPORT 2021/22  
Report of: Policy and Communications Manager  
Report Number: PC 39/21

### Purpose / Summary:

This report contains the Quarter 2 2021/22 performance against the current Service Standards and an update on the delivery of the Carlisle Plan 2021-23 actions as defined in the Plan. Performance against the Panel's 2021/22 Key Performance Indicators (KPIs) are included as a dashboard.

### 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:	20 <sup>th</sup> December 2021
Scrutiny:	Business and Transformation 7 <sup>th</sup> December 2021 Health and Wellbeing 25 <sup>th</sup> November 2021 Economic Growth 2 <sup>nd</sup> December 2021
Council:	N/A

## 1. Background

1.1 This report contains the Quarter 2 2021/22 performance against the Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the Plan. The Panel's Key Performance Indicators (KPIs) are also included as an appended dashboard.

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, through performance reporting, is just one aspect of the Council's wider performance framework.

1.4 The current position of the projects and programmes of 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 Summary of KPIs and Service Standards:

Service Standards – 0 'red', 0 'amber' and 1 'green'

KPIs – 2 'red', 1 'amber', 5 'green'

### Summary of Exceptions (RED)

Measure	Target	Performance
CSe22 Actual city centre pedestrianised zone revenue as a percentage of city centre expenditure	81%	61% Revenue down on target due to less events in the city centre due to Covid-19 restrictions earlier in the year.
ED11 % of valid full plan applications determined or checked by Building Control within 5 working days	25%	16% The Building Control service has experienced over 50% increase in the number of applications received compared to 2020/21 as the construction industry recovers from Covid-19. This has been

		compounded by a temporary 50% reduction in capacity due to long term absence and officer retirement. The service has trialled outsourcing this work but this has had to be brought back in house to maintain quality and consistency.
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## 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 Performance Report prior to it being submitted to Executive.

## 6. Contribution to the Carlisle Plan Priorities

Detail in the report.

### Contact details:

Contact Officer: Gary Oliver

Ext: 7430

### Appendices attached to report:

- Performance Dashboard

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

### Corporate Implications:

Legal - This report raises no explicit legal issues.

Property Services - This report raises no explicit property issues

Finance - This report raises no explicit financial issues

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

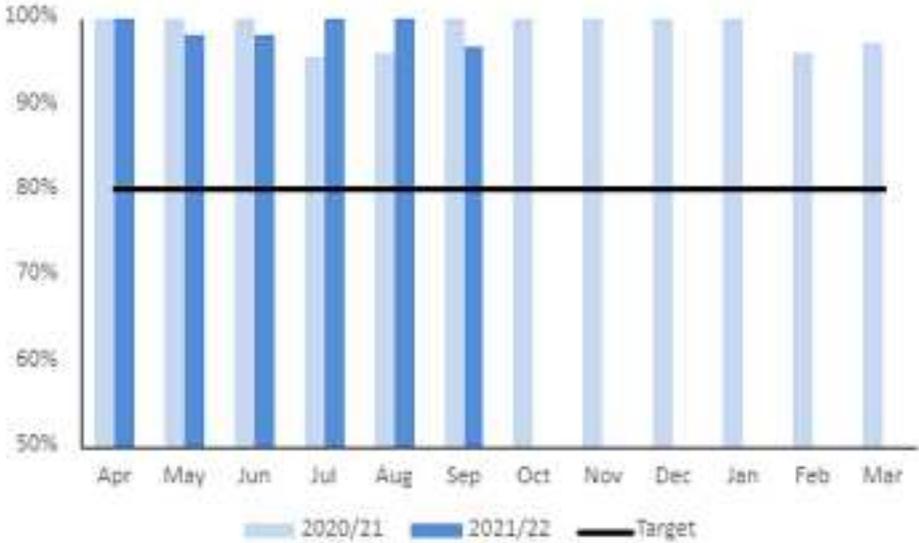
Information Governance- This report raises no explicit issues relating to Information Governance.

## Section 1: Service Standards 2021/22

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 as part of the service planning process. Service Standards are the measures judged to be the most important to our customers, therefore, the most likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the Service Standard within the Panel's remit.

### SS01: Percentage of Household Planning Applications processed within eight weeks

Service Standard	End of Quarter 2 2021/22	Performance by Month	Further Information																																							
<p>80% (Nationally set target)</p>	<p>98.8%</p> <p>(Q2 2020/21: 98.4%)</p>	 <table border="1"> <caption>Monthly Performance Data (Estimated from Chart)</caption> <thead> <tr> <th>Month</th> <th>2020/21 (%)</th> <th>2021/22 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>98</td><td>98</td></tr> <tr><td>May</td><td>98</td><td>97</td></tr> <tr><td>Jun</td><td>98</td><td>97</td></tr> <tr><td>Jul</td><td>95</td><td>98</td></tr> <tr><td>Aug</td><td>95</td><td>98</td></tr> <tr><td>Sep</td><td>98</td><td>96</td></tr> <tr><td>Oct</td><td>98</td><td>98</td></tr> <tr><td>Nov</td><td>98</td><td>98</td></tr> <tr><td>Dec</td><td>98</td><td>98</td></tr> <tr><td>Jan</td><td>98</td><td>98</td></tr> <tr><td>Feb</td><td>95</td><td>95</td></tr> <tr><td>Mar</td><td>95</td><td>95</td></tr> </tbody> </table>	Month	2020/21 (%)	2021/22 (%)	Apr	98	98	May	98	97	Jun	98	97	Jul	95	98	Aug	95	98	Sep	98	96	Oct	98	98	Nov	98	98	Dec	98	98	Jan	98	98	Feb	95	95	Mar	95	95	<p>253 household planning applications have been processed in the first half of the year compared with 123 in the same period last year.</p>
	Month		2020/21 (%)	2021/22 (%)																																						
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<p><b>On target?</b></p>																																										
<p>✓</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 KPIs are attached as a dashboard at the end of this report.

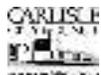
### **Section 3: Draft Carlisle Plan 2021-23 Actions**

The new Carlisle Plan covers the period 2021 to 2023 and was adopted by Council on 14<sup>th</sup> September 2021 following a period of public consultation. The following table provides an update on the delivery of the actions in the plan following the baseline position that was provided in the previous report.

<b>Key Action</b>	<b>Project Activity</b>
1 Delivering the Borderlands Inclusive Growth Deal	<p><b>Carlisle Railway Station</b></p> <ul style="list-style-type: none"> <li>• Work on the final designs with Design &amp; Build contractor and commence pre-planning activity.</li> <li>• Public consultation on phase one design options was held September 2021.</li> </ul> <p><b>Citadels</b></p> <ul style="list-style-type: none"> <li>• Full Business Case submitted to the Department for Levelling Up, Housing &amp; Communities.</li> <li>• Good progress on land assembly work that Carlisle City Council is leading on to support the delivery of the project. Continued engagement with leaseholders on English Street. Offer letters have been issued with the majority indicating they are willing to progress deal.</li> </ul> <p><b>Paton House</b></p> <ul style="list-style-type: none"> <li>• Contractor procured and demolition has commenced, beginning with 'soft strip'.</li> </ul> <p><b>Place Programme – Longtown</b></p> <ul style="list-style-type: none"> <li>• Awaiting Department for Levelling Up, Housing &amp; Communities approval of the Place Programme Business Case</li> </ul>
2 Delivering St Cuthbert's Garden Village	<ul style="list-style-type: none"> <li>• Engagement with potential master developers commenced to understand potential nature and scope. Action plan prepared and circulated informally in draft to advance Local Plan to publication and submission. Planning Inspectorate 'advisory visit' held 27<sup>th</sup> July and recommended actions are now being explored. Aspinall Verdi reappointed to provide advice on viability. Delivery Workshop held on 8<sup>th</sup> September to review potential phasing and infrastructure requirements. Governance procedures reviewed in draft.</li> <li>• Draft project plan prepared and to be formally agreed. Workshop held with Member Advisory Group (8<sup>th</sup> August) to scope the draft vision and objectives for the Dev Co.</li> </ul>

Key Action	Project Activity
	<p>Provisional project plan considered and agreed by JMT (August). Series of 'learning' meetings held with other Dev Corps and candidate Dev Co authorities.</p> <ul style="list-style-type: none"> <li>Funding in place to deliver landscape competition to deliver Start with the Park designs. Landowner engagement progressing. Brief finalised and the Stage 1 competition concluded in August. .</li> </ul>
<p>3 Delivering the Future High Street Fund (FHSF), Towns Fund, Town Deal Accelerated Fund, and related regeneration projects</p>	<p><b>Repurposing 6-24 Castle Street</b> - establishment of officer working group (Regeneration / Property Services) - meeting regularly. Property Services currently preparing a tender specification for surveying / dilapidation works.</p> <p><b>Caldew Riverside</b></p> <ul style="list-style-type: none"> <li>Supplementary ground investigations have concluded, samples are with the lab and are being assessed. A report will be taken to Environment Agency for consideration.</li> <li>The results indicate that the majority of the site is not affected by contamination, with the main concentration adjacent to the Victoria Viaduct car park.</li> </ul> <p><b>Container Village / Bitts Park</b> - all site works complete and operator opened for business 28<sup>th</sup> August.</p> <p><b>Central Plaza</b></p> <ul style="list-style-type: none"> <li>CBRE appointed for design support / costing for site stabilisation and uses within the £4.7m FHSF envelope.</li> <li>Updated marketing prospectus for the site prepared.</li> <li>Ongoing discussions with Chancerygate on potential development options.</li> </ul> <p><b>Reimagining the Green Market / Market Square as Carlisle's events space</b> – Carlisle City Council (CaCC)/Cumbria County Council (CuCC) officer group established to manage development and delivery of project. Collaboration agreement has been drafted by CaCC legal team - setting out roles and responsibilities of both authorities - for consideration and comment by CuCC legal team..</p> <p><b>Pedestrian enhancement of Devonshire Street</b> - CaCC/CuCC officer team meeting regularly. Collaboration agreement has been drafted by CaCC legal team - setting out roles and responsibilities of both authorities - for consideration and comment by CuCC legal team.</p>

Key Action	Project Activity
4 Building on success through new economic opportunities	<p><b>Morton Retail &amp; Employment Site</b> - Terms agreed with CuCC for both permanent &amp; temporary Carlisle Southern Link Road (CSLR) land take &amp; temporary works compound. Discussions commenced with Persimmon regarding access into the Church Commissioners Land.</p>
9 Delivering the private sector housing standards to include a range of grants, advice, support and regulation	<p>43 private landlords were requested to provide compliant electrical installation checks for their rental properties. Of these, 18 properties either did not have the required certification or the certification was completed after the Government deadline of the 1st April 2021. Two properties had certificates warning of serious electrical hazards (C2 unsatisfactory codes are potentially dangerous and require urgent remedial action). Four appeals have been considered by the Regulatory Services Manager but none have been upheld. Final Civil Penalty Notices are likely to be issued for 18 properties with the final appeal for these to the 1st tier housing tribunal.</p> <p>5 HMO (Houses in Multiple Occupation) inspections have been undertaken – the scheduled inspections have started again following the relaxing of Covid controls (covid risk assessments and precautions are being implemented for all visits)</p> <p>344 new referrals for Disabled Facilities Grants (DFGs) were made in the first two quarters. 151 of these were from the main referral agency – Adult Social Care. 162 DFGs were completed and closed in the first two quarters, the most commons works being discretionary DFGs for heating improvements and house clearances (to facilitate moving from hospital back home) and Mandatory DFGs for stairlifts and level access showers.</p> <p>A KPI report is being finalised with Foundations which will allow improved progress reporting on DFG activity recorded through the Case Manager Software.</p> <p>The Housing Renewal Assistance Policy revision is starting its consultation and Committee approval process.</p>



## Economic Growth Scrutiny Panel Performance Dashboard Quarter 2 2021/22

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	Frequency	Panel	Performance Q2 2021/22	Performance Q2 2020/21	Trend	Target	Comments
✗	CSe22	Actual city centre revenue as a percentage of city centre expenditure	Quarterly	conomic Growt	60.7%	58.9%	↑	80.9%	Revenue £15k under target.
▲	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)	Monthly	conomic Growt	97.8%	100%	↓	100%	
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	Monthly	conomic Growt	81.8%	100%	↓	60%	
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	Monthly	conomic Growt	97.1%	97.3%	↓	80%	
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	Monthly	conomic Growt	92.8%	100%	↓	80%	
✗	ED11	% of valid full plan applications determined or checked by Building Control within 5 working days	Monthly	conomic Growt	15.5%	32.7%	↓	25%	55% increase in applications compared to 2020/21
✓	ED12	% of valid full plan applications determined or checked by Building Control within 15 working days	Monthly	conomic Growt	100%	100%	→	95%	
✓	ED13	% of site inspections carried out by Building Control on the date agreed	Monthly	conomic Growt	99.7%	99.5%	↑	99%	