

Report to Economic Growth Scrutiny Panel

Meeting Date: 9th September 2021
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework: Yes
 Public / Private: Public

Title: QUARTER 1 PERFORMANCE REPORT 2021/22
 Report of: Policy and Communications Manager
 Report Number: PC.35/21

Purpose / Summary:

This report contains the Quarter 1 2021/22 performance against the current Service Standards and a baseline position for the Carlisle Plan 2021-23 actions as defined in the draft Plan. Performance against the Panel's 2021/22 Key Performance Indicators (KPIs) are included as a dashboard.

The recommendations from the Member Task and Finish Group on performance reporting are also detailed.

Recommendations:

1. Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Consider and agree the recommendations made by the Task and Finish Group regarding future performance reports.

Tracking

Executive:	27/09/21
Scrutiny:	Business and Transformation 26/08/21 Health and Wellbeing 02/09/21 Economic Growth 09/09/21
Council:	N/A

1. BACKGROUND

1.1 This report contains the 2021/22 performance against the Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the draft Plan. The Panel's Key Performance Indicators (KPIs) are also included as an appended dashboard. For further information, pre-Covid pandemic performance i.e. Quarter 1 2019/20 is also included where like for like comparisons are possible.

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 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 Summary of KPIs and Service Standards:

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

KPIs – 1 'red', 0 'amber', 7 'green'

Summary of Exceptions (RED)

Measure	Target	Performance
CSe22 Actual city centre pedestrianised zone revenue as a percentage of city centre expenditure	84%	55% Revenue down on target due to less events in the city centre due to Covid-19 restrictions earlier in the year.

1.6 Performance Reporting Task and Finish Group

At their meetings of 28 August and 3 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.

1.6.1 Aims of the Task and Finish Group were:

- 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 HWSP, EGSP and BTSP

1.6.2 Membership:

Members:

Cllr Keith Mellor (EGSP Vice Chair(VC))

Cllr James Bainbridge (BTSP Chair)

Cllr Pamela Birks (BTSP VC)

Cllr Christine Finlayson (HWSP VC)

Cllr Jeanette Whalen (HWSP)

Co-opted Members:

Gary Oliver (Policy and Performance Officer) (Chair)

Rowan Jones (Overview and Scrutiny Officer)

Ross Blakemore (Data Analyst Apprentice)

1.6.3 The group met in January, February and June 2021 and the following recommendations were made and will be shared with all three Panels:

- Quarterly reports should be lighter, but end of year reports will still be the full report, including potential use of infographics and benchmarking where possible (ALL)
- Consider stretch targets for next year (2022/23) in a January 2022 review (BTSP)
- For the Carlisle Plan 2021-23, the governance arrangements and key project information be shared with the Panels and then going forward, light updates, exceptions and measures of success to be reported on (ALL)
- Service Standards – remove acronyms and use plain English (ALL)

- The recycling service standard should include the waste taken to the Household Waste Recycling Centres at Bousteads Grassing and Brampton to give a more holistic view of Carlisle household recycling (HWSP)
- Some KPIs that no longer fit the strategic priorities for the Panels should be removed once the Panels' workplans for the year have been developed. (ALL)
- Homelessness data needs to be more strongly reflected in performance management e.g. re-presentations, how long are households spending in temporary accommodation (HWSP)
- Customer satisfaction surveys – once the Civic Centre is open to the public again, consider a face-to-face survey or kiosk at point of exit to complement the current online survey form. Once the new telephony service is in place, performance measures should be developed in line with the Customer Services Charter (BTSP)
- Climate change targets - Carlisle target is now aligned to Cumbria target of net zero by 2037 but this will not be a linear process to achieve this. An annual summary table of projects delivered should be included in the end of year performance report. Consider alignment with other Cumbria authorities in relation to shorter term targets
- Further develop a live dynamic performance dashboard that can be publicly shared and accessible to Members (ALL)

2. PROPOSALS

As detailed in the Task and Finish Group recommendations.

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.

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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.

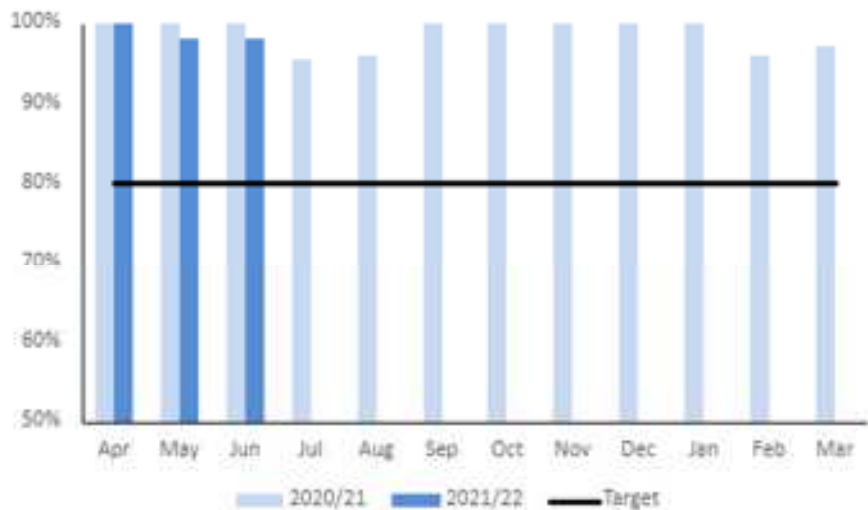
INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

Section 1: Service Standards 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	Quarter 1 2021/22	Performance by Month	Further Information																																							
80% (Nationally set target)	98.6% (Q1 2020/21: 100% Q1 2019/20: 100%)	 <table><thead><tr><th>Month</th><th>2020/21 (%)</th><th>2021/22 (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>100</td></tr><tr><td>May</td><td>100</td><td>98</td></tr><tr><td>Jun</td><td>100</td><td>98</td></tr><tr><td>Jul</td><td>95</td><td>95</td></tr><tr><td>Aug</td><td>95</td><td>95</td></tr><tr><td>Sep</td><td>100</td><td>100</td></tr><tr><td>Oct</td><td>100</td><td>100</td></tr><tr><td>Nov</td><td>100</td><td>100</td></tr><tr><td>Dec</td><td>100</td><td>100</td></tr><tr><td>Jan</td><td>100</td><td>100</td></tr><tr><td>Feb</td><td>95</td><td>95</td></tr><tr><td>Mar</td><td>98</td><td>98</td></tr></tbody></table>	Month	2020/21 (%)	2021/22 (%)	Apr	100	100	May	100	98	Jun	100	98	Jul	95	95	Aug	95	95	Sep	100	100	Oct	100	100	Nov	100	100	Dec	100	100	Jan	100	100	Feb	95	95	Mar	98	98	139 household planning applications have been processed in the quarter compared with 53 in the same quarter last year.
	Month		2020/21 (%)	2021/22 (%)																																						
	Apr		100	100																																						
May	100	98																																								
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On target?																																										
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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.

Throughout 2020/21, a link to the online customer satisfaction survey was available on the Council's website and promoted via social media. The following table is a summary of the results. Only the events question is directly within the Panel's remit, but the other results are also included for comparison purposes. The results of the most recent Local Government Association (LGA) survey are also included and Carlisle is broadly in line with the national average.

Question	Sample size	Proportion who answered Very Satisfied/Satisfied for satisfaction questions or Improved/Stayed the Same for change questions	Confidence Interval at 95% Confidence Level	2019/20 Performance	LGA Survey
Overall satisfaction with how well Carlisle City Council is running things	343	72.6%	5.3%	71%	68%
Satisfaction with Carlisle's street cleanliness	340	73.2%	5.3%	68%	68%
Perception of changes to customer's neighbourhood street cleanliness over last three years	333	75.5%	5.4%	69%	N/A
Satisfaction with the Council's Waste and Recycling Collection Service	320	76.4%	5.5%	84%	80%
Perception of changes to the Waste and Recycling Service over the last three years	319	77.8%	5.5%	85%	N/A
Satisfaction with the Council's parks and open spaces	310	73.8%	5.6%	89%	81%
Perception of changes to the parks and open spaces over the last three years	309	73.5%	5.6%	84%	N/A
Satisfaction with the Council's leisure facilities	302	61.8%	5.6%	62%	61%

Perception of changes to the leisure facilities over the last three years	300	63.0%	5.7%	65%	N/A
Satisfaction with Council-run events	249	92.3%	6.2%	91%	N/A
Perception of changes to Council-run events over the last three years	249	94.4%	6.2%	86%	N/A
Satisfaction with the Old Fire Station	N/A	N/A	N/A	97%	N/A

For 2021/22, the survey will be amended to allow further benchmarking with the LGA.

The Performance Reporting Task and Finish Group made recommendations relating to KPIs:

“Quarterly reports should be lighter, but end of year reports will still be the full report, including potential use of infographics and benchmarking where possible”

“Some KPIs that no longer fit the strategic priorities for the Panels should be removed once the Panels' workplans for the year have been developed”

The Panel's KPI changes are therefore proposed as follows:

Code	Measure	Comments
ED02	Building Control to process S80 demolition notices within six weeks (statutory duty)	Very low numbers so changed from quarterly to annual reporting
ED08	Proportion of Tree Preservation Orders (TPO) confirmed within 6 months	
ED10	Proportion of Tree Preservation Order applications determined within statutory period of 8 weeks	

The remaining KPIs are attached as a dashboard.

Section 3: Draft Carlisle Plan 2021-23 Actions

The draft Carlisle Plan covers the period 2021 to 2023 and is currently being consulted on. The public consultation ended on 6 August. Results of this consultation were reported to Executive on 31 August and the final version of the Plan developed. Many of the key actions have already started to be delivered and the table below provides a baseline position on the progress to date. Once the Plan has been formally adopted, the next steps will be to work up the project timelines and success measures.

Key Action	Project Activity
1 Delivering the Borderlands Inclusive Growth Deal	<p>Carlisle Railway Station</p> <ul style="list-style-type: none">• £20M Borderlands The Institute of Grocery Distribution (IGD) funding secured• County Council are leading on the delivery• Story Contracting & Eric Wright Civil Engineering -delivering the 1st phase of the project <p>Citadels</p> <ul style="list-style-type: none">• £50M Borderlands IGD funding approved in principle• Scheme for new university campus and business accelerator hub• City Council, County Council and University of Cumbria are working on the development of a full business case <p>Paton House</p> <ul style="list-style-type: none">• Clearance of site to enable redevelopment - Contractor procured and pre demolition works on site• Funding of £1.78m secured to deliver project <p>Place Programme – Longtown</p> <ul style="list-style-type: none">• Awaiting MHCLG approval of the Place Programme Business Case

Key Action	Project Activity
2 Delivering St Cuthbert's Garden Village	<ul style="list-style-type: none"> • Masterplanning Framework -finalised in October 2020. • Strategic Design Supplementary Planning Document -adopted. • Carlisle Southern Link Road - project remains on track to be delivered by 2024. • Successful Development Corporation Bid - awarded £754K to build a business case to lead on longer term delivery of St Cuthbert's Garden Village. • Landscape Design competition has launched and it concludes in January 2022; the winner could be awarded the contract to deliver the project on site.
3 Delivering the Future High Street Fund (FHSF), Towns Fund, Town Deal Accelerated Fund, and related regeneration projects	<p>Improve the vitality and viability of the city centre - Projects reviewed and cost profile revised to come within the funding envelope secured through FHSF (funding £9.1m)</p> <p>Repurposing 6-24 Castle Street - Officer team meeting regularly. Property Services preparing a tender specification for surveying the properties.</p> <p>Central Plaza -</p> <ul style="list-style-type: none"> • £4.7M funding secured from Future High Street Fund to support the redevelopment of the site. • Detailed site investigations are now underway. • Surveys will inform the redevelopment of the site. <p>Reimagining the Green Market / Market Square as Carlisle's events space - Collaboration agreement is being developed to outline project management responsibilities.</p> <p>Pedestrian enhancement of Devonshire Street - Preparation of a specification with Cumbria County Council for RIBA2 design work and costings.</p>

Key Action	Project Activity
4 Building on success through new economic opportunities	Morton Retail & Employment Site - development of Morton retail district centre and employment site as part of Morton Masterplan - May 2021 - retailer engagement to review market interest and develop updated scheme and options paper
9 Delivering the private sector housing standards to include a range of grants, advice, support and regulation	<p>Housing and Pollution had 181 live disabled facilities grants (DFGs) to process on the 30th June 2021. 31 of these were approved between the 1st April and the 30th June and 36 were completed between the 1st April and 30 June 2021. Homelife had approved 131 discretionary DFGs and completed 63 in the first quarter period. The majority of housing and pollution DFGs are for stairlifts, level access showers and ramps. The majority of Homelife grants are for deep cleans to allow a person to return home, gas safety works and home insulation works.</p> <p>There have been 15 applications approved for the empty homes grants although none had been completed in the first quarter.</p>



Economic Growth Scrutiny Panel Performance Dashboard

Quarter 1 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	Performance Q1 2021/22	Performance Q1 2020/21	Performance Q1 2019/20 (pre-Covid)	Trend	Target	Comments
✗	CSe22	Actual city centre revenue as a percentage of city centre expenditure	55.1%	49.8%	56.9%	↑	84.2%	Revenue £11k 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)	100%	100%	N/A	→	100%	
✓	ED05	Proportion of major planning applications completed in 13 weeks or within agreed time extension	66.7%	100%	91.0%	↓	60%	
✓	ED06	Proportion of minor planning applications completed in 8 weeks or within agreed time extension	96.5%	97.7%	98.0%	↓	80%	
✓	ED07	Proportion of 'other' planning applications completed in 8 weeks or within agreed time extension	89.4%	100%	99.0%	↓	80%	
✓	ED11	% of valid full plan applications determined or checked by Building Control within 5 working days	35.0%	58.1%	26.0%	↓	25%	
✓	ED12	% of valid full plan applications determined or checked by Building Control within 15 working days	100%	100%	100%	→	95%	
✓	ED13	% of site inspections carried out by Building Control on the date agreed	99.6%	99.1%	99.4%	↑	99%	