

RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 14 June 2012

Title: CORPORATE PLAN: END OF YEAR PERFORMANCE REPORT

Report of: Policy and Communications Manager

Report reference: PPP 08/12

Summary:

This is the end of year performance report against the 2011/12 Corporate Plan. A summary of the progress made in the delivery of each of the Corporate Plan Key Actions (KA) is in the table in section 4 and further detail is provided (along with relevant performance indicators) in section 5.

The contents of the report were determined at the Senior Management Team meeting on 14 May 2012 and the Key Action Red, Amber, Green (RAG) ratings were assessed by the relevant Director.

The RAG rating column refers to work that was carried out during 2011/12. It may be that the Key Action is being carried forward into 2012/13 but the rating is based on last year's activity.

Recommendations:

The Panel is requested to:

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

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1. REASON FOR RECOMMENDATIONS

The purpose of the report is to highlight the end of year performance of the City Council and show progress made in delivery of the Corporate Plan 2011/12.

2. IMPLICATIONS

Corporate – Measuring the Corporate Plan

Impact assessments

Does the change have an impact on the following?

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

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

Impacts have been considered throughout the year

3. Performance summary

The financial year's corporate performance has to be set against the context of a reduced revenue and capital budget. Reviewing our financial relationships has dominated the Corporate Plan, partly due to the budgetary pressures and increasingly due to the wider public sector reform agenda.

Communities have in turn become increasingly self-reliant and we have seen the start of service delivery by social enterprises, moving from a reaction to a more proactive approach has been key. An emerging example of this increasing diverse approach to delivery is the Community Resource Centre and the 'dispersed foyer' for young people.

The role of partnerships at a local level has created more opportunities for involvement in decision making, while at a countywide level partnership work has ensured that services are economic and efficient. Developing new and sustaining existing partnerships has been a challenge throughout the year and will remain so in 2012/13. Our dependency on partnership work to further our key actions has often dictated a pace of change not of our choosing.

Our reputation for customer care has brought new partners into our contact centre, proving that a service can still grow in scale and scope despite the financial constraints.

4. Corporate Plan Key Actions Summary

The table below summarises what proportion of each Key Action has been completed at the end of March 2012. It also shows the RAG assessment that Directors have made for their Key Actions and whether they feel the action is progressing as expected. Green indicates that the action is progressing as expected, Amber is a slight cause for concern and Red is a major concern.


Key Action	Director	Portfolio Holder	Progress	Expected Progress	RAG Rating
1. Working with community based organisations	Keith Gerrard	Cllr Riddle	90%	On target	
2. Carry out funding review with partners	Keith Gerrard	Cllr Riddle	90%	On target	
3. Community Resource Centre	Keith Gerrard	Cllr Riddle	90%	On target	
10. Deliver Economic Action Plan	Jane Meek	Cllr Glover	100%	Complete	
11. Health improvement	Keith Gerrard	Cllr Quilter	100%	Complete	
13. High quality customer services	Keith Gerrard	Cllr Riddle	90%	On target	
14. Develop Revenues & Benefits Shared Service	Keith Gerrard	Cllr Riddle	90%	On target	

5. **Corporate Plan Key Actions**

The tables below provide more detail around progress made in the delivery of each Key Action and relevant performance indicators. A key is provided on the final page of the report.


Key Action 01: WORKING WITH COMMUNITY BASED ORGANISATIONS

O & S Panels: Community, Economy & Environment, Resources

Description	Progress Bar	Comments
1. Review our approach to engaging and working with community based organisations and create new forms of engagement, enterprise and investment. (Community Engagement)		<p>The targeted work programme continues to be delivered. New ways of working in partnership are being identified with more of a focus on organisations receiving support to enable them to deliver activity in their communities as opposed to the Council delivering the activity. Examples of this include Carlisle Cooks, a project specifically targeted at parents, family and carers of under 4s living in Carlisle to assist in reducing childhood obesity (particularly targeting those areas with a low uptake of the free school meals programme). Community members have been trained in the Let's get Cooking programme, then deliver cookery & nutrition sessions to the parents, carers & grandparents of the under 4s throughout the Carlisle community. There is a proposal to run the scheme in the single men's hostel with staff being trained to offer the scheme to residents</p> <p>Through our work with community centres, training is being identified that will assist the centres in becoming more sustainable. This includes accessing their own funding, business planning and identifying new ways of delivering their core business. This requires a refreshed approach with centres taking on more of a proactive role in their own development.</p>


Key Action 02: CARRY OUT FUNDING REVIEW WITH PARTNERS

O & S Panels: Community, Resources

Description	Progress Bar	Comments
2. Work with partners to do a full funding review of grant arrangements to external organisations, focusing on community associations, and the charitable & voluntary sectors. (Community Engagement)		<p>Consultation has taken place with all organisations to review current arrangements and explore opportunities to move towards (for example) a commissioned based approach to funding. In challenging financial circumstances, a high priority has been given to helping them with sustainability issues while respecting and valuing their independence. Alongside this the very significant impact on advice services (including Law Centre and CAB) resulting from Welfare Reform has become apparent, although the specific detail has been and remains unclear.</p> <p>As a consequence existing funding principles have been maintained for the time being.</p> <p>It is clear that more work needs to be done in order that community centres are best placed to take part in a commission based approach to funding and should be considered for specific work next year.</p> <p>Delivering the most appropriate support and advice linked to Welfare Reform is a high priority and any changes to funding criteria and mechanism will need to underpin this. It is an ongoing priority.</p>


Key Action 03: COMMUNITY RESOURCE CENTRE

O & S Panels: Community, Resources

Description	Progress Bar	Comments
3. Commission partners to operate and develop our new Community Resource Centre, ensuring this facility delivers an integrated programme of training and support to our communities. (Community Engagement)		<p>The heads of terms, lease and management agreement have been signed and the responsibility for the operational development and management of the centre has transferred to Carlisle YMCA for duration of 5 years from 1st April 2012. As the building is not fully operational due to delays in establishing a phone line / internet connection and final snagging it has been agreed to delay the PR and official opening of the resource centre until September / October enabling a longer lead in period and professional development of promotional literature.</p> <p>Impact Housing Association is currently delivering services from the centre and has leased offices and interview rooms for a period of 4 years and Cumbria County Council has leased space for a year initially. Impact HA will also deliver and develop positive engagement activities from within the centre including some dispersed Foyer activities as they are externally funded to provide young people's support contracts within the City.</p> <p>Carlisle City Council will work with Impact HA and Carlisle YMCA building integrated pathways for young people's services and partnership approaches and take advantage of any business opportunities in order to ensure the resource centre is successful and sustainable.</p> <p>Social Enterprise models of sustainability and identifying gaps within current provision within the local community and the City are being explored in order to increase opportunities to engage with organisations, people and attract income streams through lettings, rentals, and service delivery options.</p>

Key Action 10: DELIVER ECONOMIC ACTION PLAN



O & S Panel: Resources, Economy & Environment

Description	Progress Bar	Comments
<p>10. Work with the Economic Development and Enterprise Group to deliver the economic action plan, focusing on:</p> <ul style="list-style-type: none"> - improving business performance - raising skills and reducing unemployment - supporting growth and investment - growing the low carbon economy - management of public assets <p>(Economic Development)</p>		<p>Progress in Quarter 4: The report on the 'Economic Growth Potential for Carlisle' has been commissioned and scheduled for completion in early 2012/13.</p>

Key Action 11: HEALTH IMPROVEMENT

O & S Panel: Resources, Economy & Environment

Description	Progress Bar	Comments
11. Work with partners to achieve the targets in the Healthy City, Health Improvement Action Plan. (Community Engagement)		All projects identified within the health Improvement Action Plan for 2011-12 have been advanced. In the coming months the Healthy Communities Group of the Carlisle Partnership will begin work to refresh the plan and identify priority projects for 2012-13. New Hygiene Rating System for Food Businesses was implemented end of March.

On Target?	PI Name	Current Value	Current Target	Trend	Latest Note
	LE109 Corporate Complaints - Local Environment - Food, Health & Safety	0	N/A	No significant change	0 in 2010/11
	LE050 Food establishments in the area which are broadly compliant with food hygiene law as a % of total food establishments	93.6%	N/A	No significant change	605 Food Premises were inspected over the year, of which 566 were broadly compliant.


Key Action 13: HIGH QUALITY CUSTOMER SERVICES





O & S Panel: Resources, Community

Description	Progress Bar	Comments
13. Deliver a Customer Access Strategy and maintain and extend high quality customer services for the Council, our partners and clients. (Community Engagement)		<p>The customer access strategy is now developing. Councillors are increasingly reporting queries and service requests through the CRM. A programme of training is taking place with member support officers to encourage all reporting through the CRM and Customer Contact Centre. It is the aim for further workshops to take place with members after the election process.</p> <p>A programme of automating service delivery is being scoped by Customer Services and ICT Connect. Input will be required by other services as the project progresses. Migrating the delivery of services to more convenient, cost efficient access channels will release resources to further expand the delivery of services on behalf of other organisations.</p> <p>Alongside a fully interactive website, we are working towards developing a stronger social media platform e.g. Facebook, Twitter, etc.</p>






Key Action 14: DEVELOP REVENUES & BENEFITS SHARED SERVICE

O & S Panel: Resources, Community

Description	Progress Bar	Comments
14. Develop our shared Revenues and Benefits service via a culture of high performance and customer focus. (Community Engagement)		Effort in Quarter 4 was concentrated on the end of year tasks e.g. annual up ratings, main billing, balancing and reconciliation and providing totals to Finance. Historically Q4 has created a significant backlog in claims. This year the backlog has been minimal. The DWP Local Authority Performance Division conducted an analysis of how we process new claims with the aim of reducing the time taken per claim. Quarter 1 of 2012/13 will be used to pilot the implementation of the results of this work. Work to fully embed the service is on going and challenges still remain. Efforts continue to be made to achieve the best possible performance.

On Target?	PI Name	Current Value	Current Target	Trend	Latest Note
	CE_RB_001C % of Council Tax collected within year demanded - Carlisle only	97.61%	97.63%	No Significant Change	
	CE_RB_002C % of National Non Domestic Rates collected within year demanded - Carlisle only	97.78%	98.06%	No Significant Change	
	CE_RB_004C Speed of processing (days) - new HB/CTB claims - Carlisle only	29	28	No Significant Change	
	CE_RB_005C Speed of processing (days) - changes of circumstances for HB/CTB claims - Carlisle only	10	10	No Significant Change	

KEY TO SYMBOLS

PI Status	
	Well Below Target
	Within 5% of Target
	On Target
	Unknown
	Data Only

'Trend' is the current period compared to the previous period.

'No significant change' is defined as the current value being within 5% of the value in the previous period.