



REPORT TO EXECUTIVE

PORTFOLIO AREA: FINANCE & PERFORMANCE MANAGEMENT

Date of Meeting: 19th November 2007

Public

Key Decision: No

Recorded in Forward Plan: No

Inside Policy Framework

Title: CORPORATE PERFORMANCE MONITORING REPORT,
2nd REPORT TO SEPTEMBER 2007

Report of: Head of Policy & Performance Services

Report reference: PPP 85/07

Summary:

The report is the City Council's 2nd performance report for this financial year to September 2007. Most of the information contained within the report is on an exception basis, areas of good performance are mentioned in this covering report, in order to keep the main report as short and user-friendly as possible.

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 to improve performance in order to deliver the Council's key priorities as defined in the Corporate Improvement Plan.
4. Refer the report to the relevant overview and scrutiny committees for consideration.

Contact Officer: Carolyn Curr

Ext: 7017

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

A Task and Finish Group has been established to look at various performance issues including

- the establishment of tolerances for reporting of PIs in exception;
- agreeing which PIs to potentially report annually or quarterly; and
- analysing the Corporate Improvement Plan and determining measures which would prove performance in areas where no measures are in place.

The findings and recommendations of this group should be available in the New Year.

Appendix A includes a list of PIs not included in the report, along with the reason they are not included; either because performance is improving and on target but not being reported as a highlight, or they are reported 4 monthly instead of quarterly.

Appendix B contains the recommendations of the Internal Audit team of their quarterly audit. This quarter they looked at BV 12 - The number of working days/shifts lost to the Local Authority due to sickness absence; BV 199 (a, b and c) litter, graffiti and fly posting; and LP 180 gas and electricity emissions from council buildings.

This action came out of the Data Quality Policy which was adopted earlier this year.

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 – Any financial implications arising from the performance monitoring reports will be incorporated into the quarterly budget monitoring reports which will be considered by the Executive during the course of the year and which aim to link performance to the spending position on individual services. The information will be used to inform the 2008/09 budget process in terms of re-direction of resources, if required, in order to deliver the Councils' priorities. The Corporate Improvement Plan for 2007/10 now incorporates financial information analysed according to the Council's priorities for both capital and revenue schemes and work is continuing to

develop this analysis further to improve the performance and financial reporting of services against Council priorities.

- 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, as indicated in our new Corporate Improvement Plan.
- 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 and Disability – a number of indicators measure the Council's performance in some areas of equality. 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. Further, local measures are being developed to support Greener Carlisle as part of the commitment by the Council to consider the environmental implications of all its activities and to reduce its carbon footprint where this is feasible.
- Crime and Disorder – a number of indicators measure the Council's performance, in partnership, in this area and are closely monitored by the Crime and Disorder Reduction Partnership.
- Impact on Customers – a robust performance management framework will help to drive continuous improvement in front line services for the benefit of our local communities.

Appendix A –

Indicators not included in the report

PI	Brief Description of Indicator	Reason
BV 10	National Non-Domestic Rates (NNDR) collected	On Target
BV 109b	% of minor planning applications determined in eight weeks	On Target
BV 12	Days sick per member of staff	On Target
BV 126	Domestic burglaries per 1,000 households	On Target
BV 14	Early retirements - staff	On Target
BV 15	Ill health retirements - staff	On Target
BV 170a	The number of visits to museums per 1,000 population (including website visits)	On Target
BV 170b	Number of those visits to museums in person per 1,000 population	On Target
BV 170c	Number of pupils visiting museums and galleries in school groups	On Target
BV 183b	Average length of stay in hostels (weeks) families and pregnant women	On Target
BV 199a	Proportion of relevant land - combined litter and detritus below acceptable level	On Target
BV 199b	Proportion of relevant land where unacceptable levels of graffiti visible	On Target
BV 199c	Proportion of relevant land where unacceptable levels of fly posting visible	On Target
BV 199d	Fly tipping - reduction in incidents and increase in enforcement actions	On Target
BV 79b(iii)	Housing Benefit overpayments written off as % of total plus debt at start of period plus overpayments in period	On Target
BV 82a(i)	% of household waste recycled	On Target
BV 82a(ii)	Total tonnage household waste recycled	On Target
BV 9	% of Council Tax collected.	On Target
LP 127c	Violent offences committed in connection with licensed premises per 1,000 population	On Target
LP 128a	Vehicle crimes per 1,000 population	On Target

LP 134	Number of public disorder incidents per 1,000 population	On Target
LP 3	Number of CCTV cameras monitored by the City Council	On Target
LP 3a	% of time CCTV cameras are operational (camera days)	On Target
LP 6	Number of recorded crimes per 1,000 population	On Target
LP 70b	Number of attendance's of young people using the multi use games areas (formal courses) Dale End Road	On Target
LP 70c	Number of attendance's of young people using the multi use games areas (formal courses) Hammonds Pond	On Target
LP 71	Number of people participating in museums (off-site) community outreach activities	On Target
LP 72	Number of people taking part in learning activities delivered by the Museum and Arts Service	On Target
BV 82b(i)	% of tonnage household waste sent by the authority for composting.	Within 5%
BV 8	% undisputed invoices paid on time	On Target
LP 179	% of standard searches carried out in 10 working days	On Target
BV 78a	Average time (days) for processing new claims	Within 5%
BV 78b	Average time (days) for processing changes in circumstance	Within tolerance
LP 180	Monitoring CO2 emissions of our buildings (gas and electricity consumption at Civic Centre, Bousteads Grassing; Crematorium)	On Target

Appendix B –

PI Audit report

The Council's Internal Audit section carries out quarterly audits on a number of Performance Indicators. This quarter they looked at BV 12 - The number of working days/shifts lost to the Local Authority due to sickness absence; BV 199 (a, b and c) litter, graffiti and fly posting; and LP 180 gas and electricity emissions from council buildings.

This new method of auditing, moving from doing about 12 at the end of the year to doing 3 each quarter has helped spread the workload for the Audit Team and has allowed for much more detailed audits to be carried out. The recommendations from the audits will be acted upon in good time, this is seen as good practice by the Audit Commission.

The table below contains a summary of the recommendations for each PI or group of PIs. Further details and the actual audit reports are available on the Intranet or from the Policy and Performance Team – policy@carlisle.gov.uk or telephone 01228 817165.

P.I. Number	BV12 - Days sick per member of staff	Date of Audit report	24/09/07
Recommendations It is recommended that procedure notes for preparing performance indicator returns via Trent (the new Personnel and Payroll system) should be prepared at the earliest possible opportunity. Also, sickness-monitoring officers should be able to enter sickness data directly into Trent and a corporate standard for collating the primary data should be considered and full procedures notes should be issued. It was also recommended that sickness should be rounded up or down to the nearest half day.			
P.I. Numbers	BV199a - Proportion of relevant land - combined litter and detritus below acceptable level BV199b - Proportion of relevant land where unacceptable levels of graffiti visible BV199c - Proportion of relevant land where unacceptable levels of fly posting visible	Date of Audit report	21/08/07
Recommendations It is recommended that a cross check of all data input into the analysis spreadsheet should be carried out to ensure accuracy.			
P.I. Number	LP180 - Monitoring CO2 emissions of our buildings (gas and electricity consumption at Civic Centre, Bousteads Grassing; Crematorium)	Date of Audit report	24/09/07
Recommendations It is recommended that the Environmental Performance Manager be deleted from Section 2 – Key Officers and be replaced by the Support Officer as this is the officer who calculates and prepares the self assessment form and detailed procedure notes should be prepared at the earliest opportunity.			

Quarter 2 – 2007/2008

Carlisle City Council

This report presents the 2nd quarter performance information for 2007-2008, 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



NS Nationally set [target]

Notes:

- End of Year predictions have been made; in most cases a figure has been calculated based on last year's 2nd quarter and end of year totals to give an expected end of year figure. This takes into account seasonal variations in performance. Percentages have been assumed to be constant for the year.
- National quartile figures are based on 2005/06-quartile information.
- Financial breakdowns of key areas are included (some of these financial comments are in draft form at this stage (1 Nov 2007))

Highlights

Cleaner Greener Safer

- Following the introduction of the alternate weekly collections earlier this year there has been an improvement in the amount of waste that is being recycled. The Council is well on target for the end of year to meet the waste recycling targets with a predicted increase of 11% in recycling to 45.32% by the end of the year. This is based on using a more intelligent seasonal prediction than the first quarter report. It takes into account the seasonal peak in household waste sent for composting over the spring and summer months and the decrease over the winter. The total household waste recycled is 52.43% from April to September, however, it is predicted to be 45.32% by the end of the year.
- The domestic burglary, vehicle crime, anti-social behaviour and total recorded crimes performance indicators are all predicted to improve on last year and meet the targets set.



Learning City

- All five of the museum indicators are improving and on target for the end of the year. These include the numbers visiting (three indicators), numbers taking part in outreach activities and numbers taking part in learning activities.

Corporate Plan

- There has been no ill health retirements or early retirements this years so BV 14 and BV 15 are both on target and top quartile.

Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sep 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
BV 84a	Kg household waste collected per head.	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	472.60	448.40	420.00	237.2	448.04		4 th	Stayed the Same
BV 84b	% of change in kg of waste collected per head	Environment and Infrastructure	Infrastructure	Community Services	Less is Better	-4.62%	-5.20%	-6.33%	1.11%	1.11%		3 rd	Deteriorating

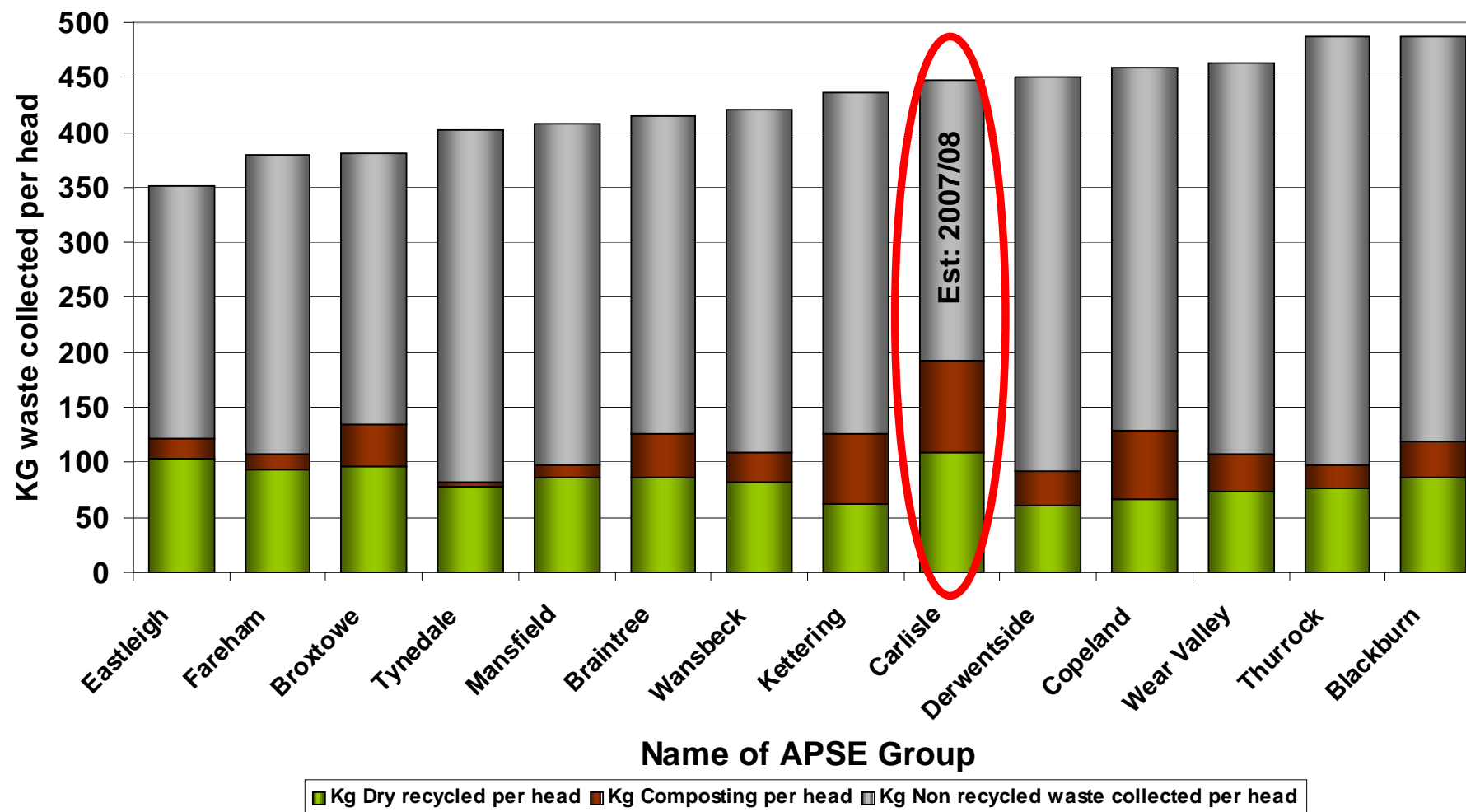
BV 84a and BV 84b - The graph on the next page highlights the progress of recycling in Carlisle compared to its APSE¹ group. We are in the bottom third in terms of performance with regards to the total Kg of household collected per head (BV84a). However, Carlisle is recycling the most of any authority within the comparison group. Carlisle is in the top three in the APSE comparison groupings for actual Kg of non-recycled waste.

Recycling & Waste Management: Financial Figures				
	Annual Budget	Budget April-Sept	Actual April-Sept	Variance
	£	£	£	£
Total	2,079,900	1,083,473	1,095,981	12,508

The small overspend is accounted for by an increase in the cost of providing the service, particularly through increased agency fees. Income has increased but has been affected by a down-turn in income from trade waste collections.





¹ Association for Public Service Excellence (APSE)

**Total waste collected per head (BV84a) including amount recycled.
Compared to APSE Groupings 2005/06**



Association for Public service Excellence (APSE)

Cleaner Greener Safer - Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sept 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
BV 106 (NS)	% of new homes built on brown field sites	Environment and Infrastructure	Infrastructure	Development Services	More is Better	70.77%	81.92%	60.00%	75.96%	75.96%		2 nd	Deteriorating
BV 109a (NS)	% of major planning applications determined in 13 weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	53.48%	69.44%	60.00%	57.89%	57.89%		4 th	Deteriorating
BV 109b	% of minor planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	74.76%	74.33%	75.00% (NS 65%)	76.00%	76.00%		2 nd	Improving
BV 109c	% of other planning applications determined in eight weeks	Environment and Infrastructure	Infrastructure	Development Services	More is Better	85.79%	84.17%	87.00% (NS 80%)	82.90%	82.90%		4 th	Deteriorating

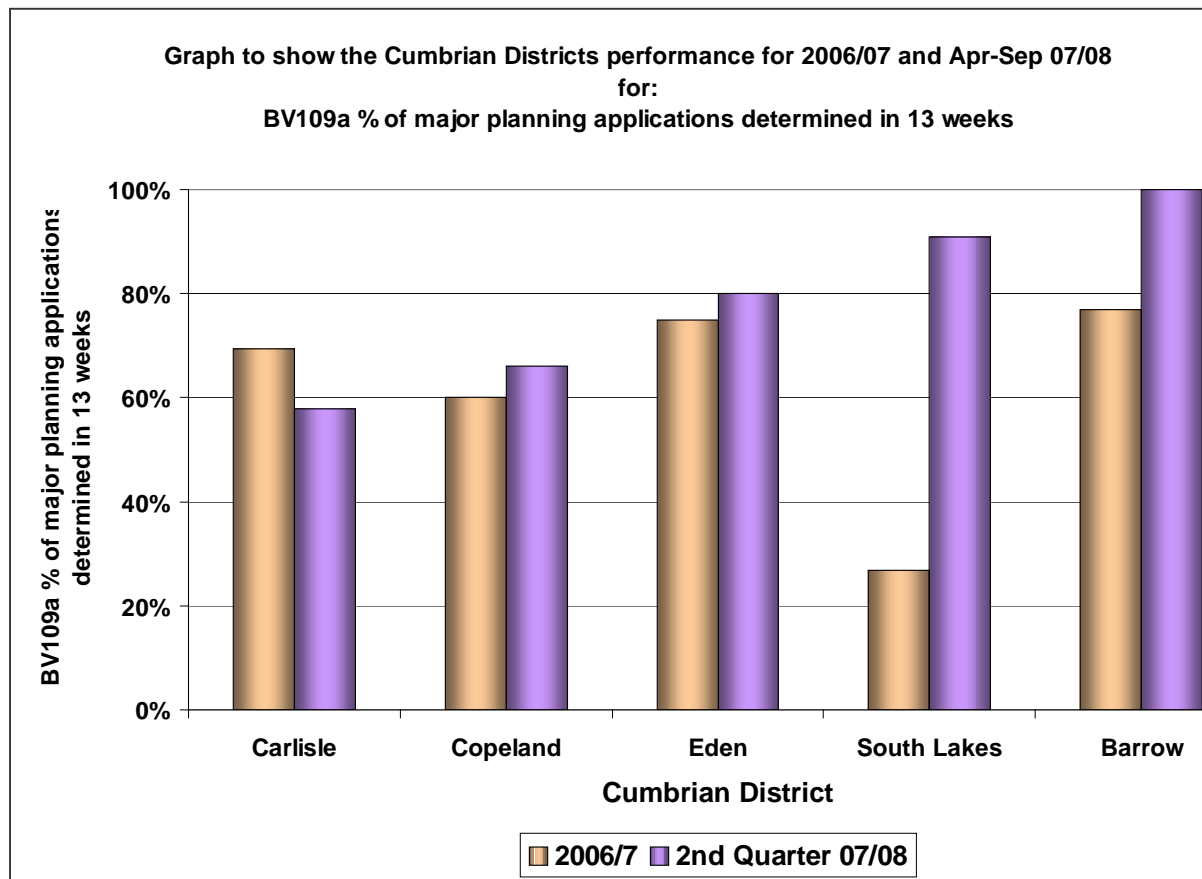
BV 106 – Is on target for the end of the year. It is in exception because the performance is deteriorating compared to 2006/7. Completions at Wakefield Road that will be signed off at the end of the year should ensure that the performance improves compared to last year.

BV 109s – The explanation of poor performance in the planning PIs is explained on the following page. BV 109b is included for completeness. For 109b and 109c, targets are set higher than the national targets in order to continually improve the performance.

Planning Services – Financial Figures				
Cost centre	Annual	Budget	Actual	Variance
	Budget	April-Sept	April-Sept	
	£	£	£	£
Total	1,282,200	542,608	721,690	179,082





Note: Council approved on 6th November supplementary estimates of £195,000 for the Tesco Inquiry and £95,000 for the Local Plan Inquiry. The Planning delivery grant is still outstanding.

Income from development and building control fees are also well down against budgeted figures, but this has been offset by significant staff savings. However this has resulted in a deterioration in the level of service provided, which is mirrored in the performance indicators.



The adjacent graph demonstrates that Carlisle City Council has fallen behind in terms of 2007/8 performance compared to the five districts we have data for. Please note: Data was not received for Allerdale.

Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sept 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
BV 127a (NS)	Violent crime per year per 1,000 population	Health and Wellbeing	Community	People Policy and Performance	Less is Better	23.61	21.49	17.00	11.08	21.60		4th	Stayed the Same
BV 127b (NS)	Robberies per year per 1,000 population	Health and Wellbeing	Community	People Policy and Performance	Less is Better	0.32	0.26	0.16	0.10	0.19		Best	Improving
LP 127d	Violent offences committed under the influence per 1,000 population	Health and Wellbeing	Community	People Policy and Performance	Less is Better	4.02	4.15	4.10	2.49	4.98		Not Available	Deteriorating
LP 135	Number of incidents of Criminal Damage per 1000 population	Health and Wellbeing	Community	People Policy and Performance	Less is Better	34.88	31.62	23.68	15.25	28.51		Not Available	Improving

BV 127a – The tactics employed in relation to violent crime focus on arresting people at an early stage to avoid violent offences leading from less serious common assault to a more serious wounding or injury. This is reflected in the city centre’s zero tolerance on less serious violent offences policy. This means that in order to achieve a decrease in more serious violence there is a knock on effect of an increase in minor offences. It has not been possible to meet the over stretching targets set using 2003/04 exceptionally low baselines.

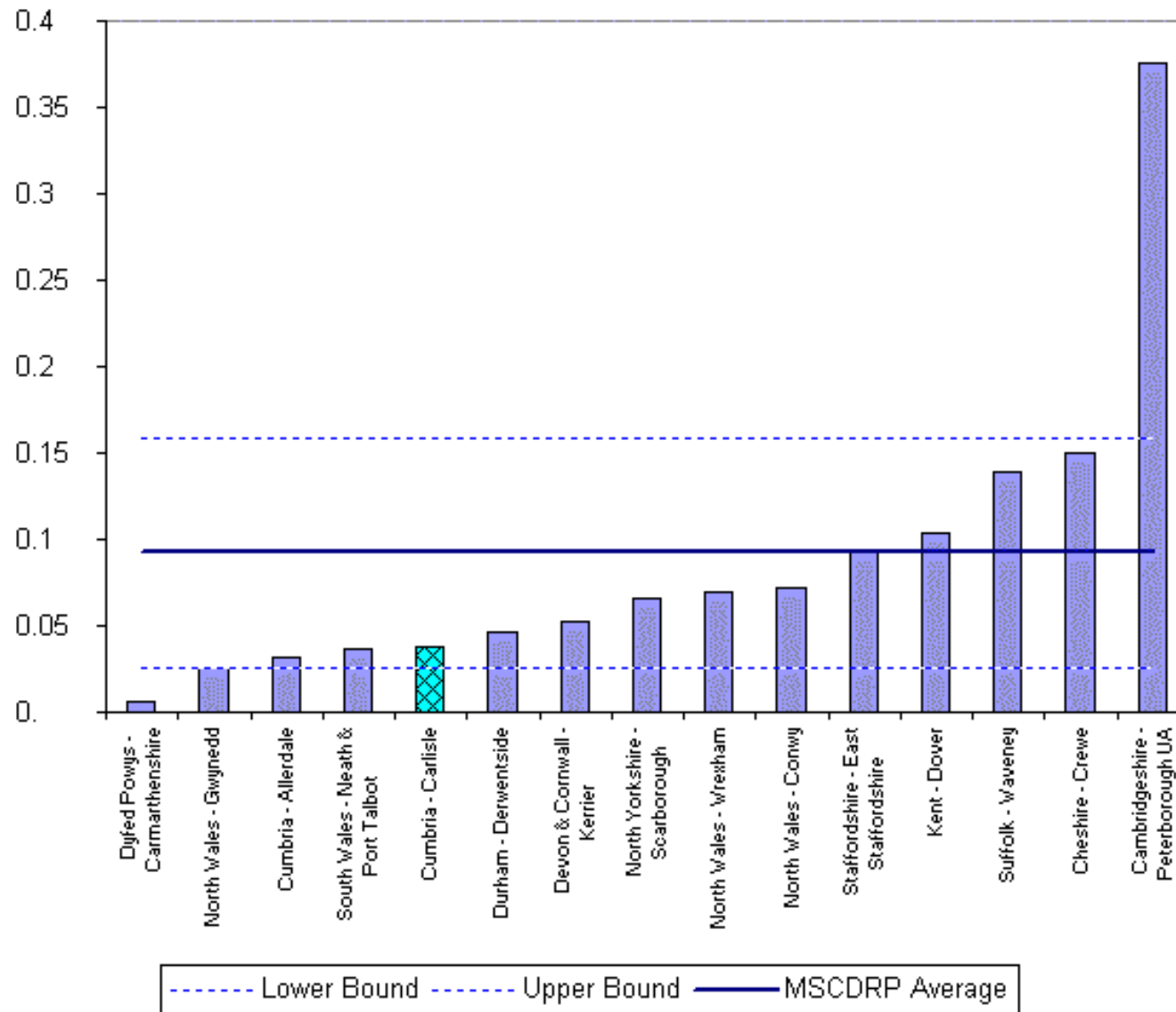
BV 127b - There is still a very low level of robbery in Carlisle so increases of only one robbery offence can put this indicator into exception. The indicator is in the best quartile and the iQuanta² crime Comparison graph overleaf highlights the good performance of this indicator when compared with the most similar CDRPs (Crime and disorder Reduction Partnerships).

LP 127d – This indicator reflects police officers perception that there has been an increase in alcohol related violent crime. Three major tactics are being proposed for the busiest Christmas & New Year period to deal with the increase in alcohol related violent crimes. These are Designated Public Place Order for the City, Dispersal Order for City Centre; Road Closure Order for Botchergate. More information on these schemes is available from the CDRP.

LP 135 - The reduction on crimes compared to last year is good news for the partnership. The tactics used to tackle Anti Social Behaviour (ASB) have had the desired affect on criminal damage offences. This is because of the very close correlation between ASB & criminal damage in time and location. It has not been possible to meet the over stretching targets set using 2003/04 exceptionally low baselines.

² iQuanta is an internet-based analysis tool developed by the Police Standards Unit to turn statistical data routinely collected by the Home Office into useful outputs for understanding and improving policing performance.




iQuanta Comparison Graph with the Most Similar Crime and Disorder Reduction Partnerships (MSCDRP) for BV 127b Robbery.



iQuanta is an internet-based analysis tool developed by the Police Standards Unit to turn statistical data routinely collected by the Home Office into useful outputs for understanding and improving policing performance.

Crimes Per 1000 Residents - Robbery - 01 Jun 2007 - 31 Aug 2007




Cleaner Greener Safer – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sept 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
BV 174	Racial incidents recorded by the authority per 100,000 population	Learning and Development	Corporate Resources	People Policy and Performance	Less is Better	1.93	1.90	1.8	1.94	1.94		Not Available	Deteriorating
BV 218a	% of reports of abandoned vehicles investigated in 24 hours	Environment and Infrastructure	Community	Community Services	More is Better	95.00%	97.00%	99.00%	98.00%	98.00%		Best	Improving
BV 218b	% of abandoned vehicles removed in 24 hours	Environment and Infrastructure	Community	Community Services	More is Better	84.16%	98.00%	99.00%	86.00%	86.00%		2nd	Deteriorating

BV 174 – Both incidents that account for the April to September figures for 2007/08 have been resolved earlier in the year. There have been no incidents in the 2nd Quarter from July to September.

BV 218a and BV 218b – BV 218a has improved on last year and should meet the target by the end of the year. BV 218b is off target due to a contractor not meeting the deadline for removing vehicles on a number of occasions. On the whole the deadlines were not met by a margin of hours rather than days. NB – BV218a is in the best quartile but the performance is slightly off target, with proper profiling of tolerances, PIs in this state would not be reported in the future, unless the performance deteriorated significantly. A Task and Finish Group is looking at establishing such tolerances, and should be able to report findings and recommendations to Committees in the New Year.

Learning City – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sept 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
LP 70a	Number of attendances of young people using the multi use games areas (formal courses) Melbourne Park	Leisure, Culture and Heritage	Community	Community Services	More is Better	N/AP	793	850	276	552		Not Available	Deteriorating
LP 76	% of employees with no NQF level qualifications ³	Learning and Development	Corporate Resources	People Policy and Performance	Less is Better	13.36%	12.45%	6.35%	11.47%	11.47%		Not Available	Improving
LP 81	Visitor numbers at Tourist Information Centres	Economic Development and Enterprise	Infrastructure	Development Services	More is Better	170,215	153,637	156,710	95,095	147,045		Not Available	Deteriorating



LP 70a - The Melbourne Park MUGA in Botcherby has not been attracting large numbers because the local youth club has been running sessions on the same evening at the Community Centre. However, the performance will improve when more programmes are organised.

LP 76 – Although this indicator is off target there are a lot of employees who have enrolled on courses but have not yet gained a qualification. Once they have passed their qualification by the end of the year the indicator should be on target.

LP 81 - This only takes into account the physical visits to Tourist Information Centres, which have declined. However, electronic visits have increased, which suggests customers are accessing information differently.

³ (NQF) The National Qualifications Framework sets out the levels against which a qualification can be recognised

Cleaner Greener Safer – Exceptions


PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sept 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
LP 114a	% of food premises inspections carried out (High Risk)	Environment and Infrastructure	Community	Community Services	More is Better	96.00%	99.40%	95%	95%	95%		Not Available	Deteriorating
LP 114b	% of food premises inspections carried out (Other Risk)	Environment and Infrastructure	Community	Community Services	More is Better	84.00%	100%	95%	85%	85%		Not Available	Deteriorating

Food Inspection PIs – LP 114a on high risk food businesses is on target but deteriorating on the excellence performance of last year. The poor performance of LP 114b on lower risk businesses is accounted for by staff taking leave over the summer period.

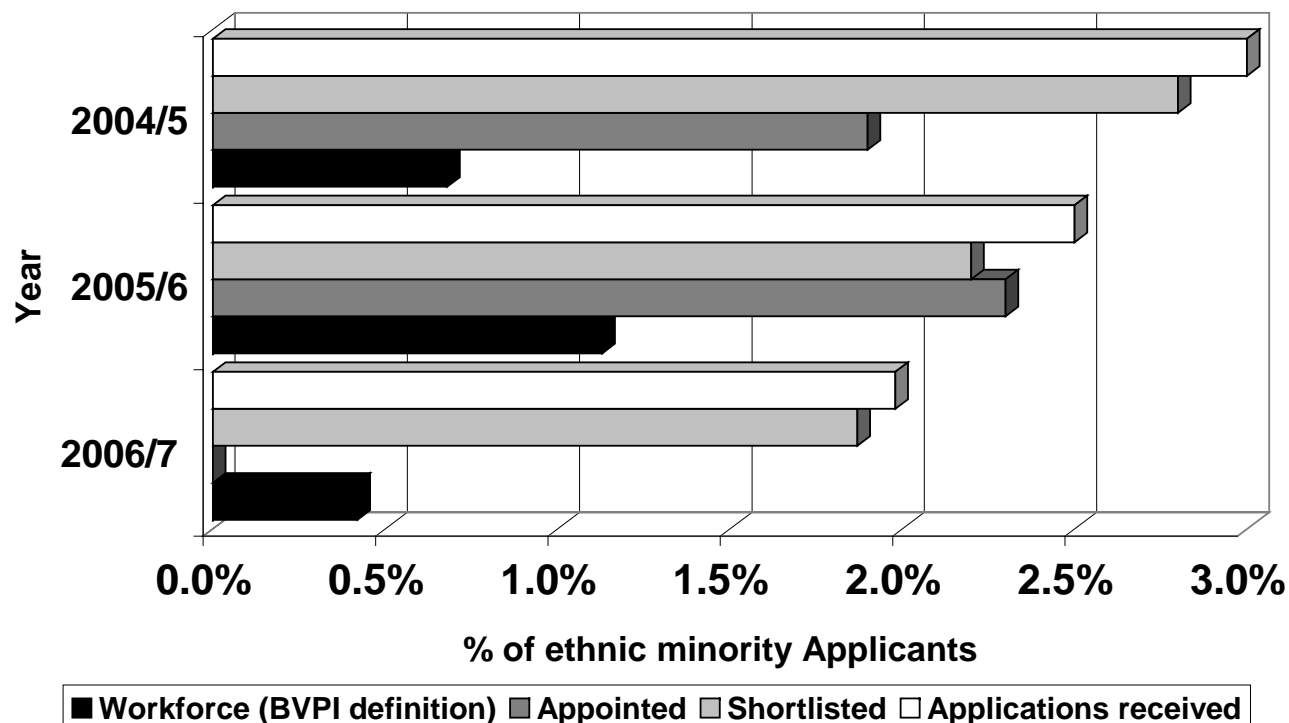
Food Safety – Financial Figures	Annual Budget	Budget April-Sept	Actual April-Sept	Variance
	£	£	£	£
Food Safety	414,000	166,717	153,141	(13,576)
Total	414,000	166,717	153,141	(13,576)

The underspend is due to a reduction in salary costs due to the delay in settling the outstanding NJC pay award.

Corporate Health – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sept 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
BV 16a	Staff with disabilities	Learning and Development	Corporate Resources	People Policy and Performance	More is Better	2.68%	3.01%	3.35%	2.27%	2.27%		3rd	Deteriorating



Percentage of ethnic minority applicants for Carlisle City Council posts at each stage of the process



BV 16a – The poor performance of BV16a is due some employees who were recorded as having a disability leaving the organisation and none being recruited in 2006/07.

The adjacent graph shows that no employees who were appointed in 2006/07 were disabled despite nearly 6% being shortlisted. This is a reduction on previous years.

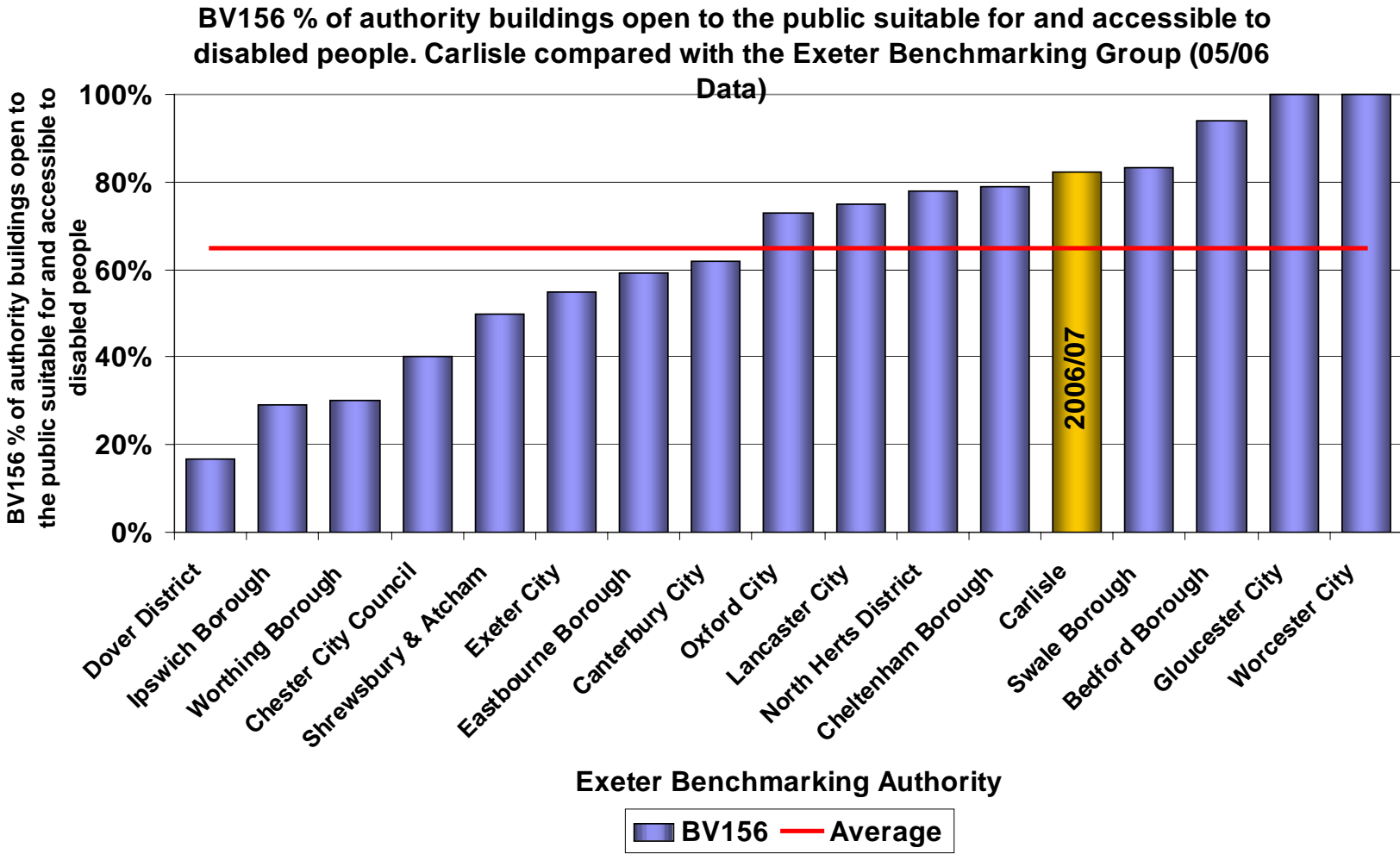
Corporate Health – Exceptions

PI No	Brief Description of Indicator	Portfolio Holder	O & S Committee	Directorate	Direction of Travel required	05/06 Actual	06/07 Actual	07/08 Target	Apr-Sept 07/08 Figure	Predicted Year 07/08 Figure	On/Off Target	National Quartile: Best, 2 nd 3 rd 4 th	Trend
LP 27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	Economic Development and Enterprise	Infrastructure	Development Services	More is Better	£127,760	£111,569	£120,000	£46,393	£97,231		Not Available	Deteriorating
LP 57	Maximise the occupancy of Council's commercially let business units	Economic Development and Enterprise	Corporate Resources	Development Services	More is Better	94.00%	96.00%	96.50%	94.30%	94.30%		Not Available	Deteriorating

LP 27 – The reason that the indicator is off target is due to the fact that bookings are up 8% to the end of September but the invoices have not yet been collated. Once the invoices have been processed, coupled with an anticipated busy, seasonal 3rd quarter, the 2007/08 target will be achieved. Cumbria Tourism are looking at a wider market for Carlisle.

LP 57 – The retail market in the city centre is still struggling under the influence of national trends and this is impacting on the council's portfolio. There has been a slight improvement in the last few months.

In response to a request for benchmarking information about BV 156 the yearly indicator please see the graph below:



As this is an annual PI there is no data available for this quarter.