

# Report to Business & Transformation Scrutiny Panel

Agenda  
Item:  
**A.6**

Meeting Date: 22 August 2019  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework: Yes  
Public / Private: Public

Title: QUARTER 1 PERFORMANCE REPORT 2019/20  
Report of: Policy and Communications Manager  
Report Number: PC.11/19

## Purpose / Summary:

This report contains the Quarter 1 2019/20 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the Panel's 2019/20 Key Performance Indicators (KPIs) are also included.

## Recommendations:

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

## Tracking

Executive:	16/9/19
Scrutiny:	Business and Transformation 22/8/19 Health and Wellbeing 29/8/19 Economic Growth 5/9/19
Council:	N/A

## **1. BACKGROUND**

This report contains the Quarter 1 2019/20 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.

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 contains the Council's performance against the Service Standards for this Panel.

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.

### **Summary of KPIs and Service Standards:**

Service Standards – 0 'red', 1 'amber' and 4 'green'

KPIs – 1 'red', 1 'amber', 9 'green'

### **Summary of Exceptions (RED)**

CSe14 - Actual car parking revenue as a percentage of car parking expenditure (including recharges). Target is 99% (budget), performance is 91.8%. This due to carpark revenue being £37.5k under the expected total.

## **2. PROPOSALS**

None

## **3. RISKS**

None

## **4. CONSULTATION**

The report was reviewed by Directorate Management Teams in July, by the Senior Management Team on 30 July 2019 and will be considered at the other Scrutiny Panels.

## **5. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

The Panel are asked to scrutinise the Quarter 1 Performance Report prior to it being submitted to Executive.

## **6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

Detail in the report.

**Contact Officer:** Gary Oliver

**Ext:** 7430

### **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.

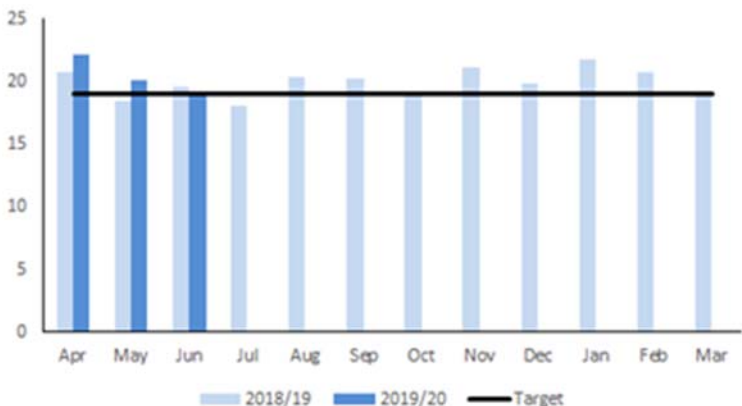

## **Section 1: Service Standards 2019/120**

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Following a review of the initial set of five Service Standards, five further measures were introduced from Quarter 2 2017/18.

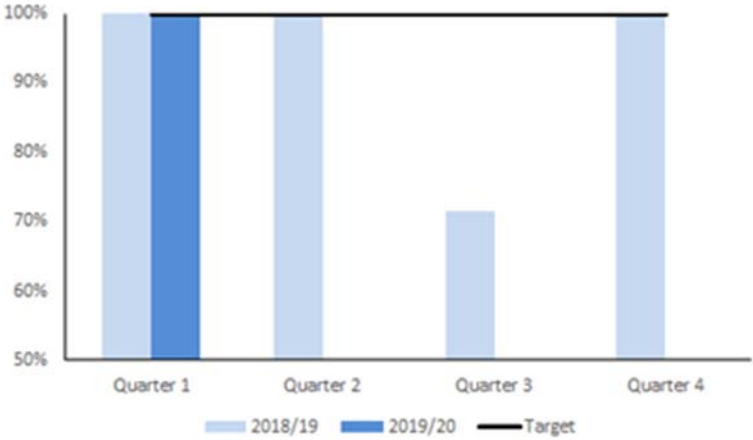
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

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

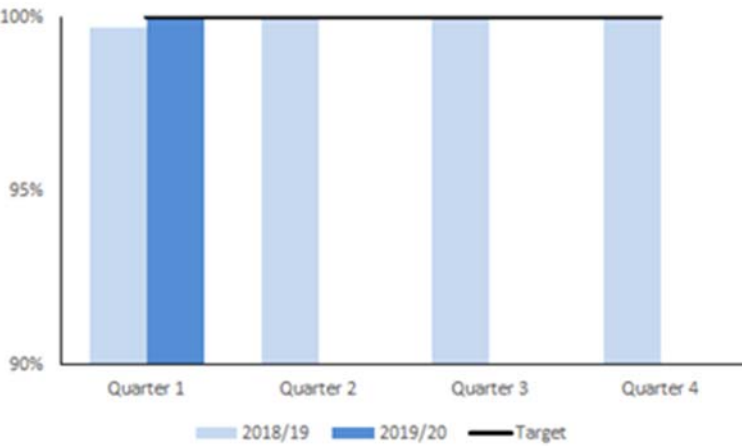
SS04: Average number of working days to process new benefits claims

Service Standard	Quarter 1 2019/20	Performance by Month	Further Information																																																				
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	20.4 days  (Q1 2018/19: 19.5 days)	 <table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2018/19 (Days)</th><th>2019/20 (Days)</th><th>Target (Days)</th></tr></thead><tbody><tr><td>Apr</td><td>21</td><td>22</td><td>19</td></tr><tr><td>May</td><td>18</td><td>20</td><td>19</td></tr><tr><td>Jun</td><td>19</td><td>19</td><td>19</td></tr><tr><td>Jul</td><td>18</td><td>-</td><td>19</td></tr><tr><td>Aug</td><td>20</td><td>-</td><td>19</td></tr><tr><td>Sep</td><td>20</td><td>-</td><td>19</td></tr><tr><td>Oct</td><td>18</td><td>-</td><td>19</td></tr><tr><td>Nov</td><td>21</td><td>-</td><td>19</td></tr><tr><td>Dec</td><td>19</td><td>-</td><td>19</td></tr><tr><td>Jan</td><td>22</td><td>-</td><td>19</td></tr><tr><td>Feb</td><td>21</td><td>-</td><td>19</td></tr><tr><td>Mar</td><td>19</td><td>-</td><td>19</td></tr></tbody></table>	Month	2018/19 (Days)	2019/20 (Days)	Target (Days)	Apr	21	22	19	May	18	20	19	Jun	19	19	19	Jul	18	-	19	Aug	20	-	19	Sep	20	-	19	Oct	18	-	19	Nov	21	-	19	Dec	19	-	19	Jan	22	-	19	Feb	21	-	19	Mar	19	-	19	Measure combines the average processing for Housing Benefit (HB) claims and Council Tax Reduction Scheme (CTRS) applications. Performance for Qtr. 1 was HB 14 days, CTRS 22.31 days. Delays in Universal Credit claims being assessed is the main factor for the increased average processing for CTRS.
	Month		2018/19 (Days)	2019/20 (Days)	Target (Days)																																																		
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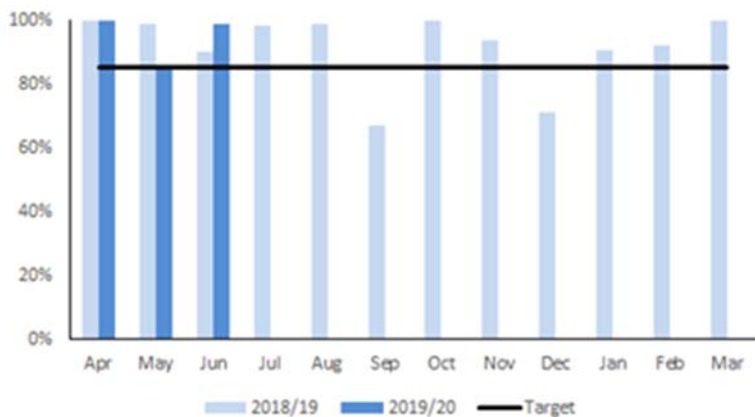
SS05: Proportion of corporate complaints dealt with on time

Service Standard	Quarter 1 2019/20	Performance by Quarter	Further Information
Corporate complaints should be dealt with within 15 working days	100%	 <p>100% (Q1 2018/19: 100%)</p> <p>100% 90% 80% 70% 60% 50%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2018/19 2019/20 Target</p>	6 out of 6 corporate complaints have been completed on time so far in 2019/20.
	On target?		
	✓		

SS07: Proportion of non-contentious licence applications completed on time


Service Standard	Quarter 1 2019/20	Performance by Month	Further Information
100% of non-contentious licence applications should be completed within 10 working days	100% (Q1 2018/19: 99.7%)	 <p>100%</p> <p>95%</p> <p>90%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2018/19 2019/20 Target</p>	245 out 245 applications completed on time so far in 2019/20.
	On target?		
	✓		

SS08: Proportion of official local authority searches completed on time

Service Standard	Quarter 1 2019/20	Performance by Month	Further Information																																																				
85% of official local authority searches should be completed within 10 working days	95.6% (Q1 2018/19: 96%)	 <p>The bar chart displays the proportion of official local authority searches completed on time by month. The Y-axis represents the percentage from 0% to 100%. The X-axis lists the months from April to March. Light blue bars represent 2018/19 performance, and dark blue bars represent 2019/20 performance. A black horizontal line indicates the target at 85%.</p> <table><tr><th>Month</th><th>2018/19 (%)</th><th>2019/20 (%)</th><th>Target (%)</th></tr><tr><td>Apr</td><td>100</td><td>100</td><td>85</td></tr><tr><td>May</td><td>98</td><td>85</td><td>85</td></tr><tr><td>Jun</td><td>90</td><td>98</td><td>85</td></tr><tr><td>Jul</td><td>98</td><td>98</td><td>85</td></tr><tr><td>Aug</td><td>98</td><td>98</td><td>85</td></tr><tr><td>Sep</td><td>68</td><td>98</td><td>85</td></tr><tr><td>Oct</td><td>98</td><td>98</td><td>85</td></tr><tr><td>Nov</td><td>92</td><td>98</td><td>85</td></tr><tr><td>Dec</td><td>72</td><td>98</td><td>85</td></tr><tr><td>Jan</td><td>90</td><td>98</td><td>85</td></tr><tr><td>Feb</td><td>92</td><td>98</td><td>85</td></tr><tr><td>Mar</td><td>98</td><td>98</td><td>85</td></tr></table>	Month	2018/19 (%)	2019/20 (%)	Target (%)	Apr	100	100	85	May	98	85	85	Jun	90	98	85	Jul	98	98	85	Aug	98	98	85	Sep	68	98	85	Oct	98	98	85	Nov	92	98	85	Dec	72	98	85	Jan	90	98	85	Feb	92	98	85	Mar	98	98	85	159 searches were completed in the year to date.
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SS10: Average number of working days to process benefit claimants' changes of personal details

Service Standard	Quarter 1 2019/20	Performance by Month	Further Information																																																				
Changes should be processed within 8 days	3.2 days (Q1 2018/19: 4.7 days)	 <p>The bar chart displays the average number of working days to process benefit claimants' changes of personal details by month. The y-axis represents the number of days (0 to 10), and the x-axis lists the months from April to March. A horizontal line at 8 days represents the target. Light blue bars represent 2018/19 data, and dark blue bars represent 2019/20 data. The 2019/20 data is only available for April, May, and June.</p> <table><tr><th>Month</th><th>2018/19 (Days)</th><th>2019/20 (Days)</th><th>Target (Days)</th></tr><tr><td>Apr</td><td>4.2</td><td>2.8</td><td>8.0</td></tr><tr><td>May</td><td>5.0</td><td>3.6</td><td>8.0</td></tr><tr><td>Jun</td><td>4.8</td><td>3.2</td><td>8.0</td></tr><tr><td>Jul</td><td>4.2</td><td>-</td><td>8.0</td></tr><tr><td>Aug</td><td>3.8</td><td>-</td><td>8.0</td></tr><tr><td>Sep</td><td>5.0</td><td>-</td><td>8.0</td></tr><tr><td>Oct</td><td>4.0</td><td>-</td><td>8.0</td></tr><tr><td>Nov</td><td>5.2</td><td>-</td><td>8.0</td></tr><tr><td>Dec</td><td>3.8</td><td>-</td><td>8.0</td></tr><tr><td>Jan</td><td>3.2</td><td>-</td><td>8.0</td></tr><tr><td>Feb</td><td>1.5</td><td>-</td><td>8.0</td></tr><tr><td>Mar</td><td>3.0</td><td>-</td><td>8.0</td></tr></table>	Month	2018/19 (Days)	2019/20 (Days)	Target (Days)	Apr	4.2	2.8	8.0	May	5.0	3.6	8.0	Jun	4.8	3.2	8.0	Jul	4.2	-	8.0	Aug	3.8	-	8.0	Sep	5.0	-	8.0	Oct	4.0	-	8.0	Nov	5.2	-	8.0	Dec	3.8	-	8.0	Jan	3.2	-	8.0	Feb	1.5	-	8.0	Mar	3.0	-	8.0	Over seven thousand changes have been processed in the 2019/20 year to date.
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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. These are attached as a Dashboard.

All KPI changes that were proposed during Quarters 3 and 4 2018/19 have been implemented.

### **Section 3: Carlisle Plan on a Page Delivery**

#### **Priority 1: Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle**

##### *Business Property & Infrastructure:*

<b>OUTCOME</b>	<b><u>2. City Centre redevelopment projects</u></b>
<b>SMT OWNER</b>	Jane Meek
<b>Scrutiny Panel</b>	Economic Growth / Business & Transformation
<b>Specific – What is the task</b>	Promote development opportunities and regeneration opportunities within the city centre (including Carlisle Station, Caldew Riverside, The Citadel, English Street and the Pools.)
<b>Measurable – How will success be measured?</b>	Production of a city centre masterplan
<b>Achievable – Is it feasible?</b>	Yes
<b>Realistic – Resources available</b>	Consultancy support will be required to produce the masterplan. This will be funded by revenue budgets secured through the MTFP process.
<b>Time Bound – Start/end dates</b>	The preparation of the masterplan will commence Q3 2018-19.
<b>Progress in Quarter 1 2019/20 against project plan / key milestones achieved</b>	Detailed appraisal of development options for the city centre regeneration sites currently being undertaken to support the business cases for the Borderlands Growth Deal
<b>Emerging issues / risks to the project</b>	Project currently on track

**Priority 2: Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents**

*Service and Facilities Development:*

<b>OUTCOME</b>	<b><u>12. Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city.</u></b>
<b>SMT OWNER</b>	Darren Crossley
<b>Scrutiny Panel</b>	Business & Transformation / Health & Wellbeing
<b>Specific – What is the task</b>	Remaining task:  Develop Outline Designs and budgetary package and secure approvals for Sands Centre Development.
<b>Measurable – How will success be measured?</b>	Executive approval for outline designs and consent (inc budgetary provision) to develop detailed design and works.
<b>Achievable – Is it feasible?</b>	Sufficient budget and permission has been secured to appoint a design team to take the project to the end of detailed design.
<b>Realistic – Resources available</b>	The project is on schedule and has adequate financial resource to be completed..
<b>Time Bound – Start/end dates</b>	Route to Affordability to be completed by the end of October 2018 and contracts put in place for the Principal Contractor. The designers need to be novated to the Principal Contractor by the end 2018, to maintain programme. Temporary accommodation (or alternative arrangements') need to be put in place by the end of October 2018 to allow demolition and construction of the Sands Leisure facilities by March 2019. Completion of the project scheduled for December 2020.

<b>Progress in Quarter 1 2019/20 against project plan / key milestones achieved</b>	<p>The design is now complete up to the end of RIBA stage 4A i.e. detailed design excluding subcontract specialist design. Work has now started on RIBA stage 4B - specialist subcontract design and RIBA Stage 5 - the planning element of the construction phase. On site survey work has been carried out as far as possible to determine how the two elements of the building can be split apart e.g. where the services are and the condition of the existing internal dividing wall. Survey work still needs to be carried out when the site is handed over e.g. an asbestos R &amp; D Survey and an archaeological survey of the site. The tender price has been updated based on the design and survey work carried out to date. The tender sum has been submitted and reviewed in detail in terms of scope of work and third-party stakeholder requirements. Work is ongoing to de-risk the project price and scope of works. The temporary accommodation solution has also been progressed, in order to decant the GLL and NHS operations into alternative buildings prior to the commencement of the demolition phase of the main works.</p>
<b>Emerging issues / risks to the project</b>	<p>No new risks identified.</p>

## Business & Transformation Scrutiny Panel Performance Dashboard 2019/20 - to end of Quarter 1

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	Q1 Performance 2019/20	Q1 Performance 2018/19	Trend	Target	Comments
✗	CSu14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	91.8%	98.0%	↓	99%	Revenue under target
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	15.6%	12.8%	↑	12.8%	From calls logged in Salesforce CRM (1559 out of 9965 logs).
✓	CSu04	Percentage of Council Tax collected	29.1%	29.1%	→	29.1%	
✓	CSu05	Percentage of NNDR collected	31.5%	31.2%	↑	31.2%	
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days)	100%	100%	→	100%	
✓	CSu07	Customer Services - Respond to customer emails within 48hrs	95%	N/A	N/A	90%	New measure for 2019/20
▲	FR01	Actual net spend as a percentage of annual net budget.	30.7%	35.0%	↑	29.7%	
✓	FR02	Percentage of all invoices paid within 30 working days	99.5%	98.2%	↑	98%	2359 invoices paid
✓	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	2.0	2.2	↑	2.2	Sickness Absence is a separate agenda item at the Business & Transformation Scrutiny Panel for Quarter 2 report.
✓	FR04	Percentage of return to work interviews completed in five working days of returning to work.	82%	77%	↑	77%	
N/A	FR06	Proportion of debts recovered (sundry debtors)	94.1%	N/A	N/A	N/A	New measure for 2019/20. Baseline year
N/A	GRS04	Proportion of contested licence applications decided on within 50 working days.	N/A	N/A	N/A	95%	0 contested applications in Quarter 1
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	→	100%	61 applications in Quarter 1