

# Report to Business and Transformation Scrutiny Panel

Agenda  
Item:  
**A.5**

Meeting Date: 14 September 2017  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: QUARTER 1 PERFORMANCE REPORT 2017/18  
Report of: Policy and Communications Manager  
Report Number: PC 16-17

## Purpose / Summary:

This report contains the 1<sup>st</sup> quarter performance by exception against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Proposed new Service Standards and Key Performance Indicators (KPIs) are also included.

## Recommendations:

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.
2. Consider the new Service Standards and KPIs in the report with a view to providing a more holistic view of the Council's performance.

## Tracking

Executive:	25/9/17
Overview and Scrutiny:	Health and Wellbeing Overview & Scrutiny 31/8/17 Economic Growth Overview & Scrutiny 7/9/17 Business and Transformation Overview & Scrutiny 14/9/17
Council:	N/A

## **1. BACKGROUND**

This report contains the 1<sup>st</sup> quarter performance by exception against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Proposed new Service Standards and Key Performance Indicators (KPIs) are also included.

Service Standards were introduced at the beginning of 2012/13 to provide a standard in service that our customers can expect. The measures are based on timeliness, accuracy and quality of the service. Details of the current standards are in the table in **Section 1**, only the standards relevant to this Panel are included in this report. A set of proposed new Service Standards and Key Performance Indicators (KPI) are presented in **Section 2**.

The Carlisle Plan actions are reported in a new template, designed to provide more detail on the delivery of the actions, 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 Overview and Scrutiny agendas and Portfolio Holder reports. The updates against the actions in the Carlisle Plan are presented in **Section 3**.

## **2. PROPOSALS**

1. The existing Service Standards are maintained with new standards being introduced, these will be reported by exception once a baseline and threshold or target has been set.
2. New Key Performance Indicators will be introduced and reported by exception once a baseline and threshold or target has been set.

## **3. CONSULTATION**

The report was reviewed by Directorate Management Teams in August, by the Senior Management Team on 14 August 2017 and has been considered at the other Overview and Scrutiny Panels.

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

1. The Panel are asked to comment on the Quarter 1 Performance Report and new measures prior to it being submitted to Executive.

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

Detail in the report.

<b>Contact Officers:</b>	<b>Steven O’Keeffe</b>	<b>Ext: 7258</b>
	<b>Gary Oliver</b>	<b>7430</b>

**Appendices  
attached to report:  
None**

**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/RISKS:**

**Corporate Support and Resources** – Responsible for monitoring customer satisfaction, financial management and for managing high level projects.

**Community Services** – Responsible for monitoring and reporting on service standards, progress in delivering the Carlisle Plan and for working with teams to develop team service standards for operational use.

**Economic Development** – Responsible for managing high level projects and team level service standards on a day-to-day basis.

**Governance and Regulatory Services** – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

**Section 1: 2017/18 Service Standards**

SS04	Average number of days to process new benefits claims
SS05	Percentage of Corporate Complaints dealt with within timescale

Both service standards are performing above target.

## **Section 2: Service Standards and Key Performance Indicators Review**

### Background

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT, O&S and JMT. An initial set of four Service Standards were added to in 2015/16 with one additional standard, creating the current set of five Service Standards (two for this Panel):

SS04 Average number of days to process new benefits claims

SS05 Percentage of Corporate Complaints dealt with within timescale

These are currently reported to SMT and by exception at Overview and Scrutiny and Executive.

### Purpose

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.

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 are also proposed.

### Review

SMT agreed to a review of Service Standards to assist the delivery of service objectives as part of the Performance Management Audit May 2017. This fitted with the requirements of O&S Members at the Performance Management workshops in June. We would recommend that a two-tier approach is maintained.

1. Service Standards are the measures that are judged to be the most influential.
2. A set of Key Performance Indicators, directly linked to service objectives and aligned to measure the success of service plan objectives.

### Service Standard Criteria

The following criteria has been applied to a long list of potential measures to create a shortlist of proposed new service standards:

1. A service directly used by our customers (residents, visitors and businesses)
2. Notable media or social media interest in the service
3. A high volume of customers use the service
4. The service has a significant revenue budget
5. High quality data is accessible to report on the new measure on a quarterly cycle

### Proposed New Service Standards

It is proposed that the following service standards will also be reported at DMTs and SMT and by exception at Overview and Scrutiny and Executive. They will also be published on the Council's website.

The following list is what remains of a longer list following discussions at DMT and other feedback. Once agreed, further work will be needed to refine the definitions and targets.

<b>Code</b>	<b>Name</b>
SS07	We will support local businesses and the local economy by completing non-contentious licence applications within 10 working days (Currently 100%)
SS08	We will support the buying and selling of homes by completing official local authority searches within 10 working days (Currently 85%)
SS10	We will change your personal details in your benefit claim within 10 working days.

### Proposed New Key Performance Indicators (KPIs)

The following criteria has been applied to the remaining long list of measures to create a shortlist of potential KPIs:

1. Data available or easily collected.
2. Measure linked to service plan objective and Budget Resolution.

These would be reported at DMTs and SMT and, where appropriate, by exception at Overview and Scrutiny and Executive. Where exceptions are identified, consideration will be given for further work with the Service Manager for improvement actions.

The following list is a short list following discussions at DMT and other feedback. Once agreed, further work will be needed to refine the definitions and set targets, particularly where a response within a set number of working days is the performance indicator ('x' days).

The agreed KPIs will form the basis for service-level performance dashboards, enabling service managers and directors to monitor the delivery of their service plans and provide Members with a more holistic view of the Council's performance.

<b><u>Code</u></b>	<b><u>Name</u></b>
CS34	Proportion service plans complete
CSR01	Expenditure as a proportion of budget in period
CSR02a	Proportion of national invoices paid within 30 working days
CSR02b	Proportion of local invoices paid within 10 working days
CSR03	Customer satisfaction (web survey and topped up with Focus survey and other surveys)
CSR04	Proportion of customer transactions completed on-line
CSR05	Working days lost to sickness absence per Full-Time Equivalent (FTE)
CSR06	Proportion of return to work interviews completed in five working days
CSR07	Proportion staff appraisals completed
CSR08	ICT measures - to be confirmed
CSR09	Proportion Council Tax collected
CSR10	Proportion NNDR collected
CSR11	Approval of a balanced budget by an agreed date
CSR12	Accounts signed off within statutory deadlines
CSR13	Debt recovery (sundry debtors) – measure to be refined
CSR14	Proportion of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year
CSR15	Proportion of audit scopes agreed with management and issues before commencement of the audit fieldwork
CSR16	Proportion of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client.
CSR17	Proportion of final internal audit reports issued for Corporate Director comments within 8 working days of management response or closeout
CSR18	Proportion of recommendations accepted by management
CSR19	Proportion of individual reviews completed to required standard within target days (Internal Audit)
CSR20	Proportion of Quality Assurance checks completed by Internal Audit

CSR21	Proportion of customer satisfaction surveys scoring the Internal Audit service as "good"
CSR22	Proportion chargeable time (Internal Audit)
GRS01	Number of accidents/incidents per FTE
GRS02	Number of RIDDORS per FTE
GRS03	Proportion safety audits completed on time
GRS04	We will support businesses and the local economy by deciding on contested licence applications within 50 working days (Currently determining 95% of contested applications)
GRS09	Asset Investment – measure(s) to be confirmed



## Section 3: Carlisle Plan Nov 16 – Mar 18 Delivery [BTOSP Actions]

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

<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>O+S Panel</b>	BTSP / HWSP
<b>Specific – What is the task</b>	<ol style="list-style-type: none"> <li>1. To retender and award a new leisure contract and significantly reduced subsidy.</li> <li>2. Develop Outline Designs and budgetary package and secure approvals for Sands Centre Development.</li> <li>3. Complete works on cycle track and open the facility.</li> <li>4. Complete works on Tennis Canopy and open the facility.</li> </ol>
<b>Measurable – What are the standards and or parameters?</b>	<ol style="list-style-type: none"> <li>1. The award of a new contract.</li> <li>2. Executive approval for outline designs and consent (inc budgetary provision) to develop detailed design and works.</li> <li>3. An operational track by October 2017.</li> <li>4. Canopy covered courts by Spring 2018.</li> </ol>
<b>Achievable – Is it feasible?</b>	<ol style="list-style-type: none"> <li>1. Work is underway to complete a competitive tender exercise with support from specialist advisors.</li> <li>2. Sufficient budget and permission has been secured to appoint a design team to take the project to the end of outline design.</li> <li>3. Works are underway and are being project managed by the team.</li> </ol>

	4. Support in place from the LTA and a clear scheme identified, subject to planning permission the canopy can be delivered.
<b>Realistic – Resources available</b>	<ul style="list-style-type: none"> <li>1. The project is on schedule and has adequate financial resource to be completed.</li> <li>2. The project is on schedule and has adequate financial resource to be completed.</li> <li>3. The project is on schedule and has adequate financial resource to be completed.</li> <li>4. Sufficient budgetary provision has been made via grant funding from the LTA and the city council's capital programme.</li> </ul>
<b>Time Bound – Start/end dates</b>	<ul style="list-style-type: none"> <li>1. By 1/12/17</li> <li>2. By 1/12/17</li> <li>3. By 1/10/17</li> <li>4. By 1/2/18</li> </ul>
<b>Progress in Quarter 1 2017/18 against project plan / key milestones achieved</b>	Final submissions have been submitted and evaluated. A preferred bidder has been identified. The project is on track to deliver its objectives.
<b>Emerging issues / risks to the project</b>	None.