

Report to Business & Transformation Scrutiny Panel

Agenda
Item:
A.7

Meeting Date: 5 December 2017
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: QUARTER 2 PERFORMANCE REPORT 2017/18
Report of: Policy and Communications Manager
Report Number: PC 20-17

Purpose / Summary:

This report contains the second quarter 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 Service Standards and new Key Performance Indicators (KPIs) are also included for the first time.

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 and comment on the layout of the new KPI dashboard with a view to providing a more holistic view of the Council's performance.

Tracking

Executive:	18/12/17
Overview and Scrutiny:	Health and Wellbeing 23/11/17 Economic Growth 30/11/17 Business and Transformation 5/12/17
Council:	N/A

1. BACKGROUND

This report contains the second quarter 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 new 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 standards were reviewed at the end of 2016/17 and further standards and KPIs have been introduced.

The following criteria was applied to a long list of potential measures to create the 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 uses 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

The measures are based on timeliness, accuracy and quality of the service. Details of the standards for this Panel are in the table in **Section 1**. Only the standards relevant to this Panel are included. The following criteria was applied to the remaining long list of measures to create a shortlist of KPIs:

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

The appendix attached contains the Council's performance against the KPIs within the Panel's remit. The greyed-out measures are annual measures and are only included in this report for information. Future reports will only include the quarterly and monthly measures.

The updates against the actions in the Carlisle Plan are presented in **Section 2**. 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 3 ‘green’

KPIs – 1 ‘red’, 1 ‘amber’, 6 ‘green’

2. PROPOSALS

None

3. CONSULTATION

The report was reviewed by Directorate Management Teams in October, by the Senior Management Team on 7 November 2017 and has been considered at the other Scrutiny Panels.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

1. The Panel are asked to comment on the Quarter 2 Performance Report and new KPI dashboard prior to it being submitted to Executive.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

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 Gary Oliver

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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/RISKS:

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

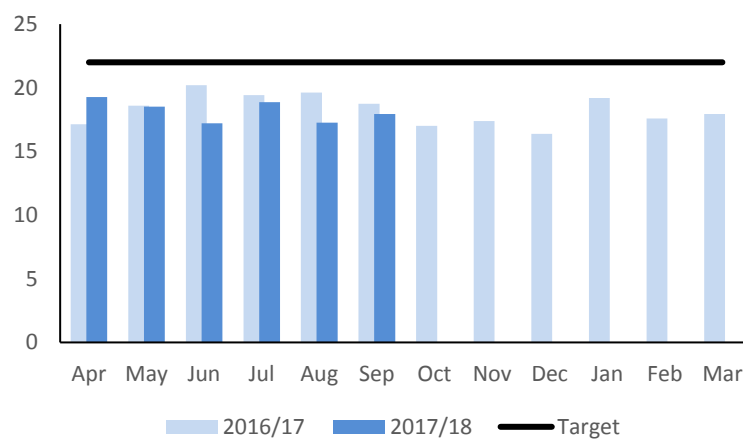

Community Services – Responsible for monitoring and reporting on service standards and KPIs, progress in delivering the Carlisle Plan and for working with teams to develop team service standards for operational use.

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

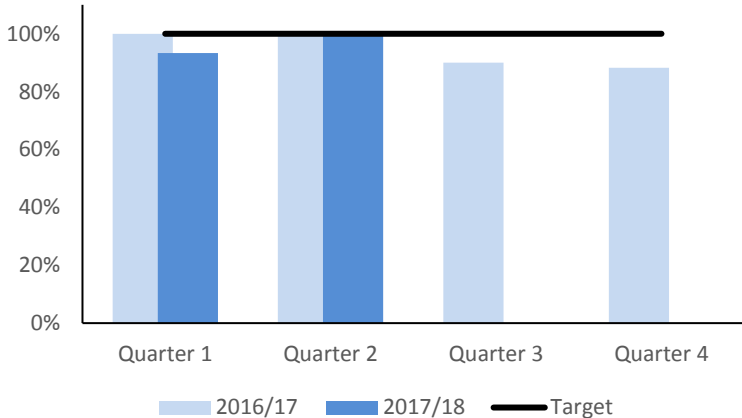
Governance and Regulatory Services – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

Section 1: Service Standards


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

Service Standard	2017/18 to end of Quarter 2	Performance by Month	Further Information																																							
New claims should be processed within 22 days to achieve top two quartiles compared to other local authorities	18.1 days (end of Q2 2016/17: 18.7 days)	 <table><caption>Performance by Month Data (Estimated)</caption><thead><tr><th>Month</th><th>2016/17 (days)</th><th>2017/18 (days)</th></tr></thead><tbody><tr><td>Apr</td><td>17.5</td><td>19.5</td></tr><tr><td>May</td><td>18.5</td><td>18.5</td></tr><tr><td>Jun</td><td>20.5</td><td>17.5</td></tr><tr><td>Jul</td><td>19.5</td><td>19.0</td></tr><tr><td>Aug</td><td>20.0</td><td>17.5</td></tr><tr><td>Sep</td><td>19.0</td><td>18.5</td></tr><tr><td>Oct</td><td>17.5</td><td>-</td></tr><tr><td>Nov</td><td>17.5</td><td>-</td></tr><tr><td>Dec</td><td>16.5</td><td>-</td></tr><tr><td>Jan</td><td>19.5</td><td>-</td></tr><tr><td>Feb</td><td>17.5</td><td>-</td></tr><tr><td>Mar</td><td>18.0</td><td>-</td></tr></tbody></table>	Month	2016/17 (days)	2017/18 (days)	Apr	17.5	19.5	May	18.5	18.5	Jun	20.5	17.5	Jul	19.5	19.0	Aug	20.0	17.5	Sep	19.0	18.5	Oct	17.5	-	Nov	17.5	-	Dec	16.5	-	Jan	19.5	-	Feb	17.5	-	Mar	18.0	-	1811 new claims in first six months of 2017/18 – increase of 5.4% compared to same period in 2016/17.
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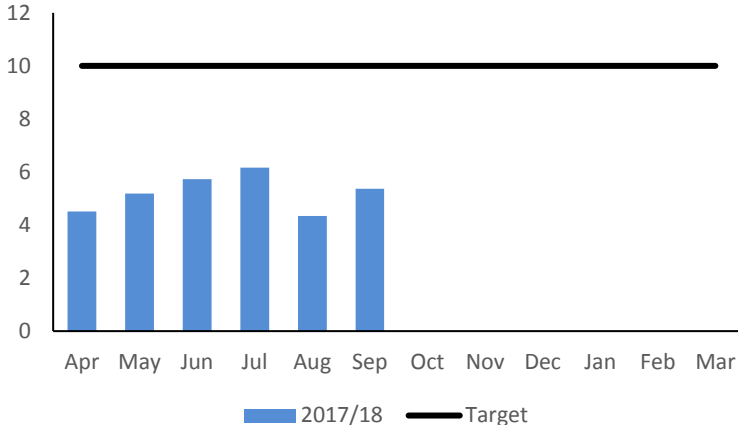

SS05: Proportion of corporate complaints dealt with on time

Service Standard	2017/18 to end of Quarter 2	Performance by Quarter	Further Information
Corporate complaints should be dealt with within 15 working days	97%	 <p>100% 80% 60% 40% 20% 0%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2016/17 2017/18 Target</p>	<p>31 out of 32 corporate complaints were completed on time. One complaint has been referred to the Ombudsman in 2017/18 but the Council was not found to be at fault.</p>
	(end of Q2 2016/17: 100%)		
	On target?		
	▲		

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

Service Standard	2017/18 to end of Quarter 2	Performance by Month	Further Information
100% of non-contentious licence applications should be completed within 10 working days	100%	Baseline quarters. Monthly breakdown not yet available.	523 applications made Apr-Sept 2017. 2016/17 99.6% of 1005 applications were completed on time.
	On target?		
			

SS10: Average number of working days to process benefit claimants' changes of personal details

Service Standard	2017/18 to end of Quarter 2	Performance by Month	Further Information																																							
Changes should be processed within 10 days	5.1 days	 <table><caption>Performance by Month Data</caption><tr><th>Month</th><th>2017/18 (Days)</th><th>Target (Days)</th></tr><tr><td>Apr</td><td>4.5</td><td>10</td></tr><tr><td>May</td><td>5.2</td><td>10</td></tr><tr><td>Jun</td><td>5.8</td><td>10</td></tr><tr><td>Jul</td><td>6.2</td><td>10</td></tr><tr><td>Aug</td><td>4.4</td><td>10</td></tr><tr><td>Sep</td><td>5.4</td><td>10</td></tr><tr><td>Oct</td><td>-</td><td>10</td></tr><tr><td>Nov</td><td>-</td><td>10</td></tr><tr><td>Dec</td><td>-</td><td>10</td></tr><tr><td>Jan</td><td>-</td><td>10</td></tr><tr><td>Feb</td><td>-</td><td>10</td></tr><tr><td>Mar</td><td>-</td><td>10</td></tr></table>	Month	2017/18 (Days)	Target (Days)	Apr	4.5	10	May	5.2	10	Jun	5.8	10	Jul	6.2	10	Aug	4.4	10	Sep	5.4	10	Oct	-	10	Nov	-	10	Dec	-	10	Jan	-	10	Feb	-	10	Mar	-	10	Nearly seventeen thousand changes have been processed in the first half of the year. 50% of these were processed on the same day they were received.
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Section 2: Carlisle Plan Nov 16 – Mar 18 Delivery [BTSP Actions]

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

Business Property & Infrastructure:

OUTCOME	<u>2. City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
O+S Panel	EGSP / BTSP
Specific – What is the task	Promote development opportunities and regeneration opportunities within the city centre (including Carlisle Station, Caldew Riverside, The Citadel, English Street and the Pools.)
Measurable – How will success be measured?	Produce a report setting out the alternatives and preferred options for the delivery of these city centre development opportunities.
Achievable – Is it feasible?	Yes
Realistic – Resources available	The technical and complex nature of the work will necessitate the engagement of external consultants drawing on the awarded Local Growth Funding
Time Bound – Start/end dates	The report will be completed within the current financial year. Work will commence Q3 2017/18 with a final draft produced by the end of Q4.
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	The consultants will present an interim report outlining conceptual ideas and the scope of works required to produce a detailed options appraisal to SMT late October. The brief for the main report will be agreed at this meeting.
Emerging issues / risks to the project	None

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

Service & Facilities Development:

OUTCOME	<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>
SMT OWNER	Darren Crossley
O+S Panel	HWSP / BTSP
Specific – What is the task	<ol style="list-style-type: none"> 1. To retender and award a new leisure contract and significantly reduced subsidy. 2. Develop Outline Designs and budgetary package and secure approvals for Sands Centre Development. 3. Complete works on cycle track and open the facility. 4. Complete works on Tennis Canopy and open the facility.
Measurable – How will success be measured?	<ol style="list-style-type: none"> 1. The award of a new contract. 2. Executive approval for outline designs and consent (inc budgetary provision) to develop detailed design and works. 3. An operational track by October 2017. 4. Canopy covered courts by Spring 2018.
Achievable – Is it feasible?	<ol style="list-style-type: none"> 1. Work is underway to complete a competitive tender exercise with support from specialist advisors. 2. Sufficient budget and permission has been secured to appoint a design team to take the project to the end of outline design. 3. Works are underway and are being project managed by the team. 4. Support in place from the LTA and a clear scheme identified, subject to planning permission the canopy can be delivered.
Realistic – Resources available	<ol style="list-style-type: none"> 1. The project is on schedule and has adequate financial resource to be completed. 2. The project is on schedule and has adequate financial resource to be completed.

	<ul style="list-style-type: none"> 3. The project is on schedule and has adequate financial resource to be completed. 4. Sufficient budgetary provision has been made via grant funding from the LTA and the city council's capital programme.
Time Bound – Start/end dates	<ul style="list-style-type: none"> 1. By 1/12/17 2. By 1/12/17 3. By 1/10/17 4. By 1/2/18
Progress in Quarter 2 2017/18 against project plan / key milestones achieved	<p>Final submissions have been submitted and evaluated on the Leisure Contract have been submitted. A preferred bidder for both lots has been identified. Preferred bidder meeting has been scheduled and held and final contract negotiations are concluding. Reports are timetabled into the democratic cycle for both Health and Wellbeing (October) and Executive (Nov).</p> <p>A design team has been appointed for the Sands Centre project and first stage designs are being prepared, again this is scheduled to report to scrutiny and Executive in Winter 2017 and then on to Council January.</p> <p>The Cycle Track remediation works have now been completed and we are currently working to a revised completion date of the end of November.</p> <p>Work is progressing on confirming contracts for the Tennis Canopy works, these should be completed by November with works undertaken on the canopy itself between November – February.</p>
Emerging issues / risks to the project	None.

Business & Transformation Scrutiny Panel

Performance Dashboard 2017/18 to end of Quarter 2

Key	
↓	Performance is deteriorating
↑	Performance is improving
→	No change in performance
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	Code	Measure	Frequency of Measure	Year-to-date Performance	Trend	Year-to-date Target	Comments
✓	CSR01	Actual net spend as a percentage of annual net budget.	Quarterly	40.7%	↑	42.1%	£165k underspend to date
✓	CSR02	Percentage of all invoices paid within 30 working days	Monthly	98.8%	↑	98%	5355 invoices paid
✓	CSR04	Proportion of customer "calls for service" logged in Salesforce completed on-line	Monthly	7.5%	↑	7.3%	From calls logged in Salesforce CRM (461 out of 6147 calls)
✗	CSR05	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	Monthly	3.7	↓	3.4	
✓	CSR06	Percentage of return to work interviews completed in five working days of returning to work.	Monthly	81%	↑	79%	
N/A	CSR08	ICT measure(s) from revised ICT strategy (TBC)	TBC				Strategy under development
✓	CSR09	Percentage of Council Tax collected	Quarterly	56.6%	↑	56.3%	
▲	CSR10	Percentage of NNDR collected	Quarterly	57.3%	↓	57.9%	
N/A	CSR13	Proportion of debts recovered (sundry debtors) TBC	TBC				Measure definition TBC
N/A	GRS04	Proportion of contested licence applications decided on within 50 working days.	Quarterly	N/A		95%	No contested applications in 2017/18
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	Quarterly	100%	→	100%	213 applications to date
	CS34	Percentage of service plans complete	Annual				
	CSR03	Customer satisfaction (web survey and topped up with Focus survey, etc.) with how well Carlisle City Council is running things and how it has changed from three years ago.	Annual				
	CSR07	Percentage of staff appraisals completed	Annual				
	CSR11	Approval of a balanced budget by an agreed date	Annual				
	CSR12	Accounts signed off within statutory deadlines	Annual				
	CSR14	Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year	Annual				
	CSR15	Internal Audit - Percentage of audit scopes agreed with management and issues before commencement of the audit fieldwork	Annual				
	CSR16	Internal Audit - Percentage of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client	Annual				

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Performance Dashboard 2017/18 to end of Quarter 2

Key	
↓	Performance is deteriorating
↑	Performance is improving
→	No change in performance
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▲	Close to target (within 5%)
✓	On target

On Target?	Code	Measure	Frequency of Measure	Year-to-date Performance	Trend	Year-to-date Target	Comments
	CSR17	Internal Audit - Percentage of final internal audit reports issued for Corporate Director comments within 8 working days of management response or closeout	Annual				
	CSR18	Internal Audit - Percentage of recommendations accepted by management	Annual				
	CSR19	Internal Audit - Percentage of individual reviews completed to required standard within target days	Annual				
	CSR20	Internal Audit - Percentage of Quality Assurance checks completed	Annual				
	CSR21	Internal Audit - Percentage of customer satisfaction survey scoring the service as "good"	Annual				
	CSR22	Internal Audit - Percentage of chargeable time	Annual				
	GR501	Number of internal accidents/incidents per Full Time Equivalent (FTE)	Annual				
	GR502	Number of internal RIDDORS per FTE	Annual				
	GR503	% safety audits completed on time and sent to service manager	Annual				
	GR509	Annual rental revenue from Kingstown Industrial Estate	Annual			£ 2,023,880	Target is to increase the rental revenue from October 2016 levels (commencement of Chancerygate management arrangements)