

# Report to Business & Transformation Scrutiny Panel

Agenda Item:

**A.5**

Meeting Date: 30 May 2019  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework: Yes  
Public / Private: Public

Title: END OF YEAR PERFORMANCE REPORT 2018/19  
Report of: Policy and Communications Manager  
Report Number: PC.05/19

## Purpose / Summary:

This report contains the 2018/19 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 2018/19 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:	17/06/19
Scrutiny:	Business and Transformation 30/5/19 Health and Wellbeing 06/06/19 Economic Growth 13/06/19
Council:	N/A

## 1. BACKGROUND

This report contains the 2018/19 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.

All measures were reviewed by officers in the previous quarter and changes consulted on at Scrutiny Panels in the last report.

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 appendix attached contains the Council's performance against the KPIs within the Panel's remit.

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 – 1 'red', 2 'amber' and 2 'green'

KPIs – 1 'red', 4 'amber' and 16 'green'

### Summary of Exceptions (RED)

Service Standards:

Measure	Target	Performance
SS05: Corporate complaints should be dealt with within 15 working days	100%	93.3% (see comments in service standard section)

KPIs:

Measure	Target	Performance
FR03 Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	9.3	10.3 (separate agenda item at BTSP 30 May 19)

## 2. PROPOSALS

See KPI changes.

### **3. RISKS**

None

### **4. CONSULTATION**

The report was reviewed by Directorate Management Teams and Senior Management Team in April and will be considered at the other Scrutiny Panels.

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

The Panel are asked to comment on the End of Year 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.

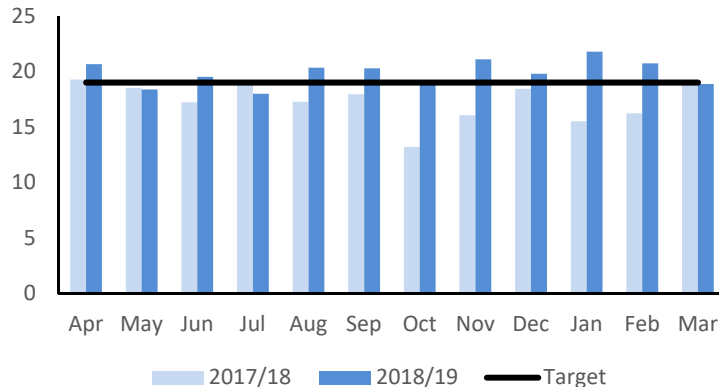

## **Section 1: Service Standards 2018/19**

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and reviewed again at the end of 2017/18 and Quarter 3 2018/19.

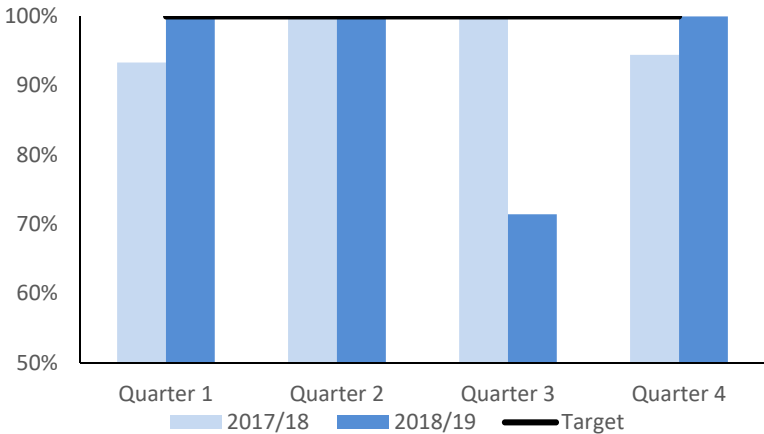
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

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

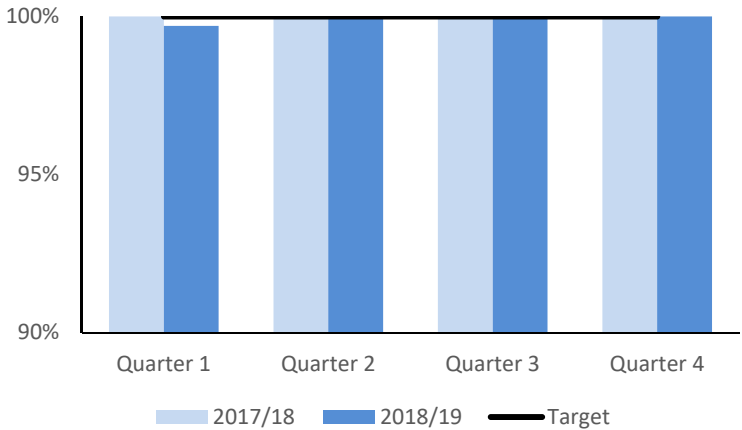
SS04: Average number of working days to process new benefits claims

Service Standard	To end of 2018/19	Performance by Month	Further Information																																																				
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	19.7 days  (2017/18: 17.4 days)	 <table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2017/18 (Days)</th><th>2018/19 (Days)</th><th>Target (Days)</th></tr></thead><tbody><tr><td>Apr</td><td>19.5</td><td>20.5</td><td>19.0</td></tr><tr><td>May</td><td>18.5</td><td>18.5</td><td>19.0</td></tr><tr><td>Jun</td><td>17.5</td><td>19.5</td><td>19.0</td></tr><tr><td>Jul</td><td>18.5</td><td>18.5</td><td>19.0</td></tr><tr><td>Aug</td><td>17.5</td><td>20.5</td><td>19.0</td></tr><tr><td>Sep</td><td>18.5</td><td>20.5</td><td>19.0</td></tr><tr><td>Oct</td><td>13.5</td><td>19.5</td><td>19.0</td></tr><tr><td>Nov</td><td>16.5</td><td>21.5</td><td>19.0</td></tr><tr><td>Dec</td><td>18.5</td><td>20.5</td><td>19.0</td></tr><tr><td>Jan</td><td>15.5</td><td>22.5</td><td>19.0</td></tr><tr><td>Feb</td><td>16.5</td><td>21.5</td><td>19.0</td></tr><tr><td>Mar</td><td>18.5</td><td>19.5</td><td>19.0</td></tr></tbody></table> <p>2017/18 2018/19 Target</p>	Month	2017/18 (Days)	2018/19 (Days)	Target (Days)	Apr	19.5	20.5	19.0	May	18.5	18.5	19.0	Jun	17.5	19.5	19.0	Jul	18.5	18.5	19.0	Aug	17.5	20.5	19.0	Sep	18.5	20.5	19.0	Oct	13.5	19.5	19.0	Nov	16.5	21.5	19.0	Dec	18.5	20.5	19.0	Jan	15.5	22.5	19.0	Feb	16.5	21.5	19.0	Mar	18.5	19.5	19.0	This measure is the combined average for all new claims processed, both Housing Benefit (HB) and our Council Tax Reduction Scheme (CTRS). For universal credit customers there are delays in claims being made or all information being provided for CTRS. As a result, overall performance is being affected, in some cases by factors that are outside of our control.
	Month		2017/18 (Days)	2018/19 (Days)	Target (Days)																																																		
	Apr		19.5	20.5	19.0																																																		
May	18.5	18.5	19.0																																																				
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Feb	16.5	21.5	19.0																																																				
Mar	18.5	19.5	19.0																																																				
On target?		The split of the 19.7 days achieved for 2018/19 is as follows																																																					
		<b>HB</b> 17.6 days <b>CTRS</b> 20.9 days																																																					

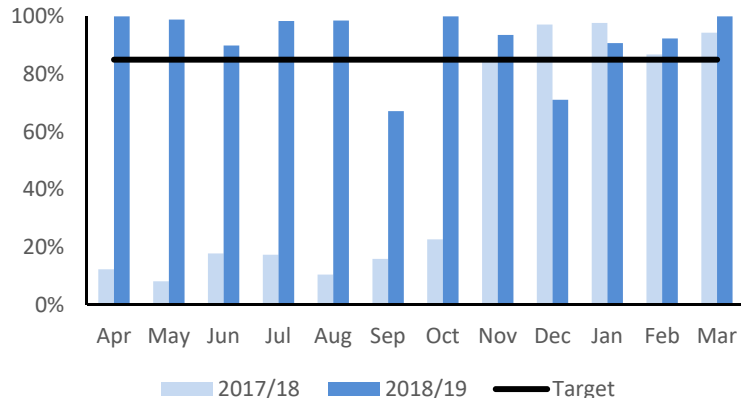
SS05: Proportion of corporate complaints dealt with on time

Service Standard	To end of 2018/19	Performance by Quarter	Further Information
Corporate complaints should be dealt with within 15 working days	93.3%	 <p>28 out of 30 corporate complaints were completed on time in 2018/19. Two Development Control complaints in Quarter 3 required lengthy and complex technical input to provide a full response.</p> <p>No complaints were referred to the Ombudsman in 2018/19.</p>	
	(2017/18: 96.9%)		
	On target?		
	✗		

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

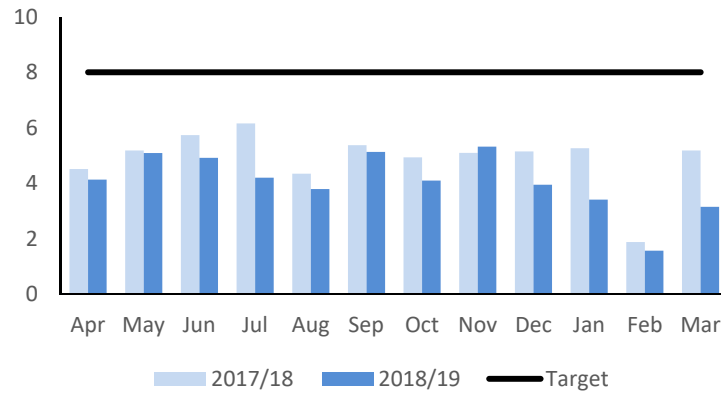
Service Standard	To end of 2018/19	Performance by Quarter	Further Information
100% of non-contentious licence applications should be completed within 10 working days	99.9% (2017/18: 100%)	 <p>100% 95% 90%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2017/18 2018/19 Target</p>	<p>932 out of 933 applications completed on time in 2018/19.</p> <p>In 2017/18 100% of 871 applications were completed on time.</p>
	On target?		
	▲		

SS08: Proportion of official local authority searches completed on time

Service Standard	To end of 2018/19	Performance by Month	Further Information																																							
85% of official local authority searches should be completed within 10 working days	92.2% (2017/18: 41.8%)	 <table><thead><tr><th>Month</th><th>2017/18 (%)</th><th>2018/19 (%)</th></tr></thead><tbody><tr><td>Apr</td><td>12</td><td>100</td></tr><tr><td>May</td><td>8</td><td>100</td></tr><tr><td>Jun</td><td>18</td><td>90</td></tr><tr><td>Jul</td><td>18</td><td>100</td></tr><tr><td>Aug</td><td>12</td><td>100</td></tr><tr><td>Sep</td><td>15</td><td>68</td></tr><tr><td>Oct</td><td>22</td><td>100</td></tr><tr><td>Nov</td><td>85</td><td>95</td></tr><tr><td>Dec</td><td>98</td><td>72</td></tr><tr><td>Jan</td><td>98</td><td>90</td></tr><tr><td>Feb</td><td>85</td><td>92</td></tr><tr><td>Mar</td><td>95</td><td>100</td></tr></tbody></table>	Month	2017/18 (%)	2018/19 (%)	Apr	12	100	May	8	100	Jun	18	90	Jul	18	100	Aug	12	100	Sep	15	68	Oct	22	100	Nov	85	95	Dec	98	72	Jan	98	90	Feb	85	92	Mar	95	100	704 searches were completed in the year.
	Month		2017/18 (%)	2018/19 (%)																																						
	Apr		12	100																																						
May	8	100																																								
Jun	18	90																																								
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Oct	22	100																																								
Nov	85	95																																								
Dec	98	72																																								
Jan	98	90																																								
Feb	85	92																																								
Mar	95	100																																								
On target?																																										
✓																																										



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

Service Standard	To end of 2018/19	Performance by Month	Further Information																																							
Changes should be processed within 8 days	3.8 days  (2017/18: 4.5 days)	 <table><thead><tr><th>Month</th><th>2017/18</th><th>2018/19</th></tr></thead><tbody><tr><td>Apr</td><td>4.5</td><td>4.2</td></tr><tr><td>May</td><td>5.2</td><td>5.1</td></tr><tr><td>Jun</td><td>5.8</td><td>4.9</td></tr><tr><td>Jul</td><td>6.2</td><td>4.3</td></tr><tr><td>Aug</td><td>4.4</td><td>3.8</td></tr><tr><td>Sep</td><td>5.4</td><td>5.1</td></tr><tr><td>Oct</td><td>4.9</td><td>4.1</td></tr><tr><td>Nov</td><td>5.1</td><td>5.3</td></tr><tr><td>Dec</td><td>5.1</td><td>4.0</td></tr><tr><td>Jan</td><td>5.2</td><td>3.5</td></tr><tr><td>Feb</td><td>2.0</td><td>1.8</td></tr><tr><td>Mar</td><td>5.2</td><td>3.2</td></tr></tbody></table>	Month	2017/18	2018/19	Apr	4.5	4.2	May	5.2	5.1	Jun	5.8	4.9	Jul	6.2	4.3	Aug	4.4	3.8	Sep	5.4	5.1	Oct	4.9	4.1	Nov	5.1	5.3	Dec	5.1	4.0	Jan	5.2	3.5	Feb	2.0	1.8	Mar	5.2	3.2	Over thirty-three thousand changes were processed in 2018/19.
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Feb	2.0	1.8																																								
Mar	5.2	3.2																																								
On target?																																										
✓																																										

## **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. The annual measures are reported on including the customer satisfaction survey results. The survey is ongoing and is available to complete via the Council's web pages and at the concluding page of online transactions. The survey is also promoted via social media and in Carlisle Focus magazine. Current KPIs were reviewed with Service Managers and proposed changes for 2019/20 communicated in the previous report (Quarter 3). Further changes are now proposed for 2019/20:

### **New Measures**

<b>Measure</b>	<b>Target</b>	<b>Notes</b>
Internal Audit – Proportion of audit recommendations implemented	80%	2018/19 was 79%

### **Measures to be Removed**

<b>Code</b>	<b>Measure</b>	<b>Notes</b>
FR16	Revenue gained from external delegates enrolled on City Council training events	The training programme has been streamlined and refined to meet training needs identified during the team appraisal process 2018 and workforce plan. Space for external delegates is not anticipated.
FR08	Internal Audit - Percentage of audit scopes agreed with management and issues before commencement of the audit fieldwork	These are both part of Internal Audit's standard methodology and will only ever be 100%. Monitoring performance is therefore meaningless.
FR13	Internal Audit - Percentage of Quality Assurance checks completed	

### **Target Changes**

<b>Code</b>	<b>Measure / Target</b>	<b>Changes</b>
FR07	Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year (95%)	Split into a) completed in full (target 80%) b) Completed to draft (target 100%)

### **Section 3: Carlisle Plan on a Page 2016–18 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 Officer: Steven Robinson
<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). Set out a strategy for the future vitality and viability of the city centre including development options for the regeneration opportunity sites (Carlisle Station, The Pools, Court Square, Caldew Riverside and the Citadel).
<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, with a draft version produced by the end of Q4.
<b>Progress in Quarter 4 2018/19 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 Officer: Amanda McCartney
<b>Scrutiny Panel</b>	Business & Transformation / Health & Wellbeing
<b>Specific – What is the task</b>	<ol style="list-style-type: none"> <li>1. To retender and award a new leisure contract with a 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 – How will success be measured?</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. COMPLETE</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. The design team are currently working on a more detailed design to RIBA Stage 3.</li> <li>3. COMPLETE</li> <li>4. CANCELLED</li> </ol>
<b>Realistic – Resources available</b>	<ol style="list-style-type: none"> <li>1. COMPLETE</li> <li>2. The project is on schedule and has adequate financial resource to be completed.</li> <li>3. COMPLETE</li> </ol>

	4. CANCELLED
Time Bound – Start/end dates	<p>1. COMPLETE</p> <p>2. 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 2020. Completion of the project scheduled for December 2020.</p> <p>3. COMPLETE</p> <p>4. CANCELLED</p>
Progress in Quarter 4 2018/19 against project plan / key milestones achieved	<p>Sands Centre:</p> <ul style="list-style-type: none"> <li>• The design is currently part way through RIBA stage 4A i.e. detailed design excluding subcontract specialist design.</li> <li>• 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.</li> <li>• The tender price has been received based on the partially complete design and survey work. This is being reviewed by Pick Everard's.</li> <li>• The tender sum is under review in terms of scope of work and third party stakeholder requirements.</li> <li>• Work is also underway to de-risk the project price and scope of works.</li> <li>• The temporary accommodation solution has also been progressed in order to decant the GLL and NHS operations into alternative buildings during the main works.</li> </ul>
Emerging issues / risks to the project	No new risks identified.

## Business and Transformation Scrutiny Panel

### Performance Dashboard 2018/19

<b>Key</b>	
↓	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	Frequency	Annual Performance 2018/19	Annual Performance 2017/18	Trend	Target	Comments
▲	CSe14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	Quarterly	147.6%	151.8%	↓	149%	
N/A	CSe33a	Number of applications submitted to external funders supporting the key actions in the Carlisle Plan 2015-18, priorities of the Carlisle Partnership and other Council policies and strategies	Annual	39	57	↓	Info only	
N/A	CSe33b	Number of applications submitted to external funders supporting the key actions in the Carlisle Plan 2015-18, priorities of the Carlisle Partnership and other Council policies and strategies that have been successful	Annual	24	38	↓	Info only	Awaiting the results of 8 other applications
N/A	CSe33c	Additional income generated through applications to support the key actions in the Carlisle Plan 2015-18, priorities of the Carlisle Partnership and other Council policies and strategies	Annual	£ 1,991,965	£ 6,657,907	↓	Info only	
N/A	CSu01	Customer satisfaction with how well Carlisle City Council is running things	Annual	72.6%	57.1%	↑	Info only	510/702 service users were either satisfied or very satisfied with the Council. Confidence Interval is +/- 3.7% at 95% Confidence Level.
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	Monthly	16.1%	8.5%	↑	8.5%	From calls logged in Salesforce CRM (5556 out of 34421 logs).
▲	CSu04	Percentage of Council Tax collected	Quarterly	97.4%	97.6%	↓	97.6%	
✓	CSu05	Percentage of NNDR collected	Quarterly	98.4%	97.9%	↓	97.9%	
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours	Monthly	100%	N/A	N/A	100%	New measure for 2018/19
▲	FR01	Actual net spend as a percentage of annual net budget.	Quarterly	99.4%	103.3%	↑	100%	
✓	FR02	Percentage of all invoices paid within 30 working days	Monthly	99.0%	99.0%	→	98%	10662 invoices paid
✗	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	Monthly	10.3	9.3	↓	9.3	Sickness Absence is a separate agenda item at the Business & Transformation Scrutiny Panel in May 2019.
▲	FR04	Percentage of return to work interviews completed in five working days of returning to work.	Monthly	77%	82%	↓	82%	
✓	FR07	Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year	Annual	92%	90%	↑	95%	77% to draft
✓	FR08	Internal Audit - Percentage of audit scopes agreed with management and issues before commencement of the audit fieldwork	Annual	100%	100%	→	100%	
✓	FR09	Internal Audit - Percentage of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client	Annual	91%	N/A	N/A	80%	
✓	FR10	Internal Audit - Percentage of final internal audit reports issued for Corporate Director comments within 8 working days of management response or closeout	Annual	100%	94%	↑	80%	
✓	FR11	Internal Audit - Percentage of recommendations accepted by management	Annual	100%	100%	→	95%	

## Business and Transformation Scrutiny Panel Performance Dashboard 2018/19

<b>Key</b>	
↓	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	Frequency	Annual Performance 2018/19	Annual Performance 2017/18	Trend	Target	Comments
✓	FR12	Internal Audit - Percentage of individual reviews completed to required standard within target days	Annual	69%	72%	↓	50%	
✓	FR13	Internal Audit - Percentage of Quality Assurance checks completed	Annual	100%	100%	→	100%	
✓	FR14	Internal Audit - Percentage of customer satisfaction survey scoring the service as "good"	Annual	100%	100%	→	80%	
✓	FR15	Internal Audit - Percentage of chargeable time	Annual	80%	83%	↓	80%	
N/A	FR16	Revenue gained from external delegates enrolled on City Council training events	Quarterly	£ 1,200	#N/A	N/A	Info only	
N/A	GRS01	Number of internal accidents/incidents per Full Time Equivalent (FTE)	Annual	0.07	0.09	↑	Info only	29 incidents reported in 2018/19
N/A	GRS02	Number of internal RIDDORS per FTE	Annual	0.01	0.01	→	Info only	4 RIDDORS reported in 2018/19
✓	GRS03	% safety audits completed on time and sent to service manager	Annual	100%	100%	→	100%	All planned audits completed
✓	GRS04	Proportion of contested licence applications decided on within 50 working days.	Quarterly	100%	100%	→	95%	1 contested application in 2018/19
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	Quarterly	100%	100%	→	100%	199 applications in 2018/19