

# Report to Business & Transformation Scrutiny Panel

Agenda  
Item:

**A.5**

Meeting Date: 13 February 2020  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework: Yes  
Public / Private: Public

Title: QUARTER 3 PERFORMANCE REPORT 2019/20  
Report of: Policy and Communications Manager  
Report Number: PC.06/20

## Purpose / Summary:

This report contains the Quarter 3 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. Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Consider the proposed KPI changes for 2020/21.

## Tracking

Executive:	9/3/20
Scrutiny:	Health and Wellbeing 20/2/20 Economic Growth 27/2/20 Business and Transformation 13/2/20
Council:	N/A

## 1. BACKGROUND

This report contains the Quarter 3 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', 4 'amber', 6 'green'

### Summary of Exceptions (RED)

Measure	Target	Performance
CSe14 Actual car parking revenue as a percentage of car parking expenditure (including recharges).	148%	138% Most significant contributing factor is a £65k shortfall in carpark ticket sales across City Council carparks.

## 3. PROPOSALS

See proposed KPI changes below.

## 3. RISKS

None

## 4. CONSULTATION

The report was reviewed by Directorate Management Teams in January, by the Senior Management Team on 27<sup>th</sup> January 2020 and has been considered at the other Scrutiny Panels.

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

The Panel are asked to scrutinise the Quarter 3 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 2019/20**

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.

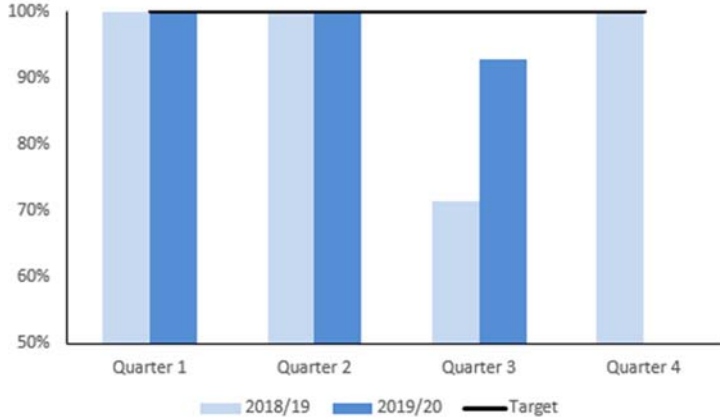
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

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	To end of Quarter 3 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	18.5 days  (Q3 2018/19: 19.5 days)	 <table><caption>Performance by Month Data</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>20.5</td><td>22.0</td><td>19.0</td></tr><tr><td>May</td><td>18.5</td><td>20.0</td><td>19.0</td></tr><tr><td>Jun</td><td>19.5</td><td>19.0</td><td>19.0</td></tr><tr><td>Jul</td><td>18.0</td><td>18.0</td><td>19.0</td></tr><tr><td>Aug</td><td>20.0</td><td>17.0</td><td>19.0</td></tr><tr><td>Sep</td><td>20.0</td><td>17.5</td><td>19.0</td></tr><tr><td>Oct</td><td>19.0</td><td>17.5</td><td>19.0</td></tr><tr><td>Nov</td><td>21.0</td><td>16.5</td><td>19.0</td></tr><tr><td>Dec</td><td>19.5</td><td>20.5</td><td>19.0</td></tr><tr><td>Jan</td><td>21.5</td><td>-</td><td>19.0</td></tr><tr><td>Feb</td><td>20.5</td><td>-</td><td>19.0</td></tr><tr><td>Mar</td><td>19.0</td><td>-</td><td>19.0</td></tr></tbody></table>	Month	2018/19 (days)	2019/20 (days)	Target (days)	Apr	20.5	22.0	19.0	May	18.5	20.0	19.0	Jun	19.5	19.0	19.0	Jul	18.0	18.0	19.0	Aug	20.0	17.0	19.0	Sep	20.0	17.5	19.0	Oct	19.0	17.5	19.0	Nov	21.0	16.5	19.0	Dec	19.5	20.5	19.0	Jan	21.5	-	19.0	Feb	20.5	-	19.0	Mar	19.0	-	19.0	2096 new claims have been made in 2019/20 up to the end of December 2019.
	Month		2018/19 (days)	2019/20 (days)	Target (days)																																																		
	Apr		20.5	22.0	19.0																																																		
May	18.5	20.0	19.0																																																				
Jun	19.5	19.0	19.0																																																				
Jul	18.0	18.0	19.0																																																				
Aug	20.0	17.0	19.0																																																				
Sep	20.0	17.5	19.0																																																				
Oct	19.0	17.5	19.0																																																				
Nov	21.0	16.5	19.0																																																				
Dec	19.5	20.5	19.0																																																				
Jan	21.5	-	19.0																																																				
Feb	20.5	-	19.0																																																				
Mar	19.0	-	19.0																																																				
On target?																																																							
✓																																																							

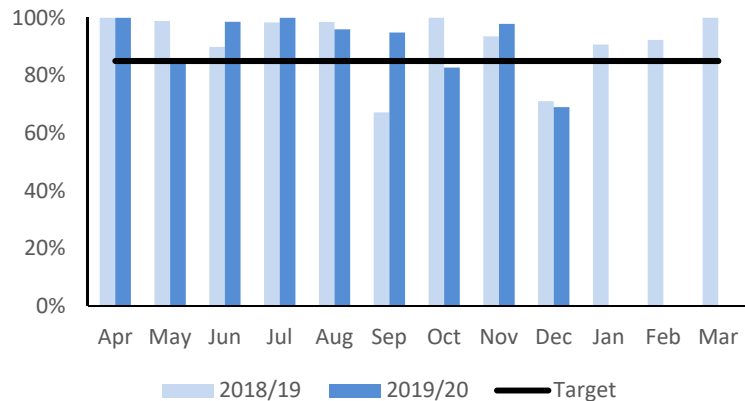

SS05: Proportion of corporate complaints dealt with on time

Service Standard	To end of Quarter 3 2019/20	Performance by Quarter	Further Information																				
Corporate complaints should be dealt with within 15 working days	96%	 <table><caption>Performance by Quarter Data</caption><thead><tr><th>Quarter</th><th>2018/19 (%)</th><th>2019/20 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Quarter 1</td><td>100</td><td>100</td><td>100</td></tr><tr><td>Quarter 2</td><td>100</td><td>100</td><td>100</td></tr><tr><td>Quarter 3</td><td>72</td><td>93</td><td>100</td></tr><tr><td>Quarter 4</td><td>100</td><td>-</td><td>100</td></tr></tbody></table>	Quarter	2018/19 (%)	2019/20 (%)	Target (%)	Quarter 1	100	100	100	Quarter 2	100	100	100	Quarter 3	72	93	100	Quarter 4	100	-	100	One late rely in Quarter 3 was due to a complicated issue that needed further investigation. The customer was kept informed throughout the process.
	Quarter		2018/19 (%)	2019/20 (%)	Target (%)																		
	Quarter 1		100	100	100																		
Quarter 2	100	100	100																				
Quarter 3	72	93	100																				
Quarter 4	100	-	100																				
(Q3 2018/19: 90%)																							
<div>On target?</div> <div>▲</div>																							

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

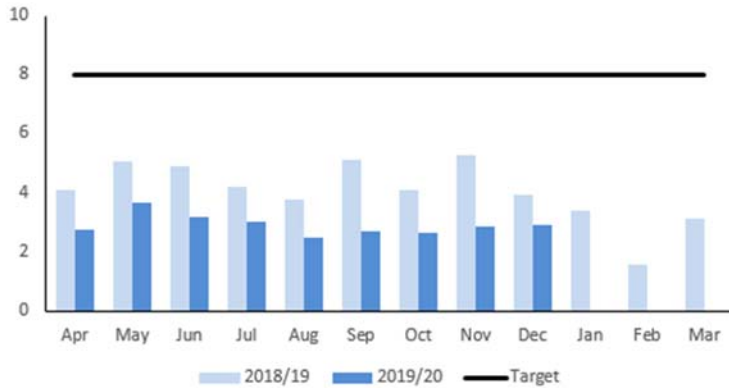
Service Standard	To end of Quarter 3 2019/20	Performance by Quarter	Further Information
100% of non-contentious licence applications should be completed within 10 working days	100%	 <p>100%</p> <p>95%</p> <p>90%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2018/19 2019/20 Target</p>	576 out of 576 applications completed on time so far in 2019/20.
	On target?		
	✓		

SS08: Proportion of official local authority searches completed on time

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information
85% of official local authority searches should be completed within 10 working days	93%		431 searches were completed in the year to date.
	(Q3 2018/19: 91.6%)		
	On target?		
			



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

Service Standard	To end of Quarter 3 2019/20	Performance by Month	Further Information																																							
Changes should be processed within 8 days	2.9 days  (Q3 2018/19: 4.5 days)	 <table><tr><th>Month</th><th>2018/19</th><th>2019/20</th></tr><tr><td>Apr</td><td>4.2</td><td>2.8</td></tr><tr><td>May</td><td>5.0</td><td>3.8</td></tr><tr><td>Jun</td><td>4.8</td><td>3.2</td></tr><tr><td>Jul</td><td>4.2</td><td>3.0</td></tr><tr><td>Aug</td><td>3.8</td><td>2.5</td></tr><tr><td>Sep</td><td>5.0</td><td>2.8</td></tr><tr><td>Oct</td><td>4.2</td><td>2.8</td></tr><tr><td>Nov</td><td>5.2</td><td>2.8</td></tr><tr><td>Dec</td><td>4.0</td><td>3.0</td></tr><tr><td>Jan</td><td>3.5</td><td>0.0</td></tr><tr><td>Feb</td><td>1.8</td><td>0.0</td></tr><tr><td>Mar</td><td>3.2</td><td>0.0</td></tr></table>	Month	2018/19	2019/20	Apr	4.2	2.8	May	5.0	3.8	Jun	4.8	3.2	Jul	4.2	3.0	Aug	3.8	2.5	Sep	5.0	2.8	Oct	4.2	2.8	Nov	5.2	2.8	Dec	4.0	3.0	Jan	3.5	0.0	Feb	1.8	0.0	Mar	3.2	0.0	Over eighteen thousand changes have been processed in the 2019/20 year to date.
	Month		2018/19	2019/20																																						
	Apr		4.2	2.8																																						
May	5.0	3.8																																								
Jun	4.8	3.2																																								
Jul	4.2	3.0																																								
Aug	3.8	2.5																																								
Sep	5.0	2.8																																								
Oct	4.2	2.8																																								
Nov	5.2	2.8																																								
Dec	4.0	3.0																																								
Jan	3.5	0.0																																								
Feb	1.8	0.0																																								
Mar	3.2	0.0																																								
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 following changes to KPIs have been proposed by service managers. If agreed, these changes will be implemented from April 2020 for 2020/21:

<b>Measure</b>	<b>Comments</b>
Customer Services - 80% of calls answered within 1 minute	New measure
Customer Services - 90% of visitors served within 10 minutes	New measure
Council and/or district carbon footprint	New measure to track progress in delivering the climate change agenda. It has been noted that the Business & Transformation Panel requested that a Key Performance Indicator (KPI) be added to future performance reports to monitor the response to the Climate Emergency. This KPI will be developed and reported once the carbon footprinting baseline work is completed and the data has been assured.

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

The current Carlisle Plan covered the period 2015-18 and many of the key actions are now either delivered or considered 'business as usual' and feature within existing service plans. These were closed following the Quarter 1 report and will no longer be reported on. The following pages provide an update on the remaining key actions.

**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). 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 3 2019/20 against project plan / key milestones achieved</b>	Inception meeting has been held with key stakeholders to define the strategic objectives and critical success factors for the project. The consultants are now working on developing a series of projects that will fulfil the strategic objectives and the strategy articulated at the inception meeting.
<b>Emerging issues / risks to the project</b>	None

## 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>	<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. Support in place from the LTA and a clear scheme identified, subject to planning permission the canopy can be delivered.</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> </ol>

	<ul style="list-style-type: none"> <li>3. COMPLETE</li> <li>4. Sufficient budgetary provision has been made via grant funding from the LTA and the city council's capital programme. Work is currently underway to procure the enabling work to get the tennis courts back into service.</li> </ul>
Time Bound – Start/end dates	<ul style="list-style-type: none"> <li>1. COMPLETE</li> <li>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 2019. Completion of the project scheduled for December 2020.</li> <li>3. COMPLETE</li> <li>4. The enabling works was scheduled for completion by end November 2018.</li> </ul>
Progress in Quarter 3 2019/20 against project plan / key milestones achieved	<p>The occupation lease for the temporary leisure facilities at the former Newman RC High School (Lismore Place) has now been completed (21<sup>st</sup> Jan 2020).</p> <p>A 'letter of intent' has been issued to Wates Construction to allow them to place orders for the materials and labour to deliver the temporary facilities.</p> <p>The enabling works contract is close to completion and is targeted for sign off 31.01.2020.</p> <p>The main works contract is well developed and is targeted for completion end of February 2020.</p> <p>The funding agreement with Sport England is also close to completion and is targeted for completion early February 2020.</p>
Emerging issues / risks to the project	<p>The main contract has slipped from our original programme, largely due to protracted lease negotiations with the Diocese of Lancaster and Environment Agency permits at the Sands site.</p> <p>Surveys are currently being undertaken on the events centre roof and back of stage at the Sands.</p> <p>The results of these may raise further issues that the project team will need to assess.</p>

## Carlisle City Council Performance Dashboard 2019/20

### - to end of Quarter 3

<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	Q3 Performance 2019/20	Q3 Performance 2018/19	Trend	Target	Comments
✗	CSe14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	138.4%	141.0%	↓	147.6%	Revenue under target
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	16.4%	15.2%	↑	15.2%	From calls logged in Salesforce CRM (4697 out of 28691 logs).
✓	CSu04	Percentage of Council Tax collected	84.8%	84.8%	→	84.8%	
▲	CSu05	Percentage of NNDR collected	82.4%	84.2%	↓	84.2%	Charge for a new car showroom applied midyear and instalments will be paid during the remainder of the financial year
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days)	100%	100.0%	→	100%	
✓	CSu07	Customer Services - Respond to customer emails within 48hrs	97.4%	N/A	N/A	90%	New measure for 2019/20
▲	FR01	Actual net spend as a percentage of annual net budget.	64.9%	59.3%	↓	64.5%	
✓	FR02	Percentage of all invoices paid within 30 working days	99.5%	98.9%	↑	98%	7496 invoices paid
▲	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	8.2	7.9	↓	7.9	Sickness Absence is a separate agenda item at the Business & Transformation Scrutiny Panel for Quarter 3 report.
▲	FR04	Percentage of return to work interviews completed in five working days of returning to work.	75%	77%	↓	78%	
N/A	FR06	Proportion of debts recovered (sundry debtors)	94.2%	N/A	N/A	N/A	New measure for 2019/20. Rolling 12 months to end of Dec 2019
N/A	GRS04	Proportion of contested licence applications decided on within 50 working days.	N/A	N/A	N/A	95%	0 contested applications
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	→	100%	149 applications in 2019/20