

Report to Business & Transformation Scrutiny Panel

Agenda
Item:
A.6

Meeting Date: 23 July 2020
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: END OF YEAR PERFORMANCE REPORT 2019/20
Report of: Policy and Communications Manager
Report Number: PC 11-20

Purpose / Summary:

This report contains the End of Year 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.

Tracking

Executive:	TBC
Scrutiny:	Health and Wellbeing 11/6/20 Economic Growth 04/6/20 Business and Transformation 28/5/20
Council:	N/A

1. BACKGROUND

This report contains the 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 – 6 'red', 5 'amber', 10 'green'

Summary of Exceptions (RED)

Measure	Target	Performance
CSe14 Actual car parking revenue as a percentage of car parking expenditure (including recharges).	151%	144% Most significant contributing factor is a £82k shortfall in carpark ticket sales across City Council carparks.
FR03 Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	10.3	12.1 Sickness Absence is a separate agenda item at the Business & Transformation Scrutiny Panel later in the year.
FR07a Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year - to DRAFT	95%	79% Below target due to vacancy (including additional recruitment, induction and training required), along with disruption caused by Covid-19 pandemic requiring some planned reviews to be delayed.
FR07b Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan)	80%	68% Will increase to 79% by July 2020 Audit Committee.

completed in respect of the financial year - FINAL		
FR09 Internal Audit - Percentage of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client	80%	63% Disruption in year, including additional investigatory work caused some delays in finalising audit reports.
FR17 Internal Audit – Proportion of audit recommendations implemented	80%	63% These are monitored on a regular basis by both the Audit team and Audit Cttee. Management responses/updates are received for all outstanding recommendations.

2. PROPOSALS

None

3. RISKS

None

4. CONSULTATION

The report was reviewed by relevant senior management and will be considered at the other Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to scrutinise the Performance Report.

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.

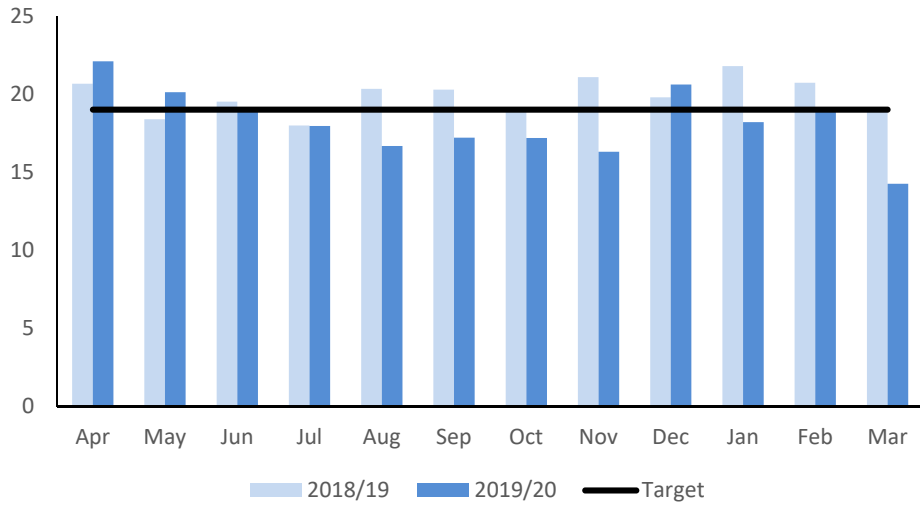
Section 1: Service Standards 2019/20

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.

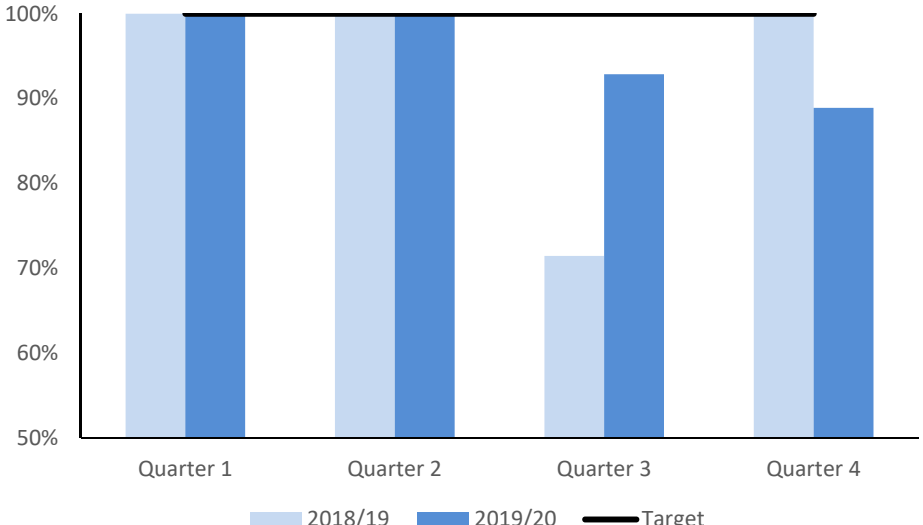
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

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

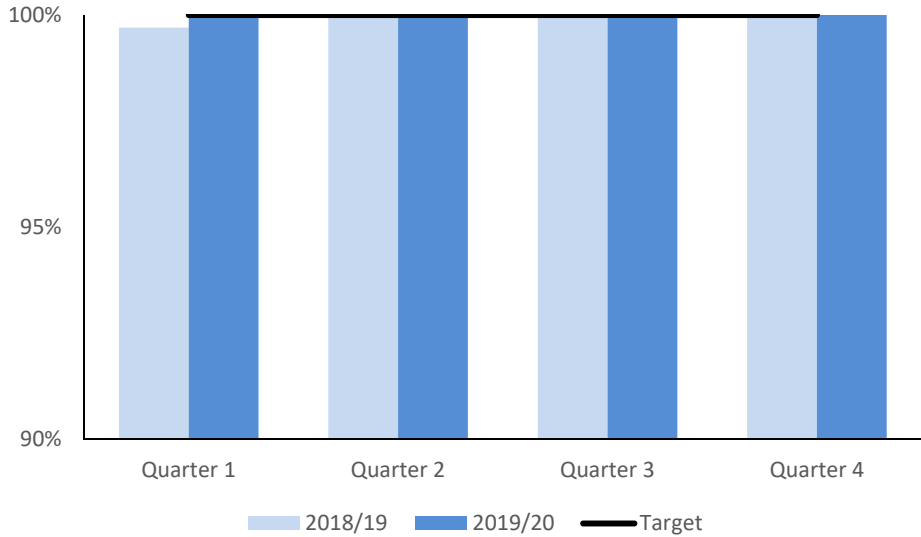
SS04: Average number of working days to process new benefits claims

Service Standard	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	17.8 days (2018/19: 18.9 days)	 <table><thead><tr><th>Month</th><th>2018/19 (days)</th><th>2019/20 (days)</th></tr></thead><tbody><tr><td>Apr</td><td>20.5</td><td>22.0</td></tr><tr><td>May</td><td>18.5</td><td>20.0</td></tr><tr><td>Jun</td><td>19.5</td><td>19.0</td></tr><tr><td>Jul</td><td>18.0</td><td>18.0</td></tr><tr><td>Aug</td><td>20.0</td><td>16.5</td></tr><tr><td>Sep</td><td>20.0</td><td>17.0</td></tr><tr><td>Oct</td><td>19.0</td><td>17.0</td></tr><tr><td>Nov</td><td>21.0</td><td>16.0</td></tr><tr><td>Dec</td><td>19.5</td><td>20.5</td></tr><tr><td>Jan</td><td>21.5</td><td>18.0</td></tr><tr><td>Feb</td><td>20.5</td><td>19.0</td></tr><tr><td>Mar</td><td>19.0</td><td>14.0</td></tr></tbody></table> <p>2018/19 2019/20 Target</p>	Month	2018/19 (days)	2019/20 (days)	Apr	20.5	22.0	May	18.5	20.0	Jun	19.5	19.0	Jul	18.0	18.0	Aug	20.0	16.5	Sep	20.0	17.0	Oct	19.0	17.0	Nov	21.0	16.0	Dec	19.5	20.5	Jan	21.5	18.0	Feb	20.5	19.0	Mar	19.0	14.0	3174 new claims were made in 2019/20.
	Month		2018/19 (days)	2019/20 (days)																																						
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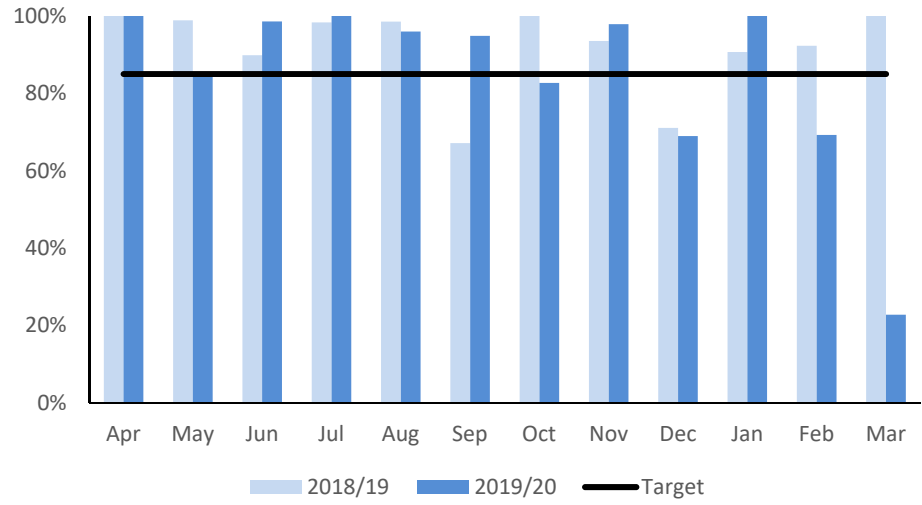
SS05: Proportion of corporate complaints dealt with on time

Service Standard	2019/20	Performance by Quarter	Further Information
Corporate complaints should be dealt with within 15 working days	95%	 <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>	One late rely in Quarter 4 was due to a complicated issue that needed further investigation. The customer was kept informed throughout the process. 34 complaints in the year.
	(2018/19: 93%)		
	On target?		
	▲		

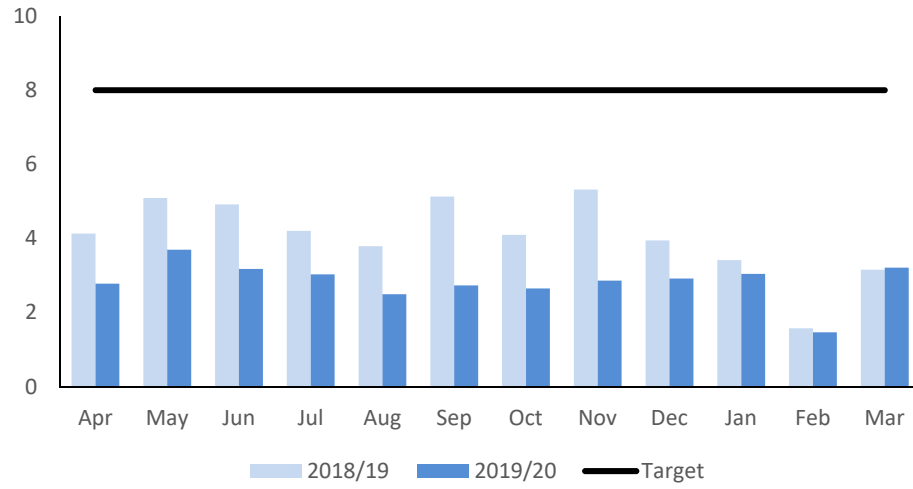
SS07: Proportion of non-contentious licence applications completed on time

Service Standard	2019/20	Performance by Quarter	Further Information
100% of non-contentious licence applications should be completed within 10 working days	100%	 <p>751 out of 751 applications completed on time in 2019/20.</p>	
	(2018/19: 99.9%)		
	On target?		
	✓		

SS08: Proportion of official local authority searches completed on time

Service Standard	2019/20	Performance by Month	Further Information
85% of official local authority searches should be completed within 10 working days	86%		554 searches were completed in the year.
	(2018/19: 92%)		
	On target?		
	✓		

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

Service Standard	2019/20	Performance by Month	Further Information																																							
Changes should be processed within 8 days	2.7 days (2018/19: 3.8 days)	 <table><tr><th>Month</th><th>2018/19 (days)</th><th>2019/20 (days)</th></tr><tr><td>Apr</td><td>4.2</td><td>2.8</td></tr><tr><td>May</td><td>5.2</td><td>3.8</td></tr><tr><td>Jun</td><td>5.0</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>5.2</td><td>2.8</td></tr><tr><td>Oct</td><td>4.2</td><td>2.7</td></tr><tr><td>Nov</td><td>5.4</td><td>2.9</td></tr><tr><td>Dec</td><td>4.0</td><td>3.0</td></tr><tr><td>Jan</td><td>3.5</td><td>3.1</td></tr><tr><td>Feb</td><td>1.5</td><td>1.4</td></tr><tr><td>Mar</td><td>3.2</td><td>3.2</td></tr></table>	Month	2018/19 (days)	2019/20 (days)	Apr	4.2	2.8	May	5.2	3.8	Jun	5.0	3.2	Jul	4.2	3.0	Aug	3.8	2.5	Sep	5.2	2.8	Oct	4.2	2.7	Nov	5.4	2.9	Dec	4.0	3.0	Jan	3.5	3.1	Feb	1.5	1.4	Mar	3.2	3.2	Over twenty-eight thousand changes were processed in 2019/20.
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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.

Because of the ongoing Covid-19 response, some KPIs have had to be deferred to the next report following Quarter 1.

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:

OUTCOME	<u>2. City Centre redevelopment projects</u>
SMT OWNER	Jane Meek
Scrutiny Panel	Economic Growth / Business & Transformation
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). 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).
Measurable – How will success be measured?	Production of a city centre masterplan
Achievable – Is it feasible?	Yes
Realistic – Resources available	Consultancy support will be required to produce the masterplan. This will be funded by revenue budgets secured through the MTFP process.
Time Bound – Start/end dates	The preparation of the masterplan will commence Q3 2018-19, with a draft version produced by the end of Q4.
Progress in Quarter 4 2019/20 against project plan / key milestones achieved	Future High Street Fund - Draft business case shared with MHCLG on 15 March for feedback Borderlands - Carlisle Railway Station: Ongoing development of the outline business case

	<p>Citadels: Appointment of multidisciplinary team to begin the preparation of the outline business case</p> <p>Caldew Riverside: Ongoing development of the remediation strategy for the site.</p>
Emerging issues / risks to the project	<p>The Covid-19 crisis is having an impact on project development. Whilst not rendering them altogether impossible to complete, it is slowing them down. There is a risk that slippage within established programmes may begin to occur.</p> <p>The crisis also have implications for community/stakeholder engagement, as the current restrictions mean that only electronic forms of consultation are possible at present. There is a consultation scheduled for the Citadels project in May 2020 and there is a risk that an electronic consultation may not instigate the level of engagement that established methods achieve.</p>

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

Service and 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
Scrutiny Panel	Business & Transformation / Health & Wellbeing
Specific – What is the task	<ol style="list-style-type: none"> 1. To retender and award a new leisure contract with a significantly reduced subsidy - COMPLETE 2. Develop Outline Designs and budgetary package and secure approvals for Sands Centre Development. 3. Complete works on cycle track and open the facility – COMPLETE 4. Complete works on tennis canopy and open the facility – Project not progressed due to issues with sewerage pipe located during preliminary works.
Measurable – How will success be measured?	Executive approval for outline designs and consent (inc budgetary provision) to develop detailed design and works.
Achievable – Is it feasible?	Yes
Realistic – Resources available	The project is on schedule and has adequate financial resource to be completed.
Time Bound – Start/end dates	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 initially scheduled for December 2020.

<p>Progress in Quarter 4 2019/20 against project plan / key milestones achieved</p>	<p>Progress continues to be made on the Sands Centre enabling work at the former Newman School and on site. Due to the Coronavirus epidemic some challenges have been encountered with regard to supply of materials and labour. In addition, the Sands Centre events hall has requisitioned as a Covid-19 recovery centre and has been converted into a temporary hospital facility.</p> <p>Work also continues to conclude the contract arrangements for the main works contract. Key risks arising from the project and additionally further issues linked to the Coronavirus are currently being assessed. Once this exercise has been concluded a consultation process will begin in line with the Scheme of Delegation for this major project.</p>
<p>Emerging issues / risks to the project</p>	<p>A full project risk assessment has recently been undertaken. From this new risk assessment, the following represent the most significant risks:</p> <ul style="list-style-type: none"> - Additional time and cost delays arising from material and / or labour supply during the Covid-19 crisis. - Continued occupation of the events hall preventing progress on the main works project - Additional costs (beyond the project budget) arising from a need to replace the RAAC roof planks in the events hall roof structure.

Business & Transformation Scrutiny Panel Performance Dashboard 2019/20

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	Annual Performance 2019/20	Annual Performance 2018/19	Trend	Target	Comments
✗	CSe14	Actual car parking revenue as a percentage of car parking expenditure (including recharges).	144.2%	148%	↓	150.6%	Revenue under target.
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	26	39	↓	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	14	24	↓	Info only	8 other applications either awaiting outcome or full bid in development.
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	£ 1,620,505	£ 1,991,965	↓	Info only	
	CSu01	Customer satisfaction with how well Carlisle City Council is running things	N/A	72.6%	↑	Info only	Deferred until Quarter 1 2020/21 due to C-19 response
✓	CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	16.7%	16.1%	↑	16.1%	From calls logged in Salesforce CRM (6510 out of 38997 logs).
▲	CSu04	Percentage of Council Tax collected	97.1%	97.4%	↓	97.4%	
▲	CSu05	Percentage of NNDR collected	97.4%	98.4%	↓	98.4%	
✓	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	96%	N/A	N/A	90%	New measure for 2019/20.
▲	FR01	Actual net spend as a percentage of annual net budget.	99.5%	99.4%	↑	100%	
✓	FR02	Percentage of all invoices paid within 30 working days	99.5%	99%	↑	98%	10139 invoices paid.
✗	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	12.1	10.3	↓	10.3	Sickness Absence is a separate agenda item at the Business & Transformation Scrutiny Panel later in the year.
▲	FR04	Percentage of return to work interviews completed in five working days of returning to work.	75%	76.7%	↓	76.7%	
N/A	FR06	Proportion of debts recovered (sundry debtors)	92.3%	N/A	N/A	N/A	New measure for 2019/20. Rolling 12 months to end of March 2020
✗	FR07a	Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year - to DRAFT	79%	92%	↓	95%	Below target due to vacancy (including additional recruitment, induction and training required), along with disruption caused by Covid-19 pandemic requiring some planned reviews to be delayed.

Business & Transformation Scrutiny Panel Performance Dashboard 2019/20

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On Target?	New Code	Measure	Annual Performance 2019/20	Annual Performance 2018/19	Trend	Target	Comments
✗	FR07b	Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year - FINAL	68%	N/A	N/A	80%	Will increase to 79% by July 2020 Audit Committee.
✗	FR09	Internal Audit - Percentage of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client	63%	91%	↓	80%	Disruption in year, including additional investigatory work caused some delays in finalising audit reports.
✓	FR10	Internal Audit - Percentage of final internal audit reports issued for Corporate Director comments within 8 working days of management response or closeout	93%	100%	↓	90%	
▲	FR11	Internal Audit - Percentage of recommendations accepted by management	95%	100%	↓	95%	
✓	FR12	Internal Audit - Percentage of individual reviews completed to required standard within target days	62%	69%	↓	60%	
✓	FR14	Internal Audit - Percentage of customer satisfaction survey scoring the service as "good"	100%	100%	→	90%	
✓	FR15	Internal Audit - Percentage of chargeable time	83%	80%	↑	80%	
✗	FR17	Internal Audit – Proportion of audit recommendations implemented	63%	79%	↓	80%	These are monitored on a regular basis by both the Audit team and Audit Committee. Management responses/updates are received for all outstanding recommendations
N/A	GRS01	Number of internal accidents/incidents per Full Time Equivalent (FTE)	0.09	0.07	↓	Info only	39 incidents reported in 2019/20
N/A	GRS02	Number of internal RIDDORS per FTE	0.005	0.01	↑	Info only	2 RIDDORS reported in 2019/20
✓	GRS03	% safety audits completed on time and sent to service manager	100%	100%	→	100%	All planned audits completed
N/A	GRS04	Proportion of contested licence applications decided on within 50 working days.	N/A	100%	N/A	95%	0 contested applications
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	→	100%	184 applications in 2019/20