



Report to Business & Transformation Scrutiny Panel

Meeting Date: 26th August 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: QUARTER 1 PERFORMANCE REPORT 2021/22
Report of: Policy and Communications Manager
Report Number: PC 33-21

Purpose / Summary:

This report contains the Quarter 1 2021/22 performance against the current Service Standards and a baseline position for the Carlisle Plan 2021-23 actions as defined in the draft Plan. Performance against the Panel's 2021/22 Key Performance Indicators (KPIs) are included as a dashboard.

The recommendations from the Member Task and Finish Group on performance reporting are also detailed.

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 and agree the recommendations made by the Task and Finish Group regarding future performance reports.

Tracking

Executive:	27/09/21
Scrutiny:	Business and Transformation 26/08/21 Health and Wellbeing 02/09/21 Economic Growth 09/09/21
Council:	N/A

1. BACKGROUND

1.1 This report contains the 2021/22 performance against the Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the draft Plan. The Panel's Key Performance Indicators (KPIs) are also included as an appended dashboard. For further information, pre-Covid pandemic performance i.e. Quarter 1 2019/20 is also included.

1.2 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 contain the Council's performance against the Service Standards for this Panel.

1.3 The measures are predominately lagging indicators (looking back at performance) and cover a range of services. Some indicators naturally lend themselves to having a specific target, or a national target, whilst with others the aim is to continually improve year-on-year compared to past performance. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The measures can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form, through performance reporting, is just one aspect of the Council's wider performance framework.

1.4 The current position of 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.

1.5 Summary of KPIs and Service Standards:

Service Standards – 2 'red', 0 'amber' and 3 'green'

KPIs – 5 'red', 3 'amber', 10 'green'

Summary of Exceptions (RED)

Measure	Target	Performance
SS04 Average number of working days to process new benefits claims	19 days	21.6 days Fluctuations in resource levels and the additional work to provide Test & Trace Support payments have affected claim processing timescales.

SS05: Proportion of corporate complaints dealt with on time	100%	90% We received 21 complaints (which is very high) in the Quarter, of which two went over 15 days. This was due to the complex nature of the complaints that required further investigation.
CSe14: Actual car parking revenue as a percentage of car parking expenditure	93%	65% Revenue £134k down on target.
FR03 Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	2.1	2.6 See separate full report on agenda
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%	59% Covid-19 delays (including vacancy and absence) *
FR15 Internal Audit - Percentage of chargeable time	80%	69% Covid-19 delays and recruitment *
FR17 Internal Audit – Proportion of audit recommendations implemented	80%	56% These are monitored on a regular basis by both the Audit team and Audit Cttee. Management responses/updates are received for all outstanding recommendations *

*Further detail regarding Internal Audit KPIs were provided at the Audit Committee on 8 July 2021:

“The global COVID-19 pandemic that first arose during the first part of 2020 has had a significant impact on the ability to deliver the Internal Audit Plan during the year. Firstly, the Council’s compliance with national guidance and the instruction for all employees to work from home and the requirement for as little social contact as possible curtailed some of the work of the internal audit department and required a re-focusing of the reviews in the Audit plan. The internal audit team themselves have been working from home for the full year and have delivered audits mainly through remote contact with auditees.

The Committee have been kept abreast of changes to the audit plan as well as progress on individual audits throughout the year, with amendments to the plan being approved at the 18 December meeting and an update on plans to achieve sufficient coverage by continuing to work on 2020/21 audits in the first quarter of 2021/22 being provided at the 15 March meeting.

The team had faced difficulties in completing reviews due to staff turnover and a long-term (covid-related) sickness absence. In order to provide resources to deliver the plan, a temporary resource was appointed in January 2021 and this has helped to complete reviews that may have otherwise not been completed and the team have managed to complete 23 of the 26 (88%) proposed reviews within the plan.

Although there were some difficulties in completing reviews remotely and without direct access to other departments, reviews have progressed well, and reports have been issued and concluded with clients in a timely manner. I appreciate the efforts of the Internal Audit team in achieving the level of coverage that they have.

As well as completion of the plan, Internal audit have also provided guidance and support to other departments around changes to working practices and in providing assurances around the receipt and distribution of COVID funding from Government. These activities will ensure there are still ongoing considerations and controls in place to limit the potential for fraud and error.

The COVID-19 pandemic will have a lasting effect on the way the Council undertakes its business and internal audit will be integral in ensuring there are adequate working controls and governance in place throughout 2021/22 and beyond in order to protect the Council's position."

1.6 Performance Reporting Task and Finish Group

At their meetings of 28 August and 3 September 2020 respectively, Health and Wellbeing and Business and Transformation Scrutiny Panels both resolved that they would like to be involved in developing the content of future performance reports. It was agreed by all three Scrutiny Panels that this work should be carried forward by a Task and Finish Group that involved officers and Members from each Panel.

1.6.1 Aims of the Task and Finish Group were:

- Review existing reporting, seek advice from Policy and Communications Team on strengths and challenges of existing reporting
- Research examples of good practice
- Develop recommendations to share with HWSP, EGSP and BTSP

1.6.2 Membership:

Members:

Cllr Keith Mellor (EGSP Vice Chair(VC))

Cllr James Bainbridge (BTSP Chair)

Cllr Pamela Birks (BTSP VC)

Cllr Christine Finlayson (HWSP VC)

Cllr Jeanette Whalen (HWSP)

Co-opted Members:

Gary Oliver (Policy and Performance Officer) (Chair)

Rowan Jones (Overview and Scrutiny Officer)

Ross Blakemore (Data Analyst Apprentice)

1.6.3 The group met in January, February and June 2021 and the following recommendations were made and will be shared with all three Panels:

- Quarterly reports should be lighter, but end of year reports will still be the full report, including potential use of infographics and benchmarking where possible (ALL)
- Consider stretch targets for next year (2022/23) in a January 2022 review (BTSP)
- For the Carlisle Plan 2021-23, the governance arrangements and key project information be shared with the Panels and then going forward, light updates, exceptions and measures of success to be reported on (ALL)
- Service Standards – remove acronyms and use plain English (ALL)

- The recycling service standard should include the waste taken to the Household Waste Recycling Centres at Bousteads Grassing and Brampton to give a more holistic view of Carlisle household recycling (HWSP)
- Some KPIs that no longer fit the strategic priorities for the Panels should be removed once the Panels' workplans for the year have been developed. (ALL)
- Homelessness data needs to be more strongly reflected in performance management e.g. re-presentations, how long are households spending in temporary accommodation (HWSP)
- Customer satisfaction surveys – once the Civic Centre is open to the public again, consider a face-to-face survey or kiosk at point of exit to complement the current online survey form. Once the new telephony service is in place, performance measures should be developed in line with the Customer Services Charter (BTSP)
- Climate change targets - Carlisle target is now aligned to Cumbria target of net zero by 2037 but this will not be a linear process to achieve this. An annual summary table of projects delivered should be included in the end of year performance report. Consider alignment with other Cumbria authorities in relation to shorter term targets
- Further develop a live dynamic performance dashboard that can be publicly shared and accessible to Members (ALL)

2. PROPOSALS

As detailed in the Task and Finish Group recommendations

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 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 2021/22

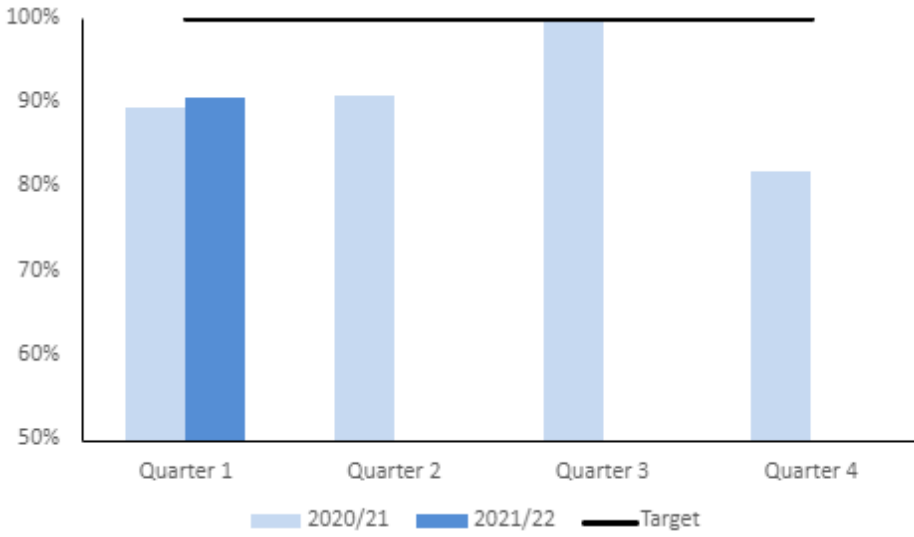
Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year as part of the service planning process. Service Standards are the measures judged to be the most important to our customers, therefore, the most 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.

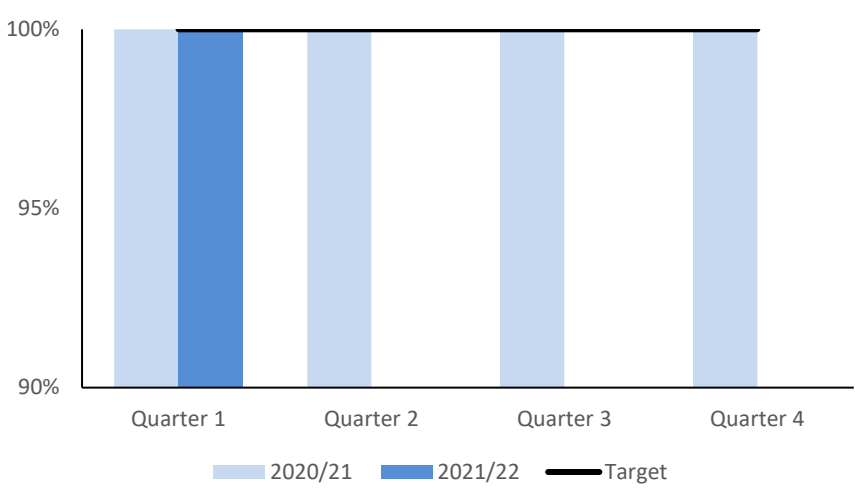
SS04: Average number of working days to process new benefits claims

Service Standard	Quarter 1 2021/22	Performance by Month	Further Information																																																				
New claims should be processed within 19 days to achieve top two quartiles compared to other local authorities	21.6 days	<table><caption>Monthly Performance Data (Approximate)</caption><thead><tr><th>Month</th><th>2020/21 (Days)</th><th>2021/22 (Days)</th><th>Target (Days)</th></tr></thead><tbody><tr><td>Apr</td><td>17.0</td><td>24.0</td><td>19.0</td></tr><tr><td>May</td><td>12.5</td><td>21.5</td><td>19.0</td></tr><tr><td>Jun</td><td>12.5</td><td>19.0</td><td>19.0</td></tr><tr><td>Jul</td><td>12.5</td><td>-</td><td>19.0</td></tr><tr><td>Aug</td><td>14.5</td><td>-</td><td>19.0</td></tr><tr><td>Sep</td><td>19.0</td><td>-</td><td>19.0</td></tr><tr><td>Oct</td><td>15.5</td><td>-</td><td>19.0</td></tr><tr><td>Nov</td><td>18.0</td><td>-</td><td>19.0</td></tr><tr><td>Dec</td><td>19.5</td><td>-</td><td>19.0</td></tr><tr><td>Jan</td><td>20.0</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>19.5</td><td>-</td><td>19.0</td></tr></tbody></table>	Month	2020/21 (Days)	2021/22 (Days)	Target (Days)	Apr	17.0	24.0	19.0	May	12.5	21.5	19.0	Jun	12.5	19.0	19.0	Jul	12.5	-	19.0	Aug	14.5	-	19.0	Sep	19.0	-	19.0	Oct	15.5	-	19.0	Nov	18.0	-	19.0	Dec	19.5	-	19.0	Jan	20.0	-	19.0	Feb	20.5	-	19.0	Mar	19.5	-	19.0	906 new claims were made in Q1; almost identical number to the previous year. However, fluctuations in resource levels and the additional work to provide Test & Trace Support payments have affected claim processing timescales.
	Month		2020/21 (Days)	2021/22 (Days)	Target (Days)																																																		
	Apr		17.0	24.0	19.0																																																		
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Jan	20.0	-	19.0																																																				
Feb	20.5	-	19.0																																																				
Mar	19.5	-	19.0																																																				
(Q1 2020/21: 14.4 days Q1 2019/20: 20.4 days)																																																							
On target?																																																							
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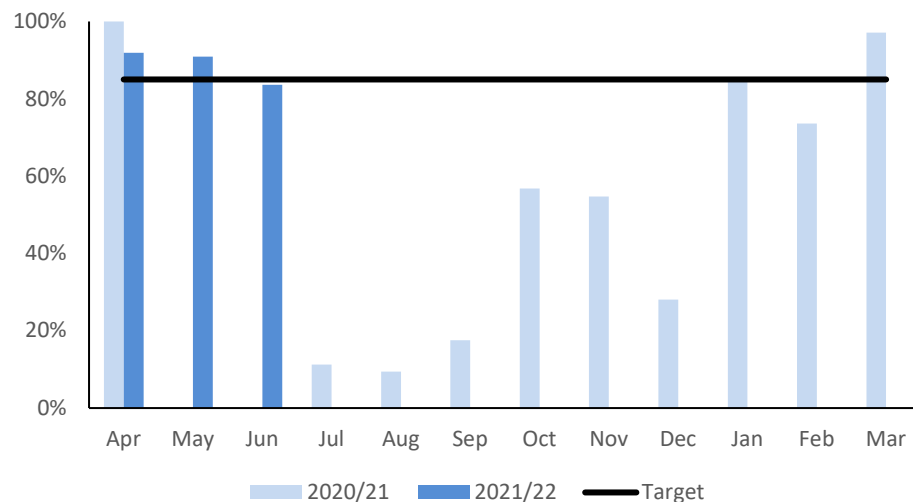

SS05: Proportion of corporate complaints dealt with on time

Service Standard	Quarter 1 2021/22	Performance by Quarter	Further Information																				
Corporate complaints should be dealt with within 15 working days	90%	 <table><thead><tr><th>Quarter</th><th>2020/21 (%)</th><th>2021/22 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Quarter 1</td><td>89%</td><td>90%</td><td>90%</td></tr><tr><td>Quarter 2</td><td>90%</td><td>-</td><td>90%</td></tr><tr><td>Quarter 3</td><td>100%</td><td>-</td><td>90%</td></tr><tr><td>Quarter 4</td><td>82%</td><td>-</td><td>90%</td></tr></tbody></table>	Quarter	2020/21 (%)	2021/22 (%)	Target (%)	Quarter 1	89%	90%	90%	Quarter 2	90%	-	90%	Quarter 3	100%	-	90%	Quarter 4	82%	-	90%	We received 21 complaints (which is very high) in the Quarter, of which two went over 15 days. This was due to the complex nature of the complaints that required further investigation.
	Quarter		2020/21 (%)	2021/22 (%)	Target (%)																		
	Quarter 1		89%	90%	90%																		
Quarter 2	90%	-	90%																				
Quarter 3	100%	-	90%																				
Quarter 4	82%	-	90%																				
(Q1 2020/21: 89% Q1 2019/20: 100%)																							
On target? ✗																							

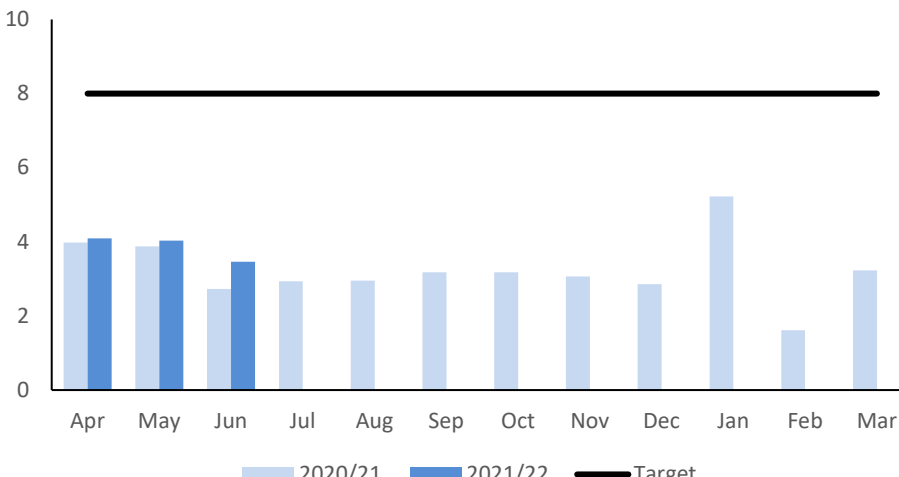
SS07: Proportion of non-contentious licence applications completed on time

Service Standard	Quarter 1 2021/22	Performance by Quarter	Further Information
100% of non-contentious licence applications should be completed within 10 working days	100%	 <p>100% 95% 90%</p> <p>Quarter 1 Quarter 2 Quarter 3 Quarter 4</p> <p>2020/21 2021/22 Target</p>	193 out of 193 applications completed on time in Quarter 1.
	(Q1 2020/21: 100% Q1 2019/20: 100%)		
	On target?		
	✓		

SS08: Proportion of official local authority searches completed on time

Service Standard	Quarter 1 2021/22	Performance by Month	Further Information																																																				
85% of official local authority searches should be completed within 10 working days	88.7%	 <table><thead><tr><th>Month</th><th>2020/21 (%)</th><th>2021/22 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr</td><td>100</td><td>92</td><td>85</td></tr><tr><td>May</td><td>90</td><td>90</td><td>85</td></tr><tr><td>Jun</td><td>85</td><td>85</td><td>85</td></tr><tr><td>Jul</td><td>10</td><td>-</td><td>85</td></tr><tr><td>Aug</td><td>8</td><td>-</td><td>85</td></tr><tr><td>Sep</td><td>18</td><td>-</td><td>85</td></tr><tr><td>Oct</td><td>58</td><td>-</td><td>85</td></tr><tr><td>Nov</td><td>55</td><td>-</td><td>85</td></tr><tr><td>Dec</td><td>28</td><td>-</td><td>85</td></tr><tr><td>Jan</td><td>85</td><td>-</td><td>85</td></tr><tr><td>Feb</td><td>75</td><td>-</td><td>85</td></tr><tr><td>Mar</td><td>98</td><td>-</td><td>85</td></tr></tbody></table>	Month	2020/21 (%)	2021/22 (%)	Target (%)	Apr	100	92	85	May	90	90	85	Jun	85	85	85	Jul	10	-	85	Aug	8	-	85	Sep	18	-	85	Oct	58	-	85	Nov	55	-	85	Dec	28	-	85	Jan	85	-	85	Feb	75	-	85	Mar	98	-	85	195 applications processed in the quarter.
	Month		2020/21 (%)	2021/22 (%)	Target (%)																																																		
	Apr		100	92	85																																																		
May	90	90	85																																																				
Jun	85	85	85																																																				
Jul	10	-	85																																																				
Aug	8	-	85																																																				
Sep	18	-	85																																																				
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Dec	28	-	85																																																				
Jan	85	-	85																																																				
Feb	75	-	85																																																				
Mar	98	-	85																																																				
(Q1 2020/21: 90.9% Q1 2019/20: 95.6%)																																																							
On target? 																																																							

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

Service Standard	Quarter 1 2021/22	Performance by Month	Further Information
Changes should be processed within 8 days	3.8 days	 <p>Over eight thousand changes were processed in Quarter 1.</p>	Over eight thousand changes were processed in Quarter 1.
	(Q1 2020/21: 3.6 days Q1 2019/20: 3.2 days)		
	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. The measures are predominately lagging indicators (looking back at performance) and cover a range of internal and external facing services. Some indicators naturally lend themselves to having a target or may have a national target set whilst with others, the aim is to improve year-on-year. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The KPIs can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

Throughout 2020/21, a link to the online customer satisfaction survey was available on the Council's website and promoted via social media. The following table is a summary of the results. When confidence levels for this year and last are taken into account, there is only one change from 2019/20 satisfaction levels. This is in relation to parks and open spaces and is shown below. The results of the most recent LGA survey are also included and Carlisle is broadly in line with the national average.

Question	Sample size	Proportion who answered Very Satisfied/Satisfied for satisfaction questions or Improved/Stayed the Same for change questions	Confidence Interval at 95% Confidence Level	2019/20 Performance	LGA Survey
Overall satisfaction with how well Carlisle City Council is running things	343	72.6%	5.3%	71%	68%
Satisfaction with Carlisle's street cleanliness	340	73.2%	5.3%	68%	68%
Perception of changes to customer's neighbourhood street cleanliness over last three years	333	75.5%	5.4%	69%	N/A
Satisfaction with the Council's Waste and Recycling Collection Service	320	76.4%	5.5%	84%	80%
Perception of changes to the Waste and Recycling Service over the last three years	319	77.8%	5.5%	85%	N/A
Satisfaction with the Council's parks and open spaces	310	73.8%	5.6%	89%	81%
Perception of changes to the parks and open spaces over the last three years	309	73.5%	5.6%	84%	N/A
Satisfaction with the Council's leisure facilities	302	61.8%	5.6%	62%	61%

Perception of changes to the leisure facilities over the last three years	300	63.0%	5.7%	65%	N/A
Satisfaction with Council-run events	249	92.3%	6.2%	91%	N/A
Perception of changes to Council-run events over the last three years	249	94.4%	6.2%	86%	N/A
Satisfaction with the Old Fire Station	N/A	N/A	N/A	97%	N/A

For 2021/22, the survey will be amended to allow further benchmarking with the LGA.

The Performance Reporting Task and Finish Group made recommendations relating to KPIs:

“Quarterly reports should be lighter, but end of year reports will still be the full report, including potential use of infographics and benchmarking where possible”

“Some KPIs that no longer fit the strategic priorities for the Panels should be removed once the Panels' workplans for the year have been developed”

The Panel's KPI changes are therefore proposed as follows:

Code	Measure	Comments
CSe36a	Social media reach: Facebook post reach - monthly average	Changed to annual reporting
CSe36b	Social media reach: Twitter post reach - monthly average	Changed to annual reporting
CSu02	Proportion of customer "calls for service" logged in Salesforce completed on-line	Changed to annual reporting
FR06	Proportion of debts recovered (sundry debtors)	Changed to annual reporting
GRS04	Proportion of contested licence applications decided on within 50 working days.	Very low numbers so changed from quarterly to annual reporting

The remaining KPIs are attached as a dashboard.

Section 3: Draft Carlisle Plan 2021-23 Actions

The new draft Carlisle Plan covers the period 2021 to 2023 and is currently being consulted on. The public consultation is due to end on 6 August. Results of this consultation will be reported to Executive on 31 August and the final version of the Plan will be recommended for adoption by Council. Many of the key actions have already started to be delivered and the table below provides a baseline position on the progress to date for the one action within the Panel's remit.

Once the Plan has been formally adopted, the next steps will be to work up the project timelines and success measures.

Key Action	Project Activity
6. Delivering The Sands Centre Redevelopment project	<p>In week 34 of 98 for the main works programme.</p> <ul style="list-style-type: none">• The excavation for the foundations and swimming pools are complete. The concreting work for the swimming pools and building foundations are underway. The support structure for the pool spectator gallery and stairs are now in place.• The primary steel frame has been erected on the pool hall and the street areas.• The project is on track, but we are now encountering and trying to mitigate the effects of Covid-19 and Brexit on the workforce and supply chain.



Business & Transformation Panel Performance Dashboard

Quarter 1 2021/22

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	Performance Q1 2021/22	Performance Q1 2020/21	Performance Q1 2019/20 (pre-Covid)	Trend	Target	Comments
✗	CSe14	Actual car parking revenue as a percentage of car parking expenditure	64.6%	17.6%	91.8%	↑	92.6%	Revenue £134k under target
✓	CSu04	Percentage of Council Tax collected	28.9%	28.2%	29.1%	↑	28.2%	
✓	CSu05	Percentage of NNDR collected	32.6%	28.3%	31.5%	↑	28.3%	
✓	CSu06	Proportion of direct social media messages on Facebook and Twitter responded to within 24 hours (work days)	100%	100%	100%	→	100%	
▲	CSu07	Customer Services - Respond to customer emails within 48hrs	88%	98%	95%	↓	90%	Nearly 25% increase in volume of emails since corresponding quarter last year
N/A	CSu08	Customer Services - Calls answered within 1 minute	N/A	N/A	N/A	N/A	80%	Unable to measure in Q1 due to temporary telephony system in place while staff work from home.
N/A	CSu09	Customer Services - visitors served within 10 minutes	N/A	N/A	N/A	N/A	90%	Unable to measure in Q1 due to closure of Contact Centre during Covid-19 pandemic.
✓	FR01	Actual net spend as a percentage of annual net budget.	24.7%	26.5%	30.7%	↑	27.5%	
✓	FR02	Percentage of all invoices paid within 30 working days	99.1%	99.4%	99.5%	↓	98%	
✗	FR03	Average number of working days lost due to sickness absence per FTE (full-time equivalent) employee.	2.6	2.1	2.0	↓	2.1	
✓	FR04	Percentage of return to work interviews completed in five working days of returning to work.	78%	77%	82.2%	↑	77%	
▲	FR07b	Internal Audit - Percentage of planned audit reviews (or approved amendments to the plan) completed in respect of the financial year	88%	68%	N/A	↑	90%	Annual measure
✗	FR09	Internal Audit - Percentage of draft internal reports issued by the agreed deadline or formally approved revised deadline agreed by Audit Manager and client	59%	63%	N/A	↓	80%	Covid-19 delays (including vacancy and absence). Annual measure
✓	FR10	Internal Audit - Percentage of final internal audit reports issued for Corporate Director comments within 8 working days of management response or closeout	95%	93%	N/A	↑	90%	Annual measure
✓	FR11	Internal Audit - Percentage of recommendations accepted by management	100%	95%	N/A	↑	90%	Annual measure
▲	FR12	Internal Audit - Percentage of individual reviews completed to required standard within target days	58%	62%	N/A	↓	60%	Annual measure
✓	FR14	Internal Audit - Percentage of customer satisfaction survey scoring the service as "good"	100%	100%	N/A	→	90%	Annual measure
✗	FR15	Internal Audit - Percentage of chargeable time	69%	83%	N/A	↓	80%	Covid-19 delays and recruitment. Annual measure
✗	FR17	Internal Audit – Proportion of audit recommendations implemented	56%	63%	N/A	↓	80%	These are monitored on a regular basis by both the Audit team and Audit Cttee. Management responses/updates are received for all outstanding recommendations. Annual measure
✓	GRS05	Proportion of Temporary Event Notices licences processed within 1 working day.	100%	100%	100%	→	100%	21 applications in the quarter