

**Annexe 3 – Observations from Overview and Scrutiny Committees on Quarter 4 and Full year 2008/09 performance and review of indicators and future targets**

**Community Overview and Scrutiny Committee 15 June**

The Committee endorsed the comments and recommendations of the Sub-Committee (set out below) and agreed that these should be forwarded to the Executive.

**Community Performance Sub-Committee 1 June**

NI 155 – Number of affordable homes delivered (gross) (Annexe 1, p 9)

Members noted that the target had not been met due to the present economic climate and the outturn figure had been revised from the originally reported figure of 53 to 52. Some units had been 'swapped' by developers to shared ownership during the year to achieve this figure. The 2009/10 target reflected the current economic downturn.

NI 158 - % non-decent council homes (Annexe 1, p 9)

Members were informed that currently 42% of council homes were non-decent, which is ahead of target. This was due to an improvement in the way the repairs programme was being carried out. The Government had agreed that capital could be brought forward to enable additional work to be carried out and the target would be revised to reflect this.

LHM4 – Overall tenants satisfaction with the repairs service they received (Annexe 1, p 9)

LHM4a – Overall tenant satisfaction with the repairs service they received – emergency

LHM4b – Overall tenant satisfaction with the repairs service received – urgent

LHM4c – Overall tenant satisfaction with the repairs service received – routine

The Sub-Committee noted and welcomed the figures.

LHM5a – Proportion of expenditure on repairs and maintenance to HRA dwellings that is planned, as opposed to responsive (Annexe 1, p 10)

Members noted that as this is a new annual indicator no data had been collected. Officers will collect the data in due course for the 2008/09 outturn.

LHM5b – Proportion of expenditure on repairs and maintenance to HRA dwellings that is for routine work, as opposed to emergency or urgent (Annexe 1, p 10)

The Sub-Committee was advised that the 2008/09 outturn of 60% was far short of the 70% target and requested that the reason for this is added in the comments column.

LHM 3 – Percentage of responsive repairs completed within Waverley's target times (Annexe 1, p 10)

The Sub-Committee was advised that the 2008/09 outturn was lower than the target and previous three quarters due to the information on out of time repairs being received late. Officers were confident that the 2009/10 target was achievable.

LHM3a – Percentage of repairs completed within Waverley's target times: Emergency (4hrs or 24hrs)

LHM 3b – Percentage of repairs completed within Waverley's target times: Urgent (3-7 days)

LHM 3c – Percentage of repairs completed within Waverley's target times: Routine (30 days)

Members noted that these indicators were off target but they could be particularly challenging for our contractors.

LHM6 – Percentage of responsive repairs completed 'right-first-time' (Annexe 1, p 11)

Members noted that this new indicator was achieving better than expected.

LHO1a – Percentage of estimated annual rent debit collected (Annexe 1, p 11)

Members noted the target for next year and considered that it could be optimistic in the current financial climate. It was recommended to reduce this target for 09/10 and subsequent years to 98.60%. The drop in the Q2 figure was attributed to the Christmas period and the IT problems during that quarter which had affected the recording of cash payments.

LHO1b – Total current tenants rent arrears as a percentage of the total estimated gross debit (Annexe 1, p 11)

The Sub-Committee noted the outturn was higher than target which they considered not unrealistic in the current financial climate. The Sub-Committee considered the target for the coming year to be realistic if challenging.

LHO3a – Average number of calendar days taken to re-let local authority housing (Annexe 1, p 11)

The Sub-Committee noted and welcomed the fact that the figures were in the top quartile and that there would probably be little opportunity to improve.

LHO3b – Average number of calendar days taken from the date of tenancy termination to a void property becoming available for let (Annexe 1, p 11)

LHO3c – Average number of calendar days between a void property becoming available for let to new tenancy commencing (Annexe 1, p 12)

Both these indicators were being deleted as they were covered under the previous indicators. However, regular monitoring would continue.

LHO5 – Housing advice service: Homelessness cases prevented per household (Annexe 1, p 12)

The Sub-Committee noted that this indicator was measured by prevention through Government guidance and mediation.

LI1a – Number of Level 3 (CEX) and Ombudsman Complaints received (Annexe 1, p 13)

Members wished to emphasise that this data covered the whole of the Council and requested that data be broken down to identify complaints relevant to Community O&S and be reported separately to this Sub-Committee. Members requested this data is received as numbers.

LI1d – Complainant satisfaction with how their complaint has been handled (Annexe 1, p 13)

The Sub-Committee noted that this new annual indicator was off target and requested that data be broken down to identify information relevant to Community O&S.

NI 14 – Avoidable contact: the proportion of customer contact that is of low or no value to the customer (Annexe 1, p 13 & Annexe 2, p 1)

Members were informed that this is a new national indicator. It had been difficult to draw conclusions from the result so it was considered that a cautious target was reasonable.

LHM 1 – Energy efficiency of housing stock (Annexe 1, p 14)

Members considered that we were performing well and suggested raising the target to 73%.

LHM 1c – Total former tenants rent arrears as a percentage of the total estimated gross debit (Annexe 1, p 15)

Members noted that the result was good but this target could get more challenging.

LHO2a – Percentage of tenants with more than 7 weeks arrears (Annexe 1, p 15)

Members noted that this indicator had achieved good results and were hopeful that the target would be achieved.

LHO 2b – Percentage of tenants in arrears who have been served with a Notice Seeking Possession (NSP) (Annexe 1, p 15 & Annexe 2, p 3)

The Sub-Committee noted that this indicator was under achieving but were hopeful that by taking early action an increased target could be achievable and Members endorsed the proposal to increase the target to 10%.

LHO 2c – Percentage of tenants evicted due to rent arrears (Annexe 1, p 15)

The Sub-Committee requested that data is received as numbers for the number of NSP's served and the number of evictions.

L12 – Working Days Lost Due to Sickness Absence (Annexe 1, p 15)

Members noted that this indicator was off target but that new absence management and sickness reporting systems were being put into place to resolve this.

Building resilience to violent extremism (Annexe 1, p 21)

NI 35a – understanding of and engagement with Muslim Communities

NI 35b – knowledge and understanding of the drivers and causes of violent extremism and the prevent objectives

NI 35c – development of a risk-based preventing violent extremism action plan, in support of delivery of the prevent objectives

NI 35d – effective oversight, delivery and evaluation of projects and actions

The Sub-Committee noted that working with Waverley Strategic Partnership, Waverley had self-assessed as certain levels under these indicators. It was considered that a comment should be added to explain why these indicators were not so relevant to this borough.

Observations on Annexe 2 – Review of Performance Indicators and Targets – update May 2009

NI 014 – Avoidable contact – the proportion of customer contact that is of low or no value to the customer (Annexe 2, p 1)

The Sub-Committee noted the reason for maintaining year 1 performance level.

NI 35 – Building resilience to violent extremism (Annexe 2, p 1)

Members noted that future targets would be set following the outcome of the Surrey Police workshop held in May 2009.

LI 1d – Complainant satisfaction with how their complaint has been handled (Annexe 2, p 3)

Members noted that a more realistic target had been proposed which was still within the top quartile figure. Members requested that the data is presented as numbers as they considered it would be more relevant.

Observations on Annexe 3 – Double Glazing Window Programme  
Local Indicators - Double Glazing Window Programme

Members noted the excellent targets achieved and congratulated officers.

Following the Housing Inspection, the Audit Commission had recommended looking at widening Tenant Participation. Officers would look into the possibility of creating a new target on an annual/bi-annual basis. Officers to report back to the next meeting of the Sub-Committee which would meet prior to the main Committee in September when a report would be submitted on this issue.

**Corporate Overview and Scrutiny Committee – 22 June 2009**

The Committee reviewed the performance indicators for the 4<sup>th</sup> quarter (January – March) 2008/09, and considered the outstanding proposals for performance indicators and targets for 2009/10 onwards. The Committee received a revised version of Annexe 1, pages 1 & 2, with corrected performance results, as indicated below:

LI13a/b Take up of Benefits (revised) (Annexe 1, p 5)

The Committee noted that it was a Corporate Plan Priority to increase take-up of benefits by pensioners and low-income families. The number of pensioners receiving Housing or Council Tax benefit (LI13a) had increased by 1.1%, and the number of people in low-income families receiving Housing or Council Tax benefit (LI13b) had increased by 53.8% in the year 31 March 2008 to 31 March 2009. The latter indicator in particular reflected the dramatic increase in workload in the Benefits team at Waverley since the economic recession had begun in earnest.

LI12 Housing Benefits Security (Annexe 1, p 5)

The committee discussed the difficulty in setting a meaningful metric for this indicator. It was noted that it was Council policy to investigate all suspected cases of fraud, to the extent that resources allowed, and noted that there had been a reduced level of staffing in the Investigations team due to cost savings and shifting of resource to support the benefits claims process.

After some discussion, the Committee agreed to recommend to the Executive that in 2009/10 the performance indicator should measure the percentage of fraud cases detected that are successfully prosecuted.

NI181 Time taken to process new claims and change events (revised)  
(Annexe 1, p 5)

The Committee noted that Q1 and Q2 results had been revised, based on data received from the Department of Work & Pensions.

LI1d Customer Satisfaction with Complaints process (Annexe 1, p 13)

It was felt that a target of 50% satisfaction for 2009/10 was not particularly stretching, but the Committee acknowledged the difficulty that complainants might have in distinguishing between the outcome of their complaint and the process. It was noted also that of 327 complainants in 2008/09 who were sent satisfaction feedback forms, only 81 responded, of which 33 were 'very' or 'fairly' satisfied with how their complaint had been handled. The Committee agreed to recommend a 2009/10 target of 50% to the Executive.

NI14 Avoidable contact (Annexe 1, p 13)

The 2008/09 result was based on an analysis of the survey of contacts received by the Council in the week 9-14 February 2009. The 2009/10 target aimed to maintain this base level, and Service Heads were looking at what could be learned from the survey in terms of improving the information made available to customers in the first place, to avoid repeat contacts. The Committee agreed to recommend a 2009/10 target of 20% to the Executive.

LI2 Working Days lost due to Sickness (Annexe 1, p 13)

It was noted that new reporting procedures introduced during the year had improved the accuracy of sickness reporting, with a consequent increase in sickness days recorded. It was noted that the Executive was being asked to consider an even more robust approach to sickness absence management and reporting, via a third-party nurse-led service.

The Committee agreed to recommend to the Executive that in future long term and short term performance figures be reported separately, in order to avoid any distortion of the results.

LI8 Return on Investment (Annexe 1, p 16)

The Committee noted the outturn of 0.96% above BR for 2008/09, and felt that the target of 0.25% above BR for 2009/10 was not very stretching. However, it was also noted that two long-term deposits at 6% would mature in 2009/10, and in the current economic climate the policy was to only deposit on short term. The Committee agreed to recommend to the Executive that the target for 2009/10 be reviewed.

The Committee RESOLVED to submit the following recommendations to the Executive:

- (i) LI12 Housing Benefits Security - that in 2009/10 the performance indicator should measure the percentage of fraud cases detected that are successfully prosecuted.
- (ii) LI1d Customer Satisfaction with Complaints process – that the target for 2009/10 be 50% of responses recording some level of satisfaction with the way their complaint had been handled.
- (iii) NI14 Avoidable contact – that the target for 2009/10 be 20%.
- (iv) LI2 Working Days lost due to Sickness – that long- and short-term sickness absence be reported separately in future.
- (v) LI8 Return on Investment – notwithstanding the current market conditions, that the target for 2009/10 should be reviewed and set at a more challenging level than 0.25% above agreed target rate.

**Environment and Leisure Overview and Scrutiny Committee – 16 June 2009**

The Committee endorsed the comments and recommendations of the Sub-Committee (set out below) and agreed that these should be forwarded to the Executive.

The Committee were advised that the confirmed outturn for NI 191 was 455.6kg, for NI 192 was 40.37% and for NI 184 was 77%.

**ELOS Performance Sub-Committee – 8 June 2009**

NI182– Satisfaction of business with local authority regulation services (Annexe 1, p 19)

The Sub-Committee was advised that questionnaires had been sent to businesses and performance in quarter 4 remained above target. In this quarter, 82% of business customers who had responded said that they had been treated fairly and/or the contact with the Council had been helpful. This was above the target for the quarter which was 60%.

Members were advised that there was not yet any national data to compare these results to but showed that businesses were generally happy with the service Waverley provided. Officers agreed to circulate a copy of the questionnaire to the Sub-Committee.

NI184– Food establishments in the area which are broadly compliant with food hygiene law (Annexe 1, p 20)

The Sub-Committee was advised that the provisional figure for the end of the year was 84% but, that this needed to be confirmed with the Food Standards Agency. There was no national data to compare this with. The Food

Standards Agency would be collating and publishing national figures in due course.

### NI187(i) and (ii) – Tackling Fuel Poverty (Annexe 1, p 20 & Annexe 2, p 2)

The Sub-Committee considered two performance indicators in relation to tackling fuel poverty and questioned the survey method used to collect data. Members were concerned that future performance could not be measured accurately if it was not comparing like for like and officers gave assurance that the same national sampling method would be used each time. Officers agreed to bring back more information about the survey method to the next meeting.

### LI2 – Working Days lost due to sickness absence (Annexe 1, p 15)

Members were reminded that at the last meeting of the Sub-Committee they were concerned about the number of days being lost to sickness per employee. Alex Overington, the Head of Human Resources, was in attendance and advised Members that performance was below target in the third quarter due to a high number of cases of flu and long term sickness and performance overall was below target because of the new, more robust, way of reporting sickness absence.

The Sub-Committee was advised that 6 days was a challenging but realistic target and national averages varied from 4 to 12 days. Members were concerned about how the end of quarter figures were collated and agreed that officers should try and tighten reporting further ensuring that absence forms were received and noted prior to the end of each quarter. Members requested more information to be circulated about the method for calculating the figure and also asked for long term and short term performance figures to be recorded separately.

### NI 185/NI194 – CO2 emissions / Air Quality (Annexe 1, p 3 + 21 & Annexe 2, p 1 + 2)

The Sub-Committee received two new performance indicators measuring CO2 emissions and air quality as a percentage reduction in emissions through local authority estate and operations. Members were advised that the data for this indicator was currently being collated and targets for future years would be considered when the 2008/09 baseline was known. Members agreed that at their next meeting they would like to see this indicator split into its three components – Council buildings, Council travel and contactor travel, (as a whole not individually).

### NI188 – Planning to adapt to climate change (Annexe 1, p 20 & Annexe 2, p 2)

The Sub-Committee was advised that this performance indicator was based on levels (0 – 4), of which Waverley had self-assessed at level 2. Moving onto the next level would require a lot of work and officers were not yet sure whether the Council could move onto level 3 over the coming year. Members



asked officers to provide them with more information about the levels and what the Council needed to do to reach each stage. Members also agreed that ELOS should consider Climate Change as a topic for an in-depth review.

LPL5 – Percentage of complete Building Control applications registered and acknowledged within 5 working days (Annexe 1, p 2)

The Sub-Committee was advised that after steadily improving performance over the year, the last quarter had been affected by an office move and performance had consequently been affected. Despite being below target in 2008/09, it was felt that the target set for 2009/10 was realistic and achievable.

NI157a - Processing of planning applications: Major Planning Applications (Annexe 1, p 1)

The Sub-Committee was concerned to note that performance had been below target for the year end but was assured that officers were looking at improving the project management of major applications and were hopeful of being on target in 2009/10.

NI157b&c- Processing of planning applications – minor and other applications (Annexe 1, p 1)

The Sub-Committee noted that performance continued to be below target but noted that it had improved significantly over the last quarter. They were assured that performance would continue to improve as tighter management controls were in place and current staffing levels could cope with the numbers of applications, but if numbers were to increase then staffing levels would need to be reviewed.

LPL3 – Percentage of Alleged breaches of planning investigations actioned within 8 weeks (Annexe 1, p 2)

The Sub-Committee was pleased to note how performance continued to improve in this area. Members were advised that officers would be looking at how to measure quality and not just speed in this service area.

NI191&NI192 – Residual household waste, Percentage household waste sent for reuse, recycling and composting (Annexe 1, p 2)

The Sub-Committee was advised that the provisional figures for the year end were 456.6kg per household for NI191 and 40.37% for NI192 both meeting target. Members noted that improving performance over the next year would be difficult and unless the Council introduced food waste or cardboard recycling it was unlikely the target would be reached. Consequently, Members proposed that the target for NI 192 should be maintained at 40% for 2009/10 (rising to 45% in 2010/11) and the target for NI191 should be adjusted to 450kg per household in 2009/10.

LLE4a-c – Visits to museums (Annexe 1, p 16)

The Sub-Committee was pleased to noted that performance had improved since last year and since the opening of the Garden Gallery in Farnham there had been a considerable increase in visits from schools. Members noted that there would a greater marketing focus on museums to hopefully improve 2009/10 performance. Members agreed that, in future, performance figures should be spilt to show performance for Farnham and Godalming separately and actual visitor numbers should be included as well as per 1,000 population.