

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 4 APRIL 2017

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 3, 2016/17
(OCTOBER - DECEMBER 2016)**

**[Portfolio Holder: Cllr Julia Potts]
[Wards Affected: All]**

Summary and purpose:

The Council's Performance Management Framework (PMF) contains a number of indicators that assist Members and officers in identifying current improvement priorities and progress against targets. The indicators are reviewed quarterly by the Executive and are aligned to the Council's Corporate Plan priorities.

This report gives an analysis of the Council's performance in the third quarter of 2016/17. Annexe 1 contains the list of indicators used for reporting performance and includes targets, graphs and comments. Annexe 2 provides further 'void progress report' information.

How this report relates to the Council's Corporate Priorities:

Waverley's Performance Management Framework and the active management of performance information help to ensure that Waverley delivers its Corporate Priorities.

Equality and Diversity Implications:

There are no direct equality and diversity implications in this report. Equality impact assessments are carried out when necessary across the Council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

Resource/Value for Money implications:

There are no resource implications in this report. Active review of Waverley's performance information is an integral part of the corporate performance management process, enabling the Council to improve Value for Money across its services.

Legal Implications:

Some indicators are based on statutory returns which the Council must make to Central Government.

Background

1. The Performance Indicators for Finance, Strategic HR, Complaints, Housing and Planning, Environmental Services and Community Services are set out at Annexe 1.
2. The majority of services have performed well with improvements in a number of areas over the previous quarter. Only five performance indicators out of a total of 36 were

outside their target for the quarter by more than 5% and five were within 5% of their target.

Corporate (Finance, Strategic , Complaints, Housing)

Finance

1. Quarter 3 has seen a very strong performance from Finance with 5 out of 6 indicators meeting their targets.
2. Performance in both the '*time taken to process new housing benefit claims*' [NI 181a] and '*change events*' [NI 181b] remains steady in the third quarter and continues the improvement over the preceding year.
3. Whilst the performance for the '*percentage of invoices paid within 30 days*' [F3] experienced a small dip of 1.9% taking it below target, the '*percentage of invoices from small/local businesses paid within 10 days*' [F4] has improved significantly by over 19% from the previous quarter, exceeding the target by 8.2%.

Resources

4. Strategic HR is currently working on a report, as requested by Members at the last O&S meeting, which will show the staffing resilience of each service area. This will be presented to the Members at the next O&S meeting in June.
5. *Staff turnover* [HR1] in this quarter is at the lowest rate since 2013. This data includes all leavers including retirees, voluntary and non-voluntary leavers, but does not include agency staff. No target is set for this indicator. In the recent staff survey 88% of staff stated they were proud to work for Waverley, 89% said that their line manager supported their career development and 98% of staff said they felt personally responsible for delivering a good standard of customer service.

The Council's staff turnover decreased to 2.26% in the third quarter, a reduction from a staff turnover of 5.18% in quarter 2, and this is the lowest rate since the start of 2013 and represents 10 members of staff leaving employment at Waverley.

NB: 29 members of staff were successfully recruited during the same period.

Staff breakdown:

New recruits	29
Overall leavers	10
Resignations	10
Retirements	-
Completed temporary contracts	-
TUPE	-

6. The average number of days lost due to sickness absence per person [HR2] has increased from 1.45 days in Quarter 2 to 1.94 days in Quarter 3 (Oct – Dec). Whilst this takes it outside the challenging target of 1.38 days (5.52 days per annum), it is recommended that the target is reviewed at the next O&S meeting in June to reflect the comparative data in the table below, which illustrates the annual sickness absence data across different employment sectors. Waverley attendance is excellent compared with the national average and other local authorities.

Sickness Benchmarking 2016 (CIPD Absence Management Survey)

Indicator	Days lost per employee (annual 2016)
CIPD (all sectors)	6.3 days
CIPD (Local Government data)	9.9 days
Waverley Borough Council	6.22 days

Complaints

7. The number of *Level 3 (Executive Director) and Ombudsman complaints* [M1] has reduced from the last quarter from 12 to 8 and is at its lowest since 2013. There was also a reduction in the *total number of complaints received* [M2] from 119 in Q2 to 112 in Q3.
8. The *% of complaints responded to within target times of 10 days Level 1 & 15 days for Level 2 and 3* [M3] decreased to 83% and continues to be outside the target of 95%. The lowest performance was at Level 2 (84% in Q2 and 63% in Q3) which reflects the increased complexity of some of the issues raised, which required more time to resolve.

Housing

9. All but two of the Housing targets have been met in the third quarter, continuing consistently good performance from the previous quarter.
10. The *time taken to re-let homes* [H2] has lengthened by 4 working days from the previous quarter taking this into amber. A small number of difficult cases impacted the performance figure and the team are taking steps to improve performance in this area. Further details are included in the 'void progress report' attached at Annexe 2. The performance on the prevention of homelessness cases and households living in temporary accommodation has remained steady with no *households living in temporary accommodation* [H4], at the end of the third quarter.
11. All *annual boiler services and gas safety checks* [H6] were undertaken on time owing to the Property Service Team's proactive approach.

Comments from Housing Improvement Sub-Committee

12. The Housing Improvement Sub-Committee reviewed the Housing Service performance indicators at their meeting on 9 January.

The Sub-Committee was very pleased to see the continued improvement in the performance of responsive repairs relating to overall satisfaction [H7] and keeping appointments [H9] which remain on target. However the number of repairs completed right first time [H8] was below target as reported by tenants. The property service team and responsive repairs contractor monitor this performance weekly.

Community (Planning, Environmental Services and Community Services)

Planning

13. Only one of the 11 Planning performance indicators was outside its target in this third quarter. The performance on processing major and minor applications was well within target and the 'other' category remained just within target. Whilst performance on major

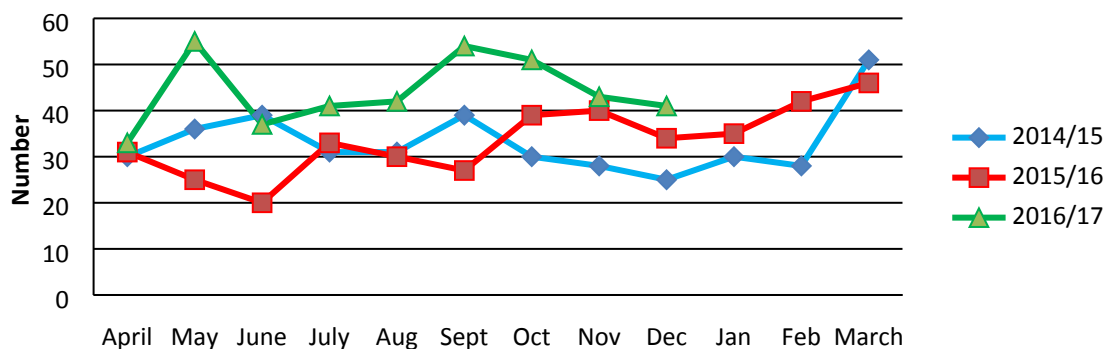
appeals stayed well within its target, the number of 'planning *appeals allowed (cumulative year to date)*' [P2] increased in Q3 to 37.90% making this performance 7.90% off target. There was also an increase in the number of appeals determined overall, 29, up from 22 in the previous quarter.

14. Performance on '*enforcement cases actioned within 12 weeks of receipt*' [P4] has continued to improve and is now at 98.71% which is the best performance since record started in 2009/10.
15. The '*number of affordable homes permitted (homes granted planning permission)*' [P7] is the highest since records started in 2014/15 due to extensive development at Dunsfold Park with 540 affordable new homes permissions granted and 17 at Nugents Close also in Dunsfold.
16. In this quarter 86 out of 88 Building Control Applications [P8] were checked within the given target of 10 days. This shows a performance improvement of 2.83% from Q2 and is the highest since records started in 2011.

Environmental Services

17. Environmental Services performance has been mixed across the areas with 4 out of 8 indicators meeting targets, 2 being up to 5% off target and the remaining 2 falling behind the target in excess of 5%. Performance improvement plans are being put in place with the contractors.
18. The '*residual household waste per household (kg)*' [NI191] has increased slightly from the previous quarter by 0.69% and it is now at its highest level since Q2 2014/15 (lower is better). High residual waste figures in December, with more waste being collected over the Christmas period, are likely to be the reason. Despite the very challenging target of 85kg when compared against other Surrey Boroughs' performance, we remain the third lowest tonnage for the household waste in the area. Officers are working with the Surrey Waste Partnership (SWP) on several publicity initiatives to promote recycling. We have also received funding from WRAP to deliver a food waste promotional campaign which should drive an improvement in the figures.
19. The '*percentage of household waste sent for reuse, recycling and composting*' [NI 192] dropped slightly by 0.92% to 54.44%, but performance is still within the new target set in Q1 2016/17 at 54%.
20. The '*MRF Reject Rate*' [E1] has slightly improved since Q2 by 0.34% and has now remained within target for the last year.
21. The '*average number of days to remove fly-tips*' [E2] was brought back on target and has fallen from 5 days in Q2 to 2 days in Q3. The improvement for this indicator can be linked to efforts in closely monitoring the performance through meetings with the contractors to ensure the targets are being met.

Number of Fly Tipping Incidents 2014/15 - 2016/17



The table shows the number of fly tipping incidents over the last three years on a monthly basis. It shows a spike in the numbers this year in May and September, but since then has shown a downward trend.

22. The *'percentage of compliance for litter and detritus'* [E3] showed a small dip in performance over the previous quarters, but nevertheless remained within the target at 92%.
23. The *'average number of missed bins per 104,000 bin collections each week'* [E4], whilst still above the challenging target set, has shown an outstanding improvement in performance with over a 55% reduction in weekly missed collections. The number fell from 83 in Q2 to only 37 in Q3. The success can be attributed to the increase in the frequency of performance meetings with the contractors from quarterly to monthly.
24. The *'percentage of higher risk food premises inspections carried out within 28 days'* [E5] has fallen slightly in Q3 due to 1 out of 31 premises having access issues. However it has now been successfully inspected. The recent survey shows that the business satisfaction with Local Authority regulation [NI 182] has fallen by 4% since Q2 and is now performing slightly below the target at 81% against a target of 85%.

Community Services

25. The community performance has been very good in Q3 with only 1 indicator missing its target by up to 5%.
26. The number of visits to Leisure Centres in Q3 has dropped slightly for Farnham, Haslemere and Godalming Centres [CS2 , CS4, CS6]. This is likely to be due to the Christmas holiday period linked to decreased attendance. Despite the small drop in numbers, all leisure centres are performing well above their set targets.
27. The *'total users of learning activities'* [CS8] in museums has significantly increased due to the popularity of the loan boxes scheme, which allows schools to rent a small collection of historical artefacts for a limited period of time and exhibit them to the students at the school premises and to access a wider audience.

Yearly Review of Targets for 2017/18

28. Following a review of all performance indicators at the end of 2015, it was agreed that targets would be reviewed on an annual basis in March each year.

29. **Finance** – It is proposed to amend the criteria for the indicator ‘percentage of invoices paid within 30 days’ [F3] as it no longer aligns with the Council’s Financial Strategy of cash flow investment. Currently this indicator monitors payment promptness within the term of 30 days for larger suppliers most of whom are not locally based, and whose standard payment term is longer than 30 days (typically in a range of 40-90 days). It is proposed that the indicator criteria be amended to ‘percentage of invoices paid within 30 days or **within supplier payment terms**’ [F3]. The proposed modification will still assess the promptness of invoice payment but it will be within the given terms of the supplier rather than a blanket 30 days. The other indicator [F4] designed to assist the payment of small and/or local businesses would remain.
30. **Strategic HR** – the HR indicators are currently under review and it is proposed that a revised target for ‘average working days lost due to sickness absence per employee’ [HR2] be presented at the next O&S meeting in June, acknowledging that any agreed performance information could be collected from 1 April.
31. **Complaints** – It is proposed that there are no changes to the targets for the Complaints Services on the basis that there is sufficient challenge in the targets as they currently stand.
32. **Housing** – All Housing indicators have been reviewed and it is proposed that there be an increase of the target from 87% to 93% for the responsive repairs overall service rating [H7] making it more challenging. It is also proposed that wording be added to the indicators H7, H8 and H9 to clearly indicate that these scores reflect tenants’ view of the service.
33. **Planning** - New targets have been set by the Government in relation to both speed and quality for determining major and non-major planning applications. The proposed changes are summarised in the following table. It is not proposed to change the targets for the remaining Planning Performance Indicators relating to Enforcement, Trees and Building Control.

PI Code	Description	2016-17 Targets	2017-18 Proposed Targets	Remarks
NI 157a	Processing of planning applications: Major applications - % determined within 13 weeks	80%	80%	No change
NI 157b	Processing of planning applications: Minor applications - % determined within 8 weeks	80%		Discontinue
NI 157c	Processing of planning applications: Other applications - % determined within 8 weeks	90%		Discontinue
P1	Percentage of planning applications determined within 26 weeks	100%	100%	No change
New PI	Processing of planning applications: Non-major applications - % determined within 8 weeks	New	90%	New statutory indicator
New PI	Speed of processing for all other applications	New	90%	New local indicator
P2	Planning appeals allowed (cumulative year to date)	30%		Discontinue
P3	Major planning appeals allowed as a % of Major Application decisions made (cumulative)	20%	10%	Reduction by 10%
New PI	Non-major appeals allowed as a % of all non-major decisions made (cumulative)	New	10%	New statutory indicator
New PI	All other appeals (cumulative to date)	New	20%	New local indicator

34. **Environmental Services** – It is proposed that there are no changes to the targets for Environmental Services on the basis that there is sufficient challenge in the targets as they currently stand.
35. **Community Services** – All Community Services indicators have been reviewed and it is proposed that there be an increase of the target from 92,000 to 105,000 for the number of visits for both Haslemere and Godalming Leisure Centres (indicators CS4 & CS6), making them more challenging.

Comments from the Community and Corporate O&S Committees

36. The Community Overview and Scrutiny Committee considered the report at its meeting on 14 March 2017 and the Corporate Overview and Scrutiny Committee considered their report on 20 March 2017 and their observations and comments are set out below.
37. Community Overview and Scrutiny Committee:
 - i) Community O&S Committee considered a detailed report on the Government's new performance indicators and targets for Development Control, and the implications of failing to achieve the new targets/thresholds. The Committee was pleased to see the good performance by Planning, and congratulated the Head of Planning and her team for their work in maintaining a high high standard on the speed and quality of decision-making. Members recognised that they, too, had to be professional in carrying out their role in Waverley's Planning Committees, and had to come to the Chamber prepared to make a decision based on planning merits, whilst also reflecting local issues.
 - ii) The Committee endorsed the proposed changes to the Planning service targets, from 2017/18, and noted that these would be discussed further at the Planning refresher training in the new Council year.
 - iii) The Committee noted that the performance across other services had been generally good. The Committee discussed what would be achieved by increasing the targets for use of Haslemere and Godalming Leisure Centres: whilst there were some reservations that this was putting additional strain on the Leisure Centres, it was noted that the new targets only reflected better the current usage level and were not especially stretching. The Committee noted that Farnham Leisure Centre was competing against a number of new private-sector gyms in the area, and Cranleigh needed further investment, and for these reasons no increase in their respective targets for use had been proposed. The Committee therefore agreed to endorse the proposed increased targets for Haslemere and Godalming Leisure Centres.
38. Corporate Overview and Scrutiny Committee:
 - i) Corporate O&S Committee noted that the Housing Service indicators had been reviewed by the Housing Improvement Sub-Committee, which had been generally satisfied with the level of performance. Whilst it had been disappointing that the performance on Void re-lets had drifted off-target in Q3, action was being taken to bring performance back on track. The Sub-Committee had previously discussed how the Council might be more proactive in discussing with tenants who had given notice what they needed to do to leave the property in an acceptable state and in accordance with the Tenancy Agreement.

- ii) The Committee reviewed the proposed changes to targets, and were content to endorse the recommendations in relation to F3, and Housing customer satisfaction with the Responsive Repairs service [H7].

Recommendation

The recommendations from the Community and Corporate O&S Committee meeting on the 14 March and 20 March are listed below. It is recommended that the Executive:

1. examines the performance figures for quarter three as set out in Annexe 1;
2. endorses inclusion of the following new statutory planning indicators for the new financial year 2017-2018:
 - *'Processing of planning applications: Non-major applications - % determined within 8 weeks'* (90% target / new statutory);
 - *'Non-major appeals allowed as a % of all non-major decisions made (cumulative)'* (10% target / statutory);
3. agrees the inclusion of the following new local planning indicators and targets for the new financial year 2017-2018:
 - *'Speed of processing for all other applications'* (90% target);
 - *'All other appeals (cumulative to date)'* (20% target);
4. agrees the discontinuance of the following planning indicators:
 - *'Processing of planning applications: Minor applications - % determined within 8 weeks'* [NI 157b];
 - *'Processing of planning applications: Other applications - % determined within 8 weeks'* [NI 157c];
 - *'Planning appeals allowed (cumulative year to date)'* [P2];
5. approves the following target changes:
 - a) Amendment of the wording and criteria for the [F3] indicator to *'percentage of invoices paid within 30 days or **within supplier payment terms**'*.
 - b) Increasing the target for the responsive repairs overall service rating [H7] from 87% to 93% and to amend the wording of indicators H7, H8 and H9 to clearly specify that these scores reflect tenants' view of the service.
 - c) Reduction by 10% to the P3 indicator (*'Major planning appeals allowed as a % of Major Application decisions made (cumulative)'*).
 - d) Increase of the target from 92,000 to 105,000 for the number of visits for both Haslemere [CS4] and Godalming [CS6] Leisure Centres; and
6. thanks the Overview and Scrutiny Committees for their observations and recommendations.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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