

WAVERLEY BOROUGH COUNCIL

CUSTOMER SERVICE & VALUE FOR MONEY
OVERVIEW & SCRUTINY COMMITTEE

26 JUNE 2017

Title:

PERFORMANCE MANAGEMENT REPORT
QUARTER 4, 2016/17
(JANUARY – MARCH 2017)

[Portfolio Holder: Cllr Tom Martin, Cllr Jed Hall, Cllr Andrew Bolton]
[Wards Affected: All]

Summary and purpose:

The first part of this report provides an analysis of the Council's performance in the fourth quarter of 2016/17 in the service areas of Finance, Strategic HR and Complaints. Annexe 1 to the report details performance against key indicators. Annexe 2 gives outturn performance on the Service Plan objectives for 2016/17.

The second part of this report serves as a discussion item and asks the Committee to consider their future requirements on performance monitoring.

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.

Quarter 4 2016/17 Performance

1. The Performance Indicators for Finance & Strategic HR and Complaints are set out in Annexe 1. Out of the 8 performance indicators which have associated targets, 5 are on target, 2 are within 5% and only 1 is off target by more than 5%.

Finance

2. Quarter 4 has seen a very good performance from Finance with 4 out of 6 indicators meeting their targets.
3. Performance in both the '*time taken to process new housing benefit claims*' [NI 181a] and *change events* [NI 181b] remains steady in the fourth quarter and continues the improvement over the preceding year.
4. The overall performance for the '*percentage of invoices paid within 30 days*' [F3] experienced a small dip of 0.5% which is likely to be the result of the end of year workload increase and takes it slightly below target. '*The percentage of invoices from small/local businesses paid within 10 days*' [F4] has experienced a drop of 5.9% from the previous quarter, but it still exceeds the target by 2.3%.

Resources

5. Strategic HR will present a separate report as part of this agenda which will show the staffing resilience of each service area, as requested by Members at the last O&S meeting, as well as recommend a review of the target for '*staff sickness absence*' [HR2].
6. The Council's *staff turnover* [HR1] increased from 2.26% in Q3 to 4.67% in the fourth quarter, and represents 21 members of staff leaving employment at Waverley. 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

NB: 30 members of staff were successfully recruited during the same period.

Staff breakdown:

New recruits	30
Overall leavers	21
Resignations	17
Retirements	3
Completed temporary contracts	1
TUPE	-
Any Other Reason	-

7. The average number of days lost due to sickness absence per person [HR2] has decreased from 1.94 days in Quarter 3 to 1.89 in Quarter 4, but is still 0.51days outside the challenging target of 1.38 days (5.52 days per annum).

Complaints

8. The number of *Level 3 (Executive Director) and Ombudsman complaints* [M1] has increased from the last quarter from 8 to 15 (15 being an average in the past 5 years). 6 of the complaints concerned Planning, two concerned Housing (anti-social behaviour) and the rest were evenly distributed across all other services. There was also an increase in the *total number of complaints received* [M2] from 112 in Q3 to 140 in Q4. The areas with the largest number of complaints were Development Control with a total of 15 (5 – dealing with planning applications, 10 – other reasons)

and responsive repairs with a total of 10 complaints against 'action requested not taken'.

9. The % of complaints responded to within target times of 10 days Level 1 & 15 days for Level 2 and 3 [M3] increased from 83% in Q3 to 94% in Q4 showing the best performance since March 2011.

Service Plans 2016/17 – Outturn Report

10. Service Plans for the past year are set out at Annexe 2. Of the 68 actions contained in the Plans, 63 were achieved and 5 were partially achieved.

Future Performance Scrutiny Requirements

11. With the new Overview & Scrutiny arrangements it seems an appropriate time to review performance management reporting as it relates to this committee. The remainder of this report sets out some guidance and best practice on performance monitoring and provides the basis for discussion on how the Committee might like to monitor and scrutinise performance in the future.

Guidance on performance indicator reporting

12. Performance measures are used to ensure the Council's priorities and objectives are being met. The Corporate Plan sets out the Council's priorities; strategies such as the Health and Wellbeing Strategy, ensure that strategic objectives are implemented and service plans show how the Council intends to deliver its priorities on an annual basis. Best practice suggests that there should be a range of high level indicators to help assess performance at a strategic and corporate level supplemented by more detailed indicators on service performance.
13. There are four types of performance measures:

Type of performance measure	Description	Example
Input measure	A measure of the resources used by a service or process. Some inputs relate to workload, others relate to the amount of resources used in a process	e.g. Number of complaints Cost of service
Output measure	The number of units of a process or service produced or delivered	e.g. total tonnage of residual waste
Process measure	Aspects of service processes such as completion rates, processing time, backlogs, error rates	e.g. Time taken to process Housing Benefit and Council Tax Support new claims
Outcome measure	A measure of the ultimate benefit from undertaking an activity or providing a service	e.g. improvement in standard of living or equality of opportunity

14. Whilst outcome measures are often the most valuable they can also be the most difficult to collect. These measures also tend to be measured over a longer period of time. At the moment there are no outcome measures provided by the PIs presented to this committee.
15. Performance measures should be:
 - Accurate
 - Timely
 - Meaningful (not overly detailed)
 - Relevant
 - High quality
 - Well presented

Best practice guidance states that performance measures should also include

- trend data
 - benchmarking data
 - targets
 - outcomes
16. The information presented to Members should be concise, accurate, balanced and presented in an easily understandable format and enable the committee to judge how well a service is doing. It should inform Members if targets are being met, why variances occurred, what the implications are of not meeting the target, if resources are adequate, what impact it will have on people who use services, if there is an impact on equalities, sustainability or efficiency and what impact this might have on corporate priorities. Generally the performance reports since the review in 2015 have achieved most of these aims but there is always room for improvement.
 17. The current suite of PIs are set out in Annexe 1 and are reported on a quarterly basis with benchmarking included at the end of the year outturn report. Members are asked to consider what they feel is the most effective means of scrutinising performance. First of all there needs to be consideration of **which areas** are a priority to monitor and then **how frequently** it should be scrutinised. Members may like to consider whether some PIs could be reported on an exception basis where performance has varied from a specific standard.
 18. The remit of this committee covers the following service areas:
 - Corporate Plan
 - Customer Services
 - Communications and Public Relations
 - Democratic Services
 - Elections
 - Complaints
 - Corporate Finance
 - Revenues and Benefits
 - Economic Development
 - Business Liaison
 - Property
 - IT
 - Procurement and Commissioning
 - HR and Recruitment

At present, the performance indicators that are presented to overview and scrutiny are focused on service performance and not on strategic or corporate performance such as value for money or overall customer service.

19. Customer service i.e. customer satisfaction is monitored at a service level in the following areas; Environmental Health, Housing, Environmental Services, Parks and Leisure Centres. In addition, the Citizens' Panel surveys give the opportunity to ascertain other information. In the last survey conducted in February this year for example, the Panel were asked about when they last contacted the Council and opinions about the level of service they received. Overall satisfaction with the Council has not been routinely monitored in the last few years.
20. A number of councils use a 'Residents Survey' to ascertain customer satisfaction with the Council. e.g.
 - % of residents that are satisfied with how the Council runs things
 - % of residents who think the Council provides good value for money
 - % of residents who are satisfied with their neighbourhood as a place to live
 - % of residents that feel that Council keeps people informed
 - % of residents who feel that they can influence Council decisions
 - % of residents who were satisfied with how they were served by the Council

The advantage of using questions like these is that it would be possible to benchmark against other councils who also use these questions. For example, Surrey CC undertake an annual residents survey as do all the London boroughs. However, there would be a cost to collecting this information.

21. Performance indicators are only one method of monitoring performance and scrutiny can take place in all forums from full council, through committees to less formal panels and working groups. Service plans, for example, are an important means to show how individual services are intending to deliver the Council's priorities for the year. These should be reviewed to ensure they accurately reflect the Council's priorities and are delivering the Council's objectives efficiently. In the past few years, service plans have been presented to a joint meeting of the O&S committees but these presentations have not always found favour and Members may like to take this opportunity to consider how they would like to review Service Plans in the future.
22. Action plans associated with strategies also measure the implementation and outcomes of an important aspect of the Council's work. Overview and Scrutiny Committees are also able to scrutinise the performance of any of their areas of responsibility by adding items to their work programme.
23. In considering what should be monitored, it may be helpful to consider the following:
 - Corporate Plan commitments – ensuring we achieve what we said we would achieve
 - Impact on customers – focus on areas where the impact of poor performance would be the greatest
 - Risk to the Council – focus on areas where the risk of poor performance would have the greatest impact
- 24.. In addition the committee may also want to consider the following:

- How does this committee want to monitor performance? (quarterly reports, reporting by exception, annual reports, specific reports focused on certain service areas?)
- Does performance monitoring currently measure the right things?
- Are performance indicators focused too much on inputs, outputs and processes rather than outcomes?
- What areas should be measured in the future?

Recommendation

It is recommended that the Customer Service & Value for Money Overview & Scrutiny Committee:

1. Considers the performance figures for Quarter 4 as set out in Annexe 1, and agrees any observations or recommendations about performance and progress towards targets it wishes to make to the Executive; and
2. Considers how performance monitoring should be achieved in 2017/18 and agrees a way forward.

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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