

WAVERLEY BOROUGH COUNCIL

EXCECUTIVE – 11 JULY 2017

Title:

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

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

Summary and purpose:

This report provides an analysis of the Council's outturn performance for both performance indicators ([Annexe 1](#)) and the 2016/17 Service Plan actions ([Annexe 2](#)).

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, Complaints, Communities, Planning, Environmental Services and Housing are set out in [Annexe 1](#).
2. The majority of services have performed well with 24 out of the 38 indicators being on target, 8 being within 5% and 6 being off target by more than 5%.

Value for Money & Customer Service

Finance

3. Quarter 4 has seen a very good performance from Finance with 4 out of 6 indicators meeting their targets. 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%.
5. Council tax collected in 2016/17 remains similar to the last two years but non-domestic rates collection rate has seen a slight drop over the last two years from 99.1% in 2014/15 to 98.4% in 2016/17.

Resources

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. During the same period 30 members of staff were successfully recruited. Over for the year staff turnover in 2016/17 has improved slightly compared with 2015/16.
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). Overall, sickness levels for 2016/17 were slightly higher than in 2015/16.

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 Planning 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'. In 2016/17 there were 29 fewer Level 3 complaints than in 2015/16 but 27 more complaints received overall..
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.

Community Wellbeing

Communities

10. The community performance has been very good in Q4 with all 6 indicators exceeding their set targets.
11. Although the '*number of access to Leisure Cards issued*' [CS1] has dropped slightly, the fourth quarter saw a very strong performance across all leisure centres with an increase in '*number of visits*' [CS2,CS3,CS4,CS5,CS6]. All leisure centres performed well above their set target as per the table below:

| | Farnham | Cranleigh | Haslemere | The Edge | Godalming |
|--------------------------------------|-------------------|------------------|-------------------|------------------|-------------------|
| Target | 140,000.00 | 75,000.00 | 92,000.00 | 23,000.00 | 92,000.00 |
| Q4 | 160,327.00 | 99,949.00 | 134,530.00 | 38,424.00 | 128,959.00 |
| Performance exceeds target by | 14.52% | 33.27% | 46.23% | 67.06% | 40.17% |

12. '*The number of visits and use of museums*' [CS7] increased in Farnham by 382, however Godalming museum experienced a seasonal drop of 1164. The '*total users of learning activities*' [CS8] in museums is still on the rise due to the popularity of the loan boxes scheme and outreach sessions with schools.

Environment

Planning

13. Only two of the 11 Planning performance indicators were outside their targets in this fourth quarter. The performance on processing major and minor applications, as well as 'other' category remained well within target. Whilst performance on major appeals stayed well within its target, the number of '*planning appeals allowed (cumulative year to date)*' [P2] in Q4 is still 6.7% off target at 36.7%. The number of appeals determined overall, 30, is up slightly from 29 in the previous quarter. In comparing performance from the previous year the number of appeals allowed has dropped from 43.9% to 36.7%.
14. Performance on '*enforcement cases actioned within 12 weeks of receipt*' [P4] has dipped slightly by 4.96%, but it still well within target. Overall in 2016/17 the performance has improved significantly over 2015/16.
15. There were 159 '*affordable homes permitted (homes granted planning permission)*' [P7] in the fourth quarter. 142 permissions in Cranleigh and 17 in Godalming. Overall in 2016/17 846 affordable homes were permitted as compared with 353 in 2015/16.
16. Only 6 affordable homes were delivered in Q4 by all housing providers compared to 14 in the third quarter and overall 29 fewer homes were delivered in 2016/17 than in 2015/16.
17. In Q4 quarter 105 out of 111 Building Control Applications [P8] were checked within the given target of 10 days. Although the performance slightly dipped from the preceding quarter by 3.14%, it remains strongly within the target of 80%. Overall performance has improved in 2016/17 compared to 2015/16.

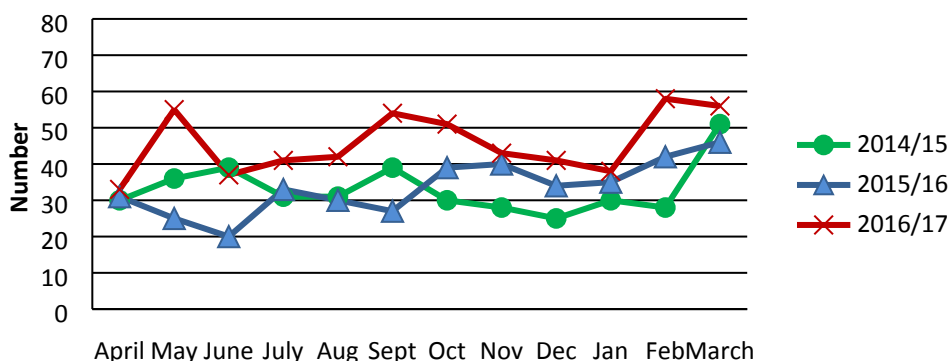
Environmental Services

18. Environmental Services performance has been mixed across the areas with 3 out of 8 indicators meeting targets, 2 being up to 5% off target and the remaining 3 falling

behind the target in excess of 5%. Performance improvement plans are being put in place with the contractors.

19. The *'residual household waste per household (kg)'* [NI191] has increased by 5.30% from the previous quarter and is now at its highest level since Q2 2014/15. The Council allowed collection of excess waste in the post Christmas period impacting overall figures. In January, residual waste was 4.48kg higher per household than average in February and March. Current performance is 12.19% below the very challenging target of 85kg, and the officers are working with Surrey Waste Partnership (SWP) on several publicity initiatives to promote recycling. "Food waste recycling campaign" was started at the end of March, with food recycling guidance labels attached to the general waste bins by contractors, encouraging public to recycle food waste. It is hoped that the campaign will reduce the residual waste in the coming months. Over in 2016/17 the performance was lower than in 2015/16.
20. The *'percentage of household waste sent for reuse, recycling and composting'* [NI 192] dropped by 2.36% to 52.08%, making it slightly below the target set in Q1 2016/17 at 54%. However performance in 2016/17 overall has improved compared with 2015/16 with targets being met in three out of the four quarters.
21. The *'MRF Reject Rate'* [E1] has slightly dipped since Q3 by 0.41% making it miss the target by 0.03%. Overall however, performance was significantly better for the year compared with 2015/16.
22. The *'average number of days to remove fly-tips'* [E2] remained on the target of 2 days in Q4 despite of increase in fly-tipping incidents from 135 in Q3 to 152 in Q4. The consistent performance for this indicator can be linked to efforts in the close monitoring of contractors through regular meetings to ensure the targets are being met.

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



23. The *'percentage of compliance for litter and detritus'* [E3] experienced a significant 14% drop in performance over the previous quarters, due to ground crew supervisor issues. This has been addressed and resolved and an improvement is expected in coming months. Performance in 2016/17 for this indicator is below that of the previous year.
24. The *'average number of missed bins per 104,000 bin collections each week'* [E4], increased from 37 in Q3 to 47 in Q4 and is still above the challenging target set. The rise in number was caused by vehicle breakdown issues during one particular week. Regular meetings are held with contractors to monitor and improve the performance.

25. There was an excellent performance from the Environmental Health inspection team in Q4 with all '*higher risk food premises inspections*' [E5] being carried out within 28 days of being due.

Housing (Housing Services)

Housing

26. The Housing service has performed generally well during the fourth quarter. Of the 7 indicators with associated targets, 4 performed on target, 2 were within 5% and 1 was off target by more than 5%.
27. The *time taken to re-let homes* [H2] has lengthened slightly by 1 day from the previous quarter. Performance in this quarter was impacted by a combination of the Christmas period, harder to let sheltered homes and the poor condition of returned homes. The performance on the prevention of homelessness cases and households living in temporary accommodation [H4] has remained steady with only 1 family living in temporary accommodation. They have since been assisted to find private rented accommodation. Waverley homelessness prevention efforts put the authority at number one when benchmarked with other Surrey District Councils with the lowest numbers of cases.
28. All but two annual boiler services and gas safety checks [H6] were undertaken on time in the fourth quarter. The court warrant has been obtained and as of April 2017, all checks have been completed.

Service Plans 2016/17 – Outturn Report

29. Service Plans for the past year are set out at [Annexe 2](#).

Comments from the 'Value for Money and Customer Service', 'Community Wellbeing', 'Environment', 'Housing' O&S Committees

30. The Overview and Scrutiny Committees considered the performance reports at their individual meetings on the:
- 26 June 2017 – Value for Money and Customer Service O&S Committee
 - 27 June 2017 – Community Wellbeing O&S Committee
 - 3 July 2017 – Environment O&S Committee
 - 4 July 2017 – Housing O&S Committee
- and their observations and comments are set out below.
31. Value for Money and Customer Service O&S Committee
The Committee considered how the reporting of performance indicators could be improved going forward. It was felt that the Committee only needed to receive indicators on an exception basis, and it was also suggested that other indicators could be circulated to Members for information outside of the committee environment. Members generally found the trend analysis useful and suggested that this be retained.
32. The Committee noted that while outcome measures were often harder to collect, they would provide a better indication of performance and requested that officers focus on this. In terms of Customer Service, it was agreed that it would be useful to get a baseline of customer satisfaction; suggestions for this included utilising a survey

already conducted by Surrey County Council, including a survey in the 'Your Waverley' magazine or increasing the frequency of the Citizens' Panel survey. Officers agreed to investigate this further and bring back suggestions for establishing a customer satisfaction baseline.

33. Members felt that that there should be a clear link between performance indicators and service plan and corporate plan objectives. The Committee also emphasised the importance of having a consistent approach between all Overview and Scrutiny Committees so as to make the best use of officer time.
34. Having received a report from the Strategic HR Manager on the Workforce Profile, the Committee recommended that the target for HR2 [Average working days lost due to sickness absence per employee] be increased from 5.5 days to 6.5 days (1.63 days per quarter). The Committee also requested to see a similar Workforce Profile report on an annual basis.
35. Community Wellbeing O&S Committee
The Committee considered improvements as to how the reporting of performance could be monitored going forward. The Committee proposed that the quarterly indicators should be received only on an exception basis, and it was also suggested that updates on other performance indicators could be circulated to Members outside of the committee meetings.
36. Any observations from the Environment and Housing O&S Committees will be circulated separately following their meetings on 3 and 4 July, along with any proposed recommendations to the Executive.

Recommendation

It is recommended that the Executive:

1. thanks the Overview and Scrutiny Committees for their observations;
2. approves the target change for HR2 [Average working days lost due to sickness absence per employee] from 5.5 days to 6.5 days per year (1.63 days per quarter); and
3. gives consideration to any further recommendations raised at the Environment or Housing Overview and Scrutiny Committees, details of which will follow.

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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