

**WAVERLEY BOROUGH COUNCIL**  
**CUSTOMER SERVICE & VALUE FOR MONEY**  
**OVERVIEW & SCRUTINY COMMITTEE**  
**11 SEPTEMBER 2017**

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**Title:**

**PERFORMANCE MANAGEMENT REPORT**  
**QUARTER 1, 2017/18**  
**(APRIL – JUNE 2017)**

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

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**Summary and purpose:**

The report provides an analysis of the Council's performance in the first quarter of 2017/18 in the service areas of Finance, Strategic HR and Complaints. Annexe 1 to the report details performance against key indicators.

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**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.

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**Background**

1. At the previous meeting of this Committee on the 26 June 2017 it was agreed that, going forward, performance indicators would be reported on an exception basis only. Therefore this report will only present those PIs where performance is above or below target by more than 5% or where those PIs without a target are notable. The graphic trend analysis report is set out at Annexe 1. Out of the 8 performance indicators with associated targets, 6 are within target, 1 is outside by up to 5% and only 1 is off target by more than 5%.

## **Performance in Quarter 1**

### **Resources**

2. It was agreed that from the first quarter of 2017-18 the target for 'average working days lost due to sickness per employee' [HR2] would increase from 1.38 to 1.63 days per employee per quarter (6.5 days per annum). The first quarter shows a great improvement of 21.16% over the preceding quarter and exceeds the new target by 8.59%. This is the best performance in over a year.

### **Complaints**

3. The number of *Level 3 (Executive Director) and Ombudsman complaints* [M1] has increased from the last quarter from 15 to 22 (15 being an average in the past 5 years). 13 of the complaints concerned Planning and this can be linked to the overall increase numbers of householder applications.
4. There was also an increase in the *total number of complaints received* [M2] from 140 in Q4 to 165 in Q1. The service area with the largest number of complaints was Environmental Services with 45 out of the total of 69 complaints relating to disabled bay car parking charges.
5. Although the quantity of complaints dealt with in the target timescale has dropped from 94% in Q4 to 87%, all 143 level 1 and level 2 complaints out of the total 165 complaints were responded to in time. A few particularly complex level 3 cases took over 21 days to resolve and have impacted the overall figure, giving an average closure time for this type of complaint as 19 days in Q1, falling 4 days behind the target of 15 days.

## **Future Performance Management Reporting**

6. In discussing possible performance indicators at the last meeting, the committee was interested in finding out about potential methods for establishing a baseline figure for customer satisfaction. Officers were asked to investigate if it were possible to use, for example, the Surrey County Council Residents' Survey, 'Your Waverley' magazine or the Citizens' Panel. The results of their investigations are as follows:
  - The Surrey County Council Residents' Survey is conducted over the phone by an external company 'Swift Research'. 1,650 residents across Surrey are interviewed each quarter (approximately 150 per district / borough). For the purposes of measuring customer satisfaction with Waverley Borough Council this sample is considered too low. It may also be confusing to ask questions about both the County and the Borough Council in one survey without lengthy explanations about the services each council provides.
  - The council's 'Your Waverley' magazine is issued twice a year and could include a pull out survey or direct people to an on-line version. The printing costs of this option are around £2,000.
  - The current Citizens' Panel has been in existence for three years and has taken part in several surveys. As such, the Panel may be considered to be less objective in a customer satisfaction survey given the amount of contact they have had with the Council than a randomly selected group of residents.

The Council have been conducting a major review of Customer Service over the last year and their recommendations are due to come to this committee. Their conclusions are likely to include proposals for measuring customer satisfaction. For this reason it is recommended that the committee wait for their report before taking this matter further.

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### **Recommendation**

It is recommended that the Customer Service & Value for Money Overview & Scrutiny Committee considers the performance figures for Quarter 1 and agrees any observations or recommendations about performance and progress towards targets it wishes to make to the Executive.

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### **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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