

WAVERLEY BOROUGH COUNCIL

EXECUTIVE - 10 OCTOBER 2017

Title:

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

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

Summary and purpose:

The report provides an analysis of the Council's performance in the first quarter of 2017/18 in service areas of Finance, Strategic HR, Complaints, Community Services, Planning, Environmental Health and Housing. Annexe 1 to the report details performance against key indicators, with year on year trend analysis.

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. During the previous cycle of the O&S Committees Members have had a chance to review the format of the quarterly performance reports. Environment and Housing O and S Committees decided to continue with the current reporting format, however Value for Money and Customer Service and Community Wellbeing O and S Committees decided that going forward, performance indicators would be reported on an exception basis only, and they would like the

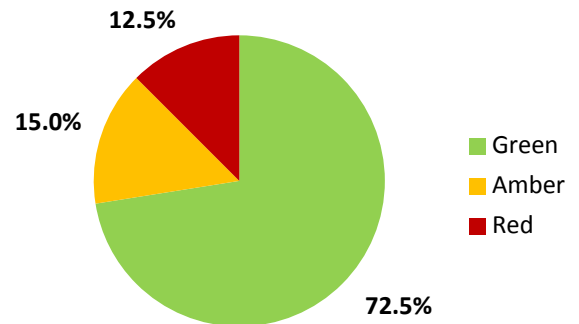
covering reports to concentrate on those PIs where performance is above or below target by more than 5% or where those PIs without a target are notable.

2. In the first quarter out of the 40 performance indicators with associated targets, 29 are within target, 6 are outside by up to 5% and 5 are off target by more than 5%.

Q1 2017-18 Performance Indicators Summary

Green	72.5%	29
Amber	15.0%	6
Red	12.5%	5
No Target		9
Total:		49

Q1 2017-18 Performance Indicators Summary



Value for Money and Customer Service

Q1 Performance

This Committee covers the service areas of Finance, Resources and Complaints. The first quarter saw a very strong performance with only 1 indicator being off target by more than 5% (M3: % of complaints responded to within target times).

Complaints

3. Although the percentage of complaints dealt with in the target timescale has dropped from 94% in Q4 to 87%, all 143 level 1 and level 2 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 all complaints as 19 days in Q1, falling 4 days behind the target of 15 days.
4. 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 in the numbers of householder applications.
5. 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.

Resources

6. 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. When

compared with other Surrey Districts, Waverley has the 4th lowest staff sickness levels in the county.

Future Performance Management Reporting

7. In discussing possible performance indicators at the last meeting, the committee were 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 already had with the Council than a randomly selected group of residents.

As the Council has been conducting a major review of Customer Service over the last year and the recommendations are imminent, it was considered prudent to wait for their report before making any recommendations.

Community Wellbeing

Q1 Performance

8. The only PI missing its target in the first quarter 2017/18 is CS2, the number of visits to Farnham Leisure Centre. After a very strong performance in the last quarter of 2016/17 the number of visitors to the Farnham Leisure Centre dropped by 16.82%, and is now 4.75 % below the target of 140,000. The lower attendance is considered to be linked to tough local competition in the area. It is also likely that the high attendance during the last quarter of 2016/17 is due to New Year fitness resolutions that bring more visitors to the site, which later in the year tend to decline.

Future Performance Management Reporting

9. As discussed during the previous meeting, the current set of indicators presented to this Committee offers only a narrow view of the overall service performance. Officers were asked to look into monitoring options for other service areas within the Community Wellbeing Committee remit and propose additional indicators which could be used to scrutinise future performance.

Service managers have been consulted and their suggestions for other performance indicators are listed below.

Careline

- Total number of clients (data only)
- The number of calls per quarter (data only)
- Critical faults dealt with within 48 hours (target of 95%)

Waverley Training Services

- Apprentice success rate (target of 80%)
- Apprentice timely success rate (gaining qualification in the time expected) (target of 75%)
- Number of apprentices on study programmes (target 7.5 per quarter, 30 per year)

Leisure

- Numbers attending weight management classes or other wellbeing activities (data only)

Environment O and S Committee

Q1 Performance

10. Out of the 21 performance indicators which have associated targets, 16 are on target, 3 are within 5% and only 2 are off target by more than 5%.

Planning

11. The Government have introduced a new set of performance indicators for Planning which take effect on 1 April 2017. The details of all changes are laid out in the table below:

Code	Status	Short name
P151 (NI 157a)	No change	<i>Processing of planning applications: Major applications - % determined within 13 weeks</i>
P153	New	<i>Processing of planning applications: Non Major applications - % determined within 8 weeks</i> New definition: This indicator will now include minor applications, householder and change of use applications.
P123	New	<i>Processing of planning applications: Other applications - % determined within 8 weeks</i> New definition: This indicator will now be a smaller category of applications excluding "changes of use and householder applications" which have been added to the P153 Non-Major indicator above.
LP9	New local PI	<i>Delivery of all other residual applications - % determined within its target</i> New definition: This is a new local indicator and will include other work performed by the department not included in the 3 indicators above including:

		<ul style="list-style-type: none"> • Certificates of Lawfulness - 8 weeks – 94% on time • Non Material Amendments - 4 weeks – 85% on time • Prior approvals - 8 weeks – 92% on time • Prior approval on domestic longer rear extensions - 6 weeks – 87% on time • Consultations by other Local Planning Authorities - 4 weeks – 97% on time • Conditions - 8 weeks (starting from Q2 2017/18 once report of statistics on this have been consolidated) – 96% on time
P1	No change	Percentage of planning applications determined within 26 weeks
P2	No change	Planning appeals allowed (cumulative year to date)
P123 (P3)	No change	Major planning appeals allowed as a % of Major Application decisions made (cumulative)
P154	New	Non-major planning appeals allowed as a % of Non-major Application decisions made (cumulative)
P4	No change	Percentage of enforcement cases actioned within 12 weeks of receipt
P5	No change	Percentage of tree applications determined within 8 weeks

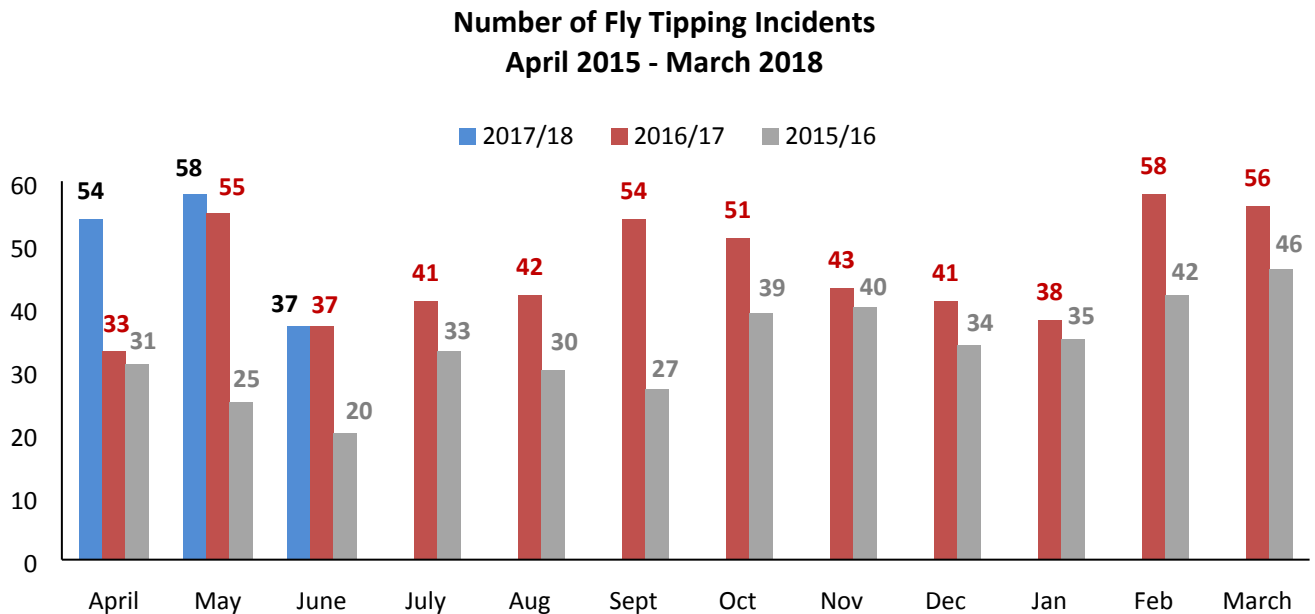
12. The first quarter saw a very strong performance for Planning with only 1 of the 14 performance indicators outside its target. This relates to all planning applications determined within 26 weeks timescale [P1] for which 2 out of 501 applications missed their target. The applications in question are a Farnham Supermarket application and a change of land use on a Traveller site, which were both complex cases and time extensions were not accepted by the applicants.
13. The performance on processing *major* [P151], *non-major* [P153], *other* [P123] and the residual applications [LP9] was well within target. The number of '*planning appeals allowed (cumulative year to date)*' [P2] in Q1 has improved by 9.4% and performance is within target. The number of appeals determined overall, 11, is significantly down from 30 in the previous quarter.

Environmental Services

14. 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 being 5% off target.
15. The '*residual household waste per household (kg)*' [NI191] has decreased by 7.46% from the previous quarter and is now at its lowest level since Q1 2016/17. A "Food waste recycling campaign" started at the end of March, with food recycling guidance labels attached to the general waste bins, encouraging the public to recycle food waste.
16. The '*MRF Reject Rate*' [E1] has increased slightly since Q4 due to contamination issues, thereby missing the target by 2.4%. The crew uses bin hangers wherever possible when contaminated recycling is spotted. The contamination issues occur mostly at non-residential recycling sites for example

in public car parks, the CCTV cameras are being installed at these locations to monitor and enable compliance enforcement.

- The 'average number of days to remove fly-tips' [E2] remained on the target of 2 days in Q1 and there were 3 fewer fly-tipping incidents from the previous quarter (152 in Q4 to 149 in Q1). The consistent performance for this indicator can be linked to the close monitoring of contractors through regular meetings to ensure targets are being met.



- The performance for the 'percentage of compliance for litter and detritus' [E3] has improved by 8% to 86% from the preceding quarter although it remains below the target of 90%. There has been significant work done between Veolia and Waverley to improve performance including staffing changes and additional barrowmen in the town centre areas. In the last month of the quarter the performance was within target at 92.18% and the team is working to ensure that this is sustained in the following quarters.
- The performance on the 'average number of missed bins per 104,000 bin collections each week' [E4] showed a good improvement over the preceding quarter by 14.89% although it remains 5% off target. Regular meetings continue to be held with contractors to monitor and improve performance.

Housing

Q1 Performance

- Housing performance has been mixed across the areas with 4 out of 7 indicators meeting targets, 1 being up to 5% off target and the remaining 2 being 5% off target.

Re-let Performance

- The average number of working days taken to re-let homes target of 20 days was missed by two days in the first quarter. 63 homes were re-let overall. 52%

(33) of homes were let within 20 working days and the majority (89%) were re-let within a 6 week period.

22. Performance was impacted by:

- a number of refusals for some homes
- the poor condition of a small number of homes
- disabled adaptations
- debts on prepaid utility meters and
- more challenging to let homes due to allocation restrictions

23. A range of actions have been taken to support the current process and address issues:

- activated application suspensions for applicants who refuse three offers
- end of tenancy visits and visits to those expected to move within six months identifying works to be completed by tenant and advising of estimated costs of recharge
- to complete disabled adaptations after move where possible
- new arrangements to clear utility meters
- review of age restricted homes

Rent Collection

24. The performance with regards to the annual rent debit collected [H5] has dipped slightly in the first quarter and has missed its target by 0.35%. The reduction in the total rent collected is linked to the additional workload due to the processing of water charge credit.

25. The team also engaged in a proactive work to ensure rent is paid in advance. The below table illustrates the increase in tenants in credit, compared to the previous year. There are around 500 additional tenants in credit, which amounts to an additional £147,000.

Time period (13)	Number of rent accounts in credit	Total credit
End June 2016/17	3,107	£462,000
End June 2017/18	3,619	£609,000

26. Less than 1% of tenants are in arrears and 46% of tenants in arrears owe less than £100.

Responsive repairs completed right first time

27. The statistics on the number of repairs fixed at the first visit has dipped in quarter 1 and is 5.7% off target. This indicator has not impacted on the overall satisfaction with the service, which showed a 92% satisfaction rate. The Customer Service Team and responsive repairs contractor are continuing to work closely to improve performance by ensuring the accurate diagnosis of repairs and appropriately equipped operatives attend sites.

O and S Committees Comments and Observations

The Overview and Scrutiny Committees considered the performance reports and their observations and comments are set out below.

Value for Money and Customer Service O and S Committee Observations

28. The Committee agreed with the proposal set out in the report that work on measuring customer satisfaction be postponed until the council's ongoing review of customer service has been completed.
29. The Committee queried whether 99% was a productive target for F3 [Percentage of invoices paid within 30 days or within supplier payment terms] as this had not been met once over the last five quarters and it felt that this could potentially be reviewed in the future.
30. The Committee expressed some concern over the drop in performance relating to complaints and asked officers to provide more explanatory commentary on this in future.

Community Wellbeing O and S Committee Observations

31. The Committee endorsed an inclusion of the new proposed indicators for the service areas of Careline, Waverley Training Services and Leisure, with the data collection starting from the Q2 2017-18.
32. The Committee asked for the new leisure indicator referring to *'the Numbers attending weight management or other wellbeing classes and activities'* to clearly show the number of GP referrals.
33. The Committee expressed some concerns over the drop in performance relating to the Farnham Leisure Centre and asked officers to provide more detailed commentary in the future.

Environment O and S Committee Observations

34. The Committee noted that the number of missed bins was still above the contractual target (less than 26/104,000 bin collections per week), but for the third quarter was below 50 missed bins per 104,000 which showed a clear improvement in performance compared to Quarters 1 and 2 of 2016/17. The Committee noted that the target was exceptionally challenging, and the improvement in performance had been a result of concerted efforts on the part of Waverley officers and the contractor. Members of the Task & Finish Group undertaking the review of procurement options for the provision of waste and recycling services from October 2019 confirmed that the 'Red' indicator misrepresented the very good performance of Waverley's contractor overall, and the high level of customer satisfaction.

Housing O and S Committee Observations

35. The Committee was pleased to see the overall good performance in Housing, and the notable drop in the number of complaints. The Committee suggested that the presentation of the void re-let indicator (H2) be revised to show the split of time between the contractor and Waverley during the re-let period, and also an indication of the size of the properties re-let, as this could impact on the time taken to complete the works. The Committee noted that the Housing Service has a systematic, data-driven approach that covers the entire customer journey to understand customer satisfaction.

Recommendation

It is recommended that the Executive:

1. considers the performance figures for Quarter 1 and any observations or recommendations; and
2. endorses inclusion of the additional Community Wellbeing performance indicators set out at paragraph 9.

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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