

# **WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE - 6 FEBRUARY 2018**

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**Title:**

**PERFORMANCE MANAGEMENT REPORT  
QUARTER 2, 2017/18  
(JULY – SEPTEMBER 2017)**

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

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**Summary and purpose:**

This report provides an analysis of the Council's performance in the second 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.

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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:**

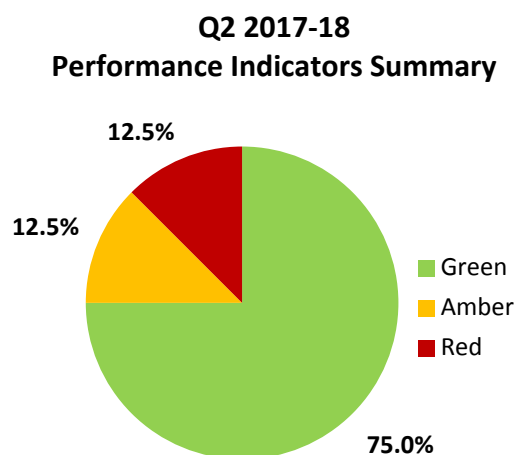
Some indicators are based on statutory returns which the Council must make to Central Government.

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**Introduction**

1. Across the Council, in the second quarter of 2017/18, out of the 40 performance indicators with associated targets, 30 were within target, 5 were outside by up to 5% and 5 were off target by more than 5%.

|               |       | Q2 2017-18 | Q1 2017-18 |
|---------------|-------|------------|------------|
| Green         | 75.0% | 30         | 29         |
| Amber         | 12.5% | 5          | 6          |
| Red           | 12.5% | 5          | 5          |
| No Target     |       | 9          | 9          |
| <b>Total:</b> |       | <b>40</b>  | <b>40</b>  |



## Value for Money and Customer Service

### Performance in Quarter 2

- Out of the 8 performance indicators with associated targets, 6 were within target, 1 was outside by up to 5% (F3: % of invoices paid within 30 days) and only 1 was off target by more than 5% (M3: % of complaints responded to within target times).

### **Complaints**

- The *total number of complaints received* [M2] in the second quarter decreased from 165 in Q1 to 111 Q2. The service areas with the largest number of complaints were Housing Operations (41), Environment (25) and Planning with 23 complaints.
- The second quarter has seen only 12 complaints being escalated to the *Level 3 (Executive Director and Ombudsman complaints)* [M1], compared to 21 in the preceding quarter.
- The percentage of complaints dealt with within the target timescale (M3) has dropped from 87% in Q1 to 81% in the second quarter. Out of 111 complaints received 90 were responded to within the target timescale. From the 21 complaints which missed their target only 3 took longer than 3 weeks and these were more complex cases.

## Future Performance Management Reporting

### **Complaints Handling Policy Changes**

- The Corporate Complaints Officer has prepared a separate report as part of this agenda which proposes a revised complaints handling policy to reduce the current 3 stage structure to 2 stages. If the changes are approved by the Executive, amendments to the current indicators will be required. The table below presents the proposed changes to the complaints indicators which will be applied from the 1 April 2018, if the revised policy is approved.

| Current PI ref. | New PI ref. | PI Description   | Proposed Changes   |
|-----------------|-------------|--|--|
| M1              | N/A         | Number of Level 3 (CEx) and Ombudsman complaints received.   | To be discontinued and replaced by new an indicator on Ombudsman complaints received.  |
|                 | CP2         | Number of Ombudsman complaints received  | <b>New</b> - This indicator will replace M1 and will show only the number of Ombudsman complaints received                                 |
| M2              | CP1         | Total number of complaints received.   | No change to description.  |
| M3              | N/A         | % of complaints responded to within WBC target times of Level 1 (10 days) and Level 2, 3 (15 days) (higher outturn is better). | To be discontinued and replaced by 2 new indicators (CP3 & CP4) which will show separate response times for Level 1 and Level 2            |
|                 | CP3         | % of complaints responded to within WBC target times of Level 1 (10 days).   | <b>New</b> - This indicator replaces M3 and will show % of complaints responded to within the target time for Level 1 complaints only.     |
|                 | CP4         | % of complaints responded to within WBC target times of Level 2 (15 days) (higher outturn is better).                          | <b>New</b> - This indicator replaces the M3 and will show % of complaints responded to within the target time for Level 2 complaints only. |
| No change       | New         |  | Discontinue  |

## Customer Service Review Update

- The 'Customer Service Review' update report was presented to the Executive on the 28 November 2018. The first stage of the review is due to be completed in June 2018, and proposes a review of 'Service Standards', 'Performance Management Framework' and the 'Customer Service Strategy'.
- The Customer Service Foresight Group is working on proposals to reliably and accurately measure customer satisfaction going forward. A list of all customer satisfaction surveys currently run in various areas throughout the Council is being reviewed to ensure consistency of approach and how they can be monitored as part of the council's Performance Management Framework.

## Community Wellbeing

### Performance in Quarter 2

- Out of the 6 performance indicators with associated targets, only 1 was off target by more than 5%, which is CS2: number of visits to Farnham Leisure Centre.

### Leisure

- The number of visits to the Farnham Leisure Centre in the second quarter fell by 2.74% from 133,357 in Q1 to 129,700 in Q2. The attendance at that time of year is always lower as can be observed in previous years, however this indicator has been showing a downward trend since July 2016 (Q2 2016/17), with only 1 quarter out of 5 meeting the target of 140,000.

Farnham Leisure Centre has now 17 competitors within a four mile radius. This is an unprecedented amount and has grown significantly in the past year. It has an impact on the centre as residents have more choice and lower cost options including free parking. Due to the changes in the local market, it is proposed to lower the target

from 140,000 to 130,000 visits per quarter for this leisure centre starting from Q1 2018/19.

Waverley and Places for People are working in partnership to maximise the use of the centre and expand the services provided. This will include health and well-being initiatives and plans to install a new soft play and indoor climbing provision to upgrade the centre and attract new visitors.

## **Future Performance Management Reporting**

### **Leisure Indicators review proposal**

11. The Community Wellbeing O&S Committee are recommending a review of the leisure centre indicators, to find a more meaningful way of measuring leisure centre performance. The current method doesn't take into consideration the population size and the number of visitors does not always reflect the overall performance of the centre. If the committee agrees, the officers will conduct a review and prepare a report with the proposed changes that will be presented in March, in time to implement any new indicators for Q1 in 2018/19.

## **Environment**

### **Performance in Quarter 2**

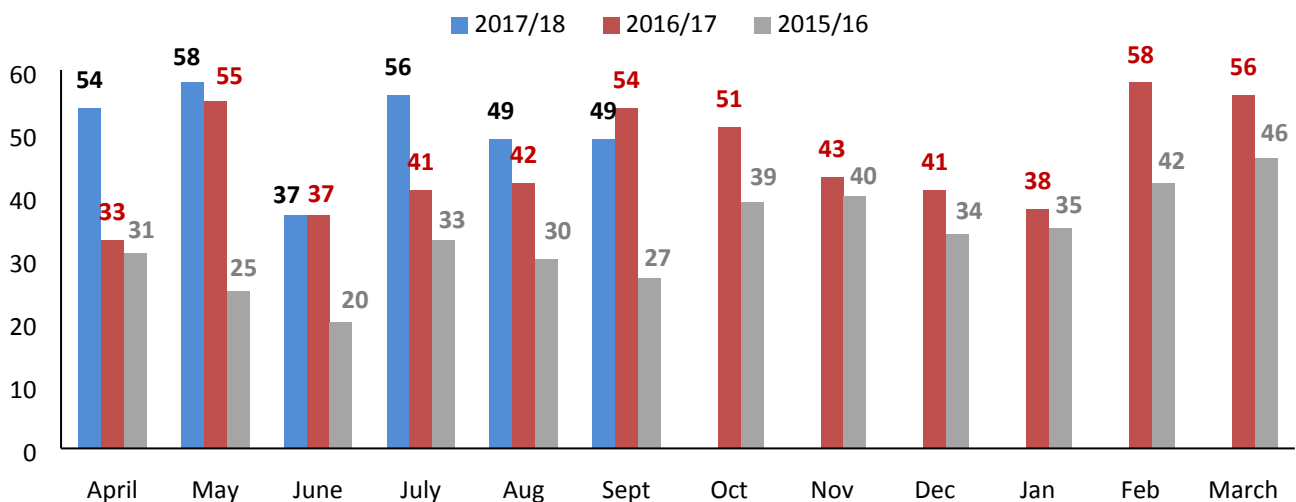
#### **Planning**

12. Out of the 11 Planning performance indicators which have associated targets, 9 were on target, 1 was within 5% (P5: percentage of tree applications determined within 8 weeks) and 1 was off target by more than 5% (P2: planning appeals allowed, cumulative year to date)
13. The performance on processing major [P151], non-major [P153], other [P123] as well as residual applications [LP9] was well within target. However, the number of '*planning appeals allowed (cumulative year to date)*' [P2] increased from 3 in Q1 to 13 in Q2, with the overall number of appeals also raising from 11 in Q1 to 35 in Q2. This takes the PI beyond the target by 23.67% and takes it into red.
14. A very strong performance from the team has meant that all enforcement cases were actioned within the 12 weeks of receipt [P4] and the indicator exceeded the target of 75% by 33.33%.
15. There were no *affordable homes delivered* [P6] for the second quarter running, however there are 66 homes expected to be delivered by the end of March 2018. There were 17 *affordable homes permitted (homes granted planning permission)*' [P7] in the second quarter.
16. A very good performance from the Building Control team in this quarter meant that only 6 out of 106 Building Control Application [P8] checks missed their 10 days target with a resulting improvement of 6.35% over the preceding quarter and keeping well with target.

## Environmental Services

17. Environmental Services performance improved in some areas with 4 out of 8 indicators meeting targets, 2 were up to 5% off target and the remaining 2 were over 5% off target.
18. The *'residual household waste per household (kg)'* [NI191] saw an improvement with a further small decrease this quarter taking it to the lowest waste level since Q1 2016/17. This indicator has now returned to amber with the performance only 4.58% off target. A reduction in household waste is linked to increased food waste being recycled following a successful promotional scheme to encourage people to use the food waste service.
19. The *'percentage of household waste sent for reuse, recycling and composting'* [NI 192] continued to improve and exceeded the target of 54% by 5.94%.
20. The *'MRF Reject Rate'* [E1] saw an increase from Q1, thereby missing the target by 17.6% and the performance status changing to RAG rating red. Whilst it is not certain why there has been a dip in performance, it is thought to be linked to the use of agency staff during the summer holiday season, who might not apply the contamination policy as well as the regular crew. Contamination from the bring sites is also likely to be a contributing factor.
21. The *'average number of days to remove fly-tips'* [E2] has improved further, exceeding the target of 2 days by 20%. The consistent performance for this indicator is due to close monitoring of the contractors through regular meetings to ensure targets are being met. There was a small increase in fly-tipping incidents in the second quarter, with a total of 154 cases in comparison to 149 in the previous quarter.

**Number of Fly Tipping Incidents  
April 2015 - March 2018**



22. The performance for the *'percentage of compliance for litter and detritus'* [E3] is measured by the percentage of inspections that meet the DEFRA code of practice on litter and detritus. Performance improved by 6.98% to 92% from the preceding quarter bringing it within target. There has been a lot of work done between Veolia and Waverley in the previous quarter to improve the service.
23. The performance on the *'average number of missed bins per 104,000 bin collections each week'* [E4] showed a dip in performance from 40 in Q1 to 47 in Q2. Although the performance continued to remain off target by more than 5%, only 0.05% out of

104,000 total bins were not collected on time. Regular meetings continue to be held with contractors to monitor and improve performance.

24. There was a continued excellent performance from the Environmental Health inspection team in Q2 with all '*higher risk food premises inspections*' [E5] being carried out within 28 days of being due.

### **Future Performance Management Reporting**

25. It is proposed to review the target for the E4 indicator '*average number of missed bins per 104,000 bin collections each week*'. The current target of 26 missed bins permitted in a quarter was set at an extremely low level and hasn't been met since the data was first collected in Q3 of 2014/15. The contractual level at which penalties can be imposed on the contractor is set at 50 missed bins. It is therefore proposed to change the target of 26 to 50 missed bins per quarter effective from the Q1 2018/19.

## **Housing**

### **Performance in Quarter 2**

26. Out of the 7 Housing performance indicators which have associated targets, 6 met their targets and only 1 was off target by less than 5% (H5: percentage of estimated annual rent debit collected).
27. In the second quarter the average number of working days taken to re-let homes was 17 being within the target of 20 by 15%. 44 homes were re-let overall. 79.5% (35) of homes were let within 20 working days and all of the remaining ones were re-let within a 6 week period.
28. The performance with regards to the annual rent debit collected [H5] dipped slightly in the second quarter and missed its target by 0.8%. The reduction in the total rent collected is linked to the additional work undertaken to get accounts in credit.
29. The team have also been working to prepare for the further rollout of Universal Credit. The national pilot and early roll out of Universal Credit has indicated that social tenants have increased risk of rent arrears. The team have identified the risk and mitigations to protect Waverley's rental income.
30. The team also work to promote good budgeting and money management. Joint working with, and signposting to, the Waverley Citizens Advice has assisted tenants in managing finances and addressing rent arrears and other debts.

### **Future Performance Management Reporting**

31. The O&S Committee is recommending the inclusion of a new performance indicator which will allow the amount of rent arrears to be monitored and the data collection would start from the first quarter 2018/19.

### **O&S Committees Comments and Observation**

Each Overview and Scrutiny Committee considered the performance reports at their individual meetings, and their observations and comments (except for Housing O&S below) will come to follow.

## **Housing OS Committee Observations**

(from the meeting on 14/11/2017)

32. The Housing Overview & Scrutiny Committee reviewed performance management indicators for the Housing Service for Quarter 2, 2017/18 and was pleased to see the good performance overall. In particular, the Committee congratulated Officers for getting the void re-let performance back on track in the second quarter.
33. The Committee noted that rent collection was slightly below target due the number of rent accounts in credit. Waverley's rent arrears amounted to less than 1% of the rent roll which was one of the best performances in the country. However, the Committee was concerned about the impact of the roll-out of Universal Credit on rent collection, and felt that it was important that rent arrears were monitored as part of the suite of performance management indicators, as well as rent collection.
34. The Committee noted that Officers worked closely with Waverley Citizen Advice on debt management, but they were also exploring how best to mitigate the risk of Universal Credit and take a more sophisticated approach to the management of rent accounts. Specialist software had been identified that would enable proactive management of rent accounts and reduce the risk of arrears increasing, and this would be bid for in the 2018/19 budget process.
35. The Housing Overview & Scrutiny agreed to recommend to the Executive that funding is prioritised in the 2018/19 budget for specialist rent management software to support officers maintain Waverley's good performance on rent collection, bearing in mind that rental income drives the Housing Revenue Account Business Plan. Officers were asked to include data on rent arrears in future performance reporting and going forward from the first quarter of 2018/19 a new indicator will be established to monitor performance.

## **Recommendation**

It is recommended that the Executive:

1. considers the performance figures for Quarter 2 and agrees any observations or recommendations about performance and progress towards targets;
2. approves the changes highlighted in this report to the complaints indicators on adopting the new Complaints Handling Policy;
3. endorses the change of target for the indicator CS2 (*the number of visits to Farnham Leisure Centre*);
4. agrees a review of Leisure Centre indicators;
5. approves the change to the target of the E4 (missed bins) indicator from 26 to 50; and

6. endorses inclusion of a new Housing indicator to measure Rent Areas starting from Q1 2018/17.

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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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### **CONTACT OFFICER:**

**Name:** Nora Copping

**Telephone:** 01483 523465

**E-mail:** [nora.copping@waverley.gov.uk](mailto:nora.copping@waverley.gov.uk)