

**WAVERLEY BOROUGH COUNCIL**  
**VALUE FOR MONEY & CUSTOMER SERVICE**  
**OVERVIEW & SCRUTINY COMMITTEE**  
**26 MARCH 2018**

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**Title:**

**PERFORMANCE MANAGEMENT REPORT**  
**QUARTER 3, 2017/18**  
**(OCTOBER – DECEMBER 2017)**

**[Portfolio Holder: Cllr Tom Martin, Cllr Ged Hall]**  
**[Wards Affected: All]**

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**Summary and purpose:**

This report provides an analysis of the Council's performance in the third 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. As agreed by the Committee at the 26 June 2017 meeting, performance indicators are reported on an exception basis only. Therefore this report will only focus on 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.

### Performance in Quarter 3

2. Out of the 8 performance indicators with associated targets, 5 are within target, 1 is outside by up to 5% and 2 are off target by more than 5%.

### **Finance**

3. In the third quarter 5 out of 28 total invoices from small/local businesses took longer than 10 days to be paid. Although the indicator has now fallen into 'red', this isn't unusual for a small pool of data, where 1 invoice constitutes 3.57% of the overall total, and therefore disproportionately affects the overall percentage. The team has advised that the payments are run twice a week and each invoice requires departmental approval, which is sometimes delayed due to staff external engagements and annual leave. It is worth noting that all remaining invoices were paid in under 20 days.

### **Complaints**

4. The *total number of complaints received* [M2] in the third quarter has further decreased from 111 in Q2 to 93 Q3, which is the lowest level since Q2 2015/16. The service areas with the largest number of complaints were Housing Operations (40), Planning (30) and Environment (11). The third quarter has seen only 12 complaints being escalated to the *Level 3 (Executive Director and Ombudsman complaints)* [M1].
5. The quantity of complaints dealt with within the target timescale, although still off target, has improved by 3% from the preceding quarter. A handful of more complex level 3 cases have affected the figures. For comparison there were 93% of Level1, 80% of Level 2 and 60% of Level 3 complaints dealt with within their target response time.

### Future Performance Management Reporting

#### **Complaints Handling Policy Changes**

6. The changes to the Corporate Complaints Handling Policy were approved by the Executive on the 6 February 2018. A new 2 stage process will be introduced and the data collection for the revised set of indicators will start from the 1 April 2018. The table below presents the changes to the complaints indicators.

Current PI ref.	New PI ref.	PI Description	Proposed Changes
M1	N/A	Number of Level 3 (CEX) and Ombudsman complaints received.	PI 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.

<b>M3</b>	<b>N/A</b>	% of complaints responded to within WBC target times of Level 1 (10 days) and Level 2, 3 (15 days) (higher outturn is better).	This PI will be discontinued and replaced by 2 new indicators (CP3 & CP4) which will show separate response times for Level 1 and Level 2
	<b>CP3</b>	% 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.
	<b>CP4</b>	% of complaints responded to within WBC target times of Level 2 (15 days) (higher outturn is better).	<b>New</b> - This indicator replaces M3 and will show % of complaints responded to within the target time for Level 2 complaints only.
No change	New		Discontinue

### **Recommendation**

It is recommended that the Value for Money & Customer Service Overview and Scrutiny Committee considers the performance figures for Quarter 3 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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