

# **WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE - 10 APRIL 2018**

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**Title:**

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

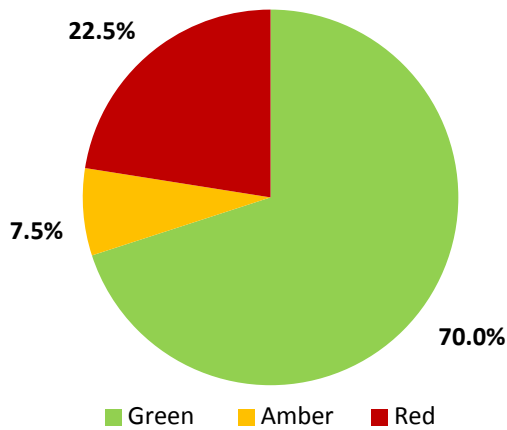
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**Introduction**

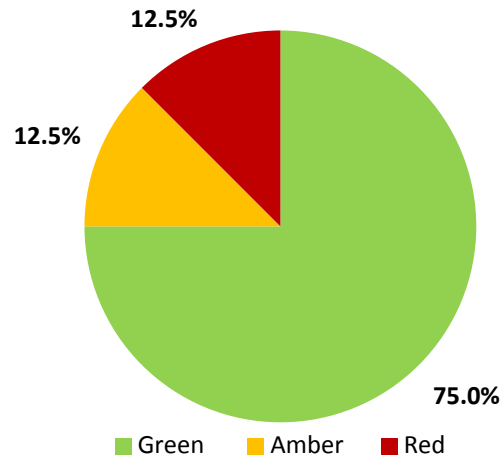
1. Out of the 40 performance indicators with associated targets, 28 were within target, 3 were outside by up to 5% and 9 were off target by more than 5%.

	Q3 2017-18		Q2 2017-18	
Green	70.0%	28	75.0%	30
Amber	7.5%	3	12.5%	5
Red	22.5%	9	12.5%	5
Total:		40		40
No Target		9		9

**Q3 2017-18  
Performance Indicators  
Summary**



**Q2 2017-18  
Performance Indicators  
Summary**



### Value for Money and Customer Service O&S Committee

#### Performance in Quarter 3

- 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**

- 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. It is worth noting that all remaining invoices were paid in less than 20 days.

#### **Complaints**

- 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 Level 1, 80% of Level 2 and 60% of Level 3 complaints dealt with within their target response time.

### **Community Wellbeing O&S Committee**

#### **Performance in Quarter 3**

6. Out of the 6 performance indicators with associated targets, 3 are performing on target, 1 missed the target by less than 5% and 2 fell into red being off target by more than 5%.

#### **Leisure**

7. CS1 (*the number of access to leisure cards issued*) which relates to discounted membership cards for residents in receipt of certain benefits has dropped by 157 and missed the target by 29.53%. The team advertises this service and there are also leaflets in the centres, however the Council have very little influence over the performance of this indicator and a revised measurement option will be provided in the Leisure Centres Indicator Review.
8. The *number of visits to Farnham Leisure Centre* [CS2] has seen a small improvement but is still missing the target by 6.42%. The decrease in visitor numbers was discussed at the February meeting and it was agreed that the target would be reviewed along with the other Leisure Centre PIs.
9. The two weeks gym closure at the Godalming Centre [CS6] in October, necessary for the refurbishment works, has affected the number of visits and the indicator has fallen into amber. The performance started to pick up once the gym reopened and the figures are expected to return to normal levels in the next quarter.

#### **New Indicators for 2018/19**

10. The following performance indicators will be included from April 2018:

##### **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 overall success rate per quarter (target of 75%)
- Apprentice timely success rate per quarter (gaining qualification in the time expected) (target of 70%)
- Number of learners on study programmes cumulative year to date (target of 30 per year)
- Quarterly apprentice enrolment number (between September and July) (target 30 per quarter)

## Environment O&S Committee

### Performance in Quarter 3

#### **Planning**

11. Out of the 11 Planning performance indicators which have associated targets, 10 are on target and 1 is off target by more than 5%.
12. Members may be aware that as part of the Growth Agenda targets have been set by Government for Local Authorities in relation to achieving both speed and quality of decisions. The consequence of underperforming on these two targets is the prospect of designation as a “Poorly Performing Authority”. On designation, applicants can choose to apply directly to PINS for permission on Major developments, cutting out the Planning Authority from the process. Waverley has been performing well against the speed indicators with all types of applications being processed well within target times.
13. The Government’s quality indicator states that no more than 10% of Major and Non-Major decisions should be overturned (allowed) at appeal, once nine months have elapsed following the end of the assessment period. The assessment period ended at 31 March 2017 with the 9 month lag period for appeal decisions to be processed taking it up to December 31. The National Indicators measuring quality of decisions are P152 (P3) *Major planning appeals* and P154 *Non-major planning appeals*. At the end of the third quarter performance on both these indicators was within target. However, the most recent figures at the end of January 2018 show that nearly 9.09% appeals were allowed against the governmental 10% target. As the indicator works on an accumulative figure it is possible that in the fourth quarter the performance will exceed the target of 10%. The current assessment period however ended on 31 December and indications are that Waverley is not being considered for special measures based on those performance figures. The next assessment period has not yet been announced but will almost certainly include the current year’s performance.
14. Measures have already been put in place to address the performance on appeals including additional training for councillors and officers and the adoption of the Local Plan Part 1 will provide a more robust framework to ensure full compliance with governmental guidelines. The officers have also included a performance section in each planning committee agenda to provide a monthly update with the most up-to-date statistics and to raise members’ awareness of the overall planning performance. The improvement trends should be seen in the coming months.
15. The local indicator ‘*planning appeals allowed (cumulative year to date)*’ [P2] is measured in a different way to the Government’s indicator as it measures appeals allowed divided by the total number of planning appeals. In Q3, 25 out of 60 appeals were allowed and performance remains in the red. The measures mentioned above to improve performance should also reap benefits in this indicator in the future.

#### **Environmental Services**

16. Environmental Services performance has dropped in the third quarter with 2 amber indicators falling into red. Out of the total of 8 indicators with associated targets, 4 are performing on target and the remaining 4 are below the target by more than 5%. These relate to the levels of residual household waste, the materials recycling facility reject rate, street cleaning and inspections of food premises.

17. The '*residual household waste per household (kg)*' [NI191] has increased in the third quarter, turning from amber to red status. This is quite typical for the third quarter with an increase in waste relating to Christmas and is comparable in level with the corresponding quarter last year.
18. The '*MRF Reject Rate*' [E1] shows a slight improvement over the preceding quarter. This indicator has a very small margin attached with 0.33% pushing it into red. Despite this, the overall reject rate is comparatively very small.
19. The performance for the '*percentage of compliance for litter and detritus*' [E3] has fallen from 91.90% in Q2 to 73% in quarter 3 and shows the lowest level of performance since the start of the data collection in 2011. The increased leaf fall in the autumn created a peak in demand. The team has worked very closely with the contractor to deliver the same improvements as they achieved for the refuse service. The analysis of street cleaning inspections has now been added to their weekly performance report to allow for an early awareness of issues and their mitigation. The contractor has also hired three additional sweepers and drivers to support their regular resources to deliver an improvement; this includes weekend working.
20. Out of 16 '*higher risk food premises inspections*' [E5], 15 were carried out within 28 days of being due. Due to a smaller pool of data where 1 case constitutes as much as 6.25% this indicator has fallen into red. However, only 1 case took longer to resolve due to workload demands on the team.

### **Housing O&S Committee**

#### **Performance in Quarter 3**

21. 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).
22. The amount of annual rent debit collected [H5] dipped slightly in the third quarter and missed its target by 1.34%. The reduction is linked to the water charge credit and additional work undertaken to get accounts in credit.

### **Overview & Scrutiny Committees Comments and Observations**

Each Overview & Scrutiny Committee considered the performance reports at their individual meetings, and their observations and comments are set out below.

#### **Value for Money & Customer Service**

(from the meeting on the 26/03/2018)

23. The Committee noted that only two indicators were off target by more than 5%. One of these related to invoices paid to small businesses; however the Committee noted that due to the small sample size, any fluctuation in performance had a significant effect on the percentage. Performance in relation to complaints was also still below target, this was due to a small number of more complicated Level 3 complaints which had taken longer to resolve, nevertheless, the Committee was pleased to note that overall performance on complaints had improved slightly since the last quarter.

24. The Committee was also pleased to note the excellent performance in the Benefits service following the 'systems thinking' review and looked forward to this being rolled out to other areas of the organisation.
25. Members expressed some concern over the levels of staff turnover, which was around 5% each quarter, and suggested that this be closely monitored. The Committee acknowledged that some level of turnover was understandable however was concerned about a loss of expertise within the organisation. It therefore requested that officers produce an analysis of staff turnover, to include a break down by levels of seniority. The Committee also noted that some areas of the organisation were currently undergoing restructures and suggested that once these had been completed, a benchmarking exercise be undertaken.

### **Community Wellbeing**

(from the meeting on the 13/03/2018)

26. The Committee noted that there were two underperforming performance indicators; CS1 – Number of Access to Leisure Cards issues and CS2 – Number of visits to Farnham Leisure Centres. Members noted that the number of access cards issued had dropped significantly by 157 and at its lowest level since Quarter 3 in 2013/14. The Council though had little influence over the performance of this indicator and it was proposed to include this indicator in the review of them. Members agreed that this performance indicator provided little information to the Council and what might be a better indicator, would be to monitor how many with the card actually used it, and visited the centre. Members asked if there was a way of working with the Benefits Service to be more proactive in promoting the cards and Kelvin Mills agreed that he would go back to the Benefits Service and see what could be done.
27. In relation to Farnham Leisure Centre, there had been a small improvement in attendance, and the performance was now 6.42% below the target. The proposed changes of the target would be included in the indicator review. Members noted that Farnham had 17 competitors in the near vicinity which probably was the main factor for its numbers being low. It was still a very good centre though offering a good service to the community. It was further noted that a report was shortly going through the Executive about investment in the Boroughs Leisure Centre and it was proposed to offer further services to Farnham Leisure Centre which had the potential to increase its numbers. A question was asked about the performance of The Edge, and Members were advised that The Edge was a dual use facility, of which was shared with the school. Consequently, they could only use it when the school wasn't which would limit the number of people using the facility.
28. The Committee noted that some initial changes has been proposed for new indicators which are noted 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)

29. They would be looking at the end of the year to review all the current performance indicators to be used in future to scrutinise performance.

### **Environment**

30. The Environment Overview & Scrutiny Committee was pleased to see that the good performance overall had continued in Quarter 3, with no new areas of concern evident. The Planning Development Improvement Plan was progressing well and the actions should result in improved performance on planning appeals.

31. The Committee recognised that many of the Environmental Services indicators were not entirely within the control of the Council, and reflected the action and behaviour of residents. The contractor performance on street cleaning (litter and detritus) was very disappointing, and the Committee was pleased to see the remedial action that Officers had agreed with Veolia.

### **Housing**

32. The Housing Overview & Scrutiny Committee was delighted to see the continued excellent performance across the Housing Service. The Committee was particularly pleased that the performance on re-letting void properties is achieving the 20-day target, as this is a key indication that teams across the Service are working together effectively to provide homes for residents in housing need.

33. The Committee understands the reason for the rent collection indicator being 'off target' and has noted that a consequence of this is that the level of rent arrears is well below that of 2016/17.

### **Recommendation**

It is recommended that the Executive considers the performance figures for Quarter 3 and agrees any observations or recommendations about performance and progress towards targets.

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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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