

WAVERLEY BOROUGH COUNCIL

**VALUE FOR MONEY & CUSTOMER SERVICE
OVERVIEW & SCRUTINY COMMITTEE**

25 JUNE 2018

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 4, 2017/18
(JANUARY - MARCH 2018)**

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

Summary and purpose:

This report provides an analysis of the Council's performance in the fourth quarter of 2017/18 in the service areas of Finance, Strategic HR and Complaints as well as a commentary on the year's outturn. Annexe 1 to the report details performance against key indicators.

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. 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 4 and Annual Performance Trend Analysis

- Out of the 8 performance indicators with associated targets, 4 are within target, 1 is outside by up to 5% and 3 are off target by more than 5%.

Finance

- Performance on paying invoices was off target in the fourth quarter for both invoices paid within 30 days and paying invoices from small or local businesses. 17 out of 39 invoices from small/local businesses took longer than 10 days to be paid which took performance down to 56.4%. However, all these invoices were paid within 20 days. A new Purchasing Order system was introduced in Q4 and its implementation has temporarily impacted the speed of invoice payment. Improvements are expected to be visible from Q1 when staff training is completed and the application use is well established.

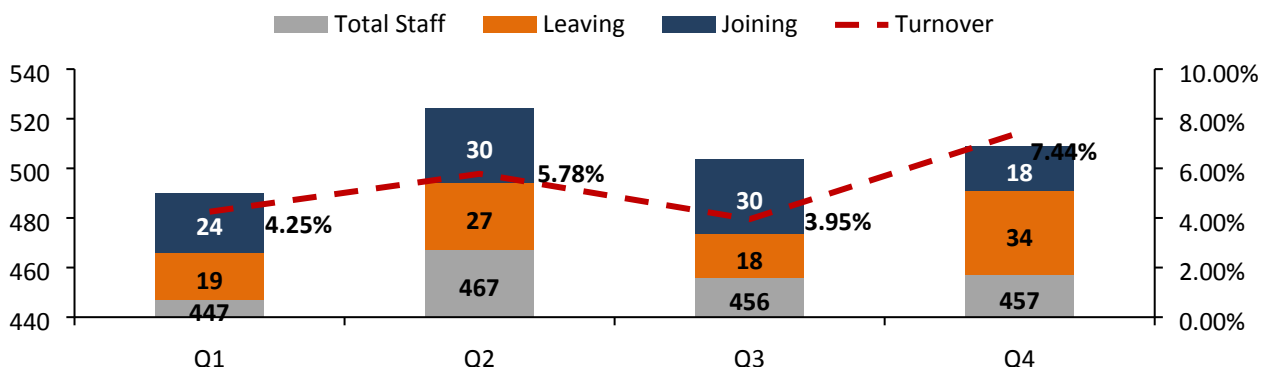
2017/18 Outturn

- When looking at the outturn for the year the Finance team have performed consistently well throughout the year. In particular there have been great improvements in the Benefits service which underwent a pilot “Systems Thinking” project which resulted in a significant reduction in benefits payments processing time. The Revenues team will be undertaking a similar review starting from May 2018 and further improvements in service delivery are expected later in the year.

Strategic HR

- The average number of working days lost due to employee sickness absence rose slightly in Q4 and this indicator missed the target by 0.13 of a day which changed the performance status to “Red”. This level of sickness is not unusual for the time of year with increased cases of seasonal cold and flu in the winter months and Waverley’s absence reporting service provider has seen a similar increase across their client base. When benchmarked against other Surrey district councils Waverley’s performance places us in the middle of the table.
- The fourth quarter has seen a 3.6% increase in staff turnover, with 34 employees leaving in the period and 18 new members of staff joining the organisation. 6 leavers relate to redundancies due to restructure. When benchmarked against other Surrey districts Waverley has the third highest turnover in the County.

2017-18 Waverley Annual Turnover Analysis



2017/18 Outturn

- A detailed analysis of the 2017/18 will be presented in a separate Strategic HR “Annual Workforce Profile Update 2017/18”, which is also part of this Agenda.

Complaints

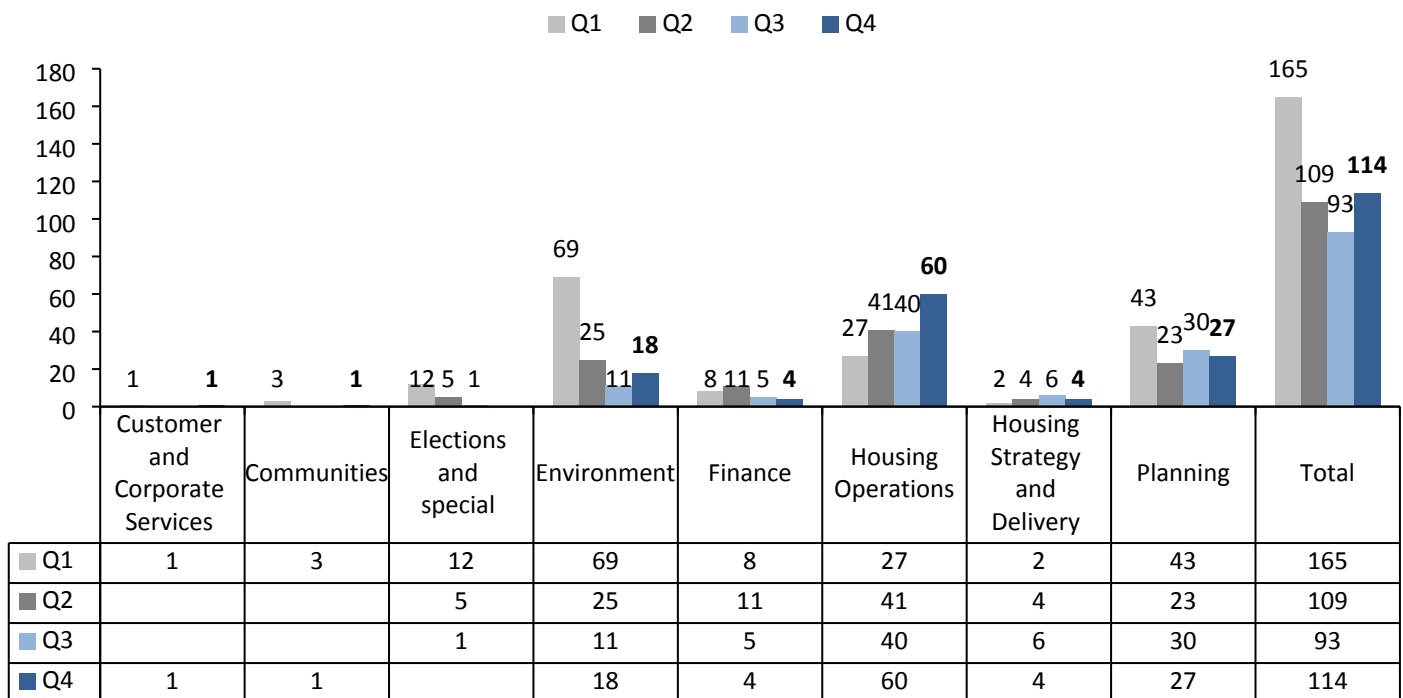
- The *total number of complaints received* [M2] in the fourth quarter has increased from 93 in Q3 to 109 in Q4, however only 9 complaints were escalated to *Level 3 (Chief Executive and Ombudsman complaints)* [M1], compared to 12 in Q3.
- The quantity of complaints dealt with within the target timescale, has fallen in Q4 due to a handful of complex cases which took longer to resolve and this has impacted on the average response rate at the Level 2 and 3. From April 2018 the new two stage process has been fully implemented. Early signs are showing that the new approach has resulted in improved response rates.

2017/18 Outturn

- When analysing the annual trends, the overall number of complaints has decreased through the year. However, the number of complaints received by the Housing Operations Property Team has significantly increased due to poor customer service from a contractor. Actions are being taken to address the issues and the improvements should be seen in the next quarter. Environmental Services improved their performance through the year with 18 complaints received in the last quarter compared with 69 received at the beginning of the year. However this earlier figure was unusually high and related largely to disabled parking.

More detailed annual per service breakdown is presented in the chart below.

Annual complaints analysis per service team (2017-18)



Future Performance Management Reporting

Finance and Strategic HR

11. There are no proposals to change the current indicator set for Finance and Strategic HR for 2018/19.

Complaints

12. The new set of indicators for monitoring complaints, approved by the Executive on the 6 February 2018, will be introduced from the start of the new financial year 2018-19 and are set out below. The statistics for the new 2 stage process will be presented to this committee at the next meeting in September 2018.

New PI ref.	PI Description
CP2	Number of Ombudsman complaints received
CP1	Total number of complaints received.
CP3	% of complaints responded to within WBC target times of Level 1 (10 days).
CP4	% of complaints responded to within WBC target times of Level 2 (15 days) (higher outturn is better).

Recommendation

It is recommended that the Value for Money & Customer Service Overview and Scrutiny Committee considers the performance figures for Quarter 4 and outturn for 2017/18 and agrees any observations or recommendations about performance and progress towards targets it wishes to make to the Executive.

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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