

**Value for Money & Customer Service**

**O&S Committee**

**Performance Management Report**

**Quarter 4, 2017/18**

**(January - March 2018)**

RAG Legend		Graph Lines Legend	
On target	Green	Waverley 2017/18 (current year outturn)	
Up to 5% off target	Amber	Waverley 2016/17 (prior year outturn)	
More than 5% off target	Red	Waverley Target	- - -
Data not available	Not available		
Data only / no target / not due	No Target		

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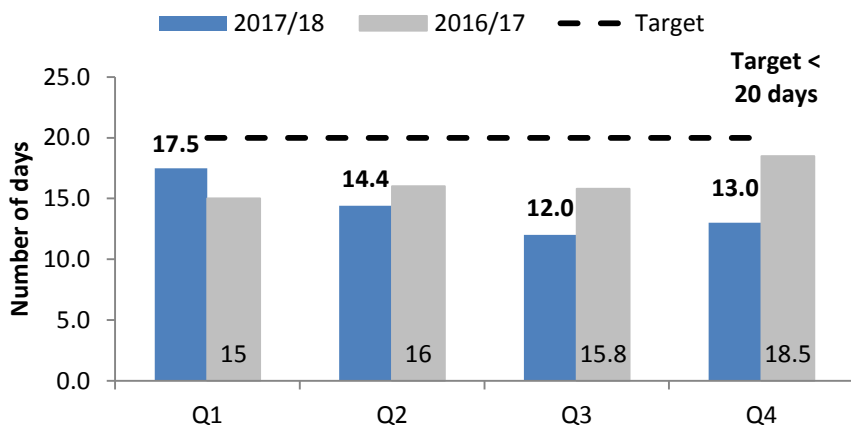
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**FINANCE:**  
NI 181a Time taken to process Housing Benefit support new claims

GREEN

Time taken to process Housing Benefit  
(lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	17.5	15	20
Q2	14.4	16	20
Q3	12.0	15.8	20
Q4	13.0	18.5	20

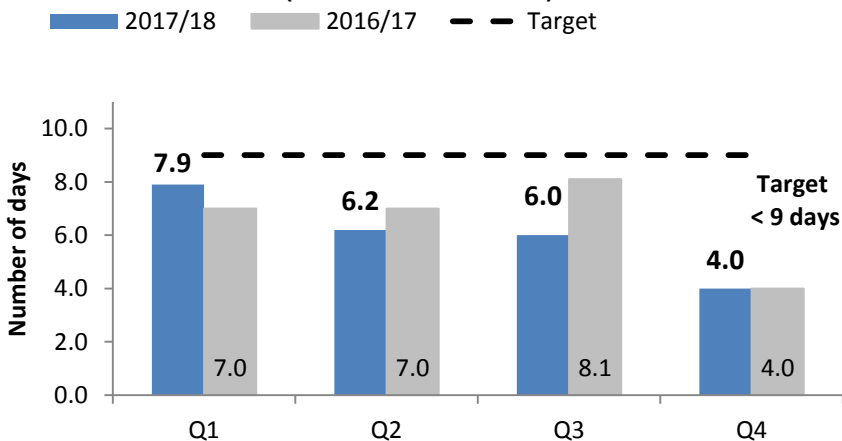
**Comments**

The time taken to process new claims has increased slightly, however when analysing annual trend, a great improvement has been made since last year with the overall time shortening by 5.5 days due to service improvements implemented as part of the 'Systems Thinking' project.

**FINANCE:**  
NI 181b Time taken to process Housing Benefit change events

GREEN

Time taken to process HB support change events  
(lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	7.9	7.0	9
Q2	6.2	7.0	9
Q3	6.0	8.1	9
Q4	4.0	4.0	9

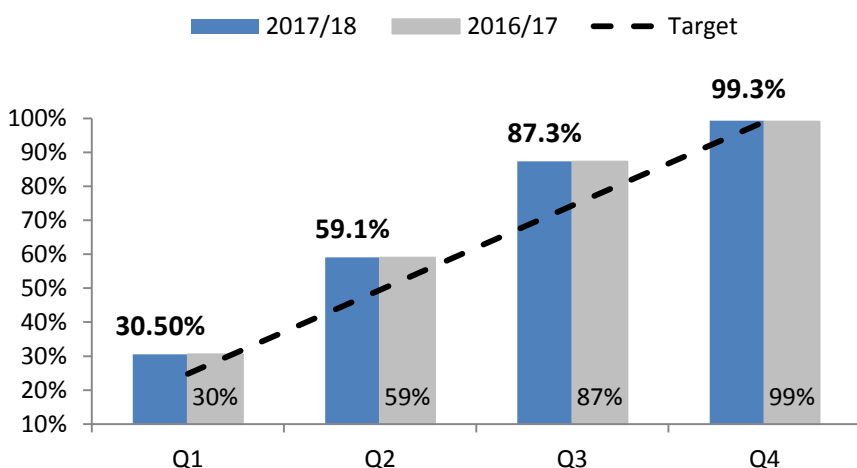
**Comments**

The time taken to process event changes has further shortened by 2 days from the last quarter, showing a nearly 4 day reduction in processing time through 2017/18. The continuous improvement is linked to the process changes implemented as part of the 'Systems Thinking' project.

**FINANCE:**  
F1: Percentage of Council Tax collected

GREEN

% of Council Tax collected (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	30.5%	30.5%	24.8%
Q2	59.1%	59.0%	49.5%
Q3	87.3%	87.2%	74.3%
Q4	99.3%	99.0%	99.0%

**Comments**

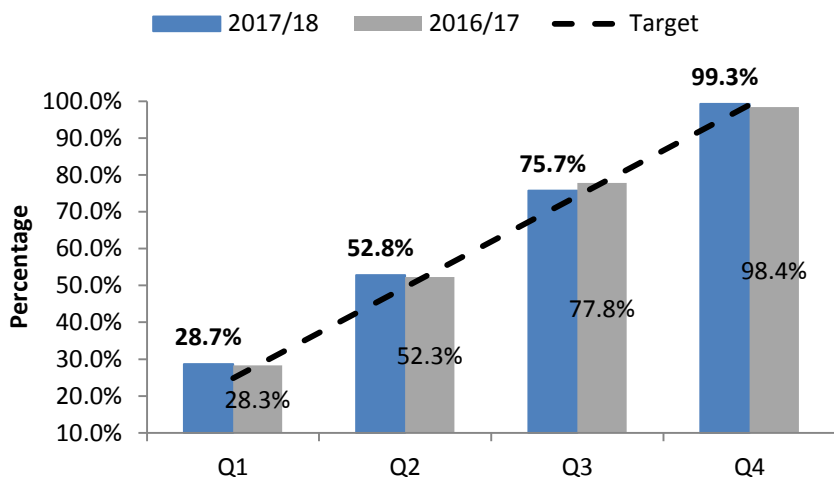
The annual Council Tax collection has closed the year with only 0.7% of tax outstanding for collection. This is a very good performance from the Revenues Team, exceeding the target and the Q4 2016/17 collection level.

**FINANCE:**

**F2: Percentage of non-domestic rates collected**

**GREEN**

**% of non domestic rates collected (higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	28.7%	28.3%	24.8%
Q2	52.8%	52.3%	49.5%
Q3	75.7%	77.8%	74.3%
Q4	99.3%	98.4%	99.0%

**Comments**

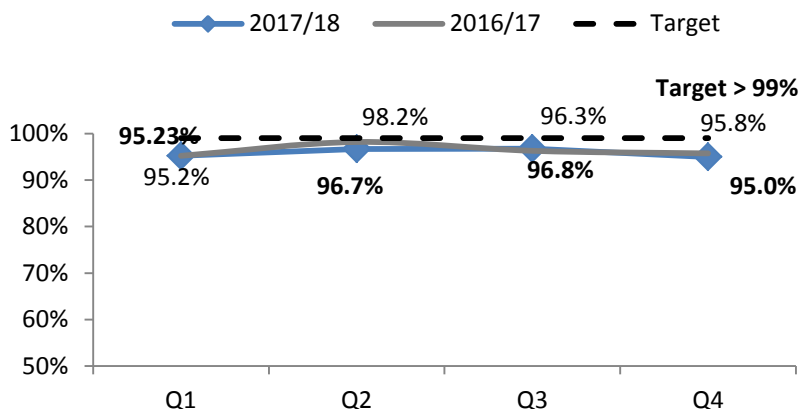
The annual non-domestic rates collection has closed the year with only 0.7% of tax outstanding for collection. This is a very good performance from the Revenues Team, exceeding the Q4 2016/17 collection level and the annual target.

**FINANCE:**

**F3: Percentage of invoices paid within 30 days or within supplier payment terms**

**AMBER**

**% of invoices paid within 30 days or within supplier payment terms (higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	95.2%	95.2%	99%
Q2	96.7%	98.2%	99%
Q3	96.8%	96.3%	99%
Q4	95.0%	95.8%	99%

**Comments**

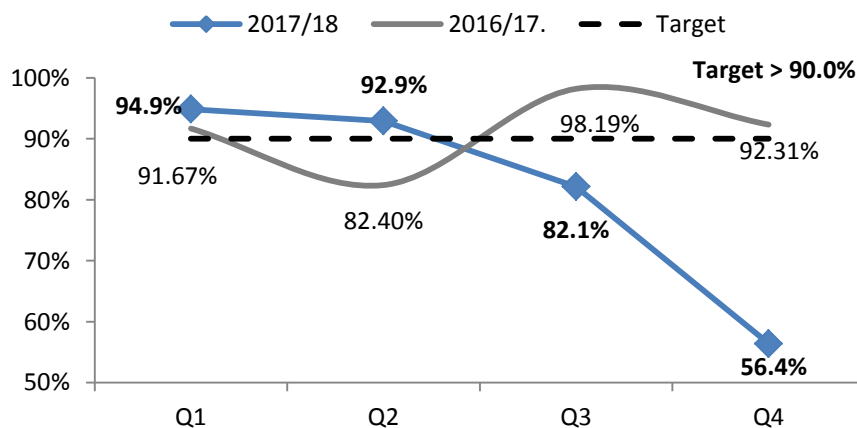
There was a small dip in the Q4 performance due to a higher workload volume with an additional 96 invoices being processed when compared to Q3. Out of a total of 1059 invoices 1006 were paid on time, compared with 932 out of 963 invoices paid on time in Q3.

**FINANCE:**

**F4: Percentage of invoices from small/local businesses paid within 10 days**

**RED**

**% of invoices from small/ local businesses paid within 10 days (higher outturn is better)**



Quarter	2017/18	2016/17	Target
Q1	94.9%	91.7%	90.0%
Q2	92.9%	82.4%	90.0%
Q3	82.1%	98.2%	90.0%
Q4	56.4%	92.3%	90.0%

**Comments**

The performance in Q4 was significantly impacted by the implementation of the new Purchasing Order system. Out of the 39 invoices in this category 17 missed their target compared to 5 out of 28 in the previous quarter. It is worth noting that all remaining invoices were paid within 20 days and the improvement brought by the new system should be visible from the next quarter.

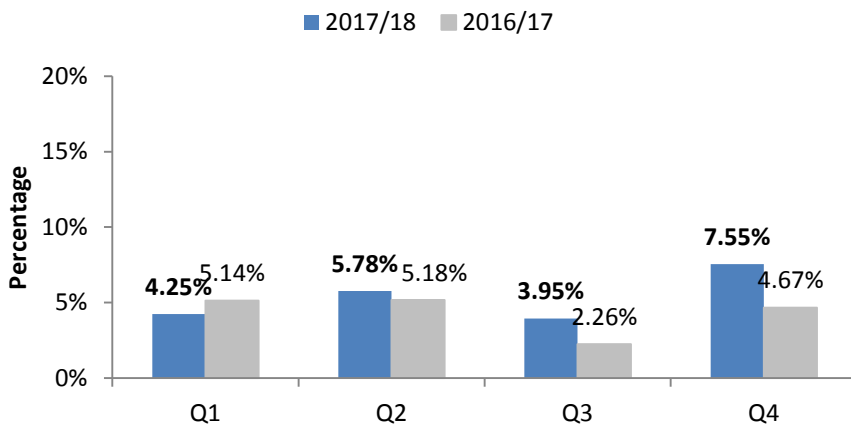
## STRATEGIC HR

### RESOURCES:

HR1: Staff turnover – all leavers as a percentage of the average number of staff in period

No target

Staff turnover - all leavers as a percentage of the average number of staff in a period



Quarter	2017/18	2016/17
Q1	4.25%	5.14%
Q2	5.78%	5.18%
Q3	3.95%	2.26%
Q4	7.55%	4.67%

#### Comments

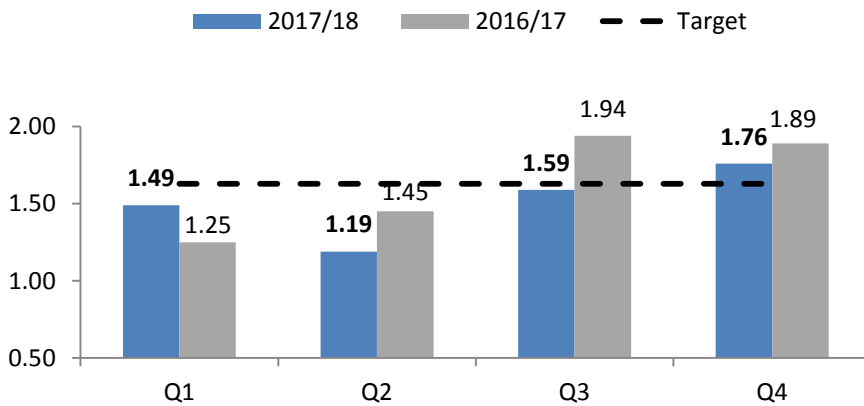
Staff turnover has increased from Q3 by 3.6% points, representing 34 members of staff leaving and 18 new starters joining. However this figure also includes 6 redundancies due to restructure which has contributed to the increase in the turnover percentage.

### RESOURCES:

HR2: Average working days lost due to sickness absence per employee

RED

Working days lost due to sickness absence (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	1.49	1.25	1.63
Q2	1.19	1.45	1.63
Q3	1.59	1.94	1.63
Q4	1.76	1.89	1.63

#### Comments

Information provided by First Care\* confirms that sickness rates have increased for Q4. This is a trend they have seen across their whole client base. It is also to be expected for the time of year. When compared to the corresponding quarter in 2016/17 a reduction in absence of 0.13 days can be noticed.

\* First Care - external absence monitoring provider

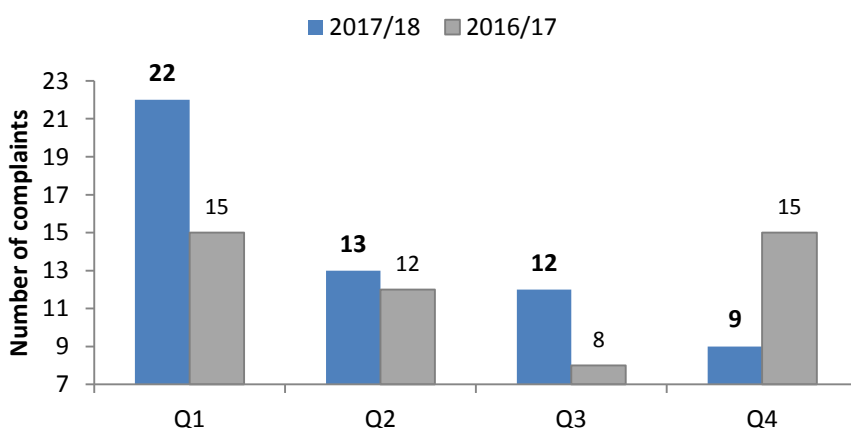
## POLICY & GOVERNANCE

### COMPLAINTS:

M1: Number of Level 3 (Chief Exec) and Ombudsman Complaints received

No target

Number of Level 3 (CEX) and Ombudsman complaints received



Quarter	2017/18	2016/17
Q1	22	15
Q2	13	12
Q3	12	8
Q4	9	15

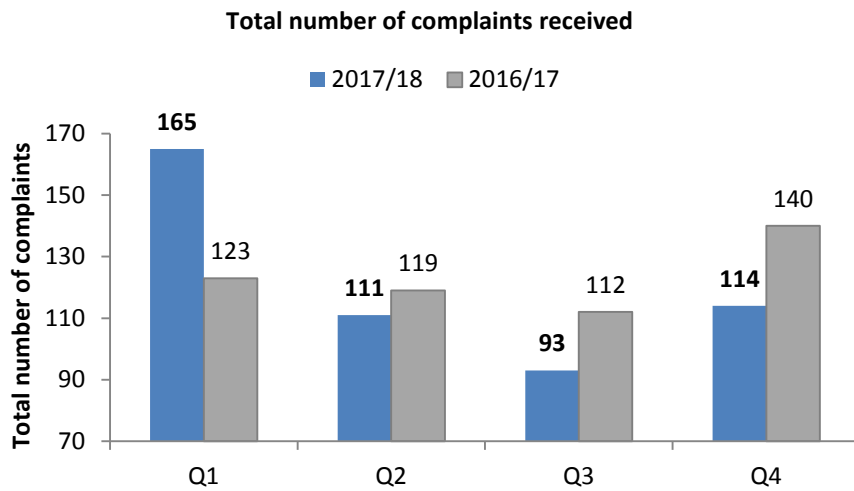
#### Comments

The number of complaints escalated to Level 3 in the fourth quarter has decreased with 3 fewer cases. These complaints related to service areas of Housing Operations (4), Housing Strategy (2) and Planning (3).

**COMPLAINTS:**

M2: Total number of complaints received

No target



Quarter	2017/18	2016/17
Q1	165	123
Q2	111	119
Q3	93	112
Q4	114	140

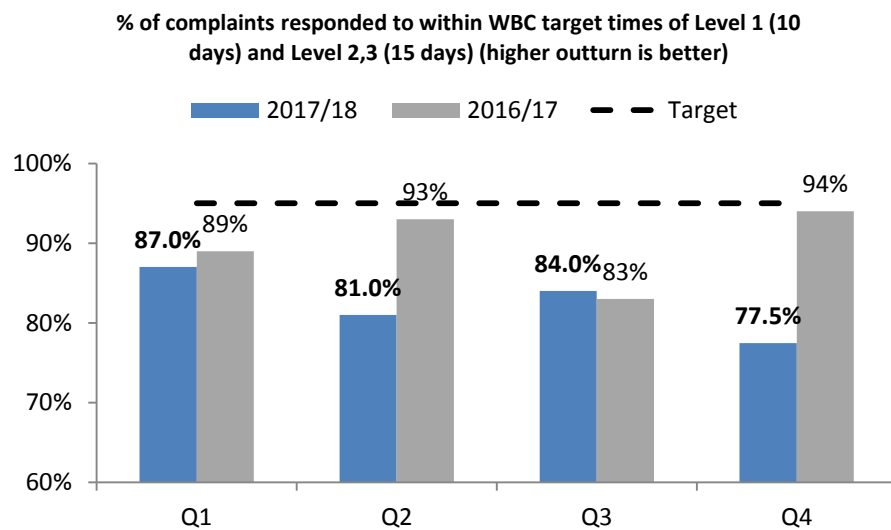
**Comments**

The total number of complaints has increased in the fourth quarter with 21 more complaints received by comparison to Q3. The areas with the largest number of complaints were Housing Operations (60), Planning (27) and Environmental Services (18).

**COMPLAINTS:**

M3: % of complaints responded to within target times of 10 working days Level 1 & 15 working days for Level 2 and 3

RED



Quarter	2017/18	2016/17	Target
Q1	87.0%	89%	95%
Q2	81.0%	93%	95%
Q3	84.0%	83%	95%
Q4	77.5%	94%	95%

**Comments**

The indicator shows a weighted average\* of different response levels, however each level has a different volume of complaints. At Level 1 the response rate was 81% for a total of 83 complaints, 64% with 22 complaints at Level 2 and a 78% response rate for the 9 complaints that were escalated to Level 3. A few more complex cases took longer to resolve and impacted

\* The weighted average for this indicator is calculated as per below formula:

NL1 - Number of Level 1 Complaints

NL2 - Number of Level 2 Complaints

NL3 - Number of Level 3 Complaints

%L1 - Percentage of Level 1 complaints Responded on time

%L2 - Percentage of Level 2 complaints Responded on time

%L3 - Percentage of Level 3 complaints Responded on time

$$\text{Weighted average} = \frac{(NL1 \times \%L1) + (NL2 \times \%L2) + (NL3 \times \%L3)}{(NL1+NL2+NL3)}$$