

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 10 JULY 2018

Title:

**PERFORMANCE MANAGEMENT REPORT Q4 2017/18
(JANUARY – MARCH 2018)
AND SERVICE PLANS OUTTURN REPORT 2017/18**

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

Summary and purpose:

This report provides an analysis of the Council's performance across both key performance indicators (KPIs) and Service Plans for 2017/18. The Q4 and end of year analysis of the KPIs can be found in [Annexe 1](#) and the annual outturn report on Service Plans for the financial year 2017/18 can be found in [Annexe 2](#).

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

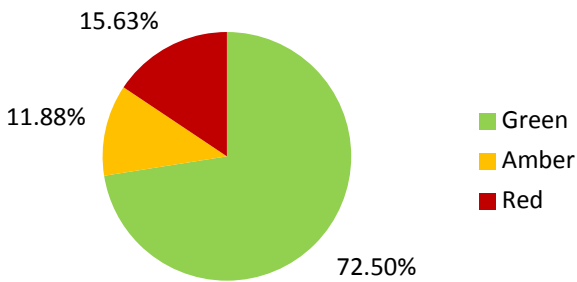
1. The annual outturn on key performance indicators (KPIs) and Service Plans across all services of the Council for the financial year 2017/18 are set out below. Each of the Overview and Scrutiny (O&S) Committees has reviewed the performance of the respective services in their remit and their comments and recommendations are included in this report.
2. The report is structured into six sections, starting with the general overview of the annual performance (the performance dashboard), followed by individual specific

Committee performance sections and the final section which includes comments and observations from the O&S Committees.

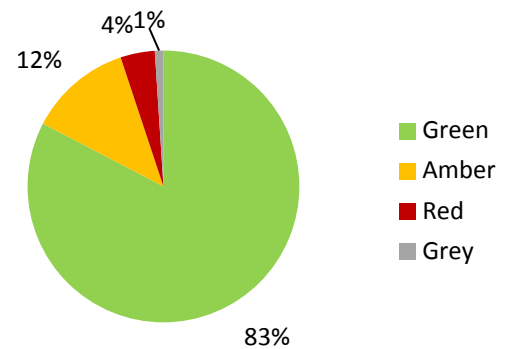
Section 1 - 2017/18 Performance Dashboard (KPIs and Service Plans)

3. Waverley services performed well in 2017/18. Over 72% of indicators performed on target throughout the year and 83% of service plan objectives were achieved. The below diagrams show aggregated percentage figures for both performance measures.

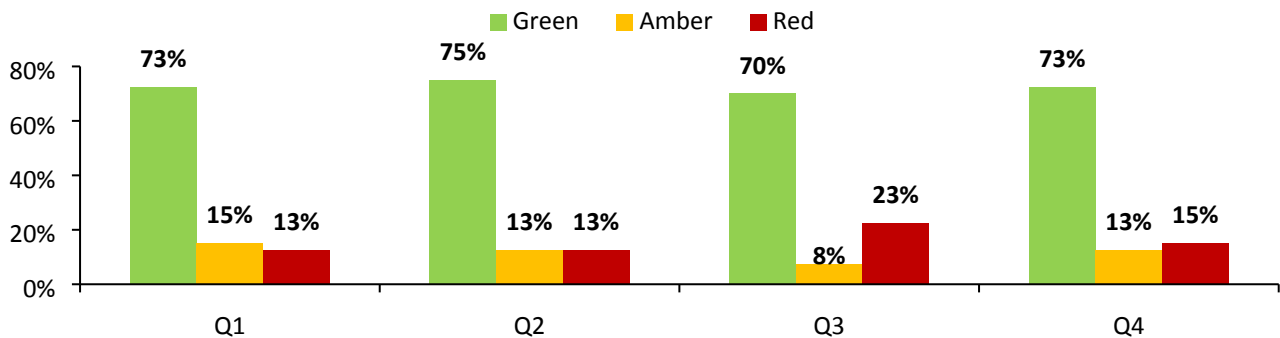
2017/18 Annual Average of KPIs Performance



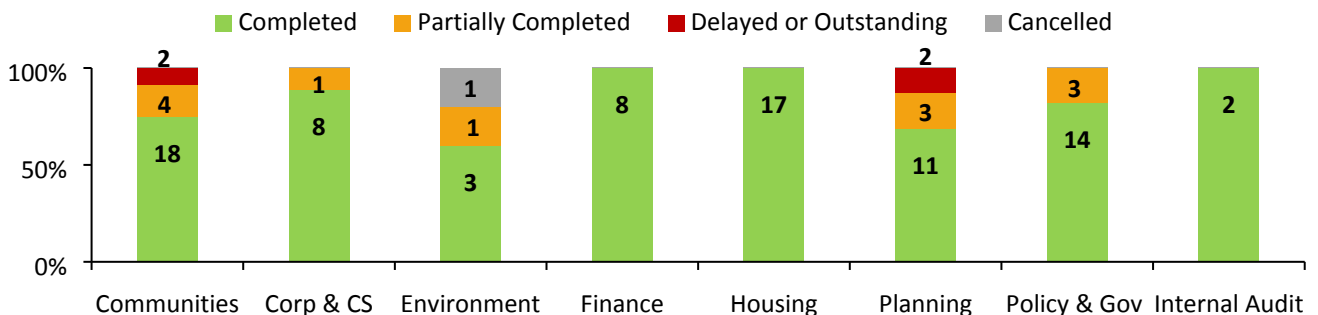
2017/18 Service Plans Completion Rate



Performance Indicators Q1 - Q4 2017/18 - % per status



Service Plans 2017/18 (Summary per service)



Section 2 - Value for Money and Customer Service O&S Committee

Summary

4. The remit of this Committee covers three service areas: Corporate and Customer Services, Finance and Policy and Governance. As of 1 April 2018, Elections and Human Resources are also part of the Policy and Governance Service.

Corporate & Customer Services

2017/18 Annual KPIs Outturn

5. This service area does not have any established KPIs. However the current customer service review will be exploring what measures could be used for performance monitoring in the future.

Service Plans 2017/18 Outturn

6. Only 1 out of 9 Service Plans objectives was not fully achieved in 2017/18. This was the delivery of the new Planning IT system and it was delayed due to issues arising during the procurement process. A new contractor has now been appointed.

Finance

2017/18 Annual KPIs Outturn

7. The Finance team has performed consistently well throughout the year with regards to council tax and business rates collection and improved processing times for new claims and events changes. However, payment of invoices to local businesses fell behind target in the last two quarters. This was due to the implementation of the new purchase order system and an improvement in performance has been seen in the first quarter of 2018/19.

Service Plans 2017/18 Outturn

8. All eight of the Finance Service Plan objectives were achieved at the end of the financial year 2017/18. The Benefits service 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.

Policy & Governance

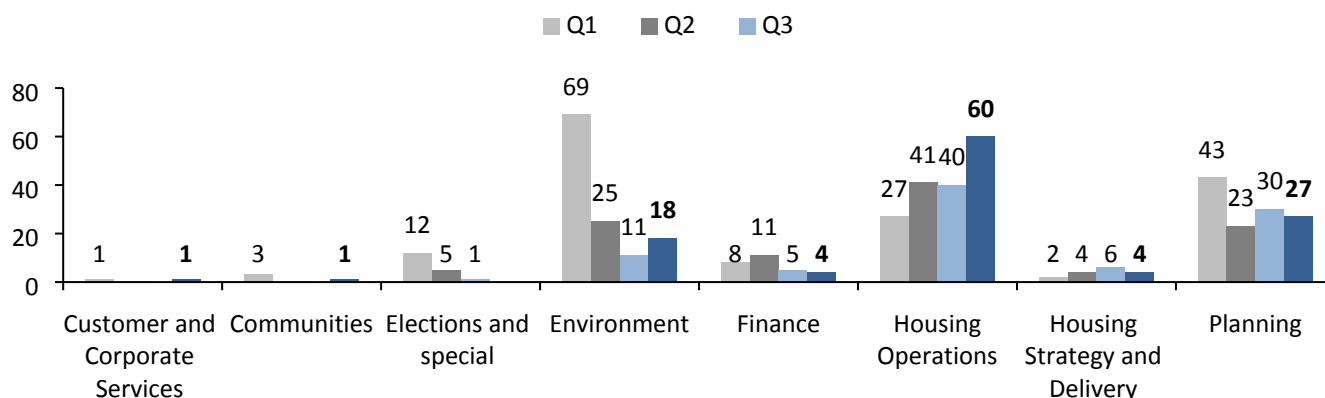
2017/18 Annual KPIs Outturn

9. The KPI relating to sickness absence remained within target up until the fourth quarter. The staff turnover KPI, for which no target is set, saw a significant increase in the fourth quarter with 34 members of staff leaving and 18 new starters joining. The increase is in part due to redundancies. The Value for Money and Customer Service O&S Committee considered a detailed report on the 25 June 2018 on the reasons for the high turnover figures.
10. The number of complaints has decreased through the year overall although 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. The number of complaints relating to Environmental Services improved

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)



Service Plans 2017/18 Outturn

11. 14 out of 17 Policy and Governance Service Plans objectives were fully achieved in 2017/18. The three which were not will be carried forward to the new financial year 2018/19. These relate to:

- The Corporate Strategy. At the start of the year, it was envisaged that the existing corporate plan would be 'refreshed' however the Council's new Chief Executive has led a more fundamental review of the corporate strategy in consultation with members and this has meant that the original timescales were not met. The new corporate strategy will be coming to the Executive in July.
- Work relating to addressing staffing gaps in the organisation. Progress has been made but this action was not complete within the year. The Council's new HR Manager will be leading work to develop a new HR strategy for the organisation and this will pick up this and other key HR issues.
- A small shortfall in the number of on-line forms going live. The project is largely complete with 90 forms now on line and 5 in progress.

Section 3. Community Wellbeing O&S Committee

Summary

12. The remit of this Committee covers the service area of Communities. In Q4 2017/18, all six performance indicators with associated targets performed on target, showing a great improvement over the preceding quarter. The annual analysis of the service objectives for the financial year 2017/18 shows an overall 75% completion rate. The 17% of objectives were partially completed and the 8% were delayed or are still outstanding.

Communities

2017/18 Annual KPIs Outturn

- The number of visits for all leisure centres exceeded the target by 11.65%, with an overall number of 2,000,719 visits in 2017/18 compared with the target of 1,792,000.
- The museums performed well in 2017/18 compared to the preceding year, with higher numbers overall for visits and learning activities.

15. The new Careline indicators introduced last quarter performed well, with a steady number of clients throughout 2017/18. To boost the residents' awareness about Careline, marketing brochures advertising the service were sent in April with the council tax bill.

Proposed indicator changes for 2018/19

16. The officers have conducted the review of the current indicator set for leisure centres. It has been noted that up to this point the committee only received the data on the number of visits to the leisure centres, which although easy to measure does not present a full picture about the health and wellbeing of our residents or demonstrates participation at our leisure events. The proposed changes to the indicator set are presented in the table below.

New Leisure performance indicators set for 2018/19

Code	Short name	Proposal
CS1	Number of Access to Leisure cards issued	Discontinue
TBC	Total number of visits to Waverley Leisure Centres	New - replacing CS2,CS3,CS4,CS5,CS6 – individual centre performance to be reported on annual basis
CS2	Number of visits to Farnham Leisure Centre	Discontinue
CS3	Number of visits to Cranleigh Leisure Centre	Discontinue
CS4	Number of visits to Haslemere Leisure Centre	Discontinue
CS5	Number of visits to The Edge Leisure Centre	Discontinue
CS6	Number of visits to Godalming Leisure Centre	Discontinue
TBC	Total number of attendees of the health and wellbeing activities	New
TBC	Total number of participants to Waverley leisure events	New

17. It is also proposed to discontinue the current museum indicator set as of Q1 2018/19 due to the transfer in ownership and operations to Godalming Town Council and the Farnham Maltings. It is proposed therefore to discontinue the following KPIs:
- [C7] Total number of visits to and use of museums (Farnham & Godalming);
 - [C8] Total users of learning activities (number of attendees to on-site and off-site learning activities (Farnham & Godalming));

The officers will continue to monitor the performance through the Service Level Agreements in place.

Service Plans 2017/18 Outturn

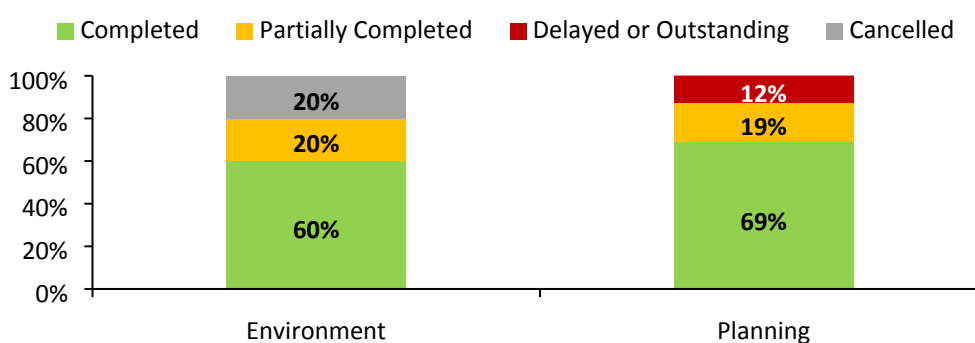
18. Six out of 24 Communities' Service Plan objectives were not fully achieved in 2017/18 and their execution will be carried out in the new financial year 2018/19. These relate to the Memorial Hall and the leisure centre options report which will be presented to this committee in July. A notable success however, and the culmination of a number of years' work, is the start of the major Brightwells regeneration scheme. In addition, the new Business and Marketing plans have been agreed for Waverley Training Services and Careline and these are now in the implementation phase.

Section 4. Environment O&S Committee

Summary

19. The remit of this Committee covers Planning and Environmental Services. As of 1 April 2018, the Licencing team have transferred to Environmental Services. In Q4 out of the 19 performance indicators with associated targets, 14 performed on target, two were less than 5% off target and three were off target by more than 5%. Three of the indicators do not have assigned targets.
20. The annual analysis of the Service Plan objectives for the financial year 2017/18 shows an overall 70% completion rate for these two service areas. Out of 20 Service Plan objectives, two were delayed and four were partially completed at this stage.

**Service Plans 2017/18 (Summary per service)
Environment OS Committee**



Planning

2017/18 Annual KPIs Outturn

21. All KPIs relating to the speed of processing planning applications and planning enforcement performed excellently during 2017/18. However, performance on planning appeals allowed was impacted by the Local Plan adoption process. To improve performance in this area, training sessions for both officers and members were held. 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 Building Control Team performed well in ensuring that compliance checks were carried out in a timely manner. When looking at the overall annual performance 8 out of 12 indicators have improved their performance over the preceding year.

Service Plans 2017/18 Outturn

22. Five out of 16 Service Plan objectives for Planning were not fully achieved in 2017/18 and their execution will be carried forward to the new financial year 2018/19. These relate to Local Plan Part 2, Conservation Area Appraisals, CIL and the Building Control business model.

Environmental Services

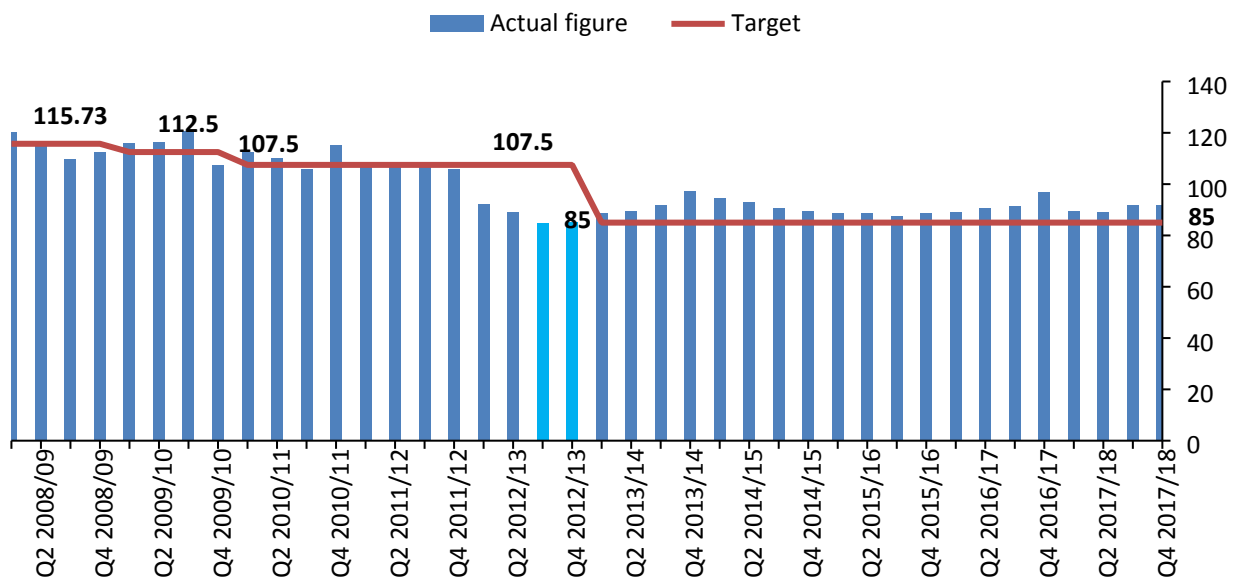
2017/18 Annual KPIs Outturn

23. There was an improvement in the amount of waste sent for reuse, recycling and composting in 2017/18 and targets were consistently met. However, the residual household waste levels and the materials recycling facility reject rate consistently

missed their targets. When looking at the overall annual performance, five out of eight indicators improved their performance over the preceding year. The team worked closely with the contractor to introduce service improvement measures and to address staffing issues throughout the year. A more detailed and frequent performance monitoring was introduced, which enabled an early identification of potential issues and a timely implementation of mitigation measures.

Proposed indicator changes for 2018/19

24. The indicator measuring the 'residual household waste per household (kg)' [NI191] has underperformed since the change of target in Q1 2013/14 from 107.5kg per household to 85kg, suggesting that the target threshold agreed at the time may have been set at an unrealistically low level. The review and analysis of trends in the past 5 years, suggest that the average household waste from Q1 2013/14 until Q4 2017/18 comes in at 90.91kg per household, which is 5.91kg more than the current target.
25. The introduction of the food waste and the blue all-recycling bins in 2013 greatly improved the residual waste as seen on the diagram below. At the time it was predicted that a downward trend observed in Q3 2012/13 (84.71kg) and Q4 2012/13 (85.23kg) would continue. However after the initial improvement following the service change, the numbers rose and settled at a slightly higher level, remaining there for the past 5 years. The 87.65kg level was the lowest ever achieved against the 85kg target and the officers would like to propose a change of the target from 85kg per quarter to 90kg, to align it with the 5 year average of 90.91kg.



Service Plans 2017/18 Outturn

26. One out of four Service Plan objectives for the Environmental service area was not fully achieved in 2017/18 and this relates to the delay to the Riverside 2 car park improvement project in Farnham. It is worth noting that the preparatory work for the tender of the waste contract has been successfully completed and preferred options will be considered in 2018/19. In the past year the contactless and card payment methods were made available to the public in the seven busiest car parks in the Borough. Key preparatory work has also been completed in the area of antisocial behaviour and the Joint Enforcement Initiative through the completion of the initial

consultation phase for Public Space Protection Orders and establishing a trial contract with East Hampshire District Council to undertake litter enforcement.

Section 5. Housing O&S Committee

Summary

27. In Q4, out of the 7 Housing performance indicators with associated targets, five performed on target and two were less than 5% off target. Two of the indicators do not have assigned targets and are presented for information only.
28. The annual analysis of the service objectives for the financial year 2017/18 shows an overall 100% completion rate with all actions achieved

2017/18 Annual KPIs Outturn

29. In the past year, the housing service has continued to meet key performance targets on voids, gas safety, temporary accommodation and overall satisfaction with responsive repairs. The initiatives implemented to improve and maintain performance have been successfully reflected in the indicators and an overall reduction in the number of complaints. The team will continue to identify service improvements and embed current initiatives to drive continuous improvements.

Proposed indicator changes for 2018/19

30. The officers propose the introduction of additional performance indicators measuring delivery of affordable homes to show the preliminary work undertaken prior to delivery. The new set will include monitoring of:
 - number of new affordable homes planning permission granted, and
 - number of new affordable homes started on site.
31. Also, to reflect the new Homelessness Reduction Act it is proposed to replace the current "*number of homelessness cases prevented*" indicator for:
 - number of HRA 2017 Prevention and Relief duties discharged

Service Plans 2017/18 Outturn

32. All 17 Housing Service Plans objectives were achieved in 2017/18. The Housing Team worked on various projects through the year and it is worth mentioning that the new five year Housing Strategy (2018-2023) has now been approved, and its ongoing implementation will be reviewed on an annual basis, to make sure that it aligns with the housing needs of residents. A revised Tenancy Agreement was introduced in June 2018 to allow more effective management of homes and tenancies. The Team has also progressed work to develop online forms and also implemented a new telephone system to increase the customer satisfaction and speed up service delivery. Also, a refugee family has been successfully resettled in Waverley as part of the "Vulnerable Persons Resettlement Scheme", and the lessons learnt from the process will be used to facilitate resettlement of four further families.

Section 6. Overview & Scrutiny Committees

Comments and Observations

Each Overview & Scrutiny Committee considered the quarterly Performance Reports and the Annual Service Plans Outturn Reports at their individual meetings, and their observations and comments are set out below.

Value for Money & Customer Service

(from the meeting on the 25/06/2018)

33. Performance Management Report

33.1 The Committee was pleased to note the continuing good performance against all but one of the targets relating to Finance, however noted that the payment of invoices to small/local businesses had been affected by the implementation of a new purchase order system. Officers explained that the new system was now running smoothly, and improvements would be visible from the next quarter.

33.2 Members noted that the number of complaints received had generally decreased throughout the year, with the exception of Housing Operations, which had seen a notable increase. Officers explained that had been due to issues with the customer service provided by the contractor. The Committee felt that it was important that when there were such exceptions, the Head of Service should be asked to provide some narrative by way of explanation. Officers agreed to circulate further details on the housing complaints after the meeting.

34. Service Plans Annual Outturn Report

34.1 The Committee was pleased to note the good overall performance against service plan targets, with a 94.4% completion rate for the service areas falling within the remit of the VfM and Customer Service O&S Committee. Members, however, felt that the status could be presented in a more meaningful way to enable the Committee to better analyse the outturn. Officers responded that the Chief Executive was currently leading a project to review performance monitoring, and would welcome any further feedback on the presentation of these reports.

34.2 The Committee queried the status of CCS3.3, Successful Delivery of the Planning System Project, which was currently at 65%. As the system would not be in place for the whole of the service area until around January 2019, Members felt that 65% did not accurately represent the status, and suggested that this should in fact be around 15%. Officers agreed, and this has subsequently been re-assessed at 20% progress.

34.4 It was noted that the targets for SH1.2 and SH1.3, regarding addressing staffing gaps in the organisation, were not SMART targets and therefore the progress was difficult to quantify. The Committee emphasised the importance of using SMART targets going forward.

Community Wellbeing

(from the meeting on the 26/06/2018)

35. The Committee noted the performance report for the fourth quarter of 2017/18 in the service area of Community Services. Members noted that following a review of some

of the KPIs a number of changes were proposed. These are detailed at paragraph 16 of this report and are recommended to the Executive to take forward.

36. The Committee was pleased to note that all leisure indicators were on target and the museums were performing well. It was noted that the number of people using Careline had slightly dropped over the last quarter. Kelvin Mills, the Head of Communities explained this was largely due to customers sadly passing away but they were looking at boosting the residents' awareness and had sent out marketing brochures with the council tax bills to all residents in the Borough.
37. The Committee noted the performance against the service plan objectives and was pleased with the progress that had been made. Members were pleased that there was an overall completion rate of 75% for the Communities Service. 6 of the 24 service plan objectives had not been completed. One of these, the Memorial Hall would be placed on the work programme for an update.

Environment

(from the meeting on the 02/07/2018)

38. To be added after the meeting takes place

Housing

(from the meeting on the 03/07/2018)

39. To be added after the meeting takes place

Recommendations

It is recommended that the Executive:

1. Considers the performance figures for Quarter 4 2017/18 and end of year outturn as set out in Annexe 1 to this report and agrees any observations or recommendations about performance and progress towards targets.
2. Considers the progress against actions contained within the Service Plans 2017/18 set out in Annexe 2 to this report and agrees any observations or comments.
3. Approves the changes to the current indicator set for leisure centres and wellbeing.
4. Approves the discontinuation of the current indicator set for museums.
5. Approves the proposed target change of the '*residual household waste per household (kg)*' [NI191] from 85kg to 90kg.
6. Approves the inclusion of the new housing indicators.

All proposed changes will take the effect from Q1 2018/19.

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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