

WAVERLEY BOROUGH COUNCIL

EXECUTIVE MEETING

22 JUNE 2021

Title:

ANNUAL REVIEW OF CORPORATE PERFORMANCE INDICATORS FOR 2021-2022

Portfolio Holder: All members of the Executive

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

The purpose of this report is to present to the Executive proposed changes to the current corporate performance indicators set for the financial year 2021-2022. These indicators are used in the quarterly Corporate Performance Report to monitor service performance.

A summary of the proposals is laid out at [paragraph 2](#) and these are reflected in the recommendations. The proposals have also been reviewed by the Overview and Scrutiny Committees and their comments are set out at [paragraph 7](#).

2. Recommendation

It is recommended that the Executive having considered the comments and recommendations from the Overview and Scrutiny Committees, approves the changes to the set of performance indicators (PIs) as set out in the table below, starting from 1 April 2021.

Finance and Property						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
F6	Net return on property	%	Data Only	Vfm & CS	Proposal has been withdrawn by the officers	No further action required
Policy and Governance						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	Data only	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG3a
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%	100	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG3b

PG4a	Number of Data Protection Subject Access Requests received.	No.	Data only	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG4a
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG4b
PG5a	Number of Local Land Charge searches received.	No.	Data only	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG5a
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100	Vfm & CS	Recommends introduction of this new PI	Approves introduction of this new PI PG5b
Commercial Services (except for Building Control and Green Spaces)						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
C7	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	90%	CW	Recommends the change of target to 95%	Approves the change of target to 95%
Planning & Economic Development (Planning only)						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure (higher outturn is better)	%	80%	ENV	Recommends the change of the calculation method to a cumulative figure	Approves the change of the calculation method to a cumulative figure
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure (higher outturn is better)	%	80%	ENV	Recommends introduction of this new PI	Approves introduction of this new PI P151a
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	80%	ENV	Recommends introduction of this new PI	Approves introduction of this new PI P153a
P123a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed (higher outturn is better)	%	90%	ENV	Recommends introduction of this new PI	Approves introduction of this new PI P123a

Housing Delivery & Communities (Housing Delivery only)						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
HD4	Number of affordable homes delivered by the Council and other providers (gross) (Data only - higher outturn is better)	No.	Data only	HOUS	Recommends introduction of two sub indicators HD4a and HD4b	No further action required
HD4a	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	Data only	HOUS	Recommends introduction of a sub indicator HD4a	Approves introduction of this new PI HD4a
HD4b	Number of affordable homes delivered by the Other providers (gross) (Data only - higher outturn is better)	No.	Data only	HOUS	Recommends introduction of a sub indicator HD4b	Approves introduction of this new PI HD4b
Housing Operations						
PI	Description	Data Type	Target	O&S	O&S Recommendation	Recommended Action for Executive
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.70% 1%	HOUS	Recommends change of the target from 0.70% to 1%	Approve change of the target from 0.70% to 1%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better) *	Days	7	HOUS	Recommends introduction of this new PI	Approves introduction of this new PI HO4b
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	10%	HOUS	Recommends introduction of this new PI	Approves introduction of this new PI HO5b
*Interim PI proposed. To return to tenants' satisfaction PI when new contract is live in 2022 for 2022/23 reporting.						

3. Reason for the recommendation

The organisation conducts an annual review of the corporate performance indicators to evaluate their continued appropriateness in the light of any new legislation or changes to organisational needs and priorities.

4. Background

The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of the [Corporate Performance Report](#) from which the proposed indicator changes derive from is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key corporate performance indicators
- Progress of Service Plans actions
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data

- Financial forecasting
- Housing Delivery monitoring

Only changes to the key corporate performance indicators are the subject of this review report.

5. Relationship to the Corporate Strategy and Service Plans

The Corporate Performance Indicators were developed to serve as an on-going measure, required to follow the progress against key goals and objectives specified in the [annual service plans 2021-2024](#) and the current [Corporate Strategy 2020-25 priorities](#).

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The collection of the data proposed in this report already takes place using the current resources both in the Environmental Services Team and Housing Tenancy Team and therefore no additional staffing implications will result from the introduced indicators.

6.2 Risk management

The scrutiny process of key performance indicators, goals, and targets, laid out in this report, allows for an ongoing assessment of potential risks arising from underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 Legal

There are no legal implications arising directly from this report, however some indicators are based on statutory returns, which the council must make to the Government.

6.4 Equality, diversity, and inclusion

There are no direct equality, diversity, or inclusion 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.

6.5 Climate emergency declaration

The report doesn't have direct climate change implications, however each service has reviewed its service plan proposals, the delivery of which is monitored through this report, to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019. Further revision of the objectives might be required once the Climate Emergency Action Plan has been created and approved.

7. Consultation and engagement

- 7.1 The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at the quarterly cycle and travels to the Executive to seek its approval.

- 7.2 Each of the Overview and Scrutiny Committees have reviewed the proposals under their specific remits and their summarised comments were listed below. The exact recommendations to the Executive are set out under [paragraph 2](#) of this report.

[7.2.1 Overview & Scrutiny Committee – Value for Money and Customer Service – Monday, 24 May, 2021 7.00pm](#) refer to item 71 'Key Performance Indicator Review Report

- Finance and Property – The Committee agreed with no changes to the indicators F1, F2, F3, F4 and F5. It was felt that a new proposed indicator F6 (Net return on property) does not provide meaningful information as it is too high level, and that the Committee already receives a detailed report covering this area. The Head of Finance & Property has agreed to withdraw his proposal at this time and come back to Committee in the future if a more granular measure gets developed.
- Policy and Governance – The Committee agreed with no changes to the indicators HR1a, HR2, HR2a, HR2b, PG1a, PG1b, PG2a, PG2b. The introduction of new indicators measuring Freedom of Information Requests (PG3a, PG3b), Data Protection Subject Access Requests (PG4a, PG4b) and Local Land Charge performance (PG5a, PG5b) was welcomed by the Committee, although it has been remarked that more detailed descriptions should be added going forward. The Committee has also suggested for the officers to group and relabel complaints PIs showing number of complaints and the response rates next to each other for each of the levels. The PG2a would be relabelled as PG1b and PG1b as PG2a. The officers have accepted these suggestions.
- Building Control aspect of Commercial Services – The Committee felt that although no target change was proposed for the indicator C4 at this time, it is something they would like the officers to considered in the future.
- Economic Development aspect Planning and Economic Development – no new indicators were put forward for this area at present.

[7.2.2 Overview & Scrutiny Committee – Community Wellbeing – Tuesday, 25 May 2021 7.00pm](#) refer to item 61, 'Review of KPIs'

- Commercial Services (except for Building Control and Green Spaces aspects) – The Committee agreed with no changes to the indicators C1, C2, C5, C6, C8, C9 and C10. The Committee agreed that they would like to recommend a target increase for the indicator C7 (Critical faults dealt with within 48 hours per quarter) from 90% to 95%. The officers were happy with the proposal and the recommendation will travel to the Executive for consideration.
- Communities aspect of Housing Delivery & Communities – no new indicators were put forward for this area at present.
- Licensing aspect of Environmental & Regulatory Services – no new indicators were put forward for this area at present.

[7.2.3 Overview & Scrutiny Committee – Environment – Monday, 7th June 2021 7.00pm](#) refer to item 8, 'Annual Review of Performance Indicators'

- Environmental & Regulatory Services (excluding Licensing) - The Committee agreed with no changes to the indicators E1, E2a, E2b, E3, E4a, E4b, E5, E NI182, E NI191, E NI192.
- Planning and Economic Development (Planning only) – The Committee agreed with no changes to the indicators P1, P153 (NI), P123 (NI), P2, P3,

LP152, LP154, P4, P5, P6, P7, P8. The Committee has endorsed the change to the calculation method of the indicator P151 (NI) to a cumulative figure. The Committee has also welcomed inclusion of three new indicators proposed in a verbal update from the Head of Planning and Economic Development to complement the national indicators (P151, P153, P123) and these are P151a, P153a, P123a (full details included in [paragraph 2](#) of this report).

7.2.4 Overview & Scrutiny Committee – Housing – Tuesday, 8th June 2021 7.00pm refer to item 8, 'Annual KPI review'

- Housing Delivery and Communities (Housing Delivery only) – The Committee agreed with no changes to indicators HD1 (NI), HD2, HD3. The Committee suggested a split of the indicator HD4 to sub indicators showing exact numbers of affordable homes delivered by Waverley Borough Council and those delivered by other provides. The officers have accepted the suggestion and new indicators HD4a (WBC) and HD4b (other providers) will be introduced from Q1 2021/22 if approved by the Executive.
- Housing Operations – The Committee agreed with no changes to indicators HO2, HO3, HO6 and to endorse a change of target for the HO1 from 0.7% to 1%. The officers also proposed introduction of two new indicators to complement existing indicators HO4 (rate of the service received) and HO5 (repair completed right first time), and these are HO4b (average number of days to complete the repair) and HO5b (% of jobs not completed within 28 days). The Committee has endorsed the introduction of these new indicators from Q1 2021/22. The Chairman wanted for the officers to consider inclusion of indicators measuring energy efficiency and the reduction of carbon dioxide emissions in Waverley's properties and for the proposals to be brought back to the Committee in due course.

8. Other options considered

Standing report, no further considerations required.

9. Governance journey

The report has been through an internal sign off process by the Senior Management Team and then scrutinised by the Overview and Scrutiny Committees before it is presented to the Executive for approval.

Annexes:

Annexe 1 - [Q4 2020-21 Corporate Performance Report – Annexe 1 – Final 19 May 2021](#)

Background Papers

There are no background papers, as defined by Section 100D (5) of the Local Government Act 1972).

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Agreed and signed off by:

Legal Services: Agreed with DB on 9 January 2020

Head of Finance: Agreed in the SMT meeting on 11 May 2021

Strategic Director: Agreed in the SMT meeting on 11 May 2021

Portfolio Holder: Agreed in the Executive Briefing on 18 May 2021