

# Annual Review of the Corporate Key Performance Indicators Set for 2022-23

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KPI Review Status	Assigned Colour
New KPI Proposed	Marked in blue
Changes Requested	Marked in pink
No Change Proposed	Marked in white

## 1 Introduction

### 1.1 Background information

The Council measures progress and performance against its plans and priorities using a range of measures and the ongoing monitoring of key performance indicators (KPIs) is part of that process. Over the years, the organisation has adopted, and reported on, a set of key performance indicators. The aim of these KPIs is to indicate how successful we are in the delivery of our services against set targets, which is an essential part of performance management and the scrutiny process. The indicators are included in the corporate performance report reviewed quarterly by the Senior Management Team, Executive and O&S Committees. Data on all corporate indicators is stored in a corporate performance monitoring application called Pentana.

### 1.2 Annual review

Once a year the organisation engages in a review of KPIs in order to ensure that they are still fit for purpose. This exercise takes place in January and February with proposals travelling to O&S Committees in March, followed by the formal approval by the Executive at the end of March / early April.

The collection of any new indicators begins at the start of every new financial year, on the 1 April. In-year amendments to indicators are discouraged for consistency reasons and any changes should be carried out as part of the annual review, unless governmental or legislative directives require a mid-year adjustment.

### 1.3 Targets & Data only KPIs

Our key drivers for setting up performance indicators with specific targets are:

- Governmental requirements – targets are imposed on the local authority (in the performance report indicated as (NI) = National Indicator), some services, more than others, are bound by these returns.
- Contractual obligations – targets are agreed with our suppliers as part of the service contract and remain for the duration of that contract.
- Organisational need to drive performance – certain targets are agreed in order to drive performance to a desired level.

We also include some indicators without targets, labelled as 'Data only' which indicate volume of work and allow us to spot patterns and trends. Quite often the KPIs will show a

specific number, such as the number of fly tipping incidents or complaints received, which may not be within the council's control therefore setting a performance target is not practical. These type of indicators are often paired with another target driven indicator which concentrates on how effectively we dealt with an issue. For example, have we removed the fly tips in a timely manner or responded to the complaint within the set target? Data only indicators are also used when a new indicator is introduced, and the performance trend needs to be analysed first in order to establish the correct baseline for future target setting.

#### 1.4 New Indicators

When the officers consider the introduction of a new performance indicator they first try to:

- establish if we have access to a reliable data source required to produce regular statistics e.g. on a quarterly basis, and also to ascertain if there are resources available to carry out this task in the future
- find out if other authorities or agencies collect similar data (useful as a starting point and for future benchmarking)
- specify a clear definition, formula guidance/measurement method and format (e.g., number, %)
- decide if the aim is to minimise or maximise the output (higher value or lower value is considered better)
- decide if this indicator will be driven by a specific target or set up as 'data only'

#### 1.5 Sections summary & 2022/23 proposals

The current set of key corporate performance indicators has been reviewed by each service with the new 2022/23 proposals listed below in sections 2 to 9. The proposals have been reviewed by the Senior Management Team. The Overview and Scrutiny Committees are asked to scrutinise the following proposals and pass on their comments to the Executive and officers.

Policy O&S scrutiny remit for:

- [Business Transformation](#) – page 3
- [Finance and Property](#) – page 3
- [Policy and Governance](#) – page 4

Services O&S scrutiny remit for:

- [Commercial Services](#) – page 5
- [Environmental Services](#) – page 6
- [Housing Delivery and Communities](#) – page 7
- [Housing Operations](#) – page 7
- [Planning and Economic Development](#) – page 9

## 2 Business Transformation – Policy O&S

### 2.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed changes
BT1	Number of external enquiries received by the Customer Service Centre Team (CSC) in a quarter (including phone calls, online forms and other emails)	Data Only	N/A	Customer Service	New Indicator to be introduced from 1 April 2022
BT2	Percentage of external enquiries dealt with at first point of contact by CSC team	%	To be introduced once clear trend emerge	Customer Service	New Indicator to be introduced from 1 April 2022

### 2.2 Comment

There are two new indicators proposed for this service area related to monitoring of Customer Service Centre. During 2022/2023 (once the collection mechanisms have been developed) we will also seek to add:

- Time taken to respond to enquiries
- Customer Satisfaction Rate

## 3 Finance & Property – Policy O&S

### 3.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed changes
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) ( <b>higher outturn is better</b> )	%	Varies	Revenues and Benefits	Target Change to 29%,57%,85 %, 98%
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) ( <b>higher outturn is better</b> )	%	Varies	Revenues and Benefits	Target Change for Q4 from 99% to 98%
F3	Percentage of invoices paid within 30 days or within supplier payment terms ( <b>higher outturn is better</b> )	%	99%	Financial Management	Target Change to 98%
F4	Time taken to process Housing Benefit new claims ( <b>lower outturn is better</b> )	Days	Data only	Revenues and Benefits	No change
F5	Time taken to process Housing Benefit change events ( <b>lower outturn is better</b> )	Days	Data only	Revenues and Benefits	No change

### 3.2 Comment

It is proposed to change the targets for the existing KPIs as per below:

- **F1** – the current variable quarterly targets are equally spread throughout the year, which is representative for non-domestic rates, but not of council tax where the majority pay over the first 10 months period. It is therefore proposed to change the variable targets to 29% in Q1 (currently 24.8%), 57% in Q2 (currently 49.5%), 85% in Q3 (currently 74.3%) and 98% in Q4 (currently 99%).
- **F2** – In the past 6 years, the Q4 collection rates have performed at between 95% and 98%. This is considered good performance; however, the current 99% target puts it in the underperforming category which is not reflective of the work being done by the team. It is therefore suggested that the target be lowered from 99% to 98% from 1 April 2022.

- **F3** – In the past 8 years the team has consistently achieved a target between 98% and 98.8% which is considered good performance; however, the 99% target puts it in the underperforming category even when there are no further improvement actions required. It is therefore suggested that the target be lowered from 99% to 98% from 1 April 2022.

## 4 Policy and Governance – Policy O&S

### 4.1 Proposal for 2022/23 for Business Transformation Service

KPI	Description	Data Type	Target	Responsible Team	Proposed changes
HR1a	Total Staff Turnover for Rolling 12-month period (%) <b>(data only)</b>	%	Data only	HR Team	No change
HR2	Total Staff Short- & Long-term Sickness Absence - Working Days Lost per Employee - Rolling 12 months <b>(lower outturn is better)</b>	Days	6.52	HR Team	No change
	ref. HR2a - Short term Sickness Absence	Days	6.52	HR Team	No change
	ref. HR2b - Long term Sickness Absence			HR Team	No change
PG1a	The number of complaints received - Level 1 <b>(data only)</b>	No.	Data only	Corporate Policy Team	No change
PG2a	The % of complaints responded to on time - Level 1 <b>(higher outturn is better)</b>	%	95%	Corporate Policy Team	No change
PG1b	The number of complaints received - Level 2 <b>(data only)</b>	No.	Data only	Corporate Policy Team	No change
PG2b	The % of complaints responded to on time - Level 2 <b>(higher outturn is better)</b>	%	95%	Corporate Policy Team	No change
PG3a	Number of Freedom of Information (FOI) and Environmental Information Regulations Requests (EIR) received.	No.	Data only	Legal Team	No change
PG3b	Percentage of FOI and EIR requests responded to within 'statutory timescale'.	%	100%	Legal Team	No change
PG4a	Number of Data Protection Subject Access Requests received.	No.	Data only	Legal Team	No change
PG4b	Percentage of Data Protection Subject Access Requests responded to within one calendar month.	%	100%	Legal Team	No change
PG5a	Number of Local Land Charge searches received.	No.	Data only	Legal Team	No change
PG5b	Percentage of Local Land Charge searches responded to within 10 working days.	%	100%	Legal Team	No change
PG6a	Average time taken to respond to Media Enquiries within the 48h target (excluding weekends and Bank Holidays.)	Hours	48h	Communications & Engagement	New KPI proposed from 1/04/2022
PG6b	Total Number of Media Enquiries received in a quarter.	No.	Data only	Communications & Engagement	New KPI proposed from 1/04/2022
PG6c	Average time taken to respond to social media posts within the 24h target (excluding weekends and Bank Holidays.)	Hours	24h	Communications & Engagement	New KPI proposed from 1/04/2022

## 4.2 Comment

There are three new indicators proposed for introduction from 1 April 2022, aimed to monitor performance of the Communications and Engagement team

## 5 Commercial Services – Services O&S

### 5.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
<b>C1</b>	Total number of visits to Waverley leisure centres <b>(higher outturn is better)</b>	Visits	448,000	Leisure	Target Change to 370,993
<b>C2</b>	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter <b>(higher outturn is better)</b>	No.	Data only	Leisure	No Change
<b>C4</b>	Percentage of complete building control applications checked within 10 days <b>(higher outturn is better) (P8)</b>	%	80%	Building Control	No Change
<b>C5</b>	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	Data only	Careline	No Change
<b>C6</b>	Total number of Careline calls per quarter <b>(data only, no target set)</b>	Calls	Data only	Careline	No Change
<b>C7</b>	Critical faults dealt with within 48 hours per quarter <b>(higher outturn is better)</b>	Faults %	95%	Careline	No Change
<b>C8</b>	Apprentice overall success rate per quarter <b>(higher outturn is better)</b>	%	75%	Waverley Training Services	No Change
<b>C9</b>	Apprentice timely success rate in gaining qualification in the time expected <b>(higher outturn is better)</b>	%	70%	Waverley Training Services	No Change
<b>C10</b>	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) <b>(higher outturn is better)</b>	No.	Data only	Waverley Training Services	No Change
<b>P5</b>	Percentage of tree applications determined within 8 weeks <b>(higher outturn is better)</b>	%	95%	Parks & Countryside	No Change

### 5.2 Comment

There is only one change put forward for this service concerning the target data for our Leisure Centres (C1). The services were heavily impacted by the pandemic and a new target during the recovery period of 370,993 visits is suggested. Included below are calculations explaining officers' rational for this new target figure.

Qtr	Pre-Pandemic Visit Numbers	% off to account for gradual growth and recovery of the services	New total
Q1 19-20	506,862	60.00%	304,117
Q2 19-20	459,216	75.00%	344,412
Q3 19-20	464,452	100.00%	464,452
New Averaged Total Target for 2022			370,993 *

\* Sum of 3 quarterly totals (last pre-pandemic figures collected) divided by 3 to get a new quarterly target figure (304,117 + 344,412 + 464,452 = 1,112,981 / 3 = 370,993). This is to account for the post-pandemic recovery period, whilst still being aspirational. The highest performance recorded post-Covid was in Q2 2021/22 with a total of 297,147 visits to our leisure centres.

Additionally, the KPI P5 has been transferred from Planning services.

## 6 Environmental Services – Services O&S

### 6.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
E1	Materials recovery facilities (MRF) Reject Rate ( <b>lower outturn is better</b> )	%	5.00%	Environmental Services	No Change
E2a	Average number of days to remove fly-tips ( <b>lower outturn is better</b> )	Days	2	Environmental Services	No Change
E2b	Number of fly tipping incidents in a quarter ( <b>Data only</b> )		Data only	Environmental Services	No Change
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting ( <b>higher outturn is better</b> )	%	90%	Environmental Services	No Change
E4a	Number of refuse and recycling missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21	No.	40	Environmental Services	No Change
E4b	Number of food waste missed bins out of 100,000 collections per week ( <b>lower outturn is better</b> ) - New from Q1 20/21	No.	40	Environmental Services	No Change
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due ( <b>higher outturn is better</b> )	%	100%	Environmental Health	No Change
E NI182	Satisfaction of business with local authority regulation services ( <b>higher outturn is better</b> )	%	85%	Environmental Health	Proposal to discontinue this measure on 31/03/2022 and replace with E6
E NI191	Residual household waste per household ( <b>lower outturn is better</b> )	kg	90.00	Environmental Services	No Change
E NI192	Percentage of household waste sent for reuse, recycling and composting ( <b>higher outturn is better</b> )	%	54.0%	Environmental Services	No Change
E6	Food business with a 'Score on the door' of 3 or over ( <b>higher outturn is better</b> )	%	To be established	Environmental Health	New Indicator to be introduced – already used



KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
					for internal monitoring

## 6.2 Comment

The officers propose to discontinue the indicator E NI182 for which we struggled to obtain statistics since April 2020 and in its place introduce another more meaningful measure E6 showing the % of premises with a food 'score on the door' of 3 or above.

## 7 Housing Delivery and Communities – Services O&S

### 7.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
<b>HD1 (NI)</b>	Number of homeless households in temporary accommodation at the end of the quarter <b>(lower outturn is better)</b>	No.	5.0	Homelessness Prevention Team	No Change
<b>HD2</b>	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	Data only	Housing Enabling Team	No Change
<b>HD3</b>	Number of Affordable homes - Started on site within a quarter <b>(Data only - higher outturn is better)</b>	No.	Data only	Housing Enabling Team	No Change
<b>HD4</b>	Total Number of affordable homes delivered by the Council and other providers (gross) <b>(Data only - higher outturn is better)</b>	No.	Data only	Housing Enabling Team	No Change
<b>HD4a</b>	Number of affordable homes delivered other providers (gross) (Data only - higher outturn is better)	No.	Data only	Housing Enabling Team	No Change
<b>HD4b</b>	Number of affordable homes delivered by the <b>Council</b> (gross) <b>(Data only - higher outturn is better)</b>	No.	Data only	Housing Enabling Team	No Change

### 7.2 Comment

There are no changes proposed to the current indicator set for 2022/23.

## 8 Housing Operations – Services O&S

### 8.1 Proposal for 2022/23

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
<b>HO1</b>	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	1%	Rents Account Team	No Change

KPI	Description	Data Type	Target	Responsible Team	Proposed Changes
HO2	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	20	Repairs and Voids Team	No Change
HO3	Percentage of annual boiler services and gas safety checks undertaken on time ( <b>higher outturn is better</b> )	%	100%	Compliance Team	No Change
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	93%	Repairs and Voids Team	Change of the target to 90%
HO4b	Responsive Repairs: Average number of days to complete a repair ( <b>lower outturn is better</b> ) *	Days	7	Repairs and Voids Team	Temporary contract measure – will be discontinued from 31/03/2022
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) ( <b>higher outturn is better</b> )	%	78%	Repairs and Voids Team	No Change
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days ( <b>lower outturn is better</b> ) *	%	10%	Repairs and Voids Team	Temporary contract measure – will be discontinued from 31/03/2022
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	97%	Housing Management	Change of the target to 95%

## 8.2 Comment

The justification for target changes have been listed below:

- HO1 retained at the same level to reflect challenges of rent collection following pandemic, increase in number of UC applicants and pressures as cost of living rises.
- HO2 retained pre pandemic target for new contract to commence April 2022
- HO3 retained legislative target
- HO4 a new responsive repairs contractor and tenant feedback market researcher is commencing April 2022. 90% target based on average 2019/20 performance
- HO4b and HO5b – temporary measures introduced for an interim contractor and no longer needed from April 2022 as a new contract begins with a return to HO4 and HO5.
- HO5 a new responsive repairs contractor and tenant feedback market researcher is commencing April 2022 - retain pre pandemic target
- HO6 target has not been met due to challenges on reporting. It is proposed that a slightly lower target is used which is still challenging but more achievable



## 9 Planning & Economic Development– Services O&S

### 9.1 Proposal for 2022/23

KPI	Description	Data Type	Q2 Target	Responsible Team	Proposed Changes
P1	Percentage of all planning applications determined within 26 weeks ( <b>higher outturn is better</b> )	%	100%	Development Management	No Change
P151 (NI)	Processing of planning applications: Major applications - % determined within 13 weeks or with an agreed extension of time (NI157a) cumulative figure) ( <b>higher outturn is better</b> )	%	80%	Development Management	No Change
P151a	Processing of planning applications: Major applications - % determined within 13 weeks, not including those applications where a time extension has been agreed - cumulative figure ( <b>higher outturn is better</b> )	%	Data only	Development Management	No Change
P153 (NI)	Processing of planning applications: Non-major applications - % determined within 8 weeks ( <b>higher outturn is better</b> )	%	80%	Development Management	No Change
P153a	Processing of planning applications: Non-major applications - % determined within 8 weeks, not including those applications where a time extension has been agreed ( <b>higher outturn is better</b> )	%	Data only	Development Management	No Change
P123 (NI)	Processing of planning applications: Other applications ( <b>higher outturn is better</b> )	%	90%	Development Management	No Change
P123a	Processing of planning applications: Other applications - % determined within 8 weeks, not including those applications where a time extension has been agreed ( <b>higher outturn is better</b> )	%	Data only	Development Management	No Change
P2	Processing of all other residual applications - % determined within its target (Internal) ( <b>higher outturn is better</b> )	%	80%	Development Management	No Change
P3	All planning appeals allowed out of all planning appeals determined (cumulative year to date) ( <b>lower outturn is better</b> )	%	30%	Development Management	No Change
LP152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) ( <b>lower outturn is better</b> )	%	10%	Development Management	No Change

KPI	Description	Data Type	Q2 Target	Responsible Team	Proposed Changes
LP154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) <b>(lower outturn is better)</b>	%	10%	Development Management	No Change
P4	Percentage of enforcement cases actioned within 12 weeks of receipt <b>(higher outturn is better)</b>	%	75%	Development Management	No Change
P6	Percentage of pre-application advice provided within 28 days target <b>(higher outturn is better)</b>	%	Data only	Development Management	No Change
P7	Actual number of dwellings commenced (all housing providers) <b>(higher outturn is better)</b>	No	147	Planning Policy	No Change
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	147	Planning Policy	No Change
P8	Actual number of dwellings completed (all housing providers) <b>(higher outturn is better)</b>	No	147	Planning Policy	No Change
	Cumulative target projection for quarterly backlog calculation Q1=147, Q2=2x147, Q3=3x147, Q4=4x147	No	147	Planning Policy	No Change

## 9.2 Comment

There are no changes proposed to the current indicator set for 2022/23, although Economic Development indicators are currently being considered and might be introduced mid-year or in 2023/24.

## 10 Lead Officer contact details

Name: Nora Copping  
 Position: Policy & Performance Officer  
 Telephone: 01483 523 465  
 Email: nora.copping@waverley.gov.uk