

WAVERLEY BOROUGH COUNCIL

SERVICES O&S COMMITTEE – 14 MARCH 2023

Title:

**CORPORATE PERFORMANCE REPORT INCLUDING THE ANNUAL REVIEW OF
PERFORMANCE INDICATORS**

Q3 2022-2023

(October 2022 – December 2022)

Portfolio Holder: All Portfolio Holders

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

This report sets out the Corporate Performance Report for the third quarter of 2022/23 (Annexe 1) and the results of the annual review of Key Performance Indicators. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations the Committee may wish to make to the Joint Management Team or the Executive.

2. Recommendation

It is recommended that the Overview & Scrutiny Committee:

- considers the performance of the service areas under its remit as set out in Annexe 1 to this report and makes any recommendations to the Joint Management Team or the Executive, as appropriate.
- considers the annual review of Key Performance Indicators of the service areas under its remit as set out in section 4.4 of this report and makes any recommendations to the Joint Management Team or the Executive, as appropriate.

3. Reason for the recommendation

The quarterly review of the Council's performance is subject to internal as well as external scrutiny in which the O&S committees play a crucial role. This approach allows for a transparent assessment on how each service performs against its set goals and targets. It also allows the O&S Committees to raise any areas of concern to senior management and the Executive, which in turn drives service improvement.

4. Background

- 4.1 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 this comprehensive report 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 performance indicators
 - Progress of Internal Audit recommendations
 - Complaints monitoring
 - Workforce data
 - Financial forecasting
 - Housing Delivery monitoring
- 4.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.
- 4.3 Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report, specific to its service area remit, and this has been clearly outlined in section 2 'Report Sections Summary with Scrutiny Remits of O&S Committees' of Annexe 1.
- 4.4 The annual review of KPIs takes place once a year 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.
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.

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 types 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.

The following changes to existing KPIs under the remit of this committee are proposed:

Commercial Services:

PI reference	Description		Target	Responsible Team	Proposed Changes
C4	Apprentice overall success rate per quarter (higher outturn is better)	%	75%	Waverley Training Services	Target change to 65% for one year
C5	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	70%	Waverley Training Services	Target change to 60% for one year

C4 – the target for apprentice overall success rate changed to 65% for a one-year period, due to a delayed impact following Covid, which is now becoming apparent, we are experiencing challenges around the achievement rates of apprentices.

C5 – the target for apprentice timely success rate in gaining qualification in the time expected, changed to 60% for a one-year period, due to a delayed impact following Covid, which is now becoming apparent, we are experiencing challenges around apprentices achieving qualifications in the time expected.

5. Relationship to the Corporate Strategy and Service Plans

Waverley’s Performance Management Framework and the active management of performance information helps to ensure that the Council’s Corporate Priorities are delivered.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the budget position and staffing situation.

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 resulting from 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 does not have direct climate change implications. Service Plans, which are monitored in this report, 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.

7. Consultation and engagement

The report goes through an internal sign off process by the Joint Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and any recommendations made travel to the Executive for consideration and response.

8. Other options considered

Standing report on the O&S Committees Agenda, no further considerations required.

9. Governance journey

The Overview and Scrutiny Committees will pass on their comments and recommendations to senior management or the Executive, who will initiate any improvement actions where required.

Annexes:

Annexe 1 Q3 2022-23 Corporate Performance Report October - December 2022

Background Papers

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

CONTACT OFFICER:

Name: Jenny Sturgess
Title: Policy and Performance Officer
Telephone: 01483 523 465
E-mail: jennifer.sturgess@waverley.gov.uk

Agreed and signed off by:

Legal Services: N/A – standing report
Head of Finance: 15 February 2023
Strategic Director: 15 February 2023
Portfolio Holders: Internal Executive Briefing meeting on 21 February 2023