

## **WAVERLEY BOROUGH COUNCIL**

### **RESOURCES O&S COMMITTEE – 20 MARCH 2023**

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**Title:**

**CORPORATE PERFORMANCE REPORT INCLUDING THE ANNUAL REVIEW OF  
PERFORMANCE INDICATORS  
Q3 2022-2023  
(October 2022 – December 2022)**

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**Portfolio Holder:** All Portfolio Holders

**Head of Service:** All Heads of Service

**Key decision:** No

**Access:** Public

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#### **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 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:

**Communications and Customer Services:**

PI reference	Description		Target	Responsible Team	Proposed Changes
CC3b	Percentage of FOI and EIR requests responded to within statutory timescale.	%	100%	Legal Team	Target change to 90%
CC6	Percentage of external enquiries dealt with at first point of contact by CSC team	%	TBC	Customer Services	Remove

- CC3b** – The target for the percentage of FOI and EIR requests responded to within statutory timescale be amended to 90%.  
 The current target of 100% is regarded as unrealistic and no other authorities that have been researched have such a high target figure. This indicator was added as a new indicator in 2021-22 and the level of performance has only once been higher than 90% and therefore the proposed figure of 90% would represent a challenging target. Guildford Borough Council also have a similar target.
- CC6** – Removal of the indicator - percentage of external enquiries dealt with at first point of contact by Customer Services Contact team. The reason for its proposed removal is that it is not a KPI that the customer service team have much influence over. As an alternative, it is proposed that the Communications and Customer Services Service Plan include an action to develop customer service standards that can be applied to all customer interactions including response times. This would provide something tangible to measure KPIs against in the future once in place.

**Housing Services:**

PI reference	Description		Target	Responsible Team	Proposed Changes
H3	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	20	Housing Team	Target change to 25 days

- H3** – The target for reletting normal void property be changed to **25 days**.  
 A review of the re-let time is currently being undertaken. The emphasis for the review is on quality with the headline outcome being ‘a happy tenant’. The objective is to complete the work successfully first time so that it is preferable that the work takes a little longer than the tenant having to contact the council with problems once they have moved in.

**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

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### **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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### **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