

Overview and Scrutiny Committee Report

Ward(s) affected: n/a

Report of Joint Strategic Director Transformation and Governance

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Performance Monitoring Report 2022/23 Quarter 2

Executive Summary

This report presents the quarter 2 Performance Monitoring Report (attached as Appendix 1).

The report includes key headlines from quarter 2 performance, including:

- H&J1 – Average time to let void housing properties – while performance has not improved at the speed we had hoped for, an action plan has been put in place, including the appointment of a new contractor, streamlining the process to reduce confirmation times for household circumstances, as well as the recruitment of staff to fill current vacancies.
- H&J8 - Total number of households on the housing transfer register – while we do not have direct control over the number of households seeking to apply for a transfer, we have seen a reduction this quarter.
- COM2 – Number of community transport single journeys – due to successful recruitments we have seen an increase in customer journeys this quarter, which we hope will increase further once all new posts have been fully trained and will be able to work independently.
- COM6 – Number of public sector adaptations completed – although there has been a slight reduction in the number of jobs completed this quarter, this is being monitored and if there are any significant changes, mitigating actions will be put in place.
- COU11 - Speed of determining planning applications for minor development – while there is still a substantial backlog and challenging staffing situation, measures are being put in place that seeks to address

this and these are outlined in the 'Action taken to improve performance' section for this PI. This measures the number of minor applications that are determined in 8 weeks or an agreed extension of time.

- COU18 – Percentage of customer complaints upheld – the target is less than or equal to 20% which has been achieved since Quarter 4 2021/22.
- COU20 – Average phone wait times – although this is still above target, mitigations have been put in place, including recruitment and cross-training staff, as well as a call back system to prevent customers staying on hold for longer than needed.

The report also presents the outcomes of the KPI review workshop held in November 2022, and the revised corporate performance indicators recommended/agreed at Executive Liaison Group in January 2023 (attached as Appendix 2).

Recommendation to Committee

1. That the Committee reviews the Performance Monitoring Report for 2022/23 quarter 2 (Appendix 1) and makes any observations or comments.
2. That the Committee reviews the revised corporate performance indicators and makes any observations or comments.

Reasons for Recommendation:

To support our corporate performance monitoring framework and enable the Committee to monitor the Council's performance against key indicators, as well as review key data relating to the 'health' of the borough.

Is the report (or part of it) exempt from publication? No

Committee members please note: Should any members of the Committee have any queries about specific performance indicators detailed in the Performance Monitoring Report, please submit these to andrea.barnett@guildford.gov.uk at least two days prior to the Committee meeting to enable an explanation to be given.

1. Purpose of Report

- 1.1 The purpose of this report is to present the Performance Monitoring Report for quarter 2 of the financial year 2022/23 (Appendix 1).
- 1.2 The Performance Monitoring Report is presented to this Committee on a quarterly basis, allowing councillors to monitor our performance against the indicators set out in our performance framework.
- 1.3 The Performance Monitoring Report is a public document which shows the Council's progress against a variety of performance indicators.

- 1.4 In addition, this report presents the revised indicators recommended/agreed at the KPI review workshop held in November 2022 (Appendix 2).

2. Introduction

- 2.1 The Performance Monitoring Report is part of our performance monitoring framework. It includes our quarterly performance indicators and where appropriate, annual performance information. We will continue to present the report to the Committee on a quarterly basis for review.
- 2.2 The KPI review workshop in November 2022, was organised at the request of Executive Liaison Group and Corporate Management Board (CMB) to review the appropriateness and value of the current set of corporate performance indicators in demonstrating performance against delivery of the key themes with our [Corporate Plan 2021-2025](#).

3. Strategic Priorities

- 3.1 The Council's performance management arrangements support our aim of delivering value for money services by tracking our progress against each indicator. As trends develop, we will be able to build a bigger picture of our performance to help inform and shape future activity and decision making.
- 3.2 The performance management framework supports all aspects of the Council's strategic priorities by ensuring that we stay on track in delivering key outcomes shown in our corporate and service plans. By monitoring key performance indicators, we can celebrate our successes and identify any broad trends or key issues. This will support us in being an efficient, focussed organisation delivering high quality services.

4. Background

- 4.1 The previous Performance Monitoring Report was received positively by the Overview and Scrutiny Committee.
- 4.2 Officers have noted previous discussions and feedback received through the quarterly presentation of the Performance Monitoring Report and have implemented changes where appropriate. Joint Executive Heads of Service provide commentary where PIs are not meeting their target or are not heading in the preferred direction of travel.
- 4.3 The report for quarter 2 shows 64 quarterly PIs with 45.3% showing a positive green or amber rating. Where no data is available at this time, the aim is that this percentage will increase. The red rating has decreased by 6.2% since the last quarter which is due to revisions in data provided in quarter 1. There are 9.4% of the quarterly PIs reporting as no data available which relates to the PIs identified in the exception summary in Appendix 1 at section 4. This will reduce once data is provided from Q3 onwards. The primary reasons for the lack of

data submission are due to time lags in receiving data and data being unavailable due to an IT issue with the database.

- 4.4 The table below focusses on the quarterly recorded PIs to provide a comparison across 2021/22 and 2022/23.

		RAG Rating				
Year	Quarter	Green	Amber	Red	Data only	No data
2021/22	Q2	35	1	15	10	2
	64 PI	55.6%	1.6%	23.8%	15.9%	3.2%
	Q3	30	1	21	9	2
	64 PI	47.6%	1.6%	33.3%	14.3%	3.2%
	Q4	22	4	26	7	1
	60 PI*	36.7%	6.7%	43.3%	11.7%	1.7%
2022/23	Q1	29	1	18	15	1
	64 PI	45.3%	1.6%	28.1%	23.4%	1.6%
	Q2	23	6	14	15	6
	64 PI	35.9%	9.4%	21.9%	23.4%	9.4%

*following PI review in Q4

- 4.5 In addition to the quarterly KPIs, we have also provided an update on the annual KPI COU8 - Financial return on commercial property investments, as the data is now available for 2021/22. The figure for 2021/22 of 5.9% exceeded the target of 5%.
- 4.6 The time lags and data not possible to record in this report relate to the following PIs:

PI ref:	Indicator	Reason
ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside	3-month time lag
ENV2	Household waste recycled and composted	3-month time lag
H&J3	Number of net new additional homes	3-month time lag
H&J16	Percentage of vacant town centre retail units	1-2 month time lag
H&J19	Domestic Abuse Victims prioritised for Housing	2-3 month time lag
H&J20	Percentage of affordable housing units granted planning permission on eligible sites	Data not possible to record

- 4.7 We currently have 73 KPIs (64 quarterly and 9 annual PIs) and there has been some challenge on the number, their definitions and relevance of the current set of KPIs.
- 4.8 CMB and Joint Executive Heads of Service (JEHOS) were invited to discuss their KPIs with Executive members and the Chair and Vice Chair of Overview and Scrutiny Committee during the workshop.
- 4.9 Joint Executive Heads of Services have reviewed the recommendations made during the workshop in relation to their PIs and, in some cases, updated their definitions or introduced new PIs.
- 4.10 Executive Liaison Group approved the recommended indicators presented in Appendix 2, in January 2023.

5. Key headlines from Q2 performance

- 5.1 Our performance monitoring framework will continue to evolve and there will be changes to the report and PIs to ensure that they continue to provide the right information and detail required. For PIs that are off target or heading in the wrong direction, mitigating actions have been put in place to address these.
- 5.2 There have been several changes in the quarterly PIs since the last report, including:
- **H&J1 – Average time to let void housing properties** – while performance has not improved at the speed we had hoped for, an action plan has been put in place, including the appointment of a new contractor, streamlining the process to reduce confirmation times for household circumstances, as well as the recruitment of staff to fill current vacancies.
 - **H&J8 - Total number of households on the housing transfer register** – while we do not have direct control over the number of households seeking to apply for a transfer, we have seen a reduction this quarter.
 - **COM2 – Number of community transport single journeys** – due to successful recruitments we have seen an increase in customer journeys this quarter, which we hope will increase further once all new posts have been fully trained and will be able to work independently.
 - **COM6 – Number of public sector adaptations completed** – although there has been a slight reduction in the number of jobs completed this quarter, this is being monitored and if there are any significant changes, mitigating actions will be put in place.

- **COU11 - Speed of determining planning applications for minor development** – while there is still a substantial backlog and challenging staffing situation, measures are being put in place that seeks to address this and these are outlined in the ‘Action taken to improve performance’ section for this PI. This measures the number of minor applications that are determined in 8 weeks or an agreed extension of time.
- **COU18 – Percentage of customer complaints upheld** – the target is less than or equal to 20% which has been achieved since Quarter 4 2021/22.
- **COU20 – Average phone wait times** – although this is still above target, mitigations have been put in place, including recruitment and cross-training staff, as well as a call back system to prevent customers staying on hold for longer than needed.

5.3 In addition to the quarterly KPIs, we have also provided an update on the annual KPI COU8 - Financial return on commercial property investments, as the data for 2021/22 is available in quarter 2.

5.4 Finally, the current position of our quarterly PIs shows that 45.3% are showing a positive green or amber rating, which is hoped to increase further in Q3 once the data for the KPIs showing as no data is provided. The red rating has decreased by 6.2% since the last quarter which is due to revisions in data provided in quarter 1. There were 9.4% of the quarterly PIs reporting as no data available and will reduce once data is provided from Q3 onwards. The primary reason for the lack of data submission was due to time lags in receiving data and data being unavailable due to an IT issue with the database.

6. KPI workshop outcomes

6.1 The recommended/agreed KPI's in Appendix 2 are presented as:

- retained as a corporate indicator
- monitored as a service PI through the Service Planning process
- reported through another method, e.g., through budget monitoring reports
- removed completely.

6.2 In addition, EHOS also made recommendations for the following new Housing Services KPIs to be included in the new set of performance indicators:

- Percentage of homes that do not meet the Decent Home Standard (DHS)
- Repairs completed within target timescale (emergency and non-emergency repairs)

6.3 CMB and ELG recommend that the revised set of KPIs be reported to this committee with effect from Quarter 3 of 2022/23 onwards.

7. Consultations

- 7.1 Joint Executive Heads of Service are required to record their KPIs and commentary through the Service Planning framework in advance of each quarterly report.
- 7.2 CMB, Executive members and the Chair and Vice Chair of Overview and Scrutiny Committee were invited to participate in the KPI workshop.
- 7.3 The recommendation set out in Appendix 2 were approved by Executive Liaison Group in January 2023.

8. Key Risks

- 8.1 Without a fit-for-purpose performance management framework the Council will not be able to demonstrate performance against delivery of the key themes with our [Corporate Plan 2021-2025](#).

9. Financial Implications

- 9.1 There are no financial implications arising directly from this report.

10. Legal Implications

- 10.1 There are no legal implications arising directly from this report.

11. Human Resource Implications

- 11.1 There are no human resource implications arising directly from this report.

12. Equality and Diversity Implications

- 12.1 The Public Sector Equality Duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

13. Climate Change/Sustainability Implications

- 13.1 There are no direct climate change or sustainability implications of this report.

14. Summary of Options

- 14.1 The Committee is asked to consider and comment on the Performance Monitoring Report and the recommended revised performance indicators presented in this report.

15. Conclusion

- 15.1 The Committee is presented with an opportunity to review the Council's performance over the last quarter as set out in the Performance Monitoring Report. The Council's corporate performance indicators have been reviewed through consultation with CMB and Executive members. The Committee will receive the next Performance Report against the recommended revised indicators set out in this report.

16. Background Papers

None.

17. Appendices

Appendix 1 – Performance Monitoring Report Quarter 2, 2022/23
Appendix 2 – Recommendations from KPI Review Workshop