

Report Title:	Q1 2018/19 Performance Report
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor M Airey, Deputy Lead Member for Performance Management
Meeting and Date:	Corporate Services Overview and Scrutiny Panel, 26 September 2018
Responsible Officer(s):	Alison Alexander, Managing Director and Hilary Hall, Deputy Director Strategy and Commissioning
Wards affected:	All

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REPORT SUMMARY

1. The council performance management framework has 25 key measures. Cabinet receive a report on performance twice a year and scrutiny panels receive a report quarterly.
2. There are 15 measures, see table 1 and Appendix A, reported to Corporate Services Overview and Scrutiny Panel, performance in quarter 1 of 2018/19 has resulted in:
 - Ten measures have met or exceeded target.
 - One measure is just short of target (within tolerance).
 - Two measures do not have data available – 5.1.1 and 6.4.1 measures related to resident views.
 - Two measures, covering complaints and compliments, are only reported twice a year.
3. A summary of the 2017/18 year end performance is outlined in table 2 and Appendix B. Of the 15 measures reported to the Panel in 2017/18, seven met or exceeded their target, four were just short of target (within tolerance) and three were off target. Data for one measure will not be available until later in 2018/19 when the externally commissioned residents' survey concludes.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Corporate Services Overview and Scrutiny Panel notes the report and:

- i) **Endorses the performance summarised in table 1 and appendix A.**
- ii) **Requests relevant Lead Members and Heads of Service focus effort to improve performance in the area just short of target and maintain performance in the measures meeting or exceeding target.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 In November 2017 Cabinet approved the council's Performance Management Framework (PMF) of 25 key measures aligned to its refreshed Council Plan with six strategic priorities over the plan period 2017-21:

- Healthy, skilled and independent residents
- Safe and vibrant communities.
- Growing economy, affordable housing.
- Attractive and well-connected borough.
- Well-managed resources delivering value for money.
- An excellent customer experience.

2.2 Cabinet also recommended quarterly performance reporting of additional measures to the appropriate Overview and Scrutiny Panel. This report summarises the quarterly and year end performance of those measures for 2017/18 and the Quarter 1 Performance for 2018/19.

Quarter 1 performance 2018/19

2.3 In 2018/19, fifteen measures will be reported to the Corporate Services Overview and Scrutiny Panel, though complaints and compliments data will only be available biannually so is not featured in the Q1 report. Of the 13 measures being reported in Q1, ten have met or exceeded the target in the first quarter, see table 1 and appendix A. One measure is just short of the target (within tolerance) and no measures are off target. Data for a further two are available when the externally commissioned residents' survey concludes.

Table 1 Q1 Performance 2018/19

Measure	Red	Amber	Green	Data not available
5.1.1 Percentage of residents confirming that they feel informed about the council				1
5.1.2 Number of sign-ups to the residents email newsletter			1	
5.2.1 Number of "My Account" users			1	
5.3.1 Percentage of calls answered within 60 seconds		1		
5.3.2 Percentage of calls abandoned after 5 seconds			1	
5.3.3 Average no. days to process new claims and changes in circumstances (Housing Benefits)			1	
5.3.4 Percentage of calls resolved right first time			1	
5.4.1 Number of council complaints received (excluding adults and children's services)			1	

Measure	Red	Amber	Green	Data not available
5.4.2 Number of compliments received about services (excluding adults and children's services)			1	
6.1.1 Percentage collection rate for Council Tax			1	
6.1.2 Percentage collection rate for Non Domestic Rates (Business Rates)			1	
6.1.3 Council Tax level comparative with the average unitary Band D (£)			1	
6.2.1 Percentage of staff who have left the council voluntarily			1	
6.3.1 Percentage of customer interactions that are digital			1	
6.4.1 Percentage of residents expressing satisfaction with services				1
Total	0	1	10	2

2.4 Detailed performance for all measures is in appendix A including commentary about the calls performance measure which is currently just short of target.

2.5 Some targets have been revised for 18/19 based on information about the council's activity and resource levels as well as national averages. This ensures a robust approach to continued performance improvement, see appendix A for all target information.

2017/18 performance

2.6 In 2017/18 of the 15 performance measures; seven met or exceeded their target, four were just short of target (within tolerance) and three were off target, see table 2 and appendix B for further details including commentary for those off target.

Table 2 Year End Performance 2017/18

Measure	Red	Amber	Green	Data not available
5.1.1 Percentage of residents confirming that they feel informed about the council	1			
5.1.2 Number of sign-ups to the residents email newsletter			1	
5.2.1 Number of "My Account" users			1	
5.3.1 Percentage of calls answered within 60 seconds	1			
5.3.2 Percentage of calls abandoned after 5 seconds		1		
5.3.3 Average no. days to process new claims and changes in circumstances (Housing Benefits)		1		

Measure	Red	Amber	Green	Data not available
5.3.4 Percentage of calls resolved right first time			1	
5.4.1 Number of council complaints received (excluding adults and children's services)			1	
5.4.2 Number of compliments received about services (excluding adults and children's services)	1			
6.1.1 Percentage collection rate for Council Tax		1		
6.1.2 Percentage collection rate for Non Domestic Rates (Business Rates)			1	
6.1.3 Council Tax level comparative with the average unitary Band D (£)			1	
6.2.1 Percentage of staff who have left the council voluntarily		1		
6.3.1 Percentage of customer interactions that are digital			1	
6.4.1 Percentage of residents expressing satisfaction with services				1
Total	3	4	7	1

Options

Table 3: Options arising from this report

Option	Comments
Endorse the evolution of the performance management framework focused on embedding a performance culture within the council and measuring delivery of the council's six strategic priorities. Recommended option	Evolving the performance management framework as part of the council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information.
Failure to use performance information to understand the council and evolve services and reporting. Not the recommended option.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

3. KEY IMPLICATIONS

3.1 The key implications of the report are set out in table 4.

Table 4: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver all six strategic priorities.	<100% of priorities on target.	100% of priorities on target.			31 March 2019

4. FINANCIAL DETAILS/VALUE FOR MONEY

4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No legal implications.

6. RISK MANAGEMENT

6.1 The risks and their control are set out in table 5.

Table 5: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting.	LOW

7. POTENTIAL IMPACTS

7.1 There are no Equality Impact Assessments or Privacy Impact Assessments required for this report.

8. CONSULTATION

8.1 Comments from the Corporate Services Overview and Scrutiny Panel will be reported to Lead Members and Heads of Service.

9. TIMETABLE FOR IMPLEMENTATION

The full implementation stages are set out in table 6.

Table 6: Implementation timetable

Date	Details
Ongoing	Comments from the Panel will be reviewed by Lead Members and Heads of Service.
22 November 2018	Q1 and Q2 Performance report to Cabinet and available for Overview and Scrutiny Panels at relevant meetings.

10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A: Corporate Services Performance Report Q1 2018/19
- Appendix B: Corporate Services Performance Report 2017/18

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Council Plan 2017-21:
https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan


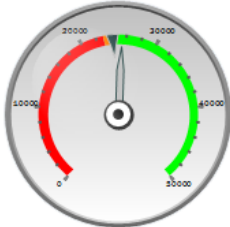
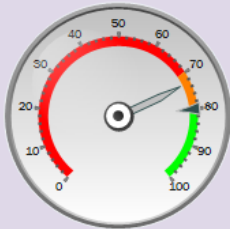
12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr M Airey	Deputy Lead Member for Performance Management	18/9/18	
Alison Alexander	Managing Director	16/9/18	17/9/18
Rob Stubbs	Section 151 Officer		
Elaine Browne	Head of Law and Governance		
Nikki Craig	Head of HR and Corporate Projects	16/9/18	17/9/18
Louisa Dean	Communications		
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
Kevin McDaniel	Director of Children's Services		
Hilary Hall	Deputy Director of Commissioning and Strategy		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Non-key decision	No	No
Report Author: Anna Robinson, Strategy & Performance Manager		

Corporate Services Overview and Scrutiny Panel 2018/19: Q1

Council Priority	Ref.	Measure	Q1 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
An excellent customer experience	5.1.1	Percentage of residents confirming that they feel informed about the council	?	?	49.0	?	Cllr Rankin
<p>Target The target in 18/19 has been set at 49% based on results of the LGA survey. Data will not be available until the results of the council's Residents' Survey have been received.</p>							
An excellent customer experience	5.1.2	Number of sign-ups to the residents email newsletter		9	5	★	Cllr Rankin
<p>Target The target for 18/19 is to increase subscribers by ~10% from the 17/18 year end outturn of 2088 (an additional 205 subscribers in 18/19). A focused piece of work to achieve this (campaign) will take place later in the year, hence the profiling of the target to achieve a larger proportion of these in the other quarters.</p>							
An excellent customer experience	5.2.1	Number of "My Account" users		25,459	24,215	★	Cllr Rankin
<p>Target The target for 18/19 is to have 30,000 My Account users by year end. This is a substantial uplift on the year end position of 17/18 target of 10,000 but reflects a greater number of services and functionality being available.</p>							
An excellent customer experience	5.3.1	Percentage of calls answered within 60 seconds		73.0	80.0	●	Cllr S Rayner

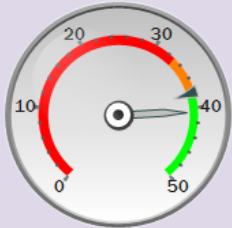
Corporate Services Overview and Scrutiny Panel 2018/19: Q1

Council Priority	Ref.	Measure	Q1 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Target The 18/19 target is unchanged from 17/18.							
An excellent customer experience	5.3.2	Percentage of calls abandoned after 5 seconds		4.4	5.0	★	Cllr S Rayner
Target The 18/19 target is unchanged from 17/18.							
An excellent customer experience	5.3.3	Average no. days to process new claims and changes in circumstances (Housing Benefits)		5.74	6.00	★	Cllr S Rayner
Target The target for 18/19 has been set at 6 days, compared to 4 days in 17/18. A target of 6 days would still place the council in the top performing authorities with the national average for new claims being 22 days and for changes of circumstances 9 days.							
An excellent customer experience	5.3.4	Percentage of calls resolved right first time		94.3	90.0	★	Cllr S Rayner
Service comment June data corrected (15/08/18) due to incorrect calculation in original entry.							
Target The target for 18/19 has been increased to 90% from 83% based on the performance the previous year and an ambition to maintain strong performance in this area.							

Corporate Services Overview and Scrutiny Panel 2018/19: Q1

Council Priority	Ref.	Measure	Q1 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Well-managed resources delivering value for money	6.1.1	Percentage collection rate for Council Tax		30.7	30.6	★	Cllr S Rayner
<p>Target The 18/19 target has been set at 98.5% (compared to 99% in 17/18). This is still above the England average of 97.2%.</p>							
Well-managed resources delivering value for money	6.1.2	Percentage collection rate for Non Domestic Rates (Business Rates)		32.56	31.00	★	Cllr S Rayner
<p>Target The target for 18/19 is unchanged from the previous year at 98.3%.</p>							
Well-managed resources delivering value for money	6.1.3	Council Tax level comparative with the average unitary Band D (£)		933.42	1,430.84	★	Cllr Saunders
<p>Target The target for 18/19 has been set at a figure that would put the council in the top 25% of local authorities' Band D charge.</p>							
Well-managed resources delivering value for money	6.2.1	Percentage of staff who have left the council voluntarily		4.15	3.50	★	Cllr Targowska

Corporate Services Overview and Scrutiny Panel 2018/19: Q1

Council Priority	Ref.	Measure	Q1 YTD	Actual YTD	Target YTD	YTD Status	Lead Member
Target The target for 18/19 is 14%, an increase on the previous year but a reflection of information from South East Employers' about performance in this area.							
Well-managed resources delivering value for money	6.3.1	Percentage of customer interactions that are digital		40.6	38.0	★	Cllr S Rayner
Target The target for 18/19 has been increased from 30% to 40% to more accurately reflect existing performance and to focus on continued improvement.							
Well-managed resources delivering value for money	6.4.1	Percentage of residents expressing satisfaction with services	?	?	61.0	?	Cllr S Rayner
Target The target in 18/19 has been set at 61% based on results of the LGA survey. Data will not be available until the results of the council's Residents' Survey have been received.							

Corporate Services Overview and Scrutiny Panel 2017/18: All Quarters YTD

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Q3 YTD	Q4 YTD	Actual YTD	Target YTD	YTD Status
An excellent customer experience	5.1.1	Percentage of residents confirming that they feel informed about the council					45.2	57.0	▲

Q4 Commentary

Data for Q4 was collated from a statistically small sample of only 79 responses. Across all four quarters the sample size was still small at 363. The year end outturn figure is 45.2% against a 17/18 target of 57%. A statistically robust residents' survey has been commissioned for 18/19 which will include this question (wording as per the LGA recommendation) which will provide the council with a greater level of confidence in this measure.

An excellent customer experience	5.1.2	Number of sign-ups to the residents email newsletter					314	268	★
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An excellent customer experience	5.2.1	Number of "My Account" users					12,907	10,000	★
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An excellent customer experience	5.3.1	Percentage of calls answered within 60 seconds					66.2	80.0	▲
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Corporate Services Overview and Scrutiny Panel 2017/18: All Quarters YTD

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Q3 YTD	Q4 YTD	Actual YTD	Target YTD	YTD Status
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Q4 Commentary
 The outturn 2017/18 performance was 66 % with Q1 37%, Q2 74%, Q3 88%,and Q4 74%) Following the performance in Q1 it was unlikely this target would be met. Remedial action was taken in June 2018 where Cabinet agreed the funding of temporary extra resources this has seen an improvement trend. In August the procurement of a replacement telephony system was approved and implemented in December 2017. Q4 was just under agreed performance, within agreed tolerance, due to the impact of snow and staff absences. Further improvements to performance will continue in 2018/19.

An excellent customer experience	5.3.2	Percentage of calls abandoned after 5 seconds					9.1	5.0	●
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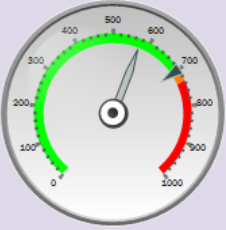

Q4 Commentary
 The 2017/18 outturn is 9.1% against an agreed performance target of less than 5%. The reasons are linked to the percentage of calls answered within 60 seconds. Q1 19%, Q2 5.2%, Q3 3 %, Q4 5.7% Remedial action was taken in June 2018 where Cabinet agreed the funding of temporary extra resources this has seen an improvement trend month on month. Further improvements to performance will continue in 2018/19.

An excellent customer experience	5.3.3	Average no. days to process new claims and changes in circumstances (Housing Benefits)					3.67	3.50	●
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Q4 Commentary
 Although the full year performance is yet to be published by the DWP, it is estimated that RBWM will be the top performing unitary in the South East for the third year running. The year end performance for 2017/18 is 0.2 days short of the target. This equates to a claim taking 1.5hours longer to process and residents continue to receive a fantastic service when compared to the majority of other councils.

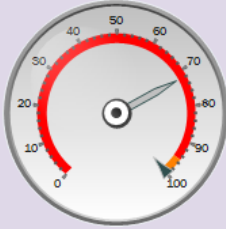

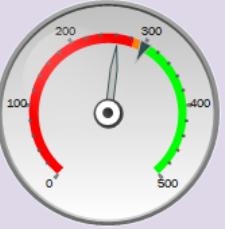
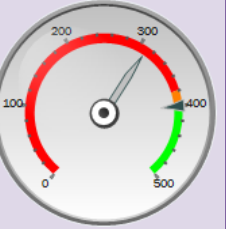
An excellent customer experience	5.3.4	Percentage of calls resolved right first time					95.5	83.0	★
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Corporate Services Overview and Scrutiny Panel 2017/18: All Quarters YTD

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Q3 YTD	Q4 YTD	Actual YTD	Target YTD	YTD Status
An excellent customer experience	5.4.1	Number of council complaints received (excluding adults and children's services)	?	?	?		574	700	★
An excellent customer experience	5.4.1d	Number of council complaints relating to customer services and housing benefits services	?	?	?		128	?	n/a

Q4 Commentary

This is the first year of reporting and recording complaints in this way. A year end figure only is available for complaints. In 2018/19 further focus on improving the software to record complaints as well as working with services will improve reporting further. Complaints in 2018/19 will be reported bi-annually.

An excellent customer experience	5.4.2	Number of compliments received about services (excluding adults and children's services)					310	400	▲
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Strategy and Performance Team Note

This is the first year of reporting and recording compliments in this way. In 2018/19 further focus on improving the software to record complaints and compliments as well as working with services will improve reporting further. Complaints and compliments in 2018/19 will be reported bi-annually.

Corporate Services Overview and Scrutiny Panel 2017/18: All Quarters YTD

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Q3 YTD	Q4 YTD	Actual YTD	Target YTD	YTD Status
An excellent customer experience	5.4.2d	Number of compliments received relating to customer services and housing benefits services	?	?	?		40	?	n/a

Q4 Commentary

As with measure 5.4.2 this is the first year of reporting in this way. Data for this measure will be available bi-annually in 2018/19.

Well-managed resources delivering value for money	6.1.1	Percentage collection rate for Council Tax					98.3	99.0	
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Q4 Commentary

Although the collection rate achieved of 98.3% is the same as that achieved in 2016/17, the value this represented last year was £77,541,341 while this year it is £81,293,725. Therefore, although the target was missed by 0.7%, in real terms, the revenue collected increased by £3,752,384. This is largely due to increased sums charged in respect of council tax from preceptors and the Royal Borough.

Well-managed resources delivering value for money	6.1.2	Percentage collection rate for Non Domestic Rates (Business Rates)					98.82	98.31	
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Well-managed resources delivering value for money	6.1.3	Council Tax level comparative with the average unitary Band D (£)					933.42	1,430.84	
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Corporate Services Overview and Scrutiny Panel 2017/18: All Quarters YTD

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Q3 YTD	Q4 YTD	Actual YTD	Target YTD	YTD Status
Target									
The target for 18/19 has been set at a figure that would put the council in the top 25% of local authorities' Band D charge.									
Well-managed resources delivering value for money	6.2.1	Percentage of staff who have left the council voluntarily					15.26	12.00	●
Well-managed resources delivering value for money	6.3.1	Percentage of customer interactions that are digital					40.2	30.0	★
Service comment									
Data does not yet include payments - tbc shortly									
Well-managed resources delivering value for money	6.4.1	Percentage of residents expressing satisfaction with services	?	?	?	?	?	75.0	?
Q4 Commentary									
Data for this measure will be available in 2018/19 from the externally commissioned residents' survey.									