

 <b>WEST OXFORDSHIRE DISTRICT COUNCIL</b>	<b>WEST OXFORDSHIRE DISTRICT COUNCIL</b>
Name and date of Committee	<b>FINANCE AND MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY 2 OCTOBER 2019</b>
Report Number	<b>AGENDA ITEM No. 12</b>
Subject	<b>SERVICE PERFORMANCE 2019/20 QUARTER ONE</b>
Wards affected	ALL
Accountable member	All relevant Cabinet Members
Accountable officer	Andy Barge, Group Manager, Strategic Support Tel: 01594 812290 Email: Andy.Barge@publicagroup.uk
Summary/Purpose	To provide information on the Council's service performance at the end of Quarter 1 of 2019/ 2020
Annexes	Annex A – Performance Indicators Annex B – Progress on Keys Tasks
Recommendation/s	<i>That the Committee reviews, and challenges as appropriate, service performance for Quarter 1 of 2019/20</i>
Corporate priorities	Working with communities to meet the current and future needs and aspirations of residents  Provide efficient and value for money services, whilst delivering quality front line services
Key Decision	NO
Exempt	NO
Consultees/ Consultation	NONE

## **1. BACKGROUND**

- 1.1. The Council monitors service performance and progress towards achieving the aim and priorities set out in the Corporate Plan, in particular, the key tasks. Each quarter, performance and progress in those service areas relating to the work of this Committee are provided in this report.
- 1.2. [Annex A](#) provides an overview of service performance in Customer Services, Business Support Services, Democratic Services and Revenues and Housing Support.
- 1.3. A new Council Plan 2019-2023 is being prepared. In the interim, we will continue to report on the key tasks set out in the 2018-19 update to the Council Plan 2016 – 2019. A summary of progress for those key tasks relating to the work of this Committee is attached at [Annex B](#).

## **2. MAIN POINTS**

- 2.1. There are eight quarterly performance indicators relating to the work of this Committee. Of the eight indicators, six indicators (75%) achieved their targets (Green), one indicator (12.5%) achieved its target 'within tolerance' (Amber), and one indicator (12.5%) did not achieve its target (Red). The underperforming indicators are considered in more detail below.

In November 2018, the Council commenced a trial survey to gauge customer satisfaction which is being conducted via a number of communication channels – face to face and web (hotjar), and from June 2019, data collection commenced by telephone. This work is continuing to evolve; preliminary results are reported at Annex A for information only.

### **RED INDICATORS**

#### **ICC4 Percentage of telephone calls answered within 20 seconds**

- 2.2. The target was 70% and the actual was 53.13%.
- 2.3. During Q1, the new Customer Relationship Management software (Salesforce) for Customer Services was implemented. The new platform will underpin all our services and help to deliver more customer focussed solutions.
- 2.4. Some advisors were involved in user acceptance testing, and all advisors received training prior to 'go live' which has taken capacity out of the service.
- 2.5. As expected, performance will be affected while the system beds in, and evolves with further enhancements and tweaks. A second round of training will be required as the service reviews some of the processes that have been amended during the initial stage.
- 2.6. As additional functionality is enabled such as the auto integration of phone calls and emails, we should start seeing improvements in performance.

### **AMBER INDICATORS**

#### **ICC3 Percentage of complaints responded to within 10 working days**

- 2.7. The target was 90% and the actual was 88.89%.
- 2.8. The Council responded to 16 of the 18 complaints within 10 working days, a good improvement on previous performance (2018/19 Actual: 71.43%).

- 2.9. The Council receives relatively few complaints, and just one or two complaints responded to outside of the ten days can result in the target being missed.
- 2.10. The Customer Services Manager is working with services to ensure that the complainant is notified of progress, and an extension of time agreed if required.
- 2.11. In addition, the complaints process will be reviewed as part of the wider review of Customer Services being carried out by Publica, which is expected to improve performance.

### **Local Government Ombudsman – Annual Review Letter 2018**

- 2.12. The Annual Review Letter 2019 for West Oxfordshire District Council sets out the complaints that were made against the Council in 2018/19, as well as the outcome of those complaints. In total, the LGO received 11 complaints/enquiries about this Council, which related mostly to Planning and Development (five), and Environment Services (three). In the previous year, we received 17 complaints/enquiries, of which eight related to Planning and Development, and five to Environment Services
- 2.13. Ten decisions were made by the LGO in 2018/19; four complaints were closed after initial enquiries, five complaints were referred back to the Council for a local resolution, and one complaint about the way the Council carried out its building control duties, was investigated in detail.
- 2.14. The LGO upheld the complaint that was investigated in detail, but recognised that the Council had apologised and acknowledged that the service received by the complainant and neighbours was not to the expected standard, prior to the complaint to the Ombudsman. The Council had also taken action to address concerns including carrying out a full review of its Building Control Service.
- 2.15. In addition to part refunding the professional costs incurred by the complainant, the Council has agreed to pay the complainant £250 in recognition of his time and trouble in pursuing matters, and to complete the outstanding work to the complainant's property.

### **3. FINANCIAL IMPLICATIONS**

- 3.1. None

### **4. LEGAL IMPLICATIONS**

- 4.1. None

### **5. RISK ASSESSMENT**

- 5.1. Not applicable

### **6. EQUALITIES IMPACT (IF REQUIRED)**

- 6.1. Not applicable

### **7. CLIMATE CHANGE IMPLICATIONS (IF REQUIRED)**

- 7.1. Not applicable

**8. ALTERNATIVE OPTIONS**

**8.1.** None

**9. BACKGROUND PAPERS**

**9.1.** None

## Finance and Management Overview and Scrutiny Committee 2019 2020

PI Code	Indicator	Q1 Outturn	Q1 Target	Q1 RAG Status	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
<b>Customer services</b>								
ICC2 (a)	Customer Satisfaction Rate for users of the Council – in person (F2F)	87%	Not set		87%	Not set		For information only Improvements to the system are on-going. Advisors hand out cards for completion - 155 customers completed the card during the quarter; 87% were satisfied or very satisfied with their experience
ICC2 (b)	Customer Satisfaction Rate for users of the Council – telephone (advisors)	99%	Not set		99%	Not set		For information only The automated telephone survey went live on the 4th June 2019. Advisors offer to put callers through to a very short survey (provided by Gov Metric) at the end of their enquiry 584 customers completed the survey; 99% were satisfied or very satisfied with their experience
ICC2 (c)	Customer Satisfaction Rate for users of the Council – telephone (services)	93%	Not set		93%	Not set		For information only 598 customers completed the survey; 93% were satisfied or very satisfied with their experience

PI Code	Indicator	Q1 Outturn	Q1 Target	Q1 RAG Status	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
<b>Customer services (contd.)</b>								
ICC2 (d)	Customer Satisfaction Rate for users of the Council – web	6%	Not set		6%	Not set		Users of the Council's website are invited to leave feedback via a tab (hotjar) that appears at the side of each web page. During the quarter, only 45 users completed the survey; 6% were satisfied or very satisfied. A refresh of the Council's website has been identified as a project in the Transformation Programme
ICC3	Percentage of complaints responded to within 10 working days (council wide)	88.89%	90%	Amber	88.89%	90%	Green	Close to target. We responded to 16 of the 18 complaints within target. The complaints related to waste (9), planning (4) and other (5)
ICC4	Percentage of telephone calls answered within 20 seconds	53.13%	70%	Red	53.13%	70%	Red	Performance has been impacted by the implementation of new Customer Relationship Management software (Salesforce). As additional functionality is enabled such as the auto integration of phone calls and emails, we should start seeing improvements in performance

PI Code	Indicator	Q1 Outturn	Q1 Target	Q1 RAG Status	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
<b>Business Support Services</b>								
BSS1	The percentage of invoices for commercial goods and services paid by the Authority within 30 days of receipt or within the agreed payment terms	98.86%	90%	Green	98.86%	90%	Green	
BSS2	Percentage of uptime for IT servers and network equipment	99.99%	99.80%	Green	99.99%	99.80%	Green	

PI Code	Indicator	Q1 Outturn	Q1 Target	Q1 RAG Status	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
<b>Democratic Services</b>								
DE1	Number of ombudsman complaints (including premature complaints)	REPORTED ANNUALLY				No more than 10		
DE2	The percentage of responses to Ombudsman complaints, within the required timescale	REPORTED ANNUALLY				100%		



PI Code	Indicator	Q1 Outturn	Q1 Target	Q1 RAG Status	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
<b>Revenues and Housing Support</b>								
RHS1	(Cumulative) Average processing time taken for new Housing Benefit claims submitted to the LA for which the date of decision is within the financial year being reported	15.57	18	Green	15.57	18	Green	
RHS2	(Cumulative) Average processing time taken for all written notifications to the LA of changes to a claimant's circumstances that require a new decision on behalf of the Authority	4.08	5	Green	4.08	6	Green	There has been no change in the volumes we are receiving including data from employers via the DWP which require checking and the manual update of claimants' records to ensure that we assess claims using up to date information; however, we have implemented a solution to ensure that both those cases that are reaching the target date are prioritised and dealt with as well as the new cases coming in. Furthermore, we were able to get support from an external service on demand

PI Code	Indicator	QI Outturn	QI Target	QI RAG Status	2019/20 Year to date	2019/20 Target	Overall RAG Status	Comments
<b>Revenues and Housing Support (contd.)</b>								
RHS3	(Cumulative) The percentage of Council Tax collected in year	<b>30.44%</b>	<b>29%</b>	<b>Green</b>	<b>30.44%</b>	<b>99%</b>	<b>Green</b>	<p>The MHCLG has recently published council tax in year collection rates for 2018-19 which indicates that the Council continues to maintain a high collection rate at 98.5% in comparison to Shire Districts at 97.9% and England at 97%.</p> <p>The service will continue to recover council tax on previous years' debt throughout the year</p>
RHS4	(Cumulative) The percentage of National Non-Domestic Rates collected in year	<b>37.54%</b>	<b>29%</b>	<b>Green</b>	<b>37.54%</b>	<b>99%</b>	<b>Green</b>	<p>The MHCLG has recently published NNDR in year collection rates for 2018-19. The Council achieved a collection rate of 98.1%, close to Shire Districts at 98.4%, and England at 98.3%.</p> <p>The service will continue to recover business rates on previous years' debt throughout the year</p>

## Progress on Key Tasks

	Assignee	Status	Progress
<b>Priority - Working with communities to meet the current and future needs and aspirations of residents</b>			
Work with providers to ensure better broadband and mobile phone coverage by 31 March 2020	Phil Martin Will Barton	On Target	<p>The Superfast Broadband project continues to progress well, with 21 of the 26 community areas in the build phase and the remaining five scheduled to start by mid-August. The targets set in the Phase 1 remedial plan have now been achieved and a claim will shortly be submitted to BDUK.</p> <p>In order to ensure the project is delivered by the end of the 2019/20, a new plan with a revised schedule is being drafted, underpinned by a new communications plan to ensure keep residents informed. Significant improvements have been made in terms of engagement with both residents and local councils over the past three months, and Gigaclear has made additional resources available to ensure this continues.</p> <p>Overall the whole project is still on track to be completed on schedule by the end of 2019/20.</p>

	Assignee	Status	Progress
<b>Priority – Provide efficient and value for money services, whilst delivering quality front line services</b>			
Work with Publica Group Ltd to deliver £1.65m per annum savings by 2021	David Neudegg	On Target	<p>The first Publica Business Plan 2018/19 set out the key actions to deliver the transformation programme including the development of digital solutions to provide 24/7 access for customers to many of our transactional services. The new digital platform, Salesforce was implemented in Customer services in May 2019 for the three partner Councils; and one of the benefits of Salesforce is the ability to start to gather better data about why customers are contacting us.</p> <p>Publica's business plan 2019/20 was approved by the Leader at Cabinet in March 2019, and sets out the key tasks against the priorities including developing Council Commercial Strategies and continuing with the development of our core digital capabilities to enhance both our personalised contact and our self-serve options with residents and customers .</p> <p>In addition, we have commenced the move towards the new operating model, with a new service delivery team framework which will support the next stage of our transformation and build the capabilities we need.</p>

	Assignee	Status	Progress
<b>Priority – Provide efficient and value for money services, whilst delivering quality front line services</b>			
Continue to improve the use of our assets to obtain further efficiency savings, for instance income from letting office space by 31 March 2020	Christine Cushway Frank Wilson	On Target	<p>Engagement continues with partners (Oxfordshire County Council, Police, Health) on the Oxfordshire One Public Estate Programme, which will include a review of Welch Way with the aim of creating a sustainable Town Centre and the potential for delivering joint front line services. This will include consideration of office accommodation across the partner sites; an options appraisal on the sites has been received from OCC.</p> <p>Another One Public Estate project, the Depot review, will consider whether there are any opportunities to share sites and potentially resources for depot provision across the partnership.</p> <p>Office accommodation at the Woodgreen and Elmfield sites is being reviewed which will allow us to look at potential opportunities to release space in the future and generate income. Work completed to date includes the update of floor plans, and room capacity, and an overview survey of roof space at Woodgreen.</p> <p>Publica has commenced an organisation wide review into smart working and space requirements. One of the aims is to release office space back to the individual Councils so that they can consider options for disposal or commercial leasing of vacated office space.</p>