

# Agenda



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**Vale  
of White Horse**  
District Council

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Date: 6 November 2020

[www.southoxon.gov.uk](http://www.southoxon.gov.uk)

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## A meeting of the

## Joint Scrutiny Committee

will be held on Monday, 16 November 2020 at 6.30 pm  
virtual meeting

watch the live meeting here:

<https://www.youtube.com/channel/UCTj2pCic8vzucpzlaSWE3UQ>

### Members of the Committee: Councillors

#### South

Ian White (co chair)  
Sam Casey-Rerhaye  
Stefan Gawrysiak  
Alexandrine Kantor  
George Levy

#### Vale

Nathan Boyd (co chair)  
Andy Cooke  
Amos Duveen  
Hayleigh Gascoigne  
David Grant

### Preferred Substitutes

#### South

Ken Arlett  
Anna Badcock  
David Bretherton  
Peter Dragonetti  
Victoria Haval  
Kellie Hinton  
Caroline Newton  
Jo Robb  
Anne-Marie Simpson  
Alan Thompson

#### Vale

Eric Batts  
Samantha Bowring  
Andy Foulsham  
Alison Jenner  
Janet Shelley  
Max Thompson  
Elaine Ware

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A handwritten signature in black ink, appearing to read 'M Reed', written in a cursive style.

Margaret Reed, Head of Legal and Democratic

# **Agenda**

## **Open to the Public including the Press**

### **1. Apologies for absence**

To record apologies for absence and the attendance of substitute members.

### **2. Minutes**

(Pages 5 - 8)

To review the minutes of the meeting held on 21 September 2020.

### **3. Declarations of interest**

To receive any declarations of disclosable pecuniary interests in respect of items on the agenda for this meeting.

### **4. Urgent business and chair's announcements**

To receive notification of any matters which the chair determines should be considered as urgent business and the special circumstances which have made the matters urgent, and to receive any announcements from the chair.

### **5. Public participation**

To receive any questions or statements from members of the public that have registered to speak.

## **REPORTS AND OTHER ITEMS BROUGHT BEFORE THE SCRUTINY COMMITTEE FOR ITS CONSIDERATION**

### **6. Performance review of Saba (Car Park Operators) 2019-2020**

(Pages 9 - 19)

To review the performance of Saba in providing the car park operations services in the Vale of White Horse and South Oxfordshire for the period 1 April 2019 to 31 March 2020.

### **7. Performance management**

(Pages 20 - 26)

To review the performance management paper, seeking scrutiny committee's feedback and views.

## **8. Work schedule and dates for all South and Vale scrutiny meetings**

To review the scrutiny work schedule. Please note, although the dates are confirmed, the items under consideration are subject to being withdrawn, added to or rearranged without further notice.



# Minutes

of a meeting of the

## Joint Scrutiny Committee

held on Monday, 21 September 2020 at 6.30 pm  
virtual meeting

**Open to the public, including the press**

### Present:

Members:

South Oxfordshire District Councillors: Ian White, Sam Casey-Rerhaye, Stefan Gawrysiak, Alexandrine Kantor and George Levy

Vale of White Horse District Councillors: Nathan Boyd (Chair), Andy Cooke, Amos Duveen, Hayleigh Gascoigne and David Grant.

Officers: Karen Brown, Andrew Down, Diane Foster, Liz Hayden, Simon Hewings, Suzanne Malcolm, Ian Matten, Adrianna Partridge, Ben Watson and David Wilde

Also present: Councillors Sue Cooper, Andrew Crawford, David Rouane, Emily Smith

Guests: CI Matthew Bullivant, Andrew Dutton and Francis Drew.

### Sc.23 Apologies for absence

No apologies received.

### Sc.24 Minutes

The minutes of the meeting on 16 January 2020 were agreed as a correct record, and the Chair will sign them as such.

### Sc.25 Declarations of interest

None.

### Sc.26 Urgent business and chair's announcements

The Chair reminded the committee to use the chat bar to notify their wish to speak. Try not to use the chat bar for conversation, as you should ask to speak and your comments might be missed.

## **Sc.27 Public participation**

None.

## **Sc.28 Biffa annual performance report**

The Biffa annual performance report was introduced by Leader of the Council, Councillor Emily Smith.

Also present was Liz Hayden, Head of Service Housing and Environment, Ian Matten, Environmental services manager, and Biffa representatives Francis Drew and Andrew Dutton.

It was recommended that scrutiny committee considers Biffa Municipal Ltd (Biffa) performance in delivering the household waste collection, street cleansing and ancillary services contract for the period 1 January 2019 to 31 December 2019 and makes any comments before a final assessment on performance is made.

The service contributes to Vale's Corporate Plan (2016 – 2020) of running an efficient council and continue to improve our environment and South's Corporate Plan (2016 – 2020) of delivering services that reflect residents needs and build thriving communities by making communities clean and safe.

Key performance targets (KPT) for 2019 have exceeded those of 2018, with a rating of 'good' across the board, from the previous 'fair' rating.

Chair reminded the committee that the report is pre-Covid-19 so no questions are needed on this.

Questions on the report were raised, as follows:

- It was confirmed that there are still 6 Waste Electronic and Electrical Equipment (WEEE) bring banks
- The committee asked about whether there needs to be a longer window for reporting missed collections. This may be a contractual issue that would need to be discussed with Biffa.
- Discussed whether food bins are missed because they are very small and aren't seen.
- It was confirmed that the improvements in rectifying missed collections were caused by getting back to the route ASAP and a shift in staff focus.
- Can we change the measurement to total amount of waste, not a percentage? This may be contractual and would need to be discussed, and the contract end is 2024.
- Ideas – zero waste shops, reduce recycling amounts.
- Committee discussed plastic contaminants – painted plastic, e.g., crisp bags. It was confirmed that the recycling plant in Edmonton cannot recycle 8%. Milk containers are already recycled material. Biffa to query painted plastics.
- Councillors asked about higher household numbers and lower recruitment levels. Biffa representative confirmed that they are trying to recruit directly which is positive, there are issues regarding the UK leaving the EU, the government points system and now the Covid-19 pandemic.
- KPT5 – incomplete rounds – can rounds be reviewed? which houses are affected by incomplete rounds? Biffa representative did confirm that the South and Vale rounds are two distinct rounds because the waste tonnages are reported per district, which is why the rounds are carried out as they are. Officers noted as part of the pending round review we may be able to make an exception for areas where district boundaries cross, like on Great Western Park, Didcot.
- Customer satisfaction survey – This information is collected corporately every two years. Corporate strategy are reviewing the process going forward for public consultation / satisfaction survey.
- It was confirmed that a formal stage 1 is an escalated complaint through the Council complaints system.
- Councillor request to refer to properties as "homes" instead?

Biffa and officers were thanked for their positive results and work.

## **Sc.29 Community Safety Partnership annual report**

The Community Safety Partnership annual report was introduced by Cabinet member Councillor David Rouane.

Also present were officers Liz Hayden, Head of Service for Housing and Environment, Diane Foster, Community Safety and Licensing Service Manager, Karen Brown, Team Leader for Community Safety, and Chief Inspector Matthew Bullivant was present to answer any police-related questions.

The committee were asked to;

(a) To note the progress that the South and Vale Community Safety Partnership (CSP) made in 2019/20 in delivering its priorities and statutory functions

(b) To support the CSP's view that the 2020/21 plan will continue to deliver core priorities and statutory functions and focus on these three key priorities:

- tackling domestic violence and abuse, including early intervention to reduce harm and improving services for victims;
- working with vulnerable people and children to reduce the likelihood of being exploited;
- reducing knife crime and harm and vulnerability caused by drugs and alcohol.

A typo was noted on paragraph 10 – paragraph 33 in the table should read 38.

Councillors noted that the work of the CSP is an unsung area of council work and this report notes the progress in 2019-20.

It was confirmed that there are 3 separate ways for the public to report crime:

1. Crimestoppers, which is anonymous
  2. The Police
  3. Community Safety Partnership – anonymous – officers noted this is not a 24/7 service and therefore if a member of public feels they are facing danger they should call the police.
- The committee were informed that the three priorities were signed off before lockdown and data analysis supports that they are still appropriate.
  - Regarding the potential increase of sanctuary scheme referrals, we have to wait to see any pattern of referrals as a result of lockdown.
  - Councillors asked about having modern slavery awareness training for Councillors.
  - Safe places - raising awareness – is newsletters best? Potentially through social media. There will be a map of 'safe places'
  - It was confirmed that Guard Cams are in place longer now due to lockdown.
  - SCR paragraph 24 – target hardening is security for a home, situational harm reduction – lighting, fire-proof letter box etc.
  - Safe spaces data on usage is held by the organisations running the space. Want to spread spaces out into rural areas to reach more communities. Training is given to organisations on how to support. Officers confirmed they are always looking for new spaces.
  - We are first responders in modern slavery cases. Three were identified last year.
  - Discussion was had regarding public space protection orders (PSPO's) – Thame has been successful in using these to deter drinking alcohol in public spaces that can lead to anti-social behaviour.
  - Councillors asked if awareness raising was an effective measure to reduce domestic abuse. Officers explained behaviour change is hard to measure, however raising awareness improves reporting and understanding of issues. The desired outcome is a drop in crime rates due to priorities being in place.
  - How do we reach more people – example, plays being held, small workshops at Abingdon college – how do we reach a wider audience? More is happening and there is work going on with other organisations- e.g. Didcot Girls School.

- There is an action plan for each of the 3 priorities progress will be reviewed at the quarterly CSP meetings.

Cabinet member, officers and Chief Inspector Bullivant were thanked for their work, and the committee supported the two recommendations.

### **Sc.30 Work schedule and dates for all South and Vale scrutiny meetings**

The Chair reminded the committee that with the heavy programme, please read papers as soon as possible.

### **Sc.31 Exclusion of the public**

**RESOLVED** to exclude members of the press and public from the meeting for the following items of business under Part 1 of Schedule 12A Section 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that: (i) they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act, and (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **Sc.32 Confidential - 5CP negotiations**

The committee were updated on Capita negotiations.



# Joint Scrutiny Committee Report

Report of Head of Housing and Environment

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To: JOINT SCRUTINY COMMITTEE

DATE: 16 November 2020

South Cabinet Member responsible: David Rouane

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## Performance review of Saba (Car Park Operators) 2019 - 2020

### RECOMMENDATION

That scrutiny committee considers Saba's performance in delivering the Car Park Operations contract for the period 1 April 2019 to 31 March 2020 and makes any comments before a final assessment on performance is made.

### PURPOSE OF REPORT

1. To ask scrutiny committee for its views on the performance of Saba in providing the car park operations services in the Vale of White Horse and South Oxfordshire for the period 1 April 2019 to 31 March 2020.

### STRATEGIC OBJECTIVES

2. The service contributes to Vale's strategic objective of building stable finances and South's strategic objective of openness and accountability.

### BACKGROUND

3. Managing contractor performance is essential for delivering the council's objectives and targets. Since some of the council's services are outsourced, the council cannot deliver high quality services to its residents unless its contractors are performing well. Working jointly with contractors to review performance regularly is therefore essential.
4. The council's process for managing contractor performance focuses on continuous improvement and action planning. The council realises that the success of the

framework depends on contractors and the council working together to set and review realistic, jointly agreed and measurable targets.

5. The overall framework is designed to be:

- a way for the council to consistently measure contractor performance, to help highlight and resolve operational issues
- flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
- a step towards managing risk more effectively and improving performance through action planning.

## **OVERVIEW OF THE REVIEW FRAMEWORK**

6. Evaluating contractor performance has four elements:

- i. performance measured against key performance targets (KPI)
- ii. customer satisfaction with the total service experience
- iii. council satisfaction as client
- iv. summary of strengths and areas for improvement, plus feedback from the contractor on the overall assessment and the contractor's suggestions of ways in which the council might improve performance.

7. The first three dimensions are assessed, and the head of service makes a judgement of classification. The fourth element is a summary of strengths and areas for improvement and includes contractor feedback. Where some dimensions are not relevant or are difficult to apply fairly to certain types of contract, the framework may be adjusted or simplified at the discretion of the head of service.

8. The report includes a summary of officer's assessment for 2019/20 for each dimension. This is the first year of the current contract directly with Saba. In future years the results will include a comparison against the previous year and reported as part of future reports.

9. The contract with Saba was novated to South Oxfordshire and Vale of White Horse district councils for the supply of car park operational service at the beginning of April 2019 following the transfer of the contract from VINCI Construction UK Limited (VINCI).

10. The value of the contract as of the end of 2019/20, as a fixed annual charge was £479,196 per annum of which the Vale proportion was £246,972 per annum and the South Oxfordshire proportion was £232,224 per annum. The reason for the difference in values is because of the car park ownership at each authority.

11. The contract is to carry out all parking enforcement in accordance with the Road Traffic Regulations Act 1984 (RTRA), issue and process Excess Charge Notices (ECNs)). This includes delivery of the following services:

- maximize income from parking, keeping close accounts of spends, income and reconciliations in line with council policy
- relevant administration of permits and notice processing and administration of Excess Charge Notices (ECNs) under the 1984 (RTRA).
- assisting with internal and external audit reviews and attending committee meetings as required by the council
- dealing with out of hours emergencies in car parks
- maintain excellent customer relations by dealing with emails, first disputes against ECNs, telephone calls in line with relevant legislation.

- forward second and further disputes to the nominated council officer for consideration
- taking and checking all payments by all methods, balance income from the pay and display machines and record the data, deal with queries make any relevant transfers, checking VAT calculations in line with proper accountancy practices and to all car park accounts are accurate and up to date

The main duties and responsibilities of enforcement officers are:

- Enforcement is carried out by officers who are responsible for the day to day running of the car parks, issuing ECNs and ensuring the smooth and safe operation of the car parks.
- ensure good customer satisfaction by ensuring that the ticket machines are maintained in good working order which includes replenishing supply of tickets in machine, carry out regular checks and scheduled inspection surveys to identify any potential health and safety issues and signs are clear and graffiti free
- carry out enforcement role effectively and efficiently by inspecting all vehicles to check that a current parking ticket, season ticket or disabled badge is displayed and issue appropriate ECN in accordance with legislation
- act as an ambassador for the council, offering information and assistance to members of the public on a variety of issues (not only car parking). Provide excellent customer service by dealing with confrontational and emergency situations in a polite and efficient manner

## DIMENSION 1 – KEY PERFORMANCE INDICATORS (KPI)

- KPIs are recognised as an important element of monitoring the contractor's performance. The KPI cover those aspects of the service which are most important as a means of benchmarking against which performance can be measured. KPI's are reported monthly to the council using a traffic light system Green – achieved, Amber - Area for concern and Red – Failure and are discuss at the monthly Client/Contractor meeting. If issues persist, they are referred to the quarterly contract meeting attended by the Head of Housing and Environment and the Saba's Regional Commercial Manager.
- KPI are split into a number of sub-areas which added together make up the KPI score, a table showing the results of all sub-areas with a detailed breakdown of the scores is included within Appendix A.
- The following table shows the annual results for the KPI for 2019/20.

	Area	KPI SCORE	Monitoring score
KPI 1	Administration	89%	4
KPI 2	Notice Processing	99%	5
KPI 3	Reporting	100%	5
KPI 4	Financial management	100%	5
KPI 5	Disputes Management	100%	5
KPI 6	Authorised Use	100%	5
KPI 7	Customer satisfaction	0%	1
KPI 8	Asset Condition	99%	5
	<b>Total</b>	<b>86%</b>	<b>4</b>

Table 1

15. The KPI which is highlighted as an area for concern is KPI 1. The KPI is split into three sub areas, the sub area covering the 'time to respond to call outs' (of users locked in at Charter car park, Abingdon) was considered a failure. This failure was due to the fact that Saba's sub-contractor was not always able to get to the Charter Car Park (Abingdon) within the 30-minute target time. These call out are to release cars parked on floor 3 and above after the Charter car park has been locked up for the evening. All the requests were responded to within 1 hour, however this dropped the overall rating for this KPI 1 into the area of concern. Saba are working with their contractor to improve the response time.
16. The KPI which is highlighted as a failure is KPI 7 Customer satisfaction. Most of the customer contact with the Saba team is when they receive an excess charge notice. Asking these customers to complete a satisfaction survey may be problematic since they have just had to pay a penalty. The Saba contract was originally included within the facilities contract with Vinci, which covered many more areas of operation. Agreement has been reached for 2020/21 that all email communications sent out by Saba will provide the opportunity for customers to complete an online questionnaire asking how they feel they have been dealt with by the Saba staff. The results of this survey will be used to assess the customer satisfaction score in future reports.
17. As no results can be provided showing the level of customer satisfaction with the service that Saba provide this KPI it was marked as nil

### Overall KPI performance

18. Based on Saba's performance an overall "average" KPI performance rating score of 98 percent has been achieved. A detailed analysis of performance against the KPI's and sub KPI's can be found in Appendix A.
19. For reasons of consistency and for fairness between contractors, the following is a guide to the assessment of Saba against all KPI:

Percentage Score	0 – 69.9%	70% – 79.9%	80% – 84.9%	<b>85% – 94.9%</b>	95% – 100%
Monitoring Score	1	2	3	<b>4</b>	5
Classification	Poor	Weak	Fair	<b>Good</b>	Excellent

20. The head of service has made a judgement on KPI performance as follows:

KPI judgement	<b>Good</b>
Previous KPI judgement for comparison – This is the first year of this contract	N/A

### DIMENSION 2 – CUSTOMER SATISFACTION

21. There is no data relating to customer satisfaction for 2019/20. As previously stated, a customer satisfaction survey of those who have received an ECN is unlikely to provide reliable.
22. Officers have agreed with Saba that email communications from Saba administration staff on car parks will provide the opportunity for customers to complete an online

satisfaction questionnaire for future contract monitoring and assessment on how Saba have dealt with their issue or query.

23. There were no formal complaints regarding Saba staff logged as part of the council's complaints procedure during the review period.
24. In order to complete this assessment, the head of service has made a judgement based on anecdotal evidence on customer satisfaction as follows:

Customer satisfaction judgement	<b>Good</b>
Previous customer satisfaction judgement for comparison	N/A

### DIMENSION 3 – COUNCIL SATISFACTION

25. As part of the performance review officers with direct knowledge and who frequently interact with the contractor were asked to complete a short questionnaire. This included the staff within the waste team, legal, finance, audit, engineers, parks, communications, facilities and the technical services business support team. In total 14 questionnaires were sent out and 10 returned.
26. Based on Saba's performance an overall council satisfaction rating score of 3.96 has been achieved. An analysis of council satisfaction can be found in Annex C.

Score	<3.0	3.0 – 3.399	3.4 – 3.899	<b>3.9 – 4.299</b>	4.3 – 5.0
Classification	Poor	Weak	Fair	<b>Good</b>	Excellent

27. Based on this performance, the head of service has made a judgement on council satisfaction as follows:

Council satisfaction judgement	<b>Good</b>
Previous council satisfaction judgement for comparison	N/A

### OVERALL ASSESSMENT

28. Taking into account the performance of the contractor against KPI, perceived customer satisfaction with staff attitude and council satisfaction, the head of service has made an overall judgement as follows.

Overall assessment	<b>Good</b>
Previous overall assessment for comparison	N/A

### STRENGTHS AND AREAS FOR IMPROVEMENT

29. Annex C also records strengths and areas for improvement relating to the performance of the contractor in this review period.
30. Areas for improvement identified in the review are:
  - The implementation of the Automatic Number Plate Recognition (ANPR) system

- Suggestions for improving the service, based on knowledge of service delivery (e.g. change in enforcement officer deployment based on usage/ECNs?)
  - To work with the council to assist council staff in checking if issues have been correctly identified whilst undertaking their patrols to save time in council staff having to visit facilities only to find out that the issue has been corrected e.g repairs to car park fences
31. Officers have commented that the contractor's staff are approachable and provide a quick response to urgent requests. Particular mention was made about the limited number of stage two disputes received, which shows the Saba staff are dealing with appeals effectively. (2777 ECN's issued of which 336 were challenged or which 20 went to an appeal).
32. The Head of Service also wished to thank Saba for working so effectively with the Council to manage the COVID 19 situation particularly during the lockdown.

## **FINANCIAL IMPLICATIONS**

33. There are no financial implications arising from this report.

## **CONCLUSION**

34. Saba have had a good year providing car park management and enforcement services to the councils throughout the first year of the contract. In Dimension 1, they have achieved an "Good" rating on seven of their eight KPI's.
35. As stated in the report the customer service (Dimension 2) has not been measured this year due to the difficulties agreeing the method of measuring customer satisfaction.
36. The Dimension 3, council satisfaction of score 3.96 ("Good") for a first year of a contract and shows that Saba have delivered a good service with only a few areas for improvement.
37. The head of service has assessed Saba's overall performance as Good for its delivery of the car park management and enforcement services for 2019/20. The committee is asked to make any comments to the Cabinet Member with responsibility for car parks to enable them to make a final assessment on performance by way of an Individual Cabinet Member Decision.
38. If the committee does not agree with the head of service assessment, then this report will be referred to Cabinet for further discussion and a final assessment of Saba's performance.

## **BACKGROUND PAPERS**

None

# Annex A – Key performance targets

Monitoring evaluation KPI rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)

	KPI	KPI SCORE	Monitoring Score
<b>KP 1 - Administration</b>		<b>89%</b>	<b>4</b>
1.1	Reply to all public, officer and councillor parking and car parks queries (where relevant to Saba, for off street, public parking), 100% of full responses sent within 10 working days	100%	5
1.2	% of call outs for lock-ins to the Charter Car Park where responded to and released within 30 minutes. .	67%	1
1.3	2 usage surveys (one for each council of all car parks) completed per annum with results published within 30 days of the survey end date (Council to give 30 days notice)	100%	5
<b>KPI 2 - Notice Processing</b>		<b>99%</b>	<b>5</b>
2.1	% achievement of target for notice progressions (for 1984 regs) - Send out 7 day letters after 21 days of being unpaid after the 23 <sup>rd</sup> day	100%	5
2.2	% of all notice disputes fully replied to within 10 working days	99%	5
2.3	% achievement of target for cpi error "excess charge notices" (not to exceed 93 % of total issued averaged over the year)	99%	5
<b>KPI 3 - Reporting</b>		<b>100%</b>	<b>5</b>
3.1	Patrol the car parks - in accordance with the deployment plan - TBC South and Vale visits	99%	5
3.2	% of monthly reports (stats in tabular and graphical format on notices issued, P+D income and permits issued (number and income)) issued by the tenth of each month	100%	5
3.3	Provide monthly financial records on income vs budget for pay and display fees, ECN/PCN and permits and all other miscellaneous uses separately for each council in table and graphical format.	100%	5
3.4	Requests from the council's (Internal) auditors, acknowledge requests within 24 working hours and provide all relevant information requested with five working days	100%	5
3.5	Production of Annual Report (summarising all aspects of the car park operation and service) – Annually (by 30 April each year)	100%	5
<b>KPI 4 - Financial management</b>		<b>100%</b>	<b>5</b>
4.1	100% of all records of cash collected for the previous month to be reported and reconciled by the 10th of each month. (Agresso vs Saba collection )	100%	5
4.2	100% of all records of non cash collected for the previous month to be reported and reconciled by the 10th of each month. (Agresso vs Saba collection )	100%	5
4.3	% of payment vouchers and refunds raised within five working days of requests	100%	5
4.4	All payments received at the 135 to be banked within 24 working hour of recents (on site)	100%	5
4.5	All funding collected from the ticket machines to be transferred to the Council's bank account within 6 working days	100%	5
<b>KPI 5 - Disputes Management</b>		<b>100%</b>	<b>5</b>
5.1	Forward all draft second and third disputes responses to the council where relevant - within 5 working days of receipt	100%	5
5.2	% achievement of target for number of second disputes - 97% of total issued averaged over the year (up to 3% can be cancelled at 2nd dispute) ie incorrect interpretaion of cancellation criteria	100%	5
<b>KPI 6 - Authorised Use</b>		<b>100%</b>	<b>5</b>
6.1	% of permitted use issued or forwarded for agreement, within three working days being agreed and Saba being notified	100%	5
6.2	Issue 100% of (parking) permits (season tickets) within 3 working days once agreed (excluding bulk application requests) and Saba being notified	100%	5
<b>KPI 7 - Customer satisfaction</b>		<b>0%</b>	<b>1</b>
7.1	% of agreed number of customer satisfaction surveys completed annually and publish results within 30 working days.	0%	1
<b>KPI 8 - Asset Condition</b>		<b>99%</b>	<b>5</b>
8.1	Report H+S issues and confrontational situations monthly to the council (incidents and accidents and near misses) via monthly report	100%	5
8.2	Car park inspection survey (all car parks including those free) – Completed an agreed checksheet once a quarter to identify issues within the car parks that need resolving by the Councils.	100%	5
8.3	% achievement Risk assessments - to review and update Saba risk assessments once per year or as required following any reported incidents. 100% compliance required	100%	5
8.4	% of car park machine faults responded to and fixed within three day working day of identification - via monthly report (Three working days Monday to Saturday)	97%	5
<b>Total</b>		<b>86%</b>	<b>4</b>

## Annex B – Customer satisfaction

There is no customer satisfaction data. However, for the sake of completeness, the head of service has agreed a level of customer satisfaction as below based on anecdotal evidence:

The following is a guide to the assessment of Saba on overall customer satisfaction for the car parking service:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	<b>3.9 – 4.299</b>	4.3 – 5.0
Classification	Poor	Weak	Fair	<b>Good</b>	Excellent

## Annex C - Council satisfaction

This assessment allows the council (as a client) to record its own satisfaction with aspects of a contractor's performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Some questions can be left blank if the officer does not have direct knowledge of that particular question.

Contractor / supplier / partner name	Saba				
From (date)	1 April 2019	To	31 March 2020		

### 1 Service delivery

When thinking of Saba service delivery, please rate the following items on the scale provided:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Monitoring Score
Understanding of the client's needs	2	5	2			4.00
Response time	3	5	1			4.22
Accuracy of information	2	6	1			4.11
Approach to health & safety	2	5	1			4.13
Question Monitoring Score						<b>4.11</b>

### 2 Communications and relations

When thinking of Saba communications and relations delivery, please rate the following items on the scale provided:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Monitoring Score
Easy to deal with	3	5	1			4.22
Communication: keeping the client informed	3	4	1			4.25
Quality of written documentation	1	5	2			3.88
Compliance with council's corporate identity	1	5	1			4.00
Quality of relationship	3	5	1			4.22
Question Monitoring Score						<b>4.11</b>



### 3 Improvement and innovation

When thinking of Saba's service objectives, please rate the following items on the scale provided:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Monitoring Score
Offers suggestions beyond the scope of work	1	2	5			3.50
Compliant with legislation	2	3	2			4.00
Goes the extra mile	1	5	3			3.78
Supports the council's sustainability objectives		3	4			3.43
Supports the council's equality objectives		4	3			3.57
Degree of partnership working		5	3			3.63
Question Monitoring Score						<b>3.65</b>
Council Satisfaction Rating						<b>3.96</b>

Score	<3.0	3.0 – 3.399	3.4 – 3.899	<b>3.9 – 4.299</b>	4.3 – 5.0
Classification	Poor	Weak	Fair	<b>Good</b>	Excellent

## STRENGTHS AND AREAS FOR IMPROVEMENT

### Strengths

Very good customer relations
Head of Service would particularly wish to thank the Saba staff for working effectively with us to manage lockdown and the matters which have arisen in connection to COVID 19.
Good working relationship between Saba and the Council's officers, helpful and always supportive and quick to respond to issues
Pleasant and helpful both office-based staff and those within the car parks, who are always willing to provide information and identify issues
The team understand council policy and liaise with officers when complex issues arise
Very few 2 <sup>nd</sup> stage disputes

### Areas for improvement

Communication within the car parks team re updates from legal etc.
The implementation of the Automatic Number Plate Recognition (ANPR) system so that it works across both council's areas as there are many examples of it working effectively in other similar areas.
Suggestions for improving the service based on knowledge of service delivery (e.g. change in deployment based on usage/ECNs?)
To work with the council to assist council staff in checking if issues have been correctly identified whilst undertaking their patrols to save time in Council staff having to visit facilities only to find out that the issue has been corrected.

## **Annex D - Contractor 360° feedback**

### **CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT**

In a highly difficult and unprecedented year, I believe this is to be a fair and reasonable assessment of the contract performance. The two elements of service level improvement have in the main been disrupted by the influence of COVID 19, however we will strive to correct this going forward. I would like to take this opportunity to thank both S & V council administrations and management teams for their support and collaboration approach throughout this period.

### **ANY AREAS WHERE CONTRACTOR DISAGREES WITH ASSESSMENT**

None

**WHAT COULD / SHOULD THE COUNCIL DO DIFFERENTLY TO ENABLE THE CONTRACTOR TO DELIVER THE SERVICE MORE EFFICIENTLY / EFFECTIVELY / ECONOMICALLY?**

Feedback provided by

Date

# Joint Scrutiny Committee



Report of Head of Corporate Services – James Carpenter

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Wards affected: ALL

South cabinet member responsible: Councillor

Andrea Powell

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To: Joint Scrutiny Committee

DATE: 16 November 2020

Vale Cabinet member responsible: Councillor

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To: Joint Scrutiny Committee

DATE: 16 November 2020

## AGENDA ITEM or REPORT NO

## Development of the Corporate Performance Management Framework

### Recommendation(s)

(a) For the Committee to note the Council's proposed approach to developing the Performance Management Framework, the principles that will be included, the reporting cycle and provide their feedback.

### Purpose of Report

1. For the Committee to note the Council's proposed approach to developing the Performance Management Framework, the principles that will be included, the reporting cycle and provide their feedback.

### Strategic Objectives

2. A new Corporate Plan for the period 2020-2024 was adopted in October 2020 to establish a vision and priorities for the council.

## Background

3. The council does not have a corporate performance framework in place currently. Whilst many teams have some form of performance reporting linked to their workplans, this is not integrated into a common framework or linked directly to delivery of the council's corporate plan. Previously the councils have monitored performance through a monthly board report which is widely considered to be no longer fit for purpose. Key concerns were that measures in the report were solely quantitative and not always linked to outcomes in the Corporate Plan. The level of manual handling of data required is not cost effective and leads to delay in reporting. This means that the opportunity to evaluate performance and make early decisions around resources or direction to get performance back on track are lost.
4. It was envisaged during the development of the new Corporate Plan 2020-24 that it would:
  - Enable plans, projects, policies, strategies and delivery to be tied into a 'golden thread' linking service and team performance to overall council performance.
  - Align staff objectives setting and appraisal system with the objectives of the Corporate Plan allowing all staff to understand how they as individual contributors help the whole organisation achieve its objectives.
  - Increase residents' awareness of the work the council is doing and what the council hopes to achieve.
  - Provide a performance monitoring and reporting framework to improve transparency and accountability.

Measures were identified at a thematic level in the Corporate Plan 2020-24 and they will be reported on in accordance with the Performance Management Framework for the Council once detailed annual delivery planning has taken place.

5. Now the Corporate Plan 2020-24 has been adopted it presents a good opportunity to implement a Performance Management Framework.
6. Further, the Corporate Plan 2020-24 engagement exercise demonstrated that managing performance featured strongly in the public mind. Many respondents felt that there should be a focus on delivery and requested that they would like to see meaningful measures and have the ability to track and receive progress updates on the Corporate Plan 2020-24. This aligned well with the desire to produce an annual performance report against themes and projects in the Corporate Plan and demonstrated that there was a clear public interest in this. The annual performance report has been built into the Performance Management Framework as a result of this feedback.

## The Performance Management Framework Principles

7. Performance management is about the approach and systems implemented to manage and improve performance. It is an inherent part of the Council's culture and is fundamental to the achievement of our priorities set out in the Corporate Plan 2020-24 themes. It also helps us to place our residents at the centre of what we do as they can see how well we are doing and how we intend to improve.

8. Performance management is about having the information needed to allow us to quickly take action if service delivery or outcomes against the Council's themes as set out in the Corporate Plan 2020-24 are not as expected. This action may be at individual, service or thematic level.

9. It will help us to address questions such as:

*Are we putting the effort into the right things, where most impact can be made?*

*Do we know how satisfied residents are with our services?*

*Are we confident that our services represent good value for money?*

*Do we know the impact that we are having on different parts of our community?*

*Should we stop, start or do something different?*

10. Everyone has a role in improving performance. It is envisaged that our Performance Management Framework will help to show how individual activities contribute to the strategic themes in the Corporate Plan 2020-24 and in turn, the overall performance of the Council.

11. It is envisaged that the Framework will enable the council to maximise the value in our data and information, by making all of our performance reports publicly available. It is planned that the formal performance reporting arrangements will include an annual and quarterly performance report to Cabinet and Scrutiny summarising the Council's progress towards its Themes. This will ensure the necessary checks and balances are in place around monitoring, evaluation, decision-making and policymaking.

12. From early discussions with councillors and officers during the development of the Corporate Plan 2020-24 it was clear that there are four key principles that should guide development of the new performance management framework, these are:

**Simplicity** - Our framework should aim for a relatively small, focussed set of measures with clear lines of accountability for delivery, and straightforward easily accessible reporting.

**Timeliness** – There is a desire to move towards where possible, more 'real time' reporting. The ability to achieve this will very much depend upon the measures themselves and data availability.

**Openness and transparency** – Our Framework should provide clarity of what we are seeking to achieve and how we publish results to councillors, staff, residents and key stakeholders. Where possible, performance information should be shared openly between people, Information is shared by default, and not suppressed if it may reveal something uncomfortable This allows for proper scrutiny for all groups and transparency and accountability.

**Underpinned by a commitment to a learning culture** - Performance management is used to understand what went well, what didn't work as planned, and what can be done better.

13. The Performance Management Framework will be documented in a short policy document with an audience of our residents, staff, partners and councillors. The aim of this document is to clearly explain the Framework so that councillors, managers, employees, partners and the public can easily understand how the Council manages its own performance.

14. It is proposed that the Performance Management Framework contains sections on the below:

- **Foreword** – It is suggested that this this is written by the Cabinet Member for Corporate Services and sets the scene for what the Framework is trying to achieve and how it links to the strategic themes in the Corporate Plan 2020-24.
- **Purpose of the Framework** – This section will include an outline of what the Framework will do, including to help raise the awareness and understanding of performance management, explain how the various components of performance all fit together and outline who is responsible for what.
- **The cycle and reporting arrangements** - The Framework is predicated on the Plan, Do, Review, Revise cycle. There is a commitment to quarterly and annual performance reporting. This will be outlined clearly in this section.
- **Guiding principles for the Framework development** – as outlined above as well as What performance reports will include and the performance descriptions that will be used at thematic, service and individual level. This is to ensure there is a consistent vocabulary.
- **The Corporate Plan 2020-24** – This section will outline the Corporate Plan 2020-24 and the themes set out in the document.
- **Annual Delivery Planning** – This section will cover a definition of delivery planning against the Corporate Plan 2020-24 and how it will guide service planning.
- **Service Planning** – The Framework will set out what service plans should contain. This includes, actions that contribute to achievement of the Council's Priorities as identified in annual delivery plan, actions that are driven by the need to improve efficiency and effectiveness in service, actions that relate to frontline service or delivery of statutory requirements, whether or not directly related to the Council's priorities and links out to projects under the Corporate Delivery Framework.
- **Corporate Delivery Framework** – The Senior Management Team (SMT) have taken a corporate approach to project management to bring control and discipline to projects. The Corporate Delivery Framework provides a guide for the council by defining roles, responsibilities, procedures and controls with the aim of enhancing successful project delivery. This section will cover how this fits into the wider Performance Management Framework.
- **Employee Performance** – It should be clear to all employees how their work contributes to the Corporate Plan 2020-24 or to their area's service plan. This section will outline how we plan to achieve this. Employee performance will also

allow an opportunity for employees to detail their positive contribution to residents in the form of case studies. These can be selected and reported on in the annual performance report to include real stories of our work and the impact it is having in the districts. This has the added benefit of being a mechanism to highlight exceptional employee performance.

- **Roles and responsibilities** - Effective performance management requires clearly defined and structured accountability. This section will outline the roles of Cabinet Members, Scrutiny Committee, SMT and officers.

15. The Performance Management Framework will be accompanied with a consistent set of “tools” for officers including service planning and individual performance templates.
16. These will all be designed with the same look and feel as the Corporate Plan 2020-24 marketing material to make it clear that there is a consistent link back to the Plan and keep it fresh and alive in the minds of those using the documents.
17. To facilitate quicker and simplified performance reporting, the Performance Management Framework may in the future need to be underpinned by an IT solution. Requirements for this system will be captured as part of phases 2 and 3 of the programme outlined below.
18. The reporting cycle for year one of the Corporate Plan 2020-24 will run concurrently with phases 2 and 3 of the Performance Management Framework programme, so whilst it will be delivered in accordance with the new Performance Management Framework it will not be supported by any new IT solution that may be part of the future phases 2 and 3 of the programme.
19. This will mean that the reporting cycle for year one of the Corporate Plan 2020-24 will require manual input, this will be met by existing resources in the Council’s Customer Assurance and Insight and Policy service areas. This also has the benefit of giving us time to refine our needs and learn some lessons prior to agreeing a final specification for any potential IT solution.

## Next Steps and The Cycle

20. Teams will continue to define and implement the framework with member input in three phases as laid out below – this will include a review of an IT solution to implement the framework but in the interim current systems and tools will be used.

**Phase 1** – Aims to define the framework in draft and agree key principles and define the reporting arrangements. This will culminate in the delivery of the policy document outlining the Performance Management Framework and the “tools” required to support the implementation of the Framework.

**Phase 2** – Options appraisal of potential systems to help us implement the new Performance Management Framework to feed into budget setting (if required). (Nov-Feb 21)

**Phase 3** – Produce a full technical specification, procurement and implementation of an IT solution to facilitate reporting (Feb 21- onwards)

21. Below is the cycle for performance reporting and key dates:



- Approval of Corporate Plan 2020-24 annual delivery plans including measures, alongside budget-setting - February 2021
- A Cabinet report will come forward in March 2021 confirming the annual delivery plans against the Corporate Plan 2020-24 and measures agreed for monitoring in year one – this will also include a high-level thematic review of progress against the Corporate Plan 2020-24 since its adoption in Nov 2020.
- Performance reporting will then be delivered in accordance with the Performance Management Framework and the cycle below

Note: please refer to the covid-related risk in relation to timescales as set out in paragraph 27 below.



## Financial Implications

22. As detailed delivery planning for the Corporate Plan 2020-24 gets underway alongside budget-setting it is likely that existing resources and budget will need to be redirected and refocused towards the outcomes identified. All future budget proposals will be subject to the usual financial, democratic and scrutiny process.
23. Financial implications may arise in the potential future procurement of a supporting IT solution as part of phase 2 and 3 of the programme.

## Legal Implications

24. There are no legal implications arising from this report. Legal implications may arise in respect of individual projects as part of the future delivery of the Corporate Plan 2020-24.

25. Legal implications may arise in the potential future procurement of a supporting IT solution as part of phase 2 and 3 of the programme.

## **Risks**

26. The key risk of not putting in place a corporate performance framework this is that we are not:

- able to recognise when performance is not where we would want it to be and make early corrections; or to adapt to our changing landscape
- able to demonstrate and promote results in an open and transparent way
- able to demonstrate the 'golden thread' of performance, achieve buy in from all staff and recognise and reward good performance

27. Key risks associated with the project are:

- not being able to procure an IT solution that meets our preferred specification and therefore not achieving stated objectives of quicker reporting and less manual input required; or due to funding not being made available in the 2021/22 budget.
- lack of buy in from staff to the framework – a communications plan is being developed to engage staff throughout development of the framework.
- the timeframe is dependent upon all staff identified as key to the project being available, these may change should key staff need to be redeployed as a consequence of Covid19-related work.

28. The Corporate Plan 2020-24 is a strategic document that will be underpinned by a series of programmes and projects. As the underpinning work progresses, risks will be detailed in individual project risk registers or captured in the corporate risk register and be subject to the usual democratic and scrutiny process.

## **Other Implications**

29. There are no other implications arising from this report.

## **Conclusion**

30. This report provides an update, direction of travel and next steps in development of a corporate performance framework. It outlines principles which we expect to underpin the new framework, and proposed content, and sets out proposals for future reporting of performance against the corporate plan outcomes. The Committee is asked to note the proposed approach and provide feedback.

## **Background Papers**

- None