

## SOUTH HOLLAND DISTRICT COUNCIL

**Report of:** Matthew Hogan, Executive Manager for Growth,  
Portfolio Holder for People, Places & Corporate, Councillor Nick Worth

**To:** Performance Monitoring Panel - Tuesday, 10 November 2020  
Cabinet – Tuesday, 15 December 2020

**Authors:** Jenny Stephens, Strategic Project Manager

**Subject** Q2 Performance Report 20/21

**Purpose:** To provide an update on how the Council is performing for the period  
1<sup>st</sup> July 2020 to 30<sup>th</sup> September 2020

### **Recommendation(s):**

- 1) That Performance Monitoring Panel note the contents of the report

### **1.0 BACKGROUND**

- 1.1 The report seeks to provide Performance Monitoring Panel with an overview of a number of key performance indicators for the council. The report concerns the period of Quarter 2 2020-21 (July 2020 until September 2020).
- 1.2 Members will note a revised Performance Monitoring Summary. The Quarter 2 2020-21 Performance Report detailed in Appendix A aims to provide Members, businesses and residents with an overview of how the Council is performing against a number of key strategic indicators in an ongoing COVID-19 pandemic. The reported indicators will provide an indication of performance and business intelligence as compared to the previous year to highlight how key services have performed whilst the organisation has continued to respond to the challenges and pressures that the pandemic has presented to both the organisation and the district as a whole.
- 1.3 Members will note that the report does not contain a suite of performance indicators to the same scale and breadth as presented to the previously Panel in previous years. This is because, in many cases, the focus of many council services and their attendant resources has shifted away from pre-March 2020 'business as usual activity', and are instead now focused on a different range of areas directly aligned to supporting the council with its pandemic response.
- 1.4 An example of this would be Public Protection, where since March the primary area of focus for the team has been to work with the Police and Trading Standards on compliance and enforcement since the start of the 20/21 financial year. Their remit has since further expanded during the ongoing pandemic working with Public Health England and LCC Public Health providing advice to food factories and processors on outbreak management and prevention issues. Their duties are continuously evolving as central government advice and legislation changes with an ever increasing demand to support businesses to meet

Health and Safety and Licensing Requirements. This can be best evidenced in relation to there being a new requirement for Council's to enforce self-isolation legislation.

1.5 A further example is the Communities team, where since March resources have been directed away from delivery of leisure and culture, and instead has focused on supporting the work around shielding, supporting the vulnerable, and overseeing the process of administering self-isolation support payments. Furthermore, resources from the communities team have been redeployed into roles supporting the delivery of grant support to businesses.

1.6 Consequently, the report seeks to provide a summary of performance in key areas which reflect the current performance of the council in a number of critical areas, whilst the organisation remains focused on supporting its communities, residents and local business in extra-ordinary times. The narrative within the report seeks to provide supplementary commentary to support the data. Several service managers will be in attendance at the Performance Monitoring Panel, and will be able to assist with any supplementary answers that may not be covered in this report.

## 2.0 KEY PERFORMANCE AND BUSINESS INTELLIGENCE INDICATORS

2.1 The Council has had to adapt to how it has delivered its services since the start of the Covid-19 Pandemic both in terms of moving towards a more agile and remote based way of working, as well as responding to those most in need whether it be vulnerability or local businesses within the economy. Key council assets such as the Leisure Centre and the South Holland Centre have been impacted due to Government Guidance at the start of the Pandemic and as such indicators relating to those areas have been removed from this performance report.

2.2 Our business partners PSPS (Public Sector Partnership Services Ltd.) have also had to adapt to the sudden impact on service provision to the council with the removal of an office based service to one being provided by the teams from home. However, there has been no noticeable deterioration in performance as provided by PSPS. They have been able to provide stability and timely response to changing business needs and requirements from the Council have arisen, and this is noted and welcomed.

2.3 Despite the challenges faced across both organisations, the drive has been to maintain the provision of a seamless service to the council's customer base. In terms of customer contact, a number of emerging trends are observed within the data. The volume of calls received by the council has reduced compared with the same time period compared to last year. However, the average wait time for call handling has marginally increased, whilst the number of calls answered within the agreed KPI has decreased. Whilst volumes have decreased, the feedback from the customer contact centre is that calls have become more complex by nature since the start of the pandemic, requiring more time to be spent answering queries.

Name	Q2 19/20	Q2 20/21	Change	Service
% of calls answered	93.03%	90.37%	-2.6%	Customer/Digital
Number of calls received	9,421	8,358	-1,063	Customer/Digital
Average wait time (seconds)	85	101.667	+17 seconds	Customer/Digital

- 2.4 Whereas the number of calls into the council has fallen over the reporting period, it is worth noting that the council has observed a shift towards use of the council's website by residents as a means of accessing the services and information. This shift towards web-based traffic amounts to an additional extra 56,000 visits in the reporting period compared with the same quarter in the previous year. It is assumed that primarily due to the council offices being closed to the public, with the exception to those at greatest risk and vulnerability such as someone presenting themselves as homeless, however it shows that as a whole accessibility was possible.
- 2.5 Likewise, there has been a fundamental shift towards the use of social media as a means of communication and engagement, which is demonstrated in analytics data for engagements with our social media content. During Q2 2020/21, a total of 1,005,495 social media 'impressions' occurred, representing an increase of 613,178 hits compared with the same quarter in the previous year.
- 2.6 An example where a service has adapted its service provision in line with ongoing social distancing and workplace guidance is evidenced by the performance related to waste collections. The service has changed its rota from a 4-day week to a 5-day week to ensure the safety of the crews as much as possible, creating crew 'bubbles' to ensure the continuity of the service, and putting in place mitigation should any of the crew developed Covid symptoms. By taking proactive action the collection service has managed to maintain its service performance compared with the comparable quarter from the previous year.

Name	Q2 19/20	Q2 20/21	Change	Service
Number of missed waste collections	46	49	+3	Environmental services
% of successful collections within the district	99.86%	99.85%	-0.01%	Environmental services

- 2.7 Fly tipping has seen a dramatic upsurge compared to the previous year, with an increase of 109 incidents as highlighted in Appendix A. Supporting commentary in the appendix details the number of days it took to clear the reported fly tips, which ranged from 1 day to 23 days in the case of a complex incident that required specialist retrieval. Currently there is no data set available that identifies the total number of service requests received in terms of those fly tips reported on private land as the reporting only relates to public areas. However, moving forward we may be able to look to see if it is possible to disseminate fly tipping that is reported on private compared to public land as part of our work on improving the fly tipping reporting process.
- 2.8 In terms of economy and employment, at the end of the Q2 there were 10,400 furloughed employees within the district, with 7,165 people claiming Universal Credit, an increase of 4,425 compared to the previous year. Our council's understanding is that this increase is the result of a combination of self-employed individuals accessing UC due to changes in working patterns due to both earlier lockdown restrictions, households claiming UC alongside being furloughed, and an increase in redundancies. The council's Economic Development team continues to monitor this closely, and has recently undertaken initiatives such as the council's first online 'jobs fair' to promote vacancies within the district to those seeking employment.

- 2.9 Linked to the latter, in addition to supporting the employment market, there has been a need for services within the council to also focus on supporting local businesses. Through the combined work of the Inward Investment, Revenue and Benefits, Customer Services, Digital, Web Development and Communication teams, a total of £18,4666,000 of businesses grants was processed and awarded across the Q1 and Q2 period. This highlights how the services within the council have adapted quickly, working collaboratively and at speed to support business within the local economy who were eligible to receive financial support through the awarding of appropriate grants from central government.
- 2.10 The attached Appendix, includes further data around housing, housing development and community related indicators with supporting supplementary commentary alongside. Officers in attendance will be happy to take questions from the panel where further explanation and discussion is needed.
- 2.11 In summary it is acknowledged that this report is different in content in format. The intention is to provide a summary of the current status of the council's performance in key areas, whilst sharing intelligence that shows how the council has had to re purpose and refocus resources within some of its services whilst working in a Covid pandemic.

### 3.0 **REASONS FOR RECOMMENDATION(S)**

- 3.1 That the contents of this report be noted

### 4.0 **EXPECTED BENEFITS**

- 4.1 That the council's performance is properly scrutinised

### 5.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

#### 5.1 **Constitutional & Legal**

- 5.1.1 The report is made within the terms of reference of the Performance Monitoring Panel.

#### 5.2 **Crime and Disorder**

- 5.2.1 The report contains indicators which does convey some information relating to crime and disorder.

#### 5.3 **Financial**

- 5.3.1 The report contains information on Council's performance which does convey some information relating to financial matters.

## 5.4 **Health & Wellbeing**

5.4.1 The report contains information on Council's performance which does convey some information relating to health and wellbeing.

## 5.5 **Reputation**

5.5.1 Performance issues can cause some reputational consequence. It is the purpose of this report to highlight performance issues at an early stage.

## 5.6 **Risk Management**

5.6.1 Performance issues may be subject to risk management measures to protect Council interests.

## 5.7 **Staffing**

5.7.1 The report contains information on Council's performance which does convey some information relating to staffing.

## 5.8 **Corporate Priorities**

5.8.1 The report presents progress monitoring of key performance indicators from the corporate priorities which highlight the areas of focus in the new BAU Covid era.

## 6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 No Wards or Communities are affected.

## 7.0 **ACRONYMS**

7.1 PSPS – Public Sector Partnerships Ltd  
LCC – Lincolnshire County Council  
CTS – Council Tax Support  
ICO – Information Commissioner's Office  
LGO - Local Government & Social Care Ombudsman

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### Background papers:-

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#### **Appendices attached to this report:**

Appendix A Q2 20/21 Performance and Business Intelligence Data