

## SOUTH HOLLAND DISTRICT COUNCIL

**Report of:** Christine Marshall, Executive Director Growth and Commercialisation

**To:** Performance Monitoring Panel, Wednesday 27<sup>th</sup> January 2021

**Authors:** Corey Gooch, Senior Change, Innovation and Performance Partner and Matthew Hogan, Executive Manager for Growth

**Subject** Q2 Performance Report 20/21

**Purpose:** To provide an update on how the Council is performing for the period 1<sup>st</sup> October 2020 to 31<sup>st</sup> December 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 3 2020-21 (October 2020 until December 2020).
- 1.2 Members will note a revised Performance Monitoring Summary, following the same format as detailed in the Quarter 2 report. The Quarter 3 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 As highlighted previously, 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 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 questions

that the information within this report does not answer.

## 2.0 KEY PERFORMANCE AND BUSINESS INTELLIGENCE INDICATORS

- 2.1 The Council continues 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.
- 2.2 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. During Q3 2020/21, the council saw a drop in calls received by 7%. During the same period, the council has continued to see residents channel shift towards more digital means which is reflected in our social media engagements as well as the number of residents engaging with the council via it's website. The average wait time per call on average has slightly increased since the last quarter and PSPS customer contact have highlighted this is largely due to the enquiries received in 2020 relating to the pandemic and the additional signposting or information being provided.

	Q3 19/20 (Same time period last year)	Q2 20/21 (Previous Quarter)	Q3 20/21 (Current reporting period)	Change against Q2 20/21
% of calls answered	95.4%	90.37%	93.54%	+3.5%
Number of calls received	8,610	8,358	7,801	-557 (-7%)
Average wait time (seconds)	67.6	101.6	110.3	+8.6 seconds
Average Call Duration (Customer Contact)	260 Seconds	376 Seconds	310 Seconds	-66 Seconds

- 2.3 Whereas the number of calls into the council has continued to reduce into the Q3 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 around 18,000 additional visits in the reporting period compared with the same quarter in the previous year as well as an increased audience reach of around 25%. It is evident that the ongoing lockdown and restrictions due to the pandemic has largely contributed to residents shifting towards alternative methods of contact, however this does show that as a whole accessibility is functional and enabling all residents to access our services and contact us.

Comparison between Q3 19/20 and Q3 20/21 shows there has been a significant shift towards the use of social media as a means of communication and engagement. This is evident by the increasing rise of social media engagement recorded by impressions (description detailed in Appendix A) as well as an increase since the same period last year

for website visitors. The council is also seeing a dip in the number of website visitors for Q3 and analysis indicates this to follow global trends in digital use during the pandemic which is likely due to the council pages serving as a central hub of information for residents and businesses throughout the pandemic but more specifically during Q1/Q2 where key information was sought after. It is also worth considering there is potential for social media engagement to reduce slightly over the coming months as a result of people beginning to feel a 'burnout' from overuse of digital platforms early in lockdown as well as choosing to avoid it so as not to engage with negative news, again this would be a global trend if it were to occur not just exclusive to South Holland.

2.4 Our waste collection service has had one of its highest performing quarters, collecting 99.86% of all waste presented, despite the increased volume of collections brought on by national lockdowns and more residents working from home. Fly tipping continues to rise compared to the previous year, with an increase of 236 incidents as highlighted in Appendix A. This is both a regional and national issue and is discussed regularly at both strategic waste meetings and enforcement meetings to try and understand the causes and also what can be done to help prevent these issues being seen. This is currently being led on by a county-wide enforcement group. As you can see, despite the 175% increase in fly tips reported compared to last year, the performance of collections within the target of 5 days has improved and on average collections were done within 4 working days. This further highlights to the excellent performance of the street cleansing team who have continued to work throughout the pandemic. As requested at previous PMP, reports of fly tips on private land have begun being reported with 5 received in November and 1 in December. The team will continue to report statistics on fly tipping involving private land to PMP in future meetings.

	Q3 19/20 (Same time period last year)	Q2 20/21 (Previous Quarter)	Q3 19/20 (Current reporting period)	Change since Q2 20/21
Number of missed waste collections	46	49	45	-4
% of successful collections within the district	99.86%	99.85%	99.86%	+0.01%
Number of working days to deal with fly tipping	5.3 days	3.5 days	4 Days	+0.5 days
Number of fly tips	135	273	371	+98

2.5 In terms of economy and employment, as of November 2020 there were 7,513 people claiming Universal Credit within the district, an increase of 348 compared to the previous quarter. The council's understanding is that this increase is the continued 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. At the last PMP members requested a breakdown of UC

Claimants, we have worked with the inward investment team to pull together a breakdown which can be found at the bottom of Appendix A to this report.

2.6 The attached Appendix A, 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.

2.7 In summary, it is acknowledged that this report follows on from the previous quarter in the context it is in a different format to what we would usually see. 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 Q3 20/21 Performance and Business Intelligence Data