

Report to: **Overview and Scrutiny Panel**
Date: **27 February 2020**
Title: **Operational Performance April – Sept 2019**
Portfolio Area: **Council – Councillor Nicky Hopwood**
Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **Y / N**

Date next steps can be taken:

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Recommendations:

- 1. That the Overview and Scrutiny Panel notes the operational performance of the Council during the 6 month period April – September 2019**
- 2. That the Overview and Scrutiny Panel considers how it wishes to receive future performance updates aligned to the Council themes to inform a report to Executive in May 2020**

1. Executive summary

- 1.1 The Council has a number of operational measures in place to demonstrate how individual Council services are performing.
- 1.2 The measures reported in this report have been in place for a number of years and therefore provide Members with a good overview of the Councils operational performance trend in the first few months of the Council term.
- 1.3 This report also sets out an approach to future monitoring of operational performance

2. Background

- 2.1 During the previous Council term, Overview and Scrutiny considered operational performance reports on a Quarterly basis in order to understand how our services were performing. This included a broad range of performance measures which didn't

necessarily align to the matters that Council considered as important.

- 2.2 In developing the Corporate Strategy themes, Members have considered a number of desirable outcomes for which we are currently undertaking work to develop performance measures.
- 2.3 While work to refine the Corporate Strategy outcomes continues, this report provides a 6 month overview of the operational performance indicators for some of our key service areas.
- 2.4 It is not proposed that this become an ongoing report.

3. Outcomes/outputs

- 3.1 Operational performance measures for the first 6 months of 2019/20 have generally continued at a high level
- 3.2 Once the Corporate Strategy Business Plans have been finalised, they will form the basis of future performance reporting, therefore this report acts as an interim update only.
- 3.3 The Council is currently developing a realtime dashboard of operational performance data which will primarily be used by Service Managers to identify performance trends and to be able to respond to pressure points where there is an increase in service requests.
- 3.4 This dashboard (known as PowerBI) will also be available to Members to understand the volumes of service requests coming from each Ward. A demonstration of this system will be scheduled for future Member training days.
- 3.5 The realtime performance dashboard will provide an overview of
 - Missed bin collections
 - Employee Sickness levels
 - Contact Centre Call volumes
 - Website transaction volumes
 - Benefit Claim volumes
 - Top Processes for District and each Ward
- 3.6 A screenshot of the draft performance dashboard is set out in Appendix B
- 3.7 In providing Members with greater transparency to realtime performance data, it is considered that these operational measures are no longer reported to Overview and Scrutiny as standard practice.
- 3.8 The focus of Overview and Scrutiny can therefore be on the Council delivery against its Corporate Strategy desired outcomes.
- 3.9 The newly appointed Business Managers and Heads of Practice will continue to monitor operational performance and will have autonomy to make tactical/ business led decisions in order to meet the targets. These will be reported to the Senior Leadership Team by exception or where they align to one of the Corporate Strategy desired outcomes.
- 3.10 Appendix A to this report sets out a summary of the operational performance of the Council in the first six months of this financial year.

4. Options available and consideration of risk

- 4.1 This report proposes the ceasing of quarterly performance reporting on operational performance measures and replacing it with the reporting on the Corporate Strategy objectives. Operational performance information would still be available to Members through the PowerBI dashboard when required.
- 4.2 Alternatively, Members could decide that they wish to continue to receive quarterly updates on these measures however given Members have set out the future objectives for the Council, these should be the focus for future scrutiny with realtime operational performance data available to Members outside of the Scrutiny process

5. Proposed Way Forward

- 5.1 For Members to note the operational performance of the Council in the 6 months to September 2019 and for training to be provided on the use of PowerBI for Members to access operational performance data in the future should they so require.
- 5.2 This ensures that there is no reduction in transparency of Council operational performance but also a renewed focus on considering performance against the Corporate Strategy objectives.
- 5.3 Draft Corporate Strategy Business Plans will be considered by the Executive at their meeting on 14 May 2020.
- 5.4 Ongoing scrutiny of delivering the objectives set out in the business plans will be by Overview and Scrutiny Panel on a 'per theme' basis rather than focusing on individual services. The report to Executive on 14 May will include recommendations on the reporting mechanism but we would welcome Scrutiny view at this stage as to what this looks like.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Legal – None Governance – It is important the Overview and Scrutiny consider matters impacting the Council. This report provides an update on the performance to date and seeks to replace quarterly operational performance reports with two alternatives:- <ul style="list-style-type: none"> • <i>Performance reports based on the Corporate Strategy objectives</i> • <i>Real time operational performance dashboards available at any time</i>
Financial implications to include reference to value for money	N	None

Risk	Y	Perception that operational performance is no longer subject to the same scrutiny. We will ensure that training is provided to all Members to enable them to access realtime performance data
Supporting Corporate Strategy	Y	Efficient and Effective Council
Climate Change - Carbon / Biodiversity Impact	N	No direct impacts
Comprehensive Impact Assessment Implications		
Equality and Diversity		None
Safeguarding		None
Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		
Other implications		

Supporting Information

Appendices:

Appendix A – Operational Performance Summary April – September 2019

Background Papers:

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed/sign off	Yes/No
SLT Rep briefed/sign off	Yes/No
Relevant Heads of Practice sign off (draft)	Yes/No
Data protection issues considered	Yes/No
Accessibility checked	Yes/No

Appendix A – Operational Performance April 2019 – September 2019

The following set out the operational performance indicators during the period April 2019- September 2019 as reported to the Senior Leadership Team through regular updates from Heads of Practice.

Customer Contact

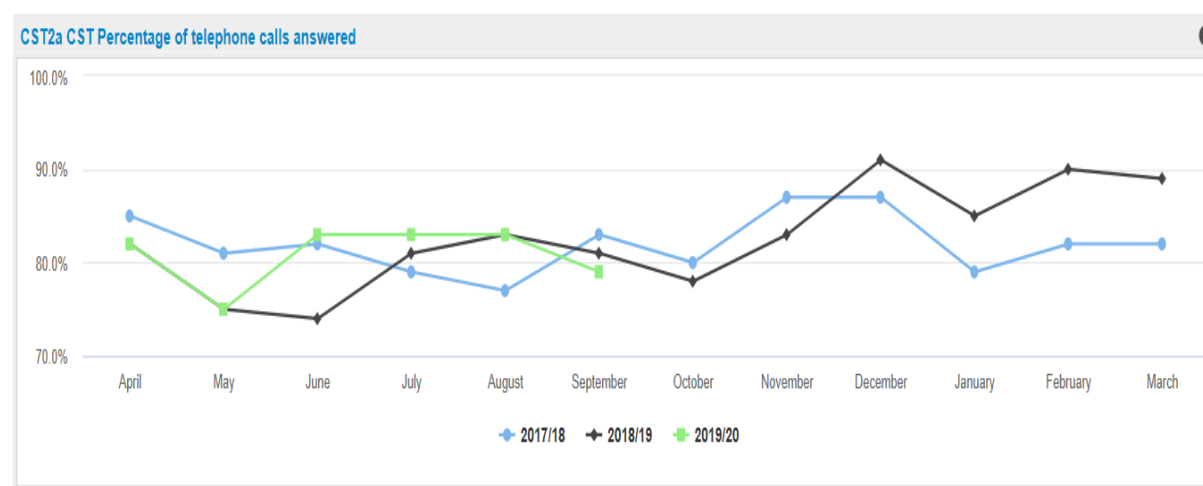
The following sets out some of the performance measurements of our customer contact team.

Total Calls to Contact Centre for the period are as follows (South Hams Calls only)

	April	May	June	July	Aug	Sept
Calls 2018	12,380	12,734	10,439	11,356	10,963	8,879
Calls 2019	10,475	11,081	12,471	9,535	9,525	8,189

% of Telephone Calls Answered

This is a measure of the percent of calls that the contact centre answer before the customer abandons the call.



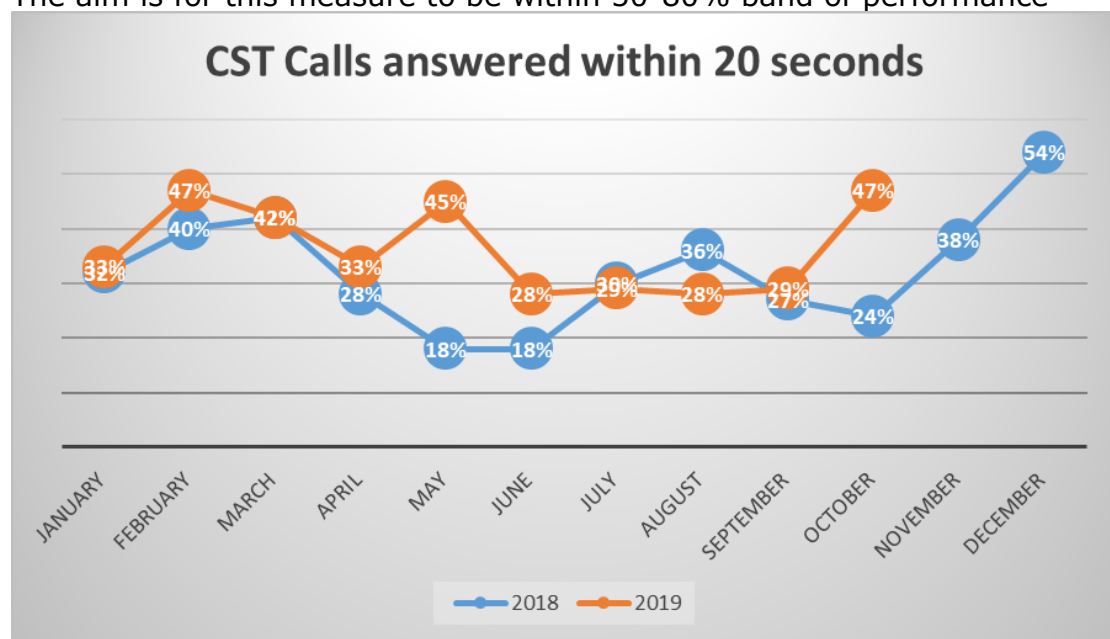
Target is 90% and is set at this level as we would expect some calls dropped as customers choose to follow recorded message recommendation and submit requests online rather than hold on the phone. The % of telephone calls answered has, on the whole, remained above the levels of the previous year (with the exception of September 19).

% of Calls Answered within 20 Seconds

We also measure the % of calls answered within 20 seconds. This measure that captures how much time CST have without a queue. Being too high would signify overresourcing. Answering a call within 20 seconds, when the average call and wrap up time is around 6 mins, is very low if all lines are already busy.

This measure therefore acts as a proxy for calculating when you have free CST agents available. The measure should maintain a middle ground, not too high, not too low and should be viewed in conjunction with long wait times

The aim is for this measure to be within 50-80% band of performance



% of switchboard calls answered within 5 minutes

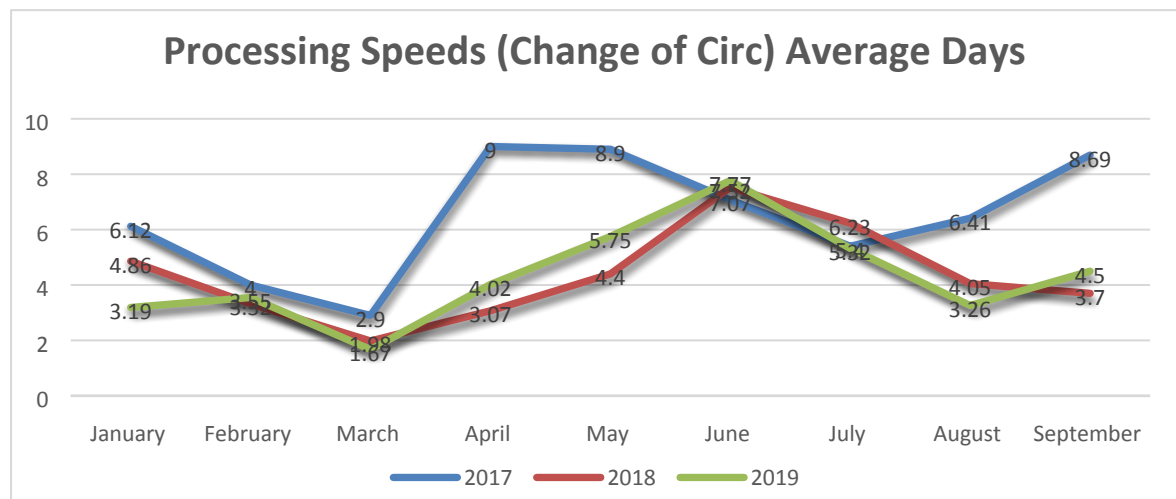
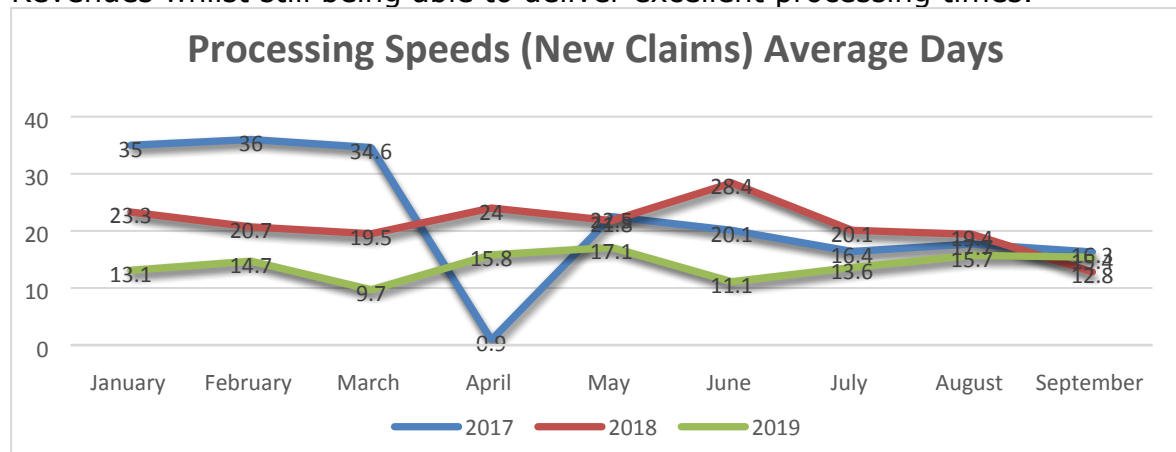
This is a self-selected measure to capture long waits. The target is for 70% of calls to be answered within 5 minutes.

All calls	April	May	June	July	August	Sept	Oct
% of calls answered within 5 mins	78%	79%	75%	69%	73%	63%	78%

The performance dip in September was linked to a Revenues summons run and a single discount review both happening in during the month. We also had two new employees within the call centre which required support and training so reduced the general capacity within the team short term but led to an return in performance levels for October.

Revenues and Benefits

South Hams became a full service area for Universal Credit in September 2018. As a consequence of this we are seeing a reducing number of new claims (as working age people claim Universal Credit instead of Housing Benefit) but an increase in volumes of changes in circumstances. We have been able to flex case management resource to both Housing Advice & Revenues whilst still being able to deliver excellent processing times.



Planning

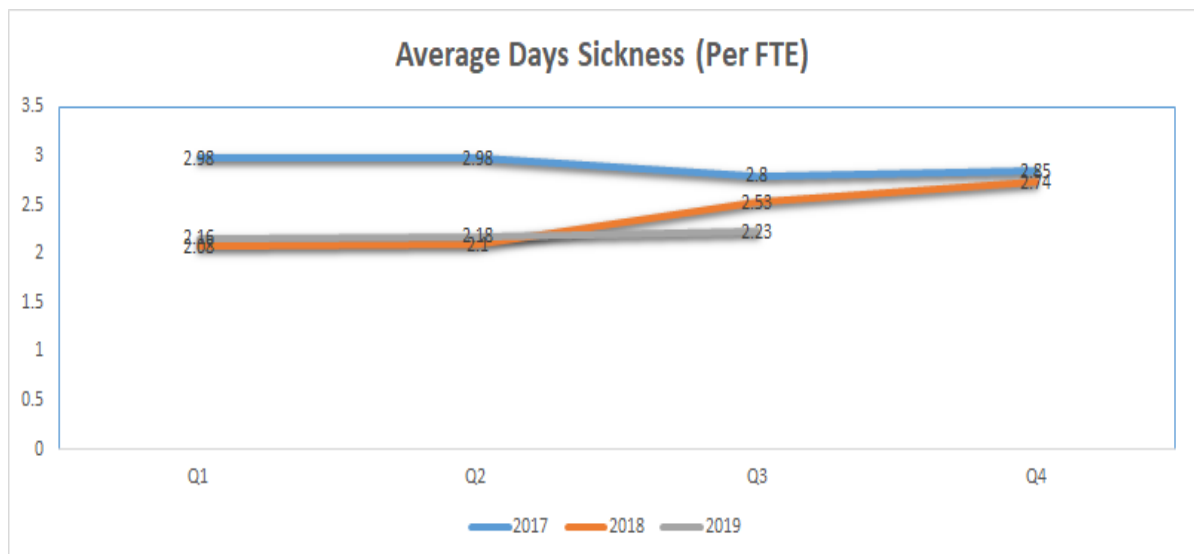
Planning performance is reported to Development Management Committee on a quarterly basis and is being reported to Overview and Scrutiny today. See separate report.

Sickness Absence

Agile working has had a very positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues.

Given the shared workforce, figures are for both South Hams District Council and West Devon Borough Council.

Public sector averages for all sickness (long term and short term) are around 2-3days per FTE

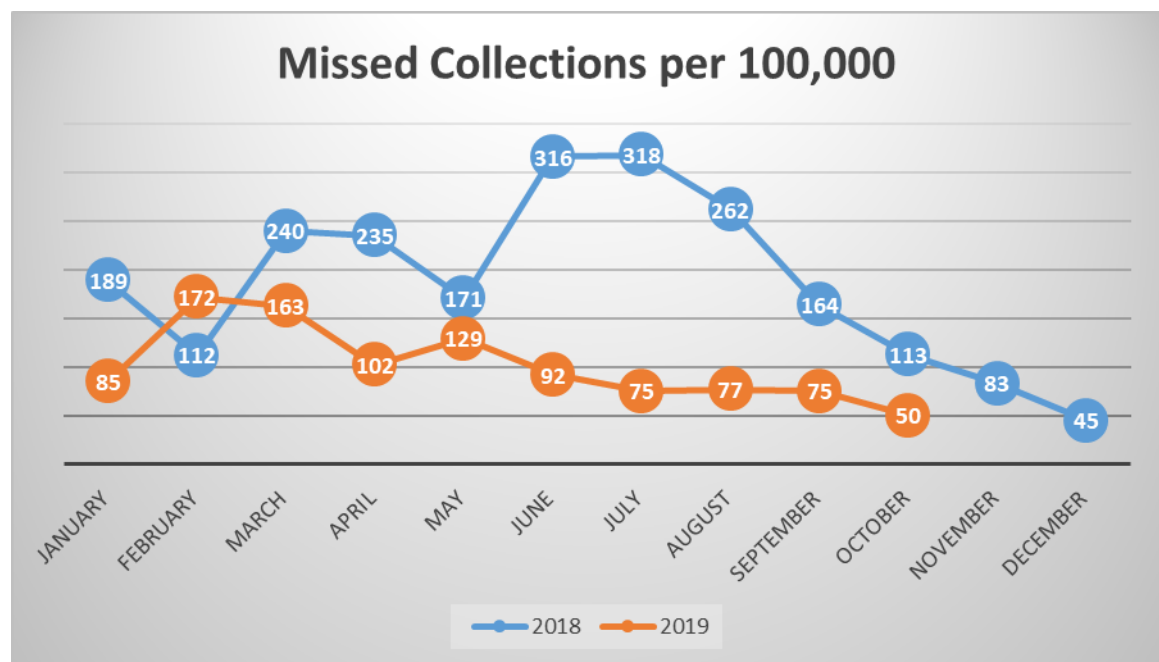


Performance so far for 2019/20 is well within the average for public sector average sickness levels.

Waste & Recycling

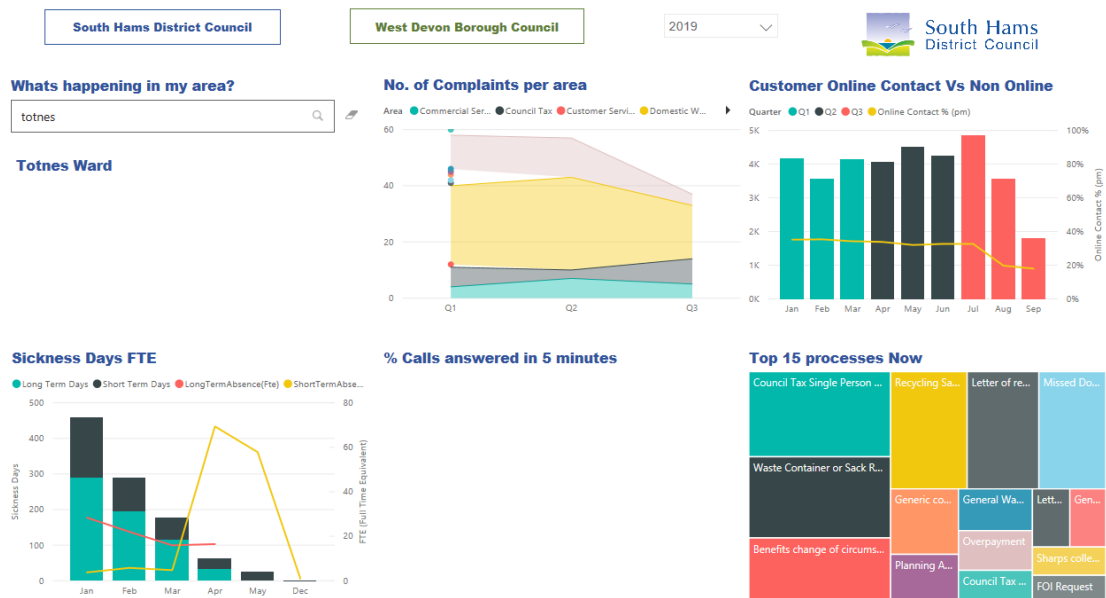
The number of missed collections is a key performance indicator under the new FCC contract. Missed collections are reported on a per 100,000 potential collection basis. Reporting in this way allows for like for like monthly comparison as well as benchmarking with other authorities. It is written in to the contract that the number of missed collections per 100,000 potential collections will not exceed 80.

A standard figure used by a high number of councils. Targets tend to be lower in city districts and higher in more rural districts due to the challenges associated with large geographic areas.



Appendix B – PowerBI Overview

- Live performance dashboard (information updated daily)
- Filter by Ward – so you can see the top interactions coming from within your own ward as well as for the whole District



- Web based system with no login required
- Pulls data from existing systems so no manual work required to update it