Report to:	**Overview and Scrutiny Committee**
Date:	**1st July 2021**
Title:	**Performance Management Report**
Portfolio Area:	**Performance: Cllr Nicky Hopwood**

Wards Affected:	**All**			
Urgent Decision:	**N**	Approval and clearance obtained:		**N**

Author:	**Jim Davis**	Role:	**Customer Improvement Manager**
Contact:	**Jim.davis@swdevon.gov.uk**		

RECOMMENDATIONS:

That the Overview and Scrutiny Committee:

1. **notes the performance figures shown in the Pentana report attached at Appendix A; and**

2. **reviews the information provided in the dashboards and provides feedback to the portfolio holder on any additional measures required to scrutinise performance.**

1. Executive summary

1.1 The purpose of this report is to provide a high level overview of performance across the Council. Performance reporting has not taken place over the last 12 months due to increased workload during the pandemic, with staff resources redeployed to deal with fluctuating demands, in particular the business grants.

1.2 However, performance measures are regularly monitored throughout the year to spot trends or issues of concern.

1.3 Despite massive changes over the last year in how we have been delivering services, responding to customers, and managing staff resources, performance has been at least maintained in most areas and many have slightly improved compared to before lockdown.

1.4 The Contact Centre is one area where performance has dipped and this is due to increased demand from both the grant schemes and the new recycling service.

1.5 Data will still be collected in Pentana, the Council's performance tool, but as the FIT project progresses more real time data will be available through live dashboards. Performance reporting going forwards will transition into deep dive reports on specific service areas.

1.6 Ongoing changes and improvements as part of the FIT project will deliver access to live information and reports, that can be interrogated in order to understand what is happening both across a service area and multiple service areas. This will benefit managers and service leads as well as Members.

2. Background

2.1 Performance is regularly monitored across the Council by the Business Development Team, service leads and managers, however for the whole of the Covid-19 crisis the performance of the Council has been maintained at a very high level. There have been many challenges during the crisis including but not limited to; responding to customers, managing staff, and significant new and unplanned for additional work. Despite that, services across the Council have responded flexibly to maintain delivery of a high level of service to the customer whilst still continuing on an ambitious program of IT improvements and implementation

2.2 Alongside the challenges resulting from the Covid-19 pandemic the Council has been responsible for delivering a number of Grant schemes to support local businesses. Over the last 12 months we have created over a dozen schemes and received and processed over 11500 grants and on which Members have been updated regularly. This has been achieved mainly by dynamic prioritisation of resources to provide support where it was needed to respond to each stage of the crisis. Whilst this prioritisation achieved its goal of maintaining service levels during the crisis, it has moved a large amount of less time dependent work into the coming months and year. This will still require active and intelligent management to balance the capacity against the demands.

3. Outcomes/outputs

3.1 **Appendix A** contains screenshots of Pentana Dashboards showing monthly or quarterly performance levels over previous years.

3.2 Contact centre performance has been struggling for a number of reasons:
   a. Large increase in new and complex calls in response to the business grant schemes.
   b. Many of the experienced Contact centre team have been redeployed into areas of the Council that have been experiencing peaks in demand as a result of our pandemic

response. As a result recruitment and challenges in training staff due to the remote ways of working has reduced the average level of experience and knowledge in the Contact Centre Team which results in increased call durations and subsequently increased wait times.

3.3   This coupled with increased demand in calls about the new waste service is only partially offset by the continuing success of our channel shift efforts. Excluding waste calls, the contact centre is showing continued reduction from historic levels as channel shift continues to alter demand and promote self service.

3.4   Sickness has continued its long term downward trend with all quarters below the long term average and all lower than any other quarter in the last 4 years.

3.5   Web transactions have increased as more Liberty Create processes are moved online. Around 50 easy to use processes are now live and we consistently receive very high feedback scores. Over 35,000 full processes have been started with many more using Liberty processes to signpost off to other areas.

4. Options available and consideration of risk

4.1   The contact centre is moving forward with two technologies to improve the experience for the customer. Queuebuster, where customers can keep their place in the queue but hang up and receive a call back when they reach the front of the queue, and integration with Liberty Create to screen pop the customer and latest processes to speed up call times. Queuebuster is being initially rolled out to the waste line for assessment and finetuning before enabling it for other areas.

4.2   As more processes are moved into our new customer facing software the development of easy-to-access dashboards with live data will begin. For each process, or group of processes, live performance can be displayed with the ability for the data to be investigated. For example, with the new system it is possible to look at complaints within one service as opposed to the whole Council, or drill down into results over 3 successive months rather than quarters.

4.3   The current proposal is to create a Member portal within the new system at the same time we create and go live with a customer portal, which will have live performance data linked to it automatically. This will be timed to coincide with other new services and tools for customers and (depending on workload) the coordination of other areas is being planned for the second half of the year.

4.4   Pending the new IT system, all data in Pentana is still available for Members to view but due to the data being manually entered, there is always a delay between the capture of the information and the timing of the update. There has historically been limited appetite and usage but access and training can be provided should Members require a refresher.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview & Scrutiny Committee is responsible for both an overview of performance and for scrutinising how the Council is performing as an organisation.
Financial implications to include reference to value for money	N	
Risk	N	
Supporting Corporate Strategy	N	
Climate Change - Carbon / Biodiversity Impact	N	
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information
Appendices:
Appendix A – Screenshots of latest data from Pentana

Background Papers:
None