

**NOTES OF RESOURCES AND PERFORMANCE SELECT COMMITTEE
PERFORMANCE MONITORING SESSION**

20 December 2021 (Remote and Informal Meeting)

Members: Nick Darby (Chairman)
Will Forster (Vice Chairman)
David Harmer
Lesley Steeds
Hazel Watson

Officers: Peter Dell'Osa, Strategic Lead- Performance Insight
Nikki O'Connor, Strategic Finance Business Partner
Tom Pooley, Performance, Assurance and Risk Lead
Richard Stockley, Head of Research
Gary Strudwick, Head of Business Intelligence
Rachel Wigley, Director, Finance, Insights and Performance

Key points arising from the discussion:

1. The Chairman introduced the session highlighting the opportunity for the Select Committee to review performance monitoring indicators under its remit.
2. The Head of Business Intelligence summarised performance highlights for customers, residents, HR and Organisational Development and resources areas.

Customers

3. A Member asked for more information regarding significant differences in call waiting times at different times of the day and understanding any reasons for the delay with a view to more staffing during busier times. An Officer said that was technology available to provide this data and this would be investigated. **ACTION.**
4. A Member noted that Education Highways call waiting times were high and needed to be followed up to determine any problems and what is being done to tackle them, a call to Highways could be an urgent safety matter. An Officer agreed to raise this as part of the previous analysis request. **ACTION.**
5. A Member asked if there were statistics available for the longest waiting times and could callers that abandon calls as they are no longer willing to wait be included. An Officer said that this would be investigated with the service and would provide a response. **ACTION**

Residents

6. A Member noted the results were worse but still on target and asked what the reasons for this were. An Officer explained that the first reason was that more residents were at home because of the pandemic and able to receive and make calls more easily, resulting in a higher level of feedback. Secondly, because of the pandemic, more residents accessed services and support and provided feedback which may not have been the case previously.
7. A Member said that knowing why results were worse is useful but for Quarter four they were more negative and asked was performance worse towards the end of the year. An Officer confirmed that it was quarter four of the financial, not calendar year.

HR and Organisational Development

8. A Member noted both areas highlighted in red remain unchanged from previous reports and said that change could be affected quickly when ensuring actions taken are going in the right direction.
9. A Member noted that the Reasonable Adjustments Team would impact recruitment positively especially in terms of interviewing, as local and non-specialist staff may not have the expertise required for employing those with disabilities adding that it would be useful to have a report from that team. An officer confirmed that a report would be provided. **ACTION.**
10. A Member asked what the basis of the targets was and why they differed from Census statistics. An Officer confirmed that a response would be provided at the next meeting. An Officer said it would be useful if a response from HR could be provided before the next Select Committee meeting. **ACTION**
11. A Member requested more information regarding targets be provided in relation to employing staff under thirty. An Officer said that different departments had different difficulties.
12. A Member noted the need for 100 per cent recruitment to vacant posts.
13. A Member said that there should be focus on encouraging those currently employed to remain satisfied with appropriate actions taken before they consider leaving.
14. A Member asked if the Council was proactive and represented at employment fairs and universities. An Officer confirmed that a response to this question would be provided at the next meeting. **ACTION**

Transformation

15. A Member asked if departments had provided clear direction regarding their requirements to Digital Transformation. An Officer said that it may be the case that clear direction had not been provided, confirming that Digital was a theme running through The Track 2 approach and would be looked at going forward.
16. A Member asked if the delay in ERP (Enterprise Resource Planning) had been resolved and was April 2022 still achievable. An Officer confirmed the plan for 1 April 2022 was still on track, explaining that delays were because of an issue with transferring data to the test system which has now been resolved.

Actions:

- i. Gary Strudwick to see if call waiting times vary at different times of the day, their underlying reasons and whether more staff are available to take calls in busy periods
- ii. Gary Strudwick to investigate the reason for high call waiting times for Directorates with significantly increased waiting times, particularly Highways.
- iii. Gary Strudwick to investigate if statistics include customers that have abandoned calls because of long waiting times.
- iv. Gary Strudwick to approach HR about the Reasonable Adjustments Team to enable better understanding of the work being done to support recruitment of disabled staff
- v. Gary Strudwick to ask HR for feedback regarding the basis of BAME and staff with disabilities targets
- vi. Gary Strudwick to ask HR for feedback relating to proactive attendance at university and employment fairs, particularly for under 30s recruitment.

Date of next meeting:

21 March 2022

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