

# Corporate Performance Report

## Q2 2018/19

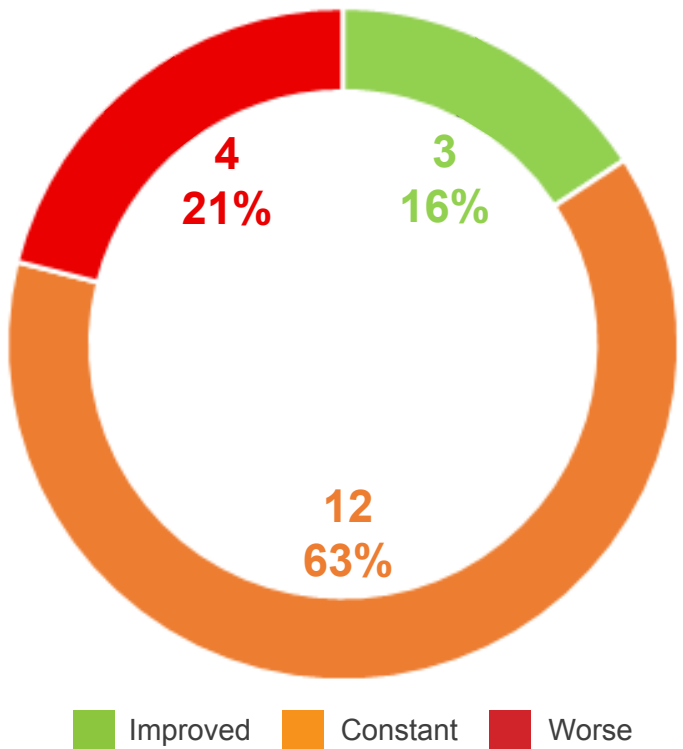


### Direction of travel overview

This quarter our performance has been largely consistent with our historic performance.

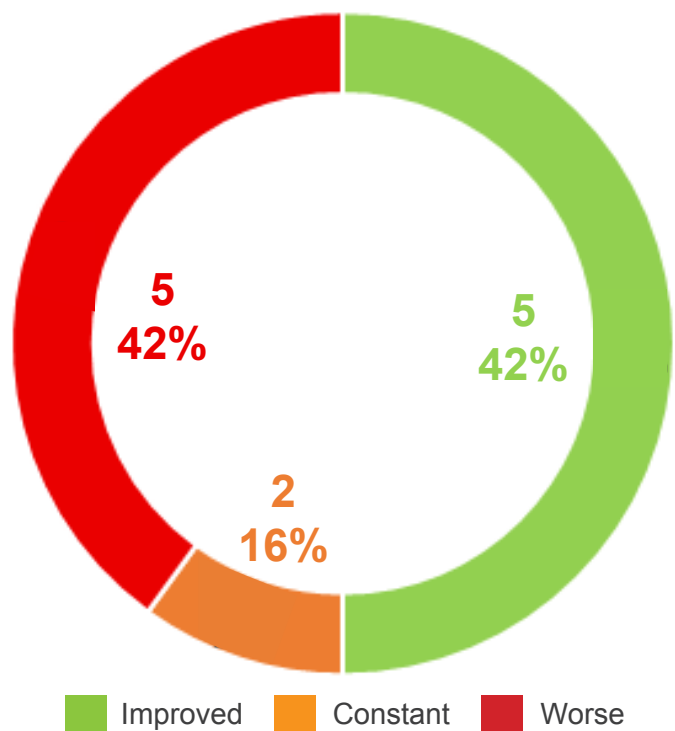
Our performance has declined in some areas, notably in high volume services such as Customer Focussed and Revenues and Benefits.

Meanwhile, our Housing service has performed better this quarter. This is evidence that increased funding following the Homelessness Reduction Act has enabled improvements.



### Target overview

10 of our 12 KPIs were either below or above target this quarter. We attribute this to there being no formal target-setting process in place at the beginning of this year. Therefore some of the targets outlined in this report will need consideration next year, when a proper process is in place. We intend to work with service leads to set evidence-based, achievable targets.



# Corporate Performance Report

## Q2 2018/19

### Methodology

We typically use 2 methods to assess how we're doing: we compare our performance with our target, and with our past performance. Sometimes this means that a KPI has 2 different colours. This might mean, for instance, that although we're above target, we have not improved.

Throughout this report for quarter 2, many KPIs show "no significant change". This highlights "green" KPIs as genuine successes and improvements.

### Direction of travel

This compares the quarter's performance with our performance over recent quarters.

- We use a statistical test to compare whether the KPI value for this quarter was significantly better or worse than the past performance.
- Where possible, we use tests that compare the dataset for the quarter with a dataset of all recent data points. This prevents unusual recent values from skewing the results.
- We apply a RAG (red, amber, green) icon to the data, to indicate both the direction of travel, and whether it is better, worse, or not significantly different:



	Better	No significant Change	Worse
Increase			
Decrease			

### Targets

We compare each KPI with a performance target. Targets have not been set for some KPIs, but we will be working with service leads to develop these.

- When the quarter ends, we use a statistical test to compare whether this quarter was significantly better or worse than the target.
- We apply a RAG (red, amber, green) icon to the data, to indicate whether it is above target, on target, or below target



Above target	On Target	Below Target




**2** On the following pages you can see this quarter's report for each Key Performance Indicator in more detail, followed by the set of updates for our eight Priority Projects covering the period April - September 2018.



# High quality cost effective services


## Q2 2018/19

### 1 Council Tax collection rates (%)

 <b>Q2</b> <b>56.7%</b> 	Past Performance %			 <b>Our Target</b>
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	<b>84.50</b>	<b>97.80</b>	<b>28.68</b>	Target not set



The amount of Council Tax collected from the start of the year to the end of the quarter, as a percentage of the estimated amount that would be collected by the end of the year if everyone liable paid what they were supposed to.

### 2 NNDR (business rates) collection rates (%)

<b>Q2</b> <b>58.3%</b> 	Past Performance %			<b>Our Target</b>
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	<b>76.04</b>	<b>97.87</b>	<b>33.49</b>	Target not set


The amount of business rates collected from the start of the year to the end of the quarter, as a percentage of the estimated amount that would be collected by the end of the year if everyone liable paid what they were supposed to.

### 3 Calls to Customer Focussed Team answered within 120 seconds (%)

<b>Q2</b> <b>61.4%</b> 	Past Performance %			<b>Our Target</b>
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	<b>91.4</b>	<b>82.1</b>	<b>59.5</b>	

The number of calls answered within 120 seconds, as a percentage of all calls answered



### 4 Calls to Customer Focussed Team abandoned by customer (%)

<b>Q2</b> <b>9.5%</b> 	Past Performance %			<b>Our Target</b>
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	<b>2.5</b>	<b>5</b>	<b>10.2</b>	Target not set

The number of customers ending their call before it is connected, expressed as a percentage of total calls.





### 5 Speed of processing of new Housing Benefit claims

<b>Q2</b> <b>28</b> 	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	21
	28	26	33	



The (mean) average number of days between receipt of the claim and the decision, for all new housing benefit claims decided during the quarter.

### 6 Speed of processing of Housing Benefit changes of circumstances

<b>Q2</b> <b>6</b> 	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	7
	6	1	5	

The (mean) average number of days between validation and decision for new housing benefit claims that were decided during the quarter.

### 7 Speed of processing of new Council Tax Support claims

<b>Q2</b> <b>47</b> 	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	30
	37	35	41	

The (mean) average number of days between validation and decision for new Council Tax Support claims that were decided during the quarter.



### 8 Speed of processing of Council Tax Support changes of circumstances

Q2 9	Past Performance			Our Target 7
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	8	6	7	

The (mean) average number of days between validation and decision for change of circumstances notifications about Council Tax Support claimants that were decided during the quarter.

We are undertaking 2 months of notified changes in a single assessment, which is simpler for customers. We are monitoring the impact of this and may recommend a change to the target performance as a result.

### 9 Major planning applications determined within target time (%)

Q2 91.3%	Past Performance %			Our Target* 60
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	88	95	88	

The percentage of all valid major\* applications (determined in the quarter) that were determined within 13 weeks or within a period agreed with the developer.

\*'Majors' have a building footprint over 1000 m<sup>2</sup> at least 10 dwellings, 10 or more gypsy/traveller pitches, or a site area over 1 hectare (half an acre for dwellings).

\*Our Target is the national minimum service level

### 10 Minor planning applications determined within target time (%)

Q2 90.2%	Past Performance %			Our Target 70
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	94	92	88	

The percentage of all valid minor\* applications (determined in the quarter) that were determined within 8 weeks or within a period agreed with the developer.

\*'Minors' do not meet the definition of major, but are for new dwellings or gypsy or traveller pitches, or relate to industrial or retail sites.



# High quality cost effective services

## Q2 2018/19

### 11 Speed of processing – % of ‘other’ planning applications determined within target time

<b>Q2</b> <b>95.4%</b> 	Past Performance %			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	80
	94	95	93	

The percentage of all valid ‘other’\* applications (determined in the quarter) that were determined within 8 weeks or within a period agreed with the developer.

\*‘Others’ do not meet the definition of major or minor. They include householder applications (eg extensions), changes of use, listed building alterations, etc.

### 12 Household waste & recycling – missed collections

<b>Current Performance (Q1)</b> <b>1122</b> 	Past Performance			Our Target
	Q2 (17-18)	Q3 (17-18)	Q4 (17-18)	500
	925	700	881	

Number of times a household legitimately reported a missed bin collection, per million collections.

This data relates to Q1. The indicator lags a quarter behind, due to Somerset Waste Partnership’s reporting schedule.

### 13 % of SSDC owned properties with a performance assessment in place

<b>Q2</b> <b>34%</b>	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	Target not set
	n/a	n/a	34	

A complete performance assessment for a property is made up of a number of factors, such as income and energy efficiency. These assessments will be kept up to date and used to make decisions about properties, such as disposal.

We have had a lack of capacity this quarter, with two roles vacant until recently. But now that the team has expanded we should be able to process these assessments more quickly.



### 14 Annual average income yield increase of business services

The additional net income (yield) across all income generating services, compared to the previous quarter. Targets will be set for specific services as part of monitoring arrangements for the Commercial Strategy.

“ We are not currently able to report on this indicator. But we expect that in Q4 when we've moved into new service structures we'll be able to baseline these measures. Improvements to the financial monitoring system will also make this easier.

### 15 Take up of digital services (%)

This is measured in 2 ways:

- i) availability - services available through digital platform(s), expressed as a percentage of all services that can be delivered digitally
- ii) take up - the number of service requests submitted digitally, as a percentage of all service requests (by any channel)

“ The data measures for digital take-up (channel shift) are not yet complete; we expect to be able to report them for Q3, which will be the final full quarter before the new website and personal online accounts are launched.

### 16 Calls to Customer Focussed Team resolved at the first point of contact (%)

- i) Resolved on the line – the user need is met during the phone call
  - ii) Resolved without 2nd contact – without the customer calling back
- A representative random sample will be taken across the quarter.

“ We are developing methods to measure this indicator.



### 17 Working age population claiming unemployment benefits (%)

<b>Q2</b> <b>1.78%</b>	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	<b>1.29</b>	<b>1.58</b>	<b>1.85</b>	Target not set

The percentage of the working age population (15 to 64 years) claiming benefits mainly because they are unemployed. (Seasonally adjusted by the Office for National Statistics)

As we mentioned last quarter, the rollout of Universal Credit has caused this metric to rise because more claimants are required to seek work than under Job Seeker's Allowance

### 18 Working age population in employment (%)

The percentage of the working age population (15 to 64 years) in employment

The Office for National Statistics has not released the quarter 1 dataset. Their quarterly datasets are usually released 2 months after the quarter ends. For this reason we recommend reporting this indicator annually instead of quarterly in future.





### 19 Fly-tips cleared within 5 days (%)

Q2	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
95.35%	-	-	100	

The number of reported fly-tips cleared within 5 days, expressed as a percentage of all fly-tips.

Past performance is available before Q1. Previously we measured the (mean) average time taken to clear fly-tips.

### 20 Number of fly-tips reported

Q2	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
215	220	232	249	Target not set

The number of unique reports of fly-tips in the District.

### 21 Household recycling rates

Current Performance (Q1)	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
55.1	55.1	53.6	52.85	Target not set

The weight of household waste sent for reuse, recycling, composting or anaerobic digestion, expressed as a percentage of the weight of all waste collected. The data for this metric is for the whole county because Somerset Waste Partnership cannot derive this data at the district level.

This data relates to Q1. The indicator lags a quarter behind due to Somerset Waste Partnership's reporting schedule



### 22 Number of households in temporary accommodation

Q2 42 	Past Performance			Our Target Target not set
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	36	57	24	

The number of households who we have placed in hostels, registered social landlord properties or bed and breakfasts, to discharge our homelessness duties, and who were living there on the last day in the quarter.

### 23 Average length of stay in temporary accommodation (days)

Q2 2 days 	Past Performance			Our Target 7 
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	n/a	6	7	

The (mean) average total amount of time (in days) spent in bed and breakfasts by households who we placed there to discharge our homelessness duties, and who left that accommodation during the quarter.

### 24 Assessment of applications to join Somerset Homefinder (%)

Q2 71.0% 	Past Performance			Our Target Target not set
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	69	51	52	

The percentage of valid Homefinder applications made by South Somerset residents, that received a banding decision within 21 days.

### 25 Number of cases of homelessness helped or prevented

Q2 61 	Past Performance			Our Target 10% annual increase 
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
	59	47	39	

The total number of households who either:


- thought they were at risk of homelessness, but were able to stay in their home for at least 6 more months
- were homeless, but secured accommodation

And where, in either case, the council took positive action to improve the situation.



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### Number of reports of anti-social behaviour

Q2	Past Performance			Our Target
	Q3 (17-18)	Q4 (17-18)	Q1 (18-19)	
566				
	442	548	491	Target not set

Includes abandoned vehicles, noise, littering, dog complaints, smoke, dangerous waste and fly posts, but not fly tips or dead animals.

# Annual key performance indicators

These indicators are reported after the 4th quarter

## 1.03 Customer satisfaction (all channels) (%)

The percentage of participants who agree or strongly agree with factors that make up satisfaction.

## 2.03 Town centre health checks (a mix of indicators)

Definition to be determined. Various indicators combined to establish consistent measure for town centres, eg vacancies, footfall, employment

## 2.04 Small Medium Enterprises demographics

New registrations for VAT and PAYE (births), cessation of trading (deaths), and duration of trading (lifetimes).

## 2.05 Measure of productivity

The ratio of output (such as gross value added) divided by the labour input used to create it.

## 2.06 % coverage broadband services

Expressed as the number of premises with access to broadband speeds of at least 24Mbps, as a percentage of the total number of premises.

## 3.04 Quality of decision making (planning) - appeals lost as a % of all decisions.

The number of refusal of planning permission overturned by the Planning Inspectorate at appeal, expressed as a percentage of all decisions made.

## 4.05 % affordable homes completed on qualifying sites

Affordable homes completed (for occupation) as a % of all new housing completions on all sites with 11 or more dwellings, or a combined internal floor area over 1000m<sup>2</sup>.

## 4.06 Number of additional affordable homes

Number of additional affordable homes through enabling work.

## 4.07 % of new dwellings completed against targets in the Local Plan

Expressed as a % of homes completed, compared with targets set in the Local Plan

## 4.08 Number of vacant dwellings returned to occupation

The number of dwelling that returned to occupation during the year, after being empty for 6 months.

## 5.01 Measure of financial inclusion in South Somerset

This measure lacks definition at present.

## 5.02 Resident satisfaction – local facilities / neighbourhood environment - %

The percentage of participants who agree or strongly agree with factors contributing to satisfaction.

# Priority Projects

The following section is an update on our 8 Priority Projects, which are part of this year's Council Plan. For each project we have highlighted progress against the project plan, and have also outlined other achievements.

## 1 To implement the Transformation Programme and Commercial Strategy

### What we committed to do and our progress

#### Milestone 1:

- Phase 2 and 3 selection outcomes completed by July - 2018 – we achieved this milestone with over 200 staff taking part in a recruitment process. Services included planning, housing, licensing, council tax and benefits, environmental health – with staff teams now creating new digital and face to face services in tune with customer needs and preferences.

#### Milestone 2:

- Phase 2 'goes live' in September 2018 - Our Strategy & Commissioning team took up their new roles in July – two months earlier than planned. This area includes our Strategic Planning function, together with performance management and communications.

#### Milestone 3:

- Secure £2.2m additional annual income from Council investment and service innovation by 2020. We are making good progress towards our target to secure an additional £2.2m of income per year from Council investment, service yield improvements, treasury decisions, grant funding and cost reductions etc. For example in the past year we have purchased four investment properties, with a combined investment of over £26m, which delivers a gross annual income of over £1.16m Our latest Financial reports can be viewed on our website.

### What we plan to do next

Our service delivery (Phase 3) teams will start in their new roles from January 2019, together with the introduction of a new customer portal and website. We will also complete phase 4 of the Transformation Programme for our Commercial Services teams.

Our Commercial team will continue to progress work to achieve our financial targets in relation to commercial property, investments and income generation

[You can read more detail about our Transformation Programme in our regular reports. Click here for the latest information.](#)

[For further information on our Commercial Strategy click here](#)

## To complete the 'Yeovil Refresh' for Yeovil Town Centre and progress implementation

2

### What we committed to do and our progress

Milestone 1:

- Appointment of Project Lead - Our new project lead Natalie Fortt commenced July 2018

Milestone 2:

- Public Consultation - We held a public consultation for the Yeovil Refresh programme in March to better understand community priorities for their town.

Milestone 3:

- Agree Priority Schemes - We committed to commence at least 3 'early wins' and have identified 3 schemes: the Yeovil Access Strategy, a Car Park Review and public realm improvements to Middle Street.



Natalie Fortt,  
Project Leader

### What we plan to do next

- **Car Park Review**- The successful contractor was appointed on 4th October 2018 and the work is expected to be completed by the end of January 2019.
- **Yeovil Access Strategy**- The first piece of work undertaken will be the Local Cycling and Walking Infrastructure Plan and this is due to be completed by the end of quarter 1 2019/2020.
- **Public Realm improvements to Middle Street**- The first part of the initial consultation with local business owners is almost complete. The next step is to consult with the wider community with the aim of achieving any necessary consents and preparing detailed plans by May 2019.

For more information on the Yeovil Refresh project please [click here](#)

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## To develop proposals for the regeneration of Chard and progress implementation

### What we committed to do and our progress

Milestone 1:

- Community consultation - A very successful event was held in June, with over 500 residents and other stakeholders attending to express their views and ideas for the regeneration of Chard.

Milestone 2:

- Commence Phase 1 regeneration works by March 2019 - Preparation for a planning application for initial site operations has begun.

We have also:

- Held a networking event for local businesses in Chard to meet and get involved in the regeneration.

500

Residents attended



### What we plan to do next

Our main milestone is to commence the first phase of construction work by March 2019.

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## To create a town centre action plan for Wincanton and progress implementation

4

### What we committed to do and our progress

#### Milestone 1:

- Receive a consultant's report on the town centre by June 2018. There were some delays to commissioning the report but we have worked to get things back on track, with a revised target of December 2018.

#### Milestone 2:

- Agreed resource plan with Area East Committee by September 18. As above the delay to the start of the project means we will agree actions and a resource plan with the Area East Committee early in the New Year

#### Milestone 3:

- Commence activities through the action plan. As above the delay to the start of the project means this milestone is likely to be towards Summer 2019.

### What we plan to do next

We will agree actions and a resource plan with the Area East Committee early in the New Year, and start activities in support of the town centre action plan. This is likely to be towards Summer 2019.

## 5 To deliver Phase 2 of the Yeovil Innovation Centre

### What we committed to do and our progress

#### Milestone 1:

- Completion of construction works by August 2018 - Keys handed over September 2018, we are preparing for the opening event planned for Nov 2018.

#### Milestone 2:

- Start of new tenancies by September 2018 - 3 businesses have expressed interest in moving into new wing. However occupation is delayed for final work to be completed.

#### We have also:

- Created a comprehensive marketing plan to develop the marketing of Yeovil Innovation Centre and to promote the new extension.



### What we plan to do next

Our marketing strategy involves us working with key partners to focus on targeting start-ups as well as encouraging existing businesses to develop and grow.

## To facilitate appropriate local development to ensure that local housing and infrastructure needs are met

6

### What we committed to do and our progress

Milestone 1:

- Support the progress of Western Corridor - Due for completion June 2019.

Milestone 2:

- Support the progress of Brimsmore development - Following the awarding of the Housing Infrastructure Fund bid (£1.98m), we are working with the developer and Somerset County Highways to ensure we achieve the delivery of new road layouts and additional homes.

Milestone 3:

- Support the Commencement of the iAero project - Full planning permission has been granted and the terms of the lease of land for the iAero Centre is currently being finalised.

### What we plan to do next

To hold a public consultation on preferred Local Plan options before March 2019.

## 7 To support our small and medium sized businesses across the District, including internet access, to meet their needs

### What we committed to do and our progress

Milestone 1:

- Respond to phase 2 Connecting Devon & Somerset programme - An update report was provided at District Executive Committee in September 2018 where it was agreed that officer time and resource be allocated to working with relevant partners to clarify and promote their voucher schemes to maximise coverage of Superfast Broadband across the District.

We have also:

- Supported a programme of networking events and digital marketing training sessions for local businesses.

### What we plan to do next

We will continue to monitor the delivery of this programme, and gather information for members to take a decision on committing any SSDC funding to 'top-up' such a superfast broadband voucher scheme.

15

different digital events offered in 2018. Including Cyber Security, Cloud Computing & Basic Web Design.



## To meet the new homelessness duties arising from the Homelessness Reduction Act 2017

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### What we committed to do and our progress

Milestone 1:

- Service to meet new duties in place by 1st April 2018 - We provided staff with extensive training, reviewed and updated all our standard letters and forms, engaged with other services to help us with other prevention work (including embedding a Citizens Advice worker within our team), and adapted to a new reporting system. In accordance with the 'duty to refer', we also set up systems to receive and act on referrals from all our partner agencies.

### What we plan to do next

- Now that our new service is in place we will continue to monitor outcomes from our work to prevent homelessness in South Somerset.