



**Scrutiny Committee - Tuesday 30th July 2019**

Please find attached the Corporate Performance Report 2019-20: 1st Quarter

**Agenda  
No**

**Item**

9. **Quarterly Corporate Performance Report 2019-20 - Quarter 1 (Q1)**  
**(Pages 2 - 12)**

Report to be presented to District Executive on 1<sup>st</sup> August 2019

# Agenda Item 9

## Corporate Performance Report 2019-20: 1st Quarter

*Executive Portfolio Holder:* Val Keitch, Strategy and Policy  
*Director:* Netta Meadows, Director of Strategy and Commissioning  
*Service Manager:* Charlotte Jones, Lead Specialist People, Performance and Change  
*Lead Officer:* Cath Temple, Specialist - Performance  
*Contact Details:* Cath.temple@southsomerset.gov.uk or (01935) 462587

### Purpose of the Report

1. This report sets out the current position of the Council's agreed key performance indicators and covers the period from April to June 2019 (Q1).

### Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of August 2019.

### Public Interest

3. The Council is accountable to the local community for its performance. We publish performance monitoring information to demonstrate outcomes and to highlight opportunities to learn and improve for the future.

### Recommendations

4. The District Executive is asked to note and comment on the report and the new format.

### Background

5. The Council monitors a set of key performance indicators (KPIs) which are published on our [website](#).

### Quarter 1 Performance

6. The attached report includes our performance from April to June 2019 with KPIs for each theme of the Council Plan. The format of the report has been redesigned for 2019-20 and feedback on ease of reading is welcome.
7. The KPIs have been revised to align more closely with the areas of focus within the Council Plan 2019/20. Some measures are annual or bi-annual and so there is no data to report in this quarter.
8. The last two years has seen significant activity and change across the whole of South Somerset District Council (SSDC). We have delivered many key parts of our Transformation programme, at pace and with significant staff changes, while working hard to ensure that our key business areas continue to deliver for the communities we serve. This has included significant financial benefits, alongside the implementation of new ways of working (in terms of processes and systems) within a completely new organisational model. This has not been without its challenges, and we fully recognise that at times customer service has been affected.
9. We have a committed group of leaders, managers and staff who are working hard to deliver services to our residents whilst also transforming what we do. Moving to our new ways of working presents

some challenges, yet our teams have demonstrated commendable professionalism, dedication and hard work, and should be justifiably proud of all we have achieved over the past two years.

10. The changes we have to make are not yet complete and we have a good awareness of the considerable work that remains ahead for us as an organisation. This includes completing the redesign of our services and supporting our customers to take up new digital channels, together with embedding new ways of working within the 'One Team'.
11. The attached report shows that in certain key areas, in quarter 1, there were some dips in performance below targets or agreed service levels. Additional resources have been agreed to support these key areas. Overall 11 KPIs are either showing a steady position or are improving and 12 KPIs are either on or above target. Comments are included from the relevant lead officer or Performance Specialist. We will continue to monitor performance closely and take action as appropriate.

### **Financial Implications**

12. There are no direct financial implications related to this report.

**Risk Matrix – this report is for information only – no risk profile.**

### **Council Plan Implications**

13. This report is consistent with the Council Plan 2016 – 2021

### **Carbon Emissions and Climate Change Implications**

14. There are no direct implications

### **Equality and Diversity Implications**

15. There are no direct implications

### **Privacy Impact Assessment**

16. There are no direct implications

### **Background Papers**

Council Plan 2016-2021 & Annual Action Plan 2019/20



# South Somerset District Council

## Corporate Performance Monitoring

Quarter 1 report: April – June 2019-20



**Protecting  
Core Services**



**Economy**



**Environment**



**Housing**



**Healthy, Self-reliant  
Communities**



This is our first quarterly report for the 2019-20 Council Plan annual action plan. There are two sets of comparisons for the data within the report. One compares performance against the agreed target and the other compares the current result with past performance to give a direction of travel.

For targets this quarter 12 measures were above target (green), 1 was on target (amber) and 4 were below target (red)

For direction of travel this quarter, 7 improved (green), 4 stayed the same as the last quarter (amber) and 4 are worse (red) than the previous quarter.

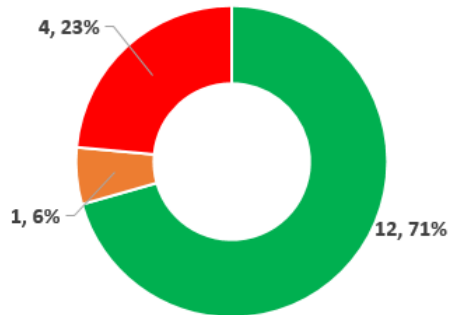
There is commentary included within the report which explains the current position in more detail, this commentary has been provided by the Lead Specialists/Specialists within the appropriate areas

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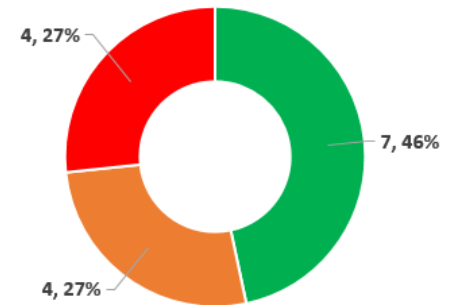
### Progress against targets - summary for this quarter

### Direction of travel - summary for this quarter










- Red = significantly below target
- Amber = behind target
- Green = on, ahead of or above target



- Red = Worse than last quarter
- Amber = No significant change
- Green = Improved on the last quarter



# Protecting Core Services

| Ref  | Measure<br>(frequency of reporting)   | Description  | Target<br>19/20                         | Q4<br>(18/19) | Q1     | Q2 | Q3 | Perf<br>against<br>target  | Direction of<br>travel   | Supporting information   |
|------|---|--|---|---------------|--------|----|----|--|--|--|
| PCS1 | Number of on-line accounts activated – Household & Business (Quarterly)       | The number of new Customer accounts during the quarter   | 10,000                                  | New for 19/20 | 3482   |    |    |   |   | New measure following the creation of our new Customer portal and “my account” function  |
| PCS2 | Number of accounts active at 6 month point – Household & Business (Quarterly) | The percentage of customer accounts in active use within the last 6 months   | 50%                                     | NEW for 19/20 | *      |    |    |  | New Measure  | *“My account” has not been live for 6 months therefore we do not have 6 months worth of data at this point.                                    |
| PCS3 | Service requests through on-line forms as a % of all requests (Quarterly)     | % of transactions being completed using online service forms instead of other channels, for the same service e.g. phone/letter | 70%                                     | New for 19/20 | 67%    |    |    |   | New Measure  | The potential for this target to be increased is being explored given the high levels already achieved since the launch of the customer portal |
| PCS4 | % of property portfolio with a performance assessment (Quarterly)             | The number of SSDC owned properties with an assessment in place  | 95%                                     | 50%           | 50%    |    |    |   |   | Due to loss of team members the team are re-planning resource/tasks  |
| PCS5 | Council Tax Collection (Quarterly)  | The % of council tax collected at 31 <sup>st</sup> March   | 98% (for the year, for Q1, aim for 25%) | 98%           | 28.11% |    |    |   |   | The profile of collection rates is changing with more people choosing to pay over 12 months rather than 10                                     |
| PCS6 | NNDR collection (Quarterly)   | The % of National Non Domestic Rates collected at 31 <sup>st</sup> March   | 97% (for the year, for Q1 aim for 25%)  | 97.4%         | 33%    |    |    |  |  |  |



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Amber = behind target

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Red = worse than last quarter

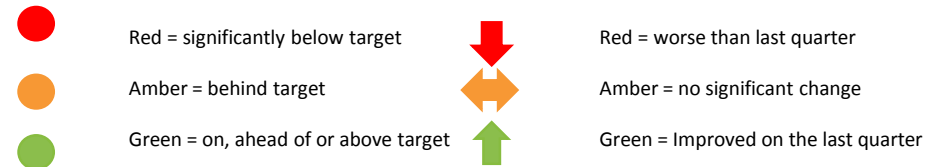
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# Protecting Core Services

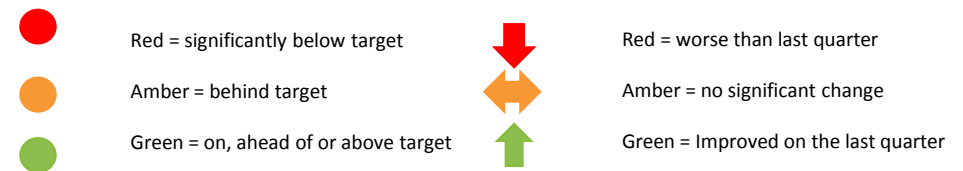
| Ref   | Measure  | Description   | Target 19/20 | Q4 (18/19) | Q1      | Q2 | Q3 | Perf against target   | Direction of travel   | Supporting information  |
|-------|--|---|--------------|------------|---------|----|----|---|---|---|
| PCS7  | Speed of processing - Housing Benefit new claims (Quarterly)             | The average (mean) number of days taken from receipt of application from the customer to notification of decision | 29.5         | 30 days    | 37 days |    |    |  |  | It has been agreed to provide additional temporary resource across Service Delivery to reduce the backlogs. It should be noted that DWP form part of this process and their SLA is 30 days. |
| PCS8  | Speed of processing - Housing benefit change of circumstance (Quarterly) | The average (mean) number of days taken from notification of change by the customer to notification of adjustment | 5            | 4          | 8       |    |    |  |  | It has been agreed to employ some additional temporary resource across Service Delivery to reduce the backlogs  |
| PCS9  | Speed of processing - Council tax new claims (Quarterly)                 | The average (mean) number of days taken from receipt of application from the customer to notification of decision | 44.5         | 45         | 67      |    |    |  |  | It has been agreed to employ some additional temporary resource across Service Delivery to reduce the backlogs  |
| PCS10 | Speed of processing – Council tax change of circumstance (Quarterly)     | The average (mean) number of days taken from notification of change by the customer to notification of adjustment | 8.5          | 7          | 15      |    |    |  |  | It has been agreed to employ some additional temporary resource across Service Delivery to reduce the backlogs  |

DWP = Department of Work and Pensions  
SLA = Service Level Agreement



# Protecting Core Services


| Ref   | Measure   | Description   | Target 19/20            | Q4 (18/19) | Q1             | Q2 | Q3 | Perf against target   | Direction of Travel   | Supporting information   |
|-------|---|---|-------------------------|------------|----------------|----|----|---|---|--|
| PCS11 | Speed of processing – planning applications – major (Quarterly) | The % of valid major planning applications determined within 13 weeks   | 60%                     | 100%       | 100%           |    |    |  |  | Target set at the Government's minimum standards   |
| PCS12 | Speed of processing – planning applications – minor (Quarterly) | The % of valid minor planning applications determined within 8 weeks  | 70%                     | 93.7%      | 97%            |    |    |  |  | Target set at the Government's minimum standards   |
| PCS13 | Speed of processing – planning applications – other (Quarterly) | The % of all valid other planning applications determined within 8 weeks  | 80%                     | 96.4%      | 99%            |    |    |  |  | Target set at the Government's minimum standards   |
| PCS14 | Planning appeals lost as a % of all decisions (Quarterly)       | The number of appeals to the Planning Inspector lost (ie decision overturned) expressed as a % of all decisions | 10% (maximum threshold) | 7.3%       | 3.52%          |    |    |  |  | This measure is monitored by the Government (as a measure of the quality of decision making) on a two year rolling period. The 10% target is a maximum threshold, so the lower the % the better the performance. |
| PCS15 | Commercial property income yield (Annual)                       | The annual income from SSDC commercial property investments   | £449k                   | *          | Annual measure |    |    |   |   | A verbal update will be provided on the outturn for 19-20.   |
| PCS16 | Annual average yield increase of business services (%) (Annual) | The % and numerical value of income (yield) across all income generating services                               | 5% or £250k             | *          | Annual measure |    |    |   |   | *The Q4 (end of year) figure for 2018/19 is not yet available  |







# Economy

| Ref | Measure   | Description  | Target 19/20   | Q4 (18/19)      | Q1           | Q2 | Q3 | Perf against target   | Direction of travel | Supporting information  |
|-----|---|--|----------------|-----------------|--------------|----|----|---|---------------------|---|
| E1  | % spend with local SMEs (bi-annual)                             | The proportion of SSDC purchasing through local SME suppliers (within the SSDC postcode area), as a % of total spend for goods and services. | 10%            | New for 2019/20 | [bi-annual]  |    |    |   |                     | This target and approach is an initial benchmark which will be reviewed as part of the working currently being undertaken on our Procurement Strategy.  |
| E2  | Delivery of the Economic Development Strategy (EDS) (Quarterly) | The number of actions and priority projects which are in progress, aligned to the EDS delivery plan.   | 30 in progress | New for 2019/20 | 17 on target |    |    |  | New Measure         | The 6 areas of priority within the EDS are:<br>1. Business Support, Retention, Innovation & Inward investment<br>2. Transport & Communications Infrastructure<br>3. Economic Inclusion<br>4. Land, Sites & Workspaces<br>5. Supporting Urban Economies<br>6. Supporting Rural Economies |

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# Environment

| Ref | Measure                                      | Description  | Target 19/20 | Q4 (18/19)     | Q1 | Q2 | Q3 | Perf against target | Direction of travel | Supporting information  |
|-----|--|--|--------------|----------------|----|----|----|---------------------|---------------------|---|
| EN1 | % of household waste recycled (Quarterly)*   | The % of all household waste recycled (Somerset wide)                    | 53%          | 52.41% (18/19) | *  |    |    |                     |                     | *there will be a delay of one quarter (data provided by the Somerset Waste Partnership - SWP)   |
| EN2 | Residual waste sent to landfill (Quarterly)* | The % of residual waste volume going to landfill (Somerset wide)         | 46%          | 46.4%          | *  |    |    |                     |                     | *There will be a delay of one quarter (data provided by the SWP). SWP predict a decrease from 46% when waste starts to go through the new Resource Recovery Centre at Avonmouth |
| EN3 | Waste recycled in the UK (Quarterly)*        | The % of all waste collected which is recycled in the UK (Somerset wide) | 90%          | 90%            | *  |    |    |                     |                     | *there will be a delay of one quarter (data provided by the SWP)  |

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\*SSDC is part of the Somerset Waste Partnership. At present the performance data relating to waste services is supplied by SWP and is not available at a district level. The opportunity to create a district level picture is being explored. Currently targets for the new financial year are not available, our targets will track performance against last year.

|   |                                      |   |                                      |
|---|--------------------------------------|---|--------------------------------------|
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Housing

# Housing



| Ref | Measure  | Description  | Target 19/20   | Q4 (18/19)     | Q1             | Q2 | Q3 | Perf against target | Direction of travel | Supporting information   |
|-----|--|--|----------------|----------------|----------------|----|----|---------------------|---------------------|--|
| H1  | Number of households in temporary accommodation (Quarterly)  | The number of households in temporary accommodation as at the final day of the quarter | 30             | 42             | 34             |    |    |                     |                     |  |
| H2  | Length of stay in temporary accommodation (Quarterly)        | The average (mean) number of days spent in temporary accommodation (B&B)               | 7 days         | 6              | 1              |    |    |                     |                     | A huge improvement on the last quarter   |
| H3  | Number of cases of homelessness prevented/helped (Quarterly) | The number of households assisted by SSDC to prevent or relieve homelessness           | 30 per Quarter | 70             | 68             |    |    |                     |                     | This is another measure that is in the main beyond our control. We want to prevent as many cases as possible and whilst we do we are unable to predict future numbers                  |
| H4  | Affordable housing completed (Annual)                        | The number of affordable homes completed for occupation                                | 254 pa         | 121 (annual)   | Annual measure |    |    |                     |                     | The target is calculated from the current 5 year land supply target at 35%. Achieving this figure is highly dependent on the amount of qualifying developments and actual completions. |
| H5  | Affordable housing as a % of all housing completed (Annual)  | Number of affordable homes completed as a % of all new housing completions             | 35%*           | 18.6% (annual) | Annual measure |    |    |                     |                     | * On all qualifying developments   |

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# Healthy, Self Reliant Communities

The Council's area of focus for 'Healthy, Self-Reliant Communities' relies significantly on our work with partners through the design and delivery of a range of community based programmes. A small number of Key Performance Indicators are included below.

| Ref  | Measure  | Description  | Target | Q4<br>(18/19)      | Q1             | Q2 | Q3 | Perf against<br>target | Direction of travel | Supporting information   |
|------|--|--|--------|--------------------|----------------|----|----|------------------------|---------------------|--|
| HSC1 | Participation in Health Walks<br>(Annual)                | The number of residents participating in health walks supported by SSDC                                | 10,500 | 10,440<br>(annual) | Annual measure |    |    |                        |                     | At the start of 2019/20 walkers are being supported by 105 trained walk leaders leading 22 health walks. |
| HSC2 | Volunteering at SSDC<br>(Annual)                         | The number of days provided through volunteering at SSDC   | 2300   | 2277<br>(annual)   | Annual measure |    |    |                        |                     |  |
| HSC3 | Investment into local communities facilities<br>(Annual) | The value of investment by SSDC into local facilities enabling cultural, leisure and sports activities | £464k  | £679k<br>(annual)  | Annual measure |    |    |                        |                     | The target is the planned spend within the 2019-20 SSDC capital programme for sports and leisure schemes |

