

Decision Report - Executive



Decision Date – 6th March 2024

Forward Plan Ref - FP/24/01/09

Key Decision – no

Corporate Performance Management Report Q3 2023/2024

Executive Member(s): Cllr Liz Leyshon

Local Member(s) and Division:

Lead Officer: Alyn Jones – Executive Director Strategy, Workforce and Localities

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Background

1. This report outlines the performance of Somerset Council for quarter three (Q3) of the financial year 2023/2024 against a set of operational indicators for each Executive Directorate.
2. The operational indicators form part of an interim approach agreed by Executive at their meeting on 13/02/2023, pending the development and adoption of a Business Plan for the Council. The Business Plan, which will be developed post budget setting in Spring 2024 will set out the detailed activities being undertaken to deliver the Council Plan and will form the basis of performance reporting going forward.

Summary

3. The 2023/2024 Q3 report contains 115 indicators, of which 57 have a RAG rating. Over the transition period for the new Council, the number of indicators will continue to increase and the approach to performance management will evolve and develop as more teams, services, budgets, and systems are aligned.

4. Where there are currently limited or no indicators for a service area, it is because service alignment and transition is taking shape and/or the indicators are complex and challenging to merge into a single measure for the whole of Somerset Council. Work is underway to further develop tolerance and targets for indicators as part of the development of the performance management approach.
5. Table 1 below summarises performance against the current set of indicators.

Directorate	No of KPIs	KPIs with RAG	Red			Amber			Green		
			Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
Public Health	6	5	0	0	0	3	3	4	2	2	1
Childrens Services	40	24	6	9	3	5	13	10	4	3	11
Adults Services	8	8	1	2	1	1	1	2	6	5	5
Community Services	22	15	2	6	3	3	2	4	6	5	8
Climate & Place	19	3	0	0	0	0	0	0	0	0	3
Strategy, Workforce & Localities	16	2	0	0	0	2	1	2	0	1	0
Resources & Corporate Services	5	5	0	0	0	0	1	2	0	3	3
Total	116	57	9	17	7	14	21	24	18	19	31

Table 1: KPI Summary Table

6. A comparison between Q2 and Q3 of 2023/2024 shows that overall the number of red rated indicators has decreased. Positively the number of measures reporting green with satisfactory performance has increased between quarters.
7. Key issues identified from each Executive Directorate performance outturns for Q3 2023/2024 in appendix A are noted below.
- Public Health
 - a) The Public Health Ambassador programme is currently on hold due to the level of staff reorganisation in the rest of the council.
 - Children and Family Services
 - a) For Q3 the percentage of NEETs and Not Knowns has returned to expected levels with the colleges completing their enrolment returns at the end of September/beginning of October. SomersetWorks is receiving weekly enrolment data

from each of the Colleges and are sending these to our Secondary schools for checking of individual student destinations.

- Adult services
 - a) The number of overdue assessments and reviews continue to remain high and above our desired targets, impacted by rising demand, complexity of need, and ongoing internal workforce capacity pressures which our operational restructuring in part seeks to mitigate.

- Community Services
 - a) There is some incomplete data for Environmental Health service request response times from each of the former districts which is affecting the reported data. However, the Christmas period has also impacted the response times for each of the service areas. All high-risk complaints were responded to within target.
 - b) The Out of Hours/Lifeline service performance over the last quarter remains consistent, receiving 74,829 calls over the last three months. This quarter continues to see a slight dip in the answering within 60 seconds target of 97%, but it is not of concern as this is still strong. However, work continues to improve this to the agreed level.
 - c) Complaints for Somerset Council have declined over the quarter from 1057 to 889 with 53% being resolved within 10 working days. Capacity which was removed as part of the LGR restructuring is being reinstated.
 - d) Homes that do not meet the Decent Homes Standard: There are a number of reasons for Council homes managed by the inhouse service having higher than desired proportion of non-decent homes such as, the procurement pipeline has been rebuilt since covid and work continues to attract competent contractors with the capacity to deliver; validation delays that affect its ability to deliver Decent Homes; competitive employment market. The service continues to take steps to address these challenges.

- Climate and Place
 - a) Waste and Recycling: Due to increased workloads within one of our contractors around planning and roll-out of the first phase of the kerbside re-routing in February, data submissions have been significantly delayed for Q3 2023/2024. This has only affected data around our kerbside services, however due to the nature of how the measures work, until we have all data from all sources and contractors, we cannot calculate overall results. Our contractor has been asked for a breakdown of missing datasets and a timeline to rectify.
 - b) Highways and Transport: The number of people killed and seriously injured (KSI) in road collisions flow of data for 2023/2024 from Avon and Somerset Police is currently running 6 months behind due to issues experienced with Niche software. Latest update is that this issue is likely to remain until at least summer 2024 so it is unlikely normal dataflow will resume until Autumn 2024 at the earliest. We have updated Q2 and Q3 with available unvalidated collision data, low numbers, but we do anticipate more accurate figures at the next update. We are currently running 85% lower than expected.
- Strategy, Workforce and Localities

No performance issues to highlight for Q3 2023/2024.
- Resources and Corporate Services
 - a) In relation to Revs and Bens indicators for Council Tax and Business Rates collection, the target for the end of quarter 3 was 81.19%, whereas we had collected 79.82%. The shortfall of 1.37% is less than the shortfall reported at the end of quarter 2 (2.17%) and results from several factors including the economic climate and delays in commencing recovery action in some areas due to cash posting problems earlier in the year resulting from the implementation of the new finance system. Processes have not been fully implemented to make internal transfers to clear elements of the Council's own Business Rate liability, which we believe would make us broadly on target. Ordinarily this would happen early in the financial year, so this is further distorting the collection rates.

8. Possible key performance indicators that may be considered for future reporting are listed below. This list is not exhaustive.

- Climate and Place
 - a) Climate, Environmental and Sustainability service are considering carbon emissions indicators.
 - Resources and Corporate Services
 - a) Procurement and Strategic Asset Management continue to develop and align indicators to be included in the performance report.
 - Strategy, Workforce and Localities
 - a) Workforce indicators are being developed and aligned to provide a wider context for Somerset Council.
9. Alongside the development of the performance indicators and corporate performance framework, developmental work is being undertaken to test performance reporting systems that will enable more intuitive and interactive reporting, monitoring, and management of performance data.

Recommendations

10. The Executive are asked to endorse Q3 2023/2024 Performance Management Report (appendix A) for Somerset Council.

The Executive are also asked to consider:

- a) whether the proposed actions are adequate and appropriate to address concerns and improve performance to the desired level.
- b) the content, level of detail provided and the format of the report and make any recommendations for improvements.

Reasons for recommendations

11. To ensure performance management is being effectively managed, reviewed and any areas of concern identified and addressed.

Other options considered

12. Alternative options involving the continuation of existing Somerset Councils' performance reporting arrangements were considered. However, this would

not enable the performance of the new unified council services to be managed effectively and efficiently.

Links to Council Plan and Medium-Term Financial Plan

13. Future arrangements for Corporate Performance Reporting will align with the priorities set out in the Council Plan and activities detailed within the Business Plan. In this way performance management arrangements will focus on delivery of the priorities and vision of the Council.
14. The interim arrangements set out in this report will ensure key service delivery performance continues to be monitored and measured.
15. Performance and finance monitoring reporting will be aligned to ensure that these can be considered together.

Financial and Risk Implications

16. There are no direct financial implications to the proposals set out in this report. Detailed Budget Monitoring reports are included within the meeting agenda pack.
17. Failure to have effective arrangements in place to adequately manage performance of key services would create a risk that service performance could deteriorate, and effective corrective action not being undertaken in a timely manner.

Legal Implications

18. There are no legal implications to this recommendation being accepted.

HR Implications

19. There are no direct HR implications resulting from this report. however, consideration will need to be given to resourcing areas of concern identified within the report.

Other Implications:

Equalities Implications

20. Where appropriate, measures will be reported including information against protected characteristics. Where services identify disproportionality in service delivery, uptake or impact, additional information regarding these impacts will be provided.

Community Safety Implications

21. There are no implications

Climate Change and Sustainability Implications

22. There are no implications

Health and Safety Implications

23. There are no implications

Health and Wellbeing Implications

24. There are no implications

Social Value Implications

25. There are no implications

Scrutiny comments / recommendations:

26. This is the third corporate performance management report for Somerset Council. Scrutiny arrangements are yet to be confirmed.

Background Papers

- Performance Management Framework for Somerset Council [available on request]

Appendices

- Appendix A: Corporate Performance Management Report for Q3 2023/2024 consisting of the following executive directorate areas.
 - Public Health
 - Children and Family Services
 - Adult Services
 - Climate and Place
 - Community Services
 - Resources and Corporate Services
 - Strategy, Workforce and Localities

Report Sign-Off

	Officer Name	Date Completed
Legal & Governance Implications	Alyn Jones	19/02/2024
Communications	Peter Elliott	12/02/2024
Finance & Procurement	Jason Vaughan	19/02/2024
Workforce	Alyn Jones	19/02/2024
Asset Management	Oliver Woodhams	22/02/2024
Executive Director / Senior Manager	Alyn Jones	19/02/2024
Strategy & Performance	Alyn Jones	19/02/2024
Executive Lead Member	Cllr Liz Leyshon	21/02/2024
Consulted:	Councillor Name	
Opposition Spokesperson (circulated)	David Fothergill	22/02/2024
Scrutiny Chairs (circulated)	Martin Dimery	22/02/2024
	Leigh Redman	22/02/2024
	Gill Slocombe	22/02/2024
	Gwil Wren	22/02/2024
	Bob Filmer	22/02/2024