

Appendix A:
Corporate Performance Management Report Q3 2023/2024

Introduction

This appendix sets out performance against each indicator that has been agreed with Executive Directors as part of the interim performance management arrangements that will evolve and develop over the transition period for the new Somerset Council as teams, services, budgets, and systems are aligned.

Each Executive Directorate section below sets out:

- A summary overview of performance, including context, areas for improvement, and/or achievements during the period.
- An outturn table with key performance indicators with Red Amber Green (RAG) rating where possible.
- Direction of Travel arrows are comparing performance on a quarterly basis, even where there is monthly data added.
- Tolerances and targets are being developed and reviewed with services.

In addition to the performance indicators provided within this report there are many operational service performance indicators currently being reviewed and aligned across the organisation at Service Director level. Any indicators that are expected to be added to this report from Q4 2023/2024 onwards have been highlighted in the covering report. Trend data, where possible, to show performance over time has been included in this report.

Public and Population Health - Executive Director Professor Trudi Grant

Breastfeeding Going for Gold All standards are on track to be met for the final audit which has been confirmed this month to go ahead by UNICEF in June 2024.

The Council has started to implement a new digital process for developmental checks making it easier for parents to book appointments and a survey has been sent to parents to understand any barriers. The percentage different between the quarters isn't significant and is as expected, especially during the Christmas period. Comparing against rates in the Southwest (77.6%) and England (74.1%) Somerset Council are performing better.






For the Mental Health indicator in Q3 2023/2024, at least 50 people were receiving 1 to 1 support from the bereavement service each month, 100 people have signed up to the Orange Button Scheme (a key support network for suicide prevention in Somerset), 172 people completed suicide prevention training and 20 people completed mental health training. At the end of Q3 2023/2024 the Council are below the cumulative targets set for all training measures and the Orange Button scheme however, sign-ups will always be limited when training reach is restricted. The Council currently have a campaign running for the Orange Button Scheme and will report on the success.

Public Health Nursing have started to implement a new digital process called 'Choose and Book' making it easier for parents to book this review. In addition, a survey has been sent to parents and collated to establish the barriers to booking and attending the appointment to improve uptake.

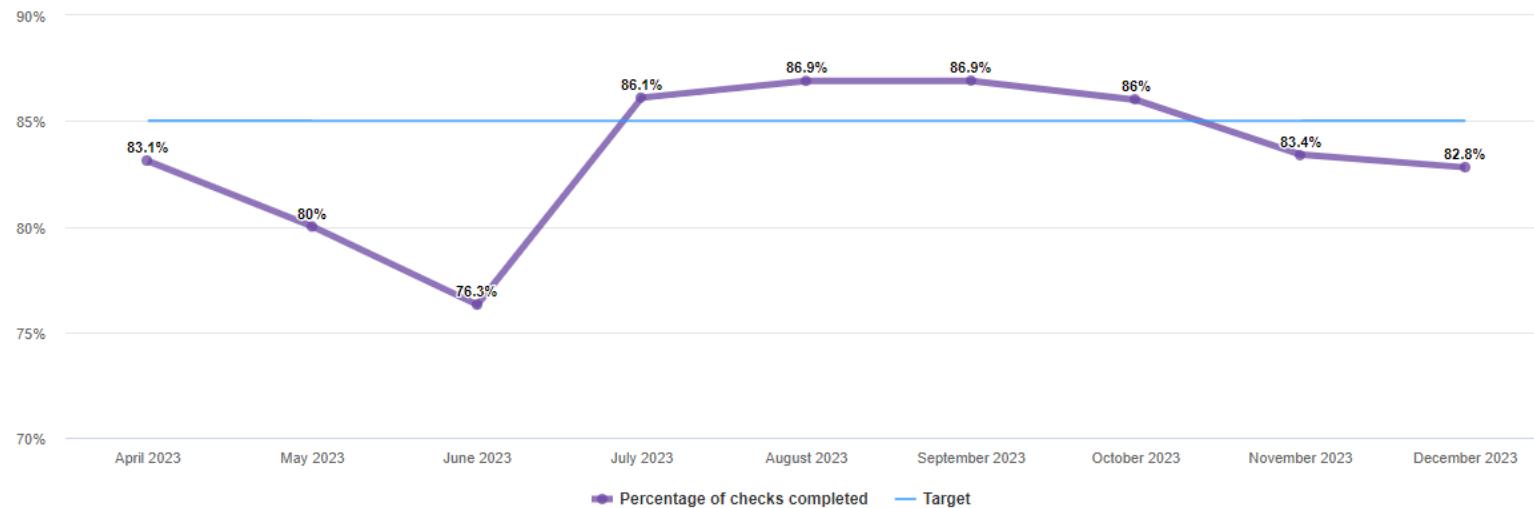
The adult substance misuse treatment trajectory is ambitious and set nationally, we have revised national targets based on new national prevalence data for opiate and crack use and increased alcohol targets. There is reasonable confidence that we will achieve these trajectories.

For smoking 4 week quit rates there is a normal variation due to small numbers and it is anticipated higher quit rates in upcoming quarters.

The Public Health Ambassador programme is currently on hold due to the level of staff reorganisation in the rest of the council.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn									DoT
				July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24		
				Value	Value	Value	Value	Value	Value	Value	Value		
Breastfeeding - Gold Award working to gold accreditation in July 24 RAG	n/a	Green	no tolerance as an assessment	Green	Green	Green	Green	Green	Green	Green	Green	Green	
Mental Health Promotion RAG based on range of metrics	n/a	Green	no tolerance as an assessment	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	
Coverage of 2.5 years developmental check	High	85%	Amber within 10% of target Red below 10%	86.1%	86.9%	86.9%	86.6%	86%	83.4%	82.8%	84.1%		
Adults in structured treatment for Substance Misuse Commissioning RAG against 20% increase from 2021/22 baseline option across a range of outcomes for adults and children	n/a	Green	no tolerance as an assessment	2,237	2,272	2,305	Amber	2,318	2,333	2,328	Amber		
Smoking: Number of people who are quit at four weeks (SC Commissioned Services Go Smoke Free and Smoke Free Families)	High	250	Amber within 10% of target Red below 10%	Reported Quarterly			283	Reported Quarterly			247		
Public Health Ambassador programme (apportioned target will be set) on hold	Low	8	Amber within 10% of target Red below 10%	0	0	0	0	On Hold				n/a	

Coverage of 2.5 years developmental check-



Children and Family Services - Executive Director Claire Winter

Children’s Services has just been awarded improvement partner status by the Department for Education. This is an accolade of the good practice in Children’s Social Care and means that the government will ask us to support improvement in Local Authorities whose Children’s Services are struggling.

Sufficiency

- Homes and Horizons - the strong partnership model between Somerset Council, CAMHS and Homes2Inspire is working well to create stability for young people in their new homes, enabling more Somerset young people to live in Somerset and preventing the use of high cost, out of county placements
- The new 16+ service has been commissioned - to enable young people to thrive and achieve positive outcomes in relation to independent living

Efficiency

- Continued engagement with schools and partners to develop a programme of work that will support delivery of the Somerset Education for Life Strategy
- The 12 appointed Connect Somerset Area Champions continue to work closely with communities to make it easier for families to access the help that they need earlier
- #Help4All online services launched - providing advice for families on money, food, housing, health and wellbeing, domestic abuse, problems with drugs or alcohol and parenting advice
- The Christmas Healthy Happy Holidays programme launched successfully in December, with more than 4,000 places booked by 2,000 families on the launch day

Managing Risk

- Launch of a new debt advice and income maximisation service from Auriga

**Please note that a number of the benchmark figures for the measures below have been updated. Therefore, the Direction of Travel and the RAG may not appear to correspond. Direction of Travel is reporting against the performance figure, with the RAG rating relating to the performance against benchmark. This will be in line from quarter 4.*

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q2 2023/24	Q3 2023/24	
			Value	Value	
The percentage of Somerset schools rated inadequate	Low	3%	6%	5%	↑
Overall, School Attendance	High	92.5% (22/23, National) (updated benchmark)	93.8%	92.5%	↓
Primary Attendance	High	94% (22/23)(updated benchmark)	95.7%	94.7%	↓
Secondary Attendance	High	90.7% (updated benchmark)	92.1%	90.4%	↓

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q2 2023/24	Q3 2023/24	
			Value	Value	
Children with SEND (EHCP & SEND support) Attendance	High	EHCP – 86.7% SEND Support 88.9% (Pre Covid) (updated benchmarks)	89%	87.3%	↓
Children with a Social Worker (Children Looked After (CLA)) Attendance	High	TBC	84.7%	81.8%	↓
Children with a Social Worker (Children In Need (CIN) & Child Protection (CP)) Attendance	High	TBC	75.9%	74%	↓
Overall Persistent School Absences	Low	2022/23 Ofsted: England 22.3% (updated) South West 25.7% Pre-Covid Somerset 11.3%	19.4%	21.4%	↓
Primary Persistent School Absences	Low	17.2% (22/23)	15.3%	15.4%	↓
Secondary Persistent School Absences	Low	28.3% (22/23)	23%	27.3%	↓
Children with SEND (Education Health and Care Plan (EHCP) & Special Educational Needs and Disabilities (SEND) Support) Persistent School Absences – Special Schools	Low	2022/23 EHCP: 37.8% SEN Support: 33.4%	35.5%	30.9%	↑
Children with SEND (EHCP & SEND Support) Persistent School Absences – Pupil Referral Units	Low	TBC	60.5%	77.3%	↓
Children with a Social Worker (Children Looked After (CLA)) Persistent School Absences	Low	TBC	28.1%	37.2%	↓
Children with a Social Worker (Children In Need (CIN) & Child Protection (CP)) Persistent School Absences	Low	TBC	48.1%	56.8%	↓
Overall Exclusions – Rolling 12 months	Low	120 (2021/22 Somerset Outturn)	140	162	↓
Children with SEND (EHCP & SEN Support) Exclusions – Rolling 12 months	Low	75 (2021/22 Somerset Outturn)	99	100	↓
Children with a Social Worker (CLA) Exclusions – Rolling 12 months	Low	TBC	2	1	↑

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q2 2023/24	Q3 2023/24	
			Value	Value	
Children with a Social Worker (CIN & CP) Exclusions – Rolling 12 months	Low	TBC	14	19	↓
EHCPs – Request for Assessment	n/a	n/a	43	71	n/a
Percentage of Education Health and Care (EHC) Assessments Completed within 20 weeks	High	64% (updated benchmark)	37.93%	57.5%	↑
Total Number of EHCPs maintained	n/a	n/a	5,247	5,403	n/a
Not in Education Employment or Training (NEET) %	Low	Somerset 2.1% 2021-2.2% (National NEET)	2.4%	3.8%	↓
NEET – Unknown	Low	For 2021 6.3% Participation 93.6%	89.6%	3.8%	n/a
Percentage of Children receiving a 2-2.5 year review who are in receipt of a Universal Service at time of review	High	n/a	71.05%	72.67%	↑
Percentage of Children receiving a 2-2.5 year review who are in receipt of a Targeted Level Service at time of review	High	n/a	23.68%	22.81%	↓
Percentage of Children receiving a 2-2.5 year review who are in receipt of a Specialist Level of Support at time of review	High	n/a	5.26%	4.5%	↓
Proportion of Children receiving a New Birth Visit following discharge from midwifery at 10-14 days	High	England: 72.8% SW: 82.7%	84.91%	89%	↑
Proportion of Children receiving a New Birth Visit following discharge from midwifery after 14 days	High	England: 25.6% SW: 14.8%	13.4%	9%	↓
Overall proportion of children receiving their 2-2.5 year check	High	England: 77.6% SW: 74.1%	78.11%	82%	↑
Children Looked After (Rate per 10,000)	n/a	n/a	52.36	54	n/a
Number of children open to Social Care at Risk of Child Exploitation	n/a	n/a	94	106	n/a
Targeted Early Help referrals (Local Authority) Rolling 12 months	n/a	n/a	5,125	126	n/a
Number of children in residential care	n/a	n/a	84	96	n/a

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q2 2023/24	Q3 2023/24	
			Value	Value	
Number of children in Foster Care (combined internal and external provision)	n/a	n/a	357	361	n/a
Ratio of children in Foster Care (Internal provision)	TBC	70%	64.71%	63.99%	n/a
Ratio of children in Foster Care (External provision)	TBC	30%	35.29%	36.01%	n/a
Number of children adopted over the last 12 months	n/a	n/a	45	35	n/a
Percentage of Children Looked After (CLA) in Residential Care who are placed outside of Somerset	TBC	TBC	40.99%	38.04%	n/a
Percentage of CLA in Foster Care who are placed outside of Somerset	n/a	n/a	37.72%	38.98%	n/a
Number of households with dependent children assessed as being at risk of homelessness	n/a	n/a	40	15	n/a

Adult Services - Executive Director Mel Lock

Somerset has continued to see the impact of additional investment and focused commissioning activity, as well as some pick up in care provider recruitment of new starters over recent months, with levels of unmet homecare need falling to their lowest ever levels since March 2021. We are presently in a position where provision of domiciliary care outstrips demand, meaning we are not currently accepting any new home care providers onto our procurement framework. This is a significantly improved position to where we were a year ago.

November 2023 saw the highest number of contract handbacks this financial year to date; however, 16 of the 21 stemmed from one provider which decided to rationalise some of their runs to make it more economically viable to deliver support in other areas. Pleasingly, December figures have reduced to 7. Although occasional care package handbacks are not uncommon and can occur for a variety of reasons, most commonly staffing capacity issues within the provider, these rose sharply during the pandemic as

evidenced by annual stats below but have reduced by 34% when comparing 2023 numbers to those in 2022. 2020 – 54 package handbacks. 2021 – 233 package handbacks. 2022 – 238 package handbacks. 2023 – 157 package handbacks.

Care package contract handbacks place additional pressure on Local Authority staff to find replacement care within a stretched care market and is therefore an indicator we monitor closely as part of both commissioning and quality activity.

New placements (both permanent and temporary) into residential and nursing care are closely tracked and monitored by the service. During 2022/2023 we averaged 40.5 placements per month for people aged 65+. So far in 2023/2024 we are averaging 46 new placements per month for people aged 65+. As well as permanent placements, we are also monitoring the number of temporary / interim placements being made. A key part of this is ensuring that temporary placements are reviewed in a timely manner. Our work with Newton Europe as part of our 'My Life My Future' transformation programme is focused on seizing opportunities to support our practice and approach in promoting people's independence and ensure people receive the right support at the right place at the right time.

The overall resolution rate for contacts handled and resolved with no costed service for 2022/2023 was 63.7%. The equivalent figure for 2021/2022 was 64.9%. The cumulative figure for the period April to December 2023 is 60.9%.

Between April and December 2023, in approx. 93% of cases, the identified safeguarding risk was either removed or reduced following enquiry completion. Data and trends continue to be routinely monitored by the service and the multiagency Safeguarding Board. Its Performance and Quality Subgroup met most recently in early November 2023 and examined latest performance in depth. National SAC data for 2022/2023 was published on 7th September 2023 and is supporting benchmarking analysis. Both the Board and the ASC Safeguarding Service will play a key role in informing the CQC Assessment of LA in relation to how the system ensures safety and is focused on improving local effectiveness. The service submitted an organisational self-audit relating to adult safeguarding as part of regional SAB work in late December 2024 and has a new Practice Development AP joining in January. The service and SSAB were very active in supporting national Stop Adult Abuse week during November – this included contributing to webinars regionally, the internal Carnival of Practice, launching a new public-awareness campaign and refreshing the Board's website.

Since launch in January 2022, our ASC Feedback form responses have offered valuable insights on the experience of service users and carers, partner colleagues and other key stakeholders, and opportunities for learning and improvement. We know the single biggest element and influencer of both positive and negative feedback is communication – how clear, responsive, professional and compassionate we are in our respective job roles makes a fundamental difference to the experience of those we engage with and

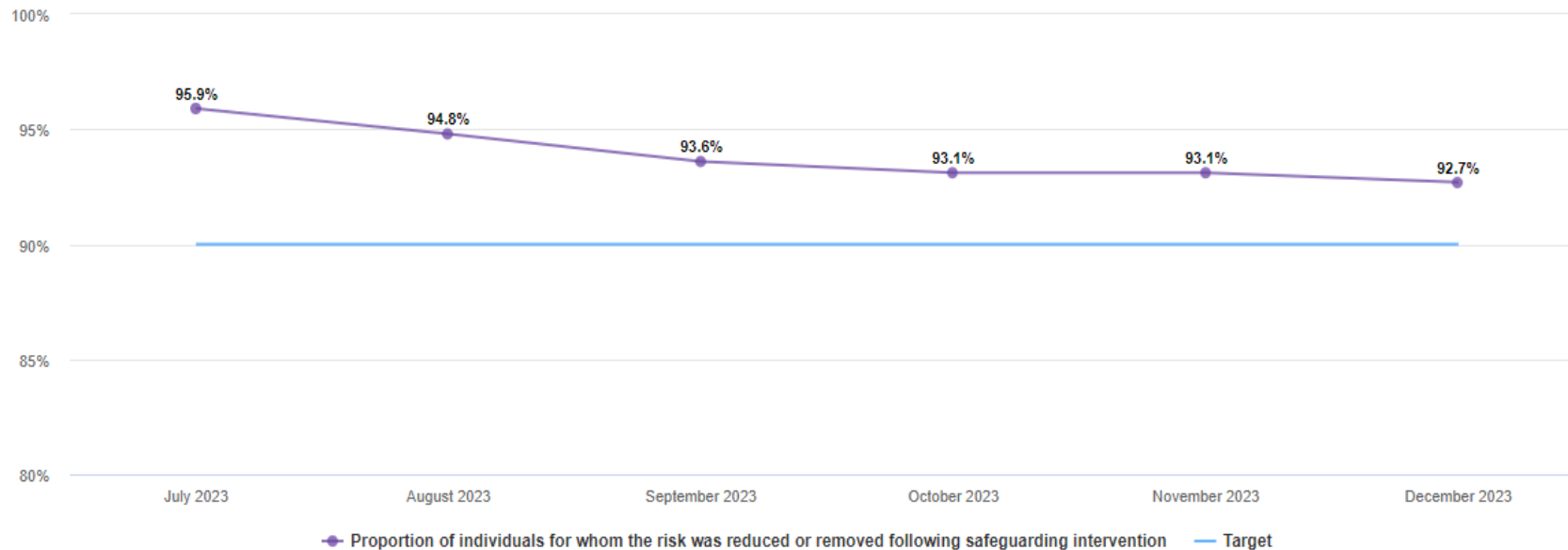
support. In December 2023, 67% of the feedback received via this route rated the overall service received from our staff and teams as good or excellent. To date this financial year from April, 211 submissions have been received and 167 (79.1%) of these are rated good or better. We are also now capturing feedback from people receiving services as part of our monthly auditing approach. The experience of people is critical to our understanding of our performance and will play an important part in future CQC assessment. A detailed report on the experience of people using adult social care services during 2023 will be presented to our Practice Quality Board in January.

These figures reflect Care Act Assessments that are overdue (above a 28 day target timeframe), with the December 2023 standing at 910 – a sharp rise on the previous month’s figures. Detailed assurance reports in relation to high levels of overdue assessments and reviews are presented on a quarterly basis to the Safeguarding Adults Board’s performance and quality subgroup, with the latest report received in November 2023 and the next due in early February 2024. Significant work is being undertaken by ASC Ops to address wait lists, but capacity and demand pressures continue to impact on performance. A 12 month trajectory plan was signed off in May for overdue assessments and reviews. Each neighbourhood team has created a recovery plan based on the monthly trajectories and targets. Advanced practitioners are expected to undertake regular monitoring of the teams’ performance and reporting statistics. Service Managers meet with APs weekly to review and update the Action plans. A monthly Operational Assurance Group has been established to scrutinise individual team performance against trajectories and it is expected that strategic and service Managers will provide regular feedback to teams regarding their performance toward their trajectory and addressing any issues that are restricting the flow through of work.

Key Performance Indicators	What is good performance high or low	Target	Outturn						DoT
			July 2023	August 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	
			Value	Value	Value	Value	Value	Value	
Sourcing Care: Number of care packages on unmet need list	Low	15	2	4	2	1	0	0	↑
Number of returned packages of care (homecare 'hand backs')	Low	TBC	10	14	13	4	21	7	↓
No of new placements in residential and nursing care in month (18- 64)	Low	10 per 10,000	1	3	1	4	0	3	↓
No of new placements in residential and nursing care in month (65+)	Low	52 per month	39	50	40	43	42	42	↓

Key Performance Indicators	What is good performance high or low	Target	Outturn						DoT
			July 2023	August 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	
			Value	Value	Value	Value	Value	Value	
% of total contacts handled and resolved with no costed service by Somerset Direct	High	60%	59.1%	59.1%	60%	59.7%	61.5%	60.8%	↑
Safeguarding risk outcomes – proportion of individuals for whom the risk was reduced or removed following safeguarding intervention	High	90%	95.9%	94.8%	93.6%	93.1%	93.1%	92.7%	↓
ASC stakeholder feedback - % rating service received from ASC as 'Good' or 'Excellent' overall	High	75%	90%	74.1%	53.3%	87.5%	84%	66.7%	↑
Total number of overdue Care Act Assessments	Low	200	826	845	858	866	858	910	↓

Safeguarding risk outcomes



Community Services - Executive Director Chris Hall

Cultural Services

The overall performance for libraries in Q3 2023/2024 has increased compared to Q3 2022/2023, which is as expected for this service and the Council is in a good position against national benchmarking. The number of library members has grown significantly over the past 12 months, due to a targeted membership drive, and is up 10.5% year on year. The number of events (reading, digital and other) has increased by 8%, and both digital use indicators are also up year on year. However, the total number of visitors has decreased by 2.8%, compared with the same period last year, as expected due to the increased number of library opening hours impacted by the statutory holiday this December.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn		DoT
				Q2 2023/24	Q3 2023/24	
				Value	Value	
Library Services - Events (total of: Reading, Digital and other)	High	n/a	Compare to same ¼ previous year	1,838	1,832	↓
Library Services - Total Visitors (in person)	High	n/a	Compare to same ¼ previous year	240,095	202,531	↓

Customer Services

Customer Services received over 150,000 calls over the last quarter with an expected seasonal dip in December due to the festive period and fewer working days, with customer satisfaction remaining high with an average of 84.59% of callers rating the service as good or better. The team also supported increased volumes in October due to emergency situations brought about from flooding and severe weather. The average wait time for Customer Service calls over the last quarter has been consistent at 2 minutes and 22 seconds which shows an improvement over quarter 2 where the average was 3 minutes. Whilst we are pleased with this performance it does mask longer wait times on some queues such as Revenues and Benefits, Adults and Children Social Care. We are working hard and creatively to try to reduce longer wait times by ironically increasing the wait time on those lines where traditionally performance is strong and where Advisers add less value and encourage customers to self-serve using digital means. This enables capacity to be redirected to our busy lines and support our most vulnerable who cannot do it for themselves.



Our Welcome BOT abandonment of 8% is consistent month on month and we continue to review why customers abandon the call. Performance at the first point of contact remains consistent at 73% resulting in only 27% of calls being transferred to services. Currently we are developing new service dashboards and setting up ongoing monthly conversations to identify how customer interactions can be improved and self-help further enabled. This quarter we have also seen a further reduction in customers using the old legacy council telephone numbers from 19,529 in April to 4,436 in December. We are now moving to decommissioning these lines for the end of March 2024, which in turn will deliver a small financial saving.

Over the last quarter we have seen 6,281 customers visit our face-to-face Customer Service Points and answered/resolved on average 95.94% of all interactions at the first point of contact. Use of our virtual assistants [VAL], where customers connect to the service through the Attend Anywhere software continues to be slow but whilst Face to Face offers exist customers tend not to want to go online. We are currently consulting on proposals to convert 5 Customer Service Points in East and West to Customer Access

Points due to reductions in demand, seeking to deliver a consistent service countywide and to contribute to the financial emergency. A decision will be made in March and plans for implementation will be rolled out dependent on the outcome.

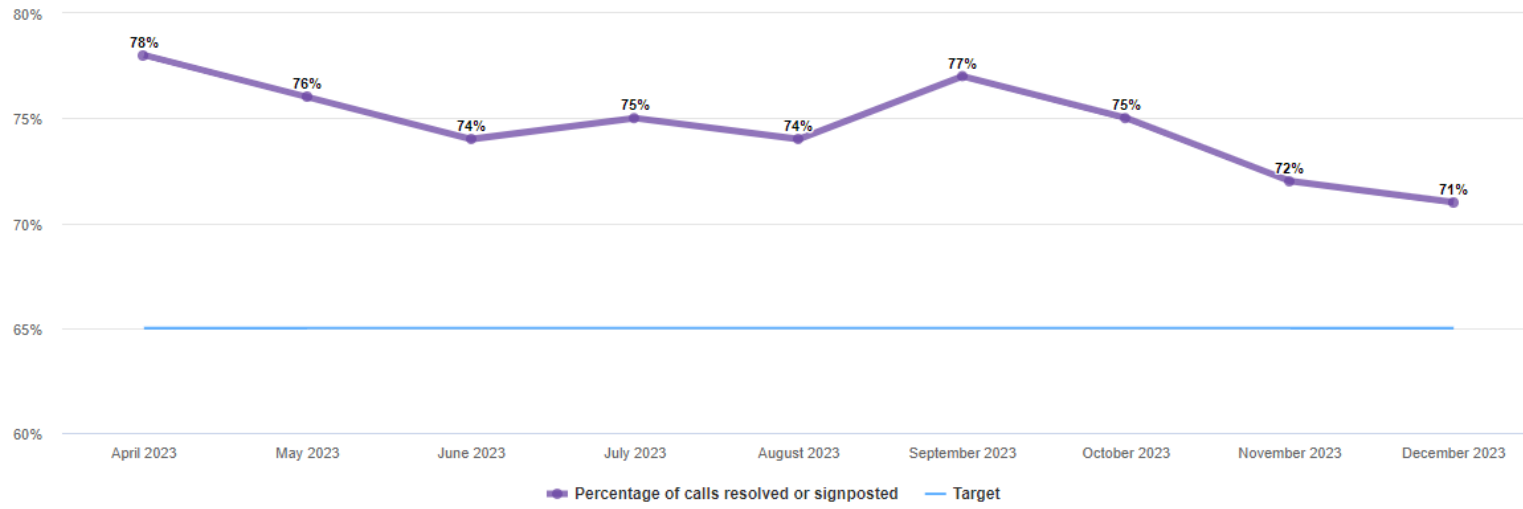
The Out of Hours/Lifeline service performance over the last quarter remains consistent, receiving 74,829 calls over the last three months. This quarter continues to see a slight dip in the answering within 60 seconds target of 97%, but it is not of concern as this is still strong. However, work continues to improve this to the agreed level. A digital switchover programme has commenced and aim to deliver by the government deadline of 2025.

Complaints for Somerset Council have declined over the quarter from 1057 to 889 with 53% being resolved within 10 working days. The number of complaints escalating to stage 2 also slightly improved over the last quarter from 92 to 89. Capacity which was removed as part of the LGR restructuring is being reinstated. We have also introduced a new indicator 'The number of complaints which have been upheld across all services' which is currently 53%. Work continues with services to improve this performance.

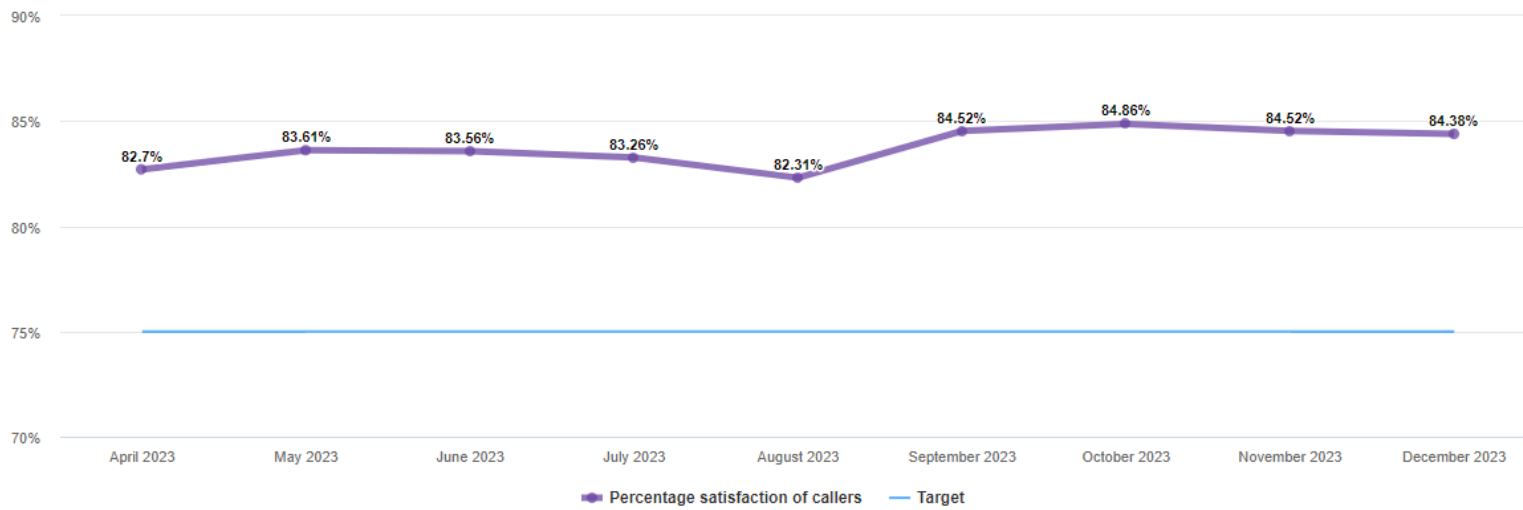
Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Overall volume of calls received within period	n/a	n/a	n/a	58,699	57,854	58,130	174,683	55,682	54,826	40,106	150,614	n/a
Resolved at first point of contact - Percentage of calls which have been resolved or signposted	High	65%	Green 65% + Amber 50%+ Red <50%	75%	74%	77%	75%	75%	72%	71%	73%	
Customer Satisfaction - Represents how satisfied callers are with the service they have received	High	75%	Green 75% + Amber 60% + Red <60%	83.26%	82.31%	84.52%	83.36%	84.86%	84.52%	84.38%	84.59%	
Out of Hours Somerset Lifeline - Number of calls received in total within period	n/a	n/a	n/a	35,013	22,907	22,232	80,152	22,794	27,558	24,477	74,829	n/a

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT	
				July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24		
				Value	Value	Value	Value	Value	Value	Value	Value		
Out of Hours Somerset Lifeline - Percentage of calls answered within 60 seconds	High	97.5%	No threshold as it is a pass / fail	97.65%	97.73%	96.17%	97.18%	95.93%	94.73%	94.77%	95.14%	↓	
Complaints - Percentage of complaints answered within 10 working days across all services	High	75%	Green >75% Amber 50-74% Red <50%	49%	59%	55%	54%	58%	47%	54%	53%	↓	
Complaints - Number of complaints which have been upheld across all services	Low	n/a	n/a	49%	69%	65%	61%	59%	47%	54%	53%	n/a	NEW
Complaints - Number of Ombudsman enquiries received in period across all services	Low	n/a	n/a	8	6	10	24	7	17	10	34	n/a	

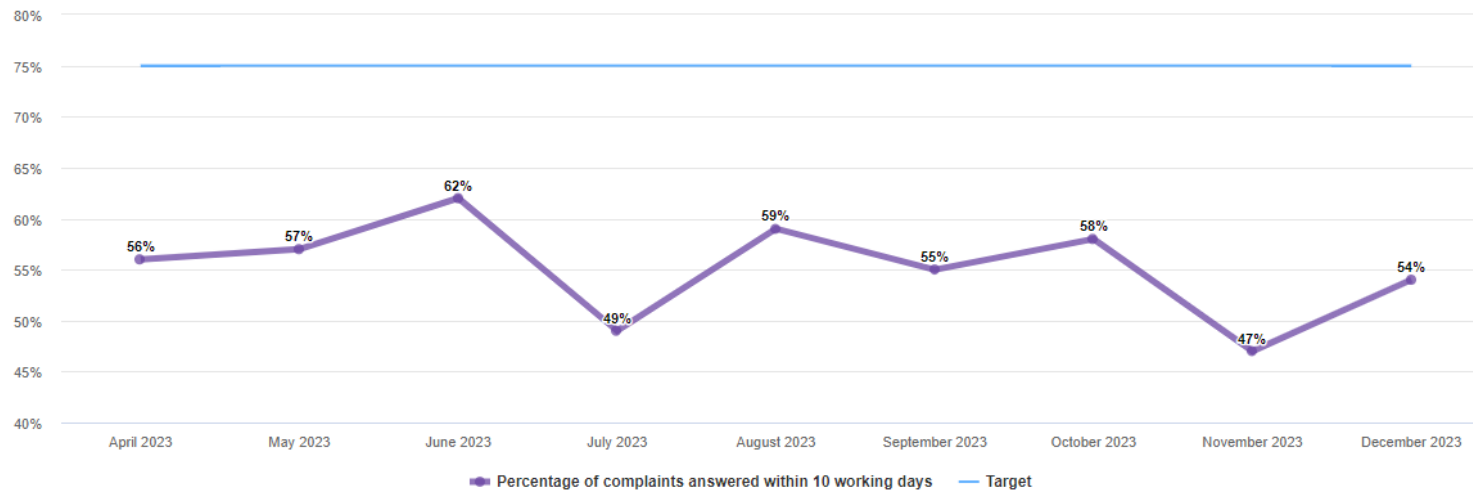
Calls resolved at first point of contact-



Customer Satisfaction-



Complaints answered within 10 working days-



Regulatory Services

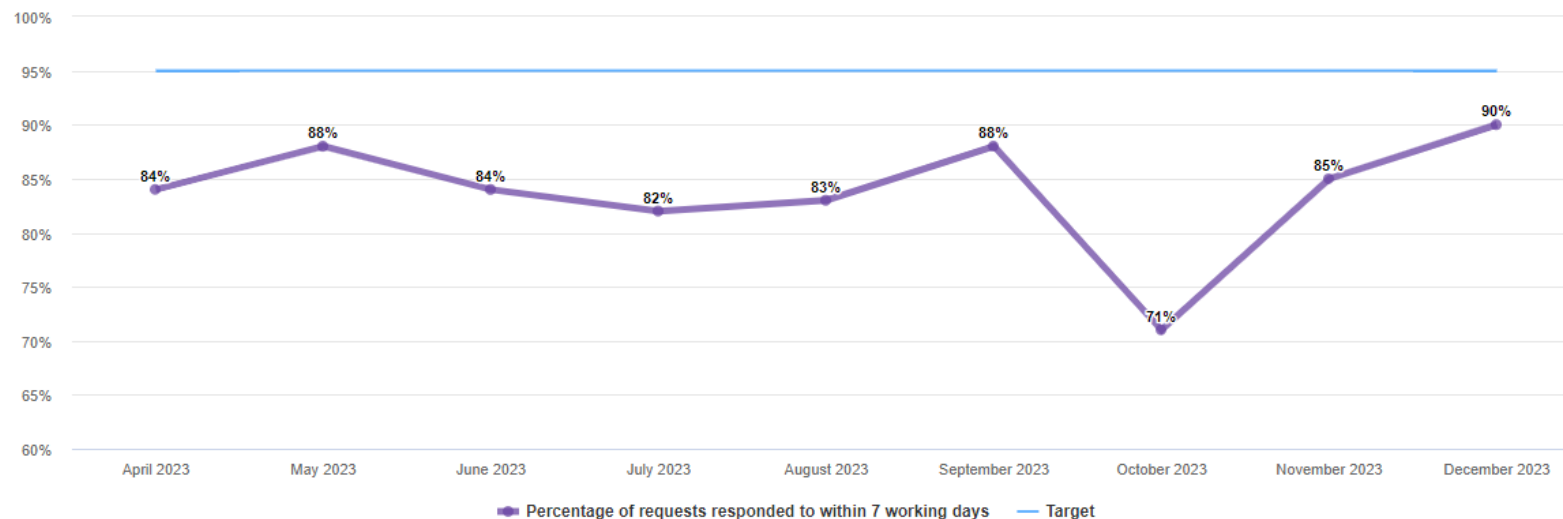
Fly tipping collection performance has stabilised after sickness and recruitment issues caused some problems in certain areas over the summer. A high of 90% of collections is being reported across all geographical areas in general, with one recent dip in the West. However, the figure reported remains within the KPI target.

78% of high risk food inspections were completed in December 2023. Nine inspections were due, and 7 inspections undertaken. The two outstanding inspections were because of being unable to gain access to the premises and the Christmas period.

There is some incomplete data for service request response times from each of the districts which is affecting the reported data. However, the Christmas period has impacted the response times for each of the service areas. All high risk complaints were responded to within target.

Key Performance Indicators	Target	Outturn								DoT
		July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Licensing - 90% of valid Licensing applications processed within required timescales from receipt of a valid application	90%	96%	97%	97%	97%	99%	97%	98%	98%	↑
Food Hygiene - Carry out 100% of all programmed high risk food hygiene inspections and interventions each quarter	100%	46%	92%	100%	79%	78%	156%	78%	98%	↑
Environmental Health Requests - Responding to 95% of all service requests about Environmental Health, Private Sector Housing and Licencing within 7 working days	95%	82%	83%	88%	84%	71%	85%	90%	82%	↓
Fly-tipping - incidents responded to within 5 working days (Somerset Wide)	n/a	87% 291/333	84% 314/374	86% 322/373	86% 927/1080	96% 338/352	98% 382/391	96% 298/309	97% 1018/1052	↑

Environmental Health Requests-






Housing Services

Within the Executive report for Decent Homes the outturns are for in-house service (former Somerset West and Taunton Council properties), not from Homes in Sedgemoor (HiS).

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.

The Council set a 100% decency target for the Arm's Length Management Organisation (ALMO) and this is the target for the in-house service. Due to challenges surrounding energy efficiency, which is one of the Decent Homes compliance criteria, a small number of homes will fail unless they are disposed of, or a large investment is made. Properties fall out of decency as components reach their decent homes life period. To manage this asset managers are bringing forward those components by one, or more, years to remove the just in time approach.

Somerset Council are aligning decent homes and net zero investment with the intention to deliver net zero target efficiently over the next 20 years. The council currently have access to £22.5m of grant and therefore the challenge is to match grant opportunities to homes.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Percentage of tenants are overall satisfied with the housing services provided by Somerset Council	High	77%	TBC	76%	76%	76%	76%	76%	76%	73%	73%	
True current tenant arrears at the end of month percentage	Low	2%	2.0-2.2% is Amber	1.84%	1.85%	1.84%	1.84%	1.67%	1.58%	1.96%	1.96%	
Percentage of housing dwellings with a valid gas safety certificate	High	100%	TBC	100%	100%	100%	100%	100%	100%	100%	100%	

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn									DoT
				July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24		
				Value	Value	Value	Value	Value	Value	Value	Value		
Percentage of communal areas with a Fire Risk Assessment (FRA) in place and FRA Review complete (where applicable)	High	100%	TBC	99.18%	100%	100%	100%	100%	100%	100%	100%	100%	
Homes that do not meet the Decent Homes Standard	Low	1%	4%	6.2%	5.99%	5.93%	5.93%	6.09%	6.12%	6.25%	6.25%		
Percentage of cases where Prevention duty ended successfully in the period (note: circa 50% national average)	High	TBC	TBC	42%	33%	29%	29%	25%	32%	37%	37%	n/a	NEW
Number of households in temporary accommodation at the end of the period	Low	TBC	TBC	137	156	255	255	244	240	240	240	n/a	NEW
Number of families in B&B more than 6 weeks at the end of the reporting period	n/a	0	1 family in accommodation would be a fail			7	n/a	8	5	5	n/a		NEW

Climate and Place - Executive Director Mickey Green

Climate, Environment and Sustainability

Due to increased workloads with a contractor around planning and roll-out of the first phase of the kerbside re-routing in February 2024, data submissions have been significantly delayed for Q3 2023/2024.

Staff capacity has been significantly affected by this ongoing work due to a lack of resilience and expertise regarding certain functions within their workforce.

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.


Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Waste - Residual household waste per household (N191) cumulative outturns (Kg)	Low	412kg per year	+ / - 5kg over the year	142.12	176.67	210.98	210.98 cumulative					
Waste - % of household waste reused, recycled or composted (NI 192)	High	56.35%	+ 4% / - 1% per year	58.48%	61.02%	57.71%	59.13% monthly					
Waste - Total amount of food waste (tonnes)	High	None set	None set	Reported Quarterly			5,438	Reported Quarterly				
Waste - % of food treated at Somerset's anaerobic digester	High	None set	None set	Reported Quarterly			100%	Reported Quarterly				
Waste - Total number of visits to recycling centres	n/a	None set	None set	Reported Quarterly			497,234	Reported Quarterly				n/a
Waste - Total amount of waste received at recycling centres (tonnes)	n/a	None set	None set	Reported Quarterly			24,753.04	Reported Quarterly				n/a
Waste - % of waste received at recycling sites that is recycled (incl composted, recovered, residual and hardcore)	High	None set	None set	Reported Quarterly			56%	Reported Quarterly				n/a

Infrastructure 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.

The outturns provided for planning applications responded to within the statutory deadline are reported two months in arrears this is due to the 21-day consultation period on planning application which would impact on our figures. The total percentage includes both Standing Advice and detailed comment applications. Outturns have remained consistent during Q3.

All the remaining outturns for Q3 are within the parameters we would expect for the services.

Key Performance Indicators	What is good performance high or low	Outturn								DoT
		July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Highways & Transport - % planning applications responded to within statutory 21-day deadline	High	92.43%	90.54%	93.22%	92.06%	90.83%	91.79%	88.44%	90.35%	
Highways & Transport - No. of parking penalties issued - On Street	TBC	2,123	2,468	2,312	6,903	2,655	2,961	2,507	8,123	n/a
Highways & Transport - No. of parking penalties issued - Off Street (car parks)	TBC	2,004	1,954	2,142	6,100	2,035	2,381	2,248	6,664	n/a
Highways & Transport - No. of parking penalties issued - Bus Gate	TBC	662	777	603	2,042	483	492	393	1,368	n/a
Highways & Transport - No. of people killed and seriously injured (KSI) in road collisions	TBC	26	31	12	69	7	8	2	17	n/a
Highways & Transport - No. of Street works permits processed	TBC	3,492	2,998	2,866	9,356	3,176	3,405	4,610	11,191	n/a

Key Performance Indicators	What is good performance high or low	Outturn								DoT
		July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Highways & Transport - No. of Traffic Regulation Orders (incl. TPCA's) processed	TBC	341	287	293	921	354	314	244	912	n/a
Highways & Transport - No. of events applications received	TBC	18	29	24	71	13	34	27	74	n/a
Highways & Transport - No. of enquiries into Traffic Engineering (as logged onto SharePoint)	TBC	928	1,121	882	2,931	967	1,014	420	2,401	n/a

Economy, Employment, and Planning

Performance this quarter remains significantly above the nationally set targets, with minimal change since last quarter. Volumes of decisions remain high, with officers working hard, despite the local challenges.

Key Performance Indicators	Target	Outturn								DoT
		July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Planning (major applications) Decisions total and % in time or extended time within reporting period	65%	Reported Quarterly			87%	Reported Quarterly			89%	↑
Planning (minor applications) Decisions total and % in time or extended time within reporting period	75%	Reported Quarterly			91%	Reported Quarterly			88%	↓
Planning (other applications) Decisions total and % in time or extended time within reporting period	85%	Reported Quarterly			93%	Reported Quarterly			95%	↑

Strategy, Workforce and Localities - Executive Director Alyn Jones

Partnerships and Localities

The team continue to bring together existing expertise and experience from the predecessor authorities to create structures and services that support a whole systems approach to community and partnership engagement and development. Whilst it is early days for the Local Community Networks (LCNs), the intention is that each one will identify local priorities which will translate into a delivery plan. These plans will need to have SMART measures. The intention is also to create performance measures relating to LCNs as a function and service, for example around participation and engagement levels, positive impact and community and stakeholder satisfaction.

Strategy and Performance

There are two key performance indicators for Equalities that are provided every six months. They do not have a RAG status applied but a commentary update.

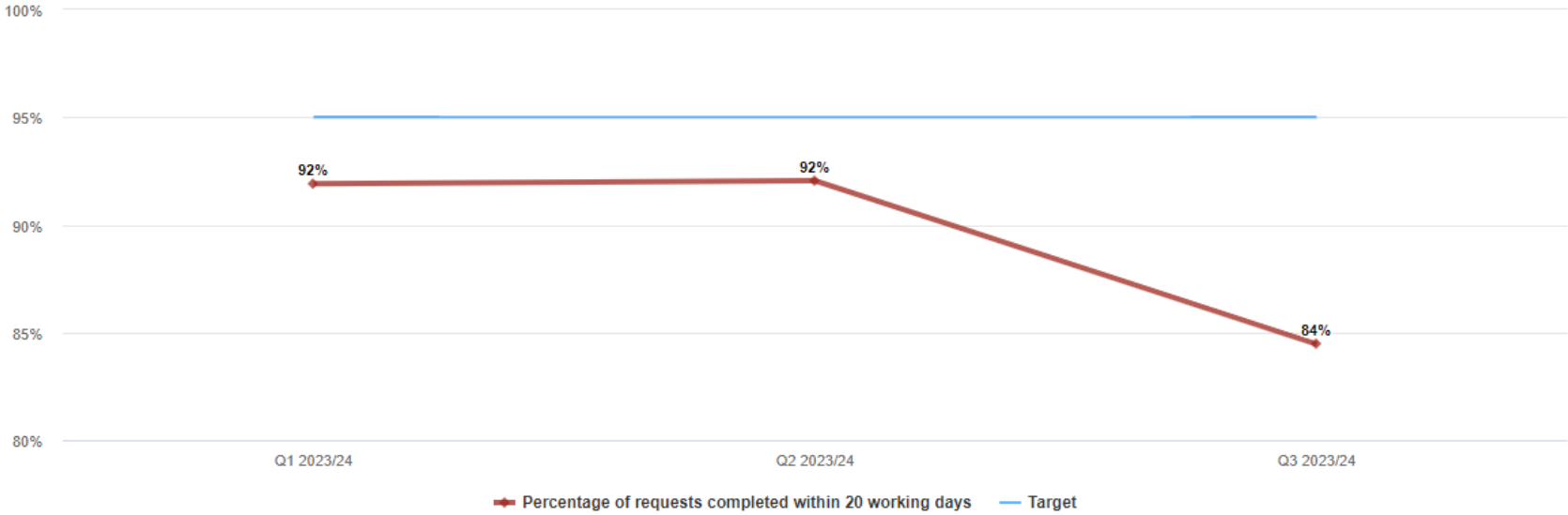
Key Performance Indicators	What is good performance high or low	Target	Outturn		DoT
			Q2 2023/24	Q3 2023/24	
			Value	Value	
Equalities: Percentage of (permanent) staff completing mandatory equalities modules on the learning management system	High	100%	Currently mandatory training has not been launched, although there is individual service-based training being undertaken		n/a
Equalities: compliance with the action plan that supports the equalities objectives	High	100%	The current Equality Objectives are being reviewed with the intention of identifying 3 new ones from 1st April 2024		n/a

Governance, Democratic and Legal

There was a reduction in the number of FOIs responded to within the 20 working day limit in Q3. This is due in large part to staff turnover in the FOI team towards the end of Q2, and a delay in the start date of the new staff member, due to notice periods, which impacted on performance during Q3. It also illustrates how easily service delivery can be impacted by a spike in submissions or a drop in capacity based on current resourcing.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn				DoT
				Q2 2023/24		Q3 2023/24		
				%	Number	%	Number	
FOI/EIR: The number of requests received in period	n/a	n/a	n/a		472		426	n/a
FOI/EIR: % of requests received that were acknowledged within 2 days (when ack required)	High	95%	Green 95%+ Amber 80-94% Red <80%	97%		90%		↓
FOI/EIR: The number of FOI requests completed in period	n/a	n/a	n/a		390		399	n/a
FOI/EIR: The number & % of completed requests where all information was sent	n/a	n/a	n/a	57%	223	63%	252	↑
FOI/EIR: The number & % of completed requests where response was a full refusal	n/a	n/a	n/a	14%	55	13%	50	n/a
FOI/EIR: The number & % of completed requests where response was a partial refusal	n/a	n/a	n/a	8%	32	9%	36	n/a
FOI/EIR: The number & % of requests which did not result in disclosure for other reasons (e.g. info not held, invalid or lapsed request)	n/a	n/a	n/a	21%	80	15%	61	n/a
FOI/EIR: Percentage of requests completed within 20 working days	High	95%	Green 95%+ Amber 80-94% Red <80%	92%	359	84%	337	↓
FOI/EIR: The number of internal reviews requested in period	n/a	n/a	n/a	10		8		n/a
FOI/EIR: The number of requests outstanding at the end of the period	n/a	n/a	n/a	82		27		n/a

FOI/EIR requests completed within 20 working days



Workforce

While there is a small increase in days lost due to staff sickness for Q3 2023/2024, this is in line with previous years due to the presence of winter illness and is not a cause for concern. The number of days lost remains close to the lower end of the target range. Work remains ongoing to verify vacancy information to ensure this is accurately reflecting budgeted vacancies. The Establishment and Recruitment Control Board (ERCB) has been in place since the start of November 2023 as part of financial control measure ensuring only essential posts are filled. Vacancies have been reviewed, first by the service and then by ERCB to challenge whether the post should be recruited to. As a result, the number of starters was less than the number of leavers in both November and December and for Q3 2023/2024, as a whole. ERCB remains in place for Q4 2023/2024.

Empty positions and funded hours on positions are going through a validation process with HR and Finance. The vacancy count figures include positions covered by Agency shown on SAP (payroll system) and exclude positions with 0 hours in the position hours field – these are being reviewed.

Key Performance Indicators	What is good performance high or low	Target	Outturn								DoT	
			July 2023	Aug 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24		
			Value	Value	Value	Value	Value	Value	Value	Value		
Staff sickness – Working Days lost per Full Time Equivalent (FTE)	Low	2.2 days per quarter or 8.8 days per annum	Reported Quarterly			2.24 days	Reported Quarterly			2.47 days	n/a	NEW
Number of vacancies	n/a	n/a	926	938	964	n/a	956	874	911	n/a	n/a	NEW
Number of new starters	n/a	n/a	43	25	93	171	61	47	21	129	n/a	NEW
Number of leavers	n/a	n/a	45	71	69	185	31	56	55	142	n/a	NEW

Resources and Corporate Services - Executive Director Jason Vaughan

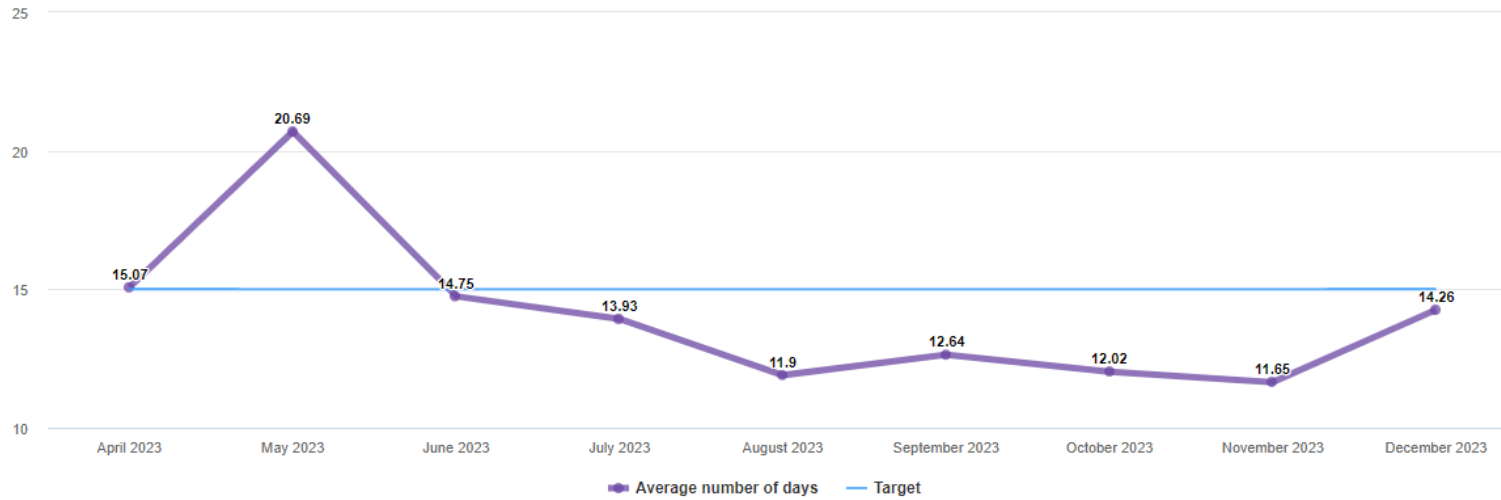
Finance and Procurement

The target in-year collection rate for Business Rates for 2023/2024 is 96.71%. This represents the proportion of the net collectable debit (£169m) that is collected in year. Progress is tracked monthly against cumulative monthly targets. 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. We have now recommenced recovery activity in all areas, which should help to get us back on track with collection.

We also track the position in relation to the combined arrears relating to previous financial years. On 1 April 2023 these stood at £13.3m and had reduced to £9.4m at the end of quarter 3. This represents a 28.9% reduction since the start of the financial year. However, most of the debt collected is recently new outstanding debt from the last financial year and the arrears will become progressively more difficult to collect with time. We do not anticipate the collection rate being as good over the remainder of the year.

Key Performance Indicators	Target	Outturn								DoT
		July 2023	August 2023	Sept 2023	Q2 2023/24	Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Council Tax collection rate (%)	TBC	38.89%	48.06%	58.01%	58.01%	66.22%	75.35%	85.16%	85.16%	↑
Business Rate collection rate (%)	TBC	35.65%	44.79%	55.19%	55.19%	63.75%	71.55%	79.82%	79.82%	↑
Average number of days for processing new Housing Benefit claims	15	13.93	11.9	12.64	14.61	12.02	11.65	14.26	12.64	↑
Average number of days for processing Housing Benefit change of Circumstances	7	6.21	4.86	5.46	6.95	4.92	4.2	3.73	4.28	↑

Average number of days for processing new Housing Benefit claims-



Strategic Asset Management

As per previous comments we are now seeing an improvement in the quality of our reporting data as we start to align processes and use of the new asset management system (Civica Property). The figure is still an amalgamation of percentages from each of the separate FM teams as it will take time to continue to migrate all teams and processes onto the system and same way of working. Items deemed non-compliant generally relate to a mix of outstanding paperwork or reports being chased from contractors and inspections which have fallen overdue although in all cases are scheduled and being followed up accordingly.

Key Performance Indicators	What is good performance high or low	Target	Outturn		DoT
			Q2 2023/24	Q3 2023/24	
			Value	Value	
An average for all building compliance across Somerset Council	High	100%	78%	91%	↑

Information and Communication Technology (ICT)

There are no key performance indicators for this service area, at this stage, for Q3 2023/2024. However, there are many operational service level indicators the team are reviewing and aligning. As the service evolves, any key indicators that are identified will be included within the quarterly corporate performance management report.