

Decision Report - Executive



Decision Date – 6 September 2023

Forward Plan Ref - FP/23/07/13

Key Decision – yes

Corporate Performance Management Report Q1 2023/24

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. It is essential that Somerset Council has a clear understanding of how key services are performing in order to understand the Council's impact, and enable the Council to prioritise investment, identify and address areas of concern, and to celebrate success.
2. A Performance Management Framework for Somerset Council has been developed and approved prior to Vesting Day through the Local Government Reorganisation (LGR) Programme Board. This framework, in addition to setting out Corporate Performance Reporting arrangements, details how wider performance management will be undertaken throughout the tiers of the organisations, for example Directorate and Service level performance reporting.
3. The Council Plan for Somerset Council was approved by Full Council at its meeting in February 2023. This sets out the high-level priorities for the Somerset Council. The Business Plan, which will set out the detailed activities being undertaken to deliver the Council Plan, will form the basis of performance reporting going forward. The Business Plan is in early stages of development but will not be finalised until later in the year.
4. Pending adoption of the Business Plan, Executive agreed that an interim approach is adopted whereby performance is managed against a set of operational indicators set out against Executive Directorate areas.

Summary

5. A limited set of core Key Performance Indicators (KPIs), for reporting on the first quarter of the unified Somerset Council (Q1 2023/2024), has been developed with Executive Directors based on operational activities. This set of KPIs will be developed further as services align.
6. Where there are currently limited or no KPIs 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.
7. Tolerance and targets are being developed as part of the development of KPIs.
8. Any key issues identified from each Executive Directorate performance outturns for Q1 2023/2024 in appendix A are noted below;

| Directorate | No of KPIs | KPIs with RAG | Red | Amber | Green |
|----------------------------------|------------|---------------|-----------|-----------|---------|
| Adults Services | 8 | 8 | 12.5% (1) | 12.5% (1) | 75% (6) |
| Childrens Services | 40 | 15 | 40% (6) | 33% (5) | 27% (4) |
| Climate & Place | 17 | 0 | | | |
| Community Services | 17 | 11 | 18% (2) | 27% (3) | 55% (6) |
| Public Health | 6 | 5 | 0 | 60% (3) | 40% (2) |
| Resources & Corporate Services | 1 | 0 | | | |
| Strategy, Workforce & Localities | 12 | 2 | | 100% (2) | |

- Public Health
 - a) Performance on 2.5 years developmental checks is being affected by low staff numbers. This target is a key priority as it is linked to the best start in life education strategy.
- Children and Family Services
 - a) The percentage of Somerset Schools rated Inadequate is above the national benchmark and attendance at schools for both Primary and Secondary is lower than national levels.
 - b) The number of children and young people who are NEET (not in education, employment or training) remains higher than pre-covid numbers.
 - c) The service continues to plan for school places in line with pupil forecast numbers.

- Adult services
 - a) The number of overdue assessments and reviews continue to remain high and above target, impacted by rising demand, complexity of need and ongoing internal workforce pressures. A weekly Operational Assurance Group has been established to provide strategic overview on the completion of assessments and reviews in operational teams, and to support reduction of backlogs through close monitoring of trajectories and regular reporting to governance/assurance boards, including the Safeguarding Adults Board.

- Community Services
 - a) Food hygiene inspections have been impacted due to resource levels especially in the East.
 - b) A recent survey shows tenant satisfaction is at 76%, slightly below the top quartile of 80%. The compliance indicators for properties with Gas certificates, and communal areas with Fire Risk Assessments, are both at 100%. The level of tenant arrears has improved during the quarter. Work continues to ensure the number of properties that do not meet the “decent homes” standards is as low as possible.
 - c) There has been a significant increase in the number of complaints since Vesting Day. To address this a review is being undertaken to consider the handling process, levels of resourcing, learning from complaints to prevent repeats, and to work with services to reduce them in the first place.

- Climate and Place

No issues to highlight for Q1 2023/2024

- Strategy, Workforce and Localities

No issues to highlight for Q1 2023/2024

- Resources and Corporate Services

No issues to highlight for Q1 2023/2024

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

- a) All Leisure and Sports performance outturns are being developed as there is complexity around the various leisure providers data requirements.
- b) Fly tipping incidents and enforcement actions
- c) Development of General Fund aspects of housing, homelessness, and housing options.
- o Climate and Place
 - a) Climate, Environmental and Sustainability service are considering carbon emissions indicators.
 - b) The service continually reviews the trends in the number of people killed and seriously injured in road collisions either with education, enforcement (in liaison with the Police) or engineering. The outturns for this metric will be available in Q2 2023/2024 due to the Police adopting a new data entry system.
- o Resources and Corporate Services
 - a) Finance and Procurement and Strategic Asset Management are developing and aligning indicators to be included in the performance report.
- o Strategy, Workforce and Localities
 - a) Equalities indicators will be included on a six-monthly basis Q2 and Q4 2023/2024.
 - b) Workforce indicators are being developed and aligned to provide a wider context for Somerset Council.

Recommendations

10. The Executive are asked to endorse the first Q1 2023/2024 Performance Management Report (appendix A) for Somerset Council as set out in this report.

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 first 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 Q1 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 | 23/08/2023 |
| Communications | Chris Palmer | 23/08/2023 |
| Finance & Procurement | Jason Vaughan | 23/08/2023 |
| Workforce | Alyn Jones | 23/08/2023 |
| Asset Management | Oliver Woodhams | 23/08/2023 |
| Executive Director / Senior Manager | Alyn Jones | 23/08/2023 |
| Strategy & Performance | Alyn Jones | 23/08/2023 |
| Executive Lead Member | Cllr Liz Leyshon | 23/08/2023 |
| Consulted: | Councillor Name | |
| Opposition Spokesperson (circulated) | David Fothergill | 23/08/2023 |
| Scrutiny Chairs (circulated) | Martin Dimery Leigh Redman Gill Slocombe Gwil Wren Bob Filmer | 23/08/2023 |