

## Decision Report - Executive



Decision Date – 6 December 2023

Forward Plan Ref - FP/23/10/03

Key Decision – no

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### **Corporate Performance Management Report Q2 2023/2024**

Executive Member(s): Cllr Liz Leyshon, Deputy Leader and Lead Member for Resources and Performance

Local Member(s) and Division: All

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 two (Q2) 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. For Q2 of this financial year a further 9 indicators and 16 RAG ratings have been added to this performance report bringing the total to 110 indicators. 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 current set of indicators.

Directorate	No of KPIs	KPIs with RAG	Red			Amber			Green		
			Q1	Q2	Travel	Q1	Q2	Travel	Q1	Q2	Travel
Public Health	6	5	0	0	N/A	60% (3)	60% (3)	→	40% (2)	40% (2)	→
Childrens Services	40	25 (15 in Q1)	40% (6)	36% (9)	↑	33% (5)	52% (13)	↓	27% (4)	12% (3)	↓
Adults Services	8	8	12.5% (1)	25% (2)	↓	12.5% (1)	12.5% (1)	→	75% (6)	62.5% (5)	↓
Community Services	18 (17 in Q1)	13 (11 in Q1)	18% (2)	46% (6)	↓	27% (3)	16% (2)	↓	55% (6)	38% (5)	↓
Climate & Place	19 (17 in Q1)	0	0	0	N/A	0	0	N/A	0	0	N/A
Strategy, Workforce & Localities	14 (12 in Q1)	2	0	0	N/A	100% (2)	50% (1)	↑	0	50% (1)	N/A
Resources & Corporate Services	5 (1 in Q1)	4 (0 in Q1)	0	0	N/A	0	25% (1)	N/A	0	75% (3)	N/A
<b>Total</b>	110 (101 in Q1)	57 (41 in Q1)	22% (9)	30% (17)	↓	34% (14)	37% (21)	↓	44% (18)	33% (19)	↓

Table 1: KPI Summary Table

6. Due to the changes in numbers of measures, and those recording a RAG rating, calculations have been completed using percentages rather than comparing the raw numbers. A broad comparison between Q1 and Q2 of 2023/24 has been provided, but in order to fully understand the direction of travel, please refer to appendix A. Overall, the number of red rated indicators, as a percentage of all indicators has increased. The percentage of indicators rated green has decreased with a reflected increase in the number of indicators recording an amber status.
7. Key issues identified from each Executive Directorate performance outturns for Q2 2023/2024 in appendix A are noted below.
- Public Health
    - a) No performance issues to highlight for Q2 2023/2024.
  - Children and Family Services
    - a) For the data in September the percentage of NEETs and Not Knowns are in a state of flux, until the colleges complete 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.
  - b) Since launching in January 2022, the Adult Social Care Feedback form responses have offered the service valuable insights on the experience of service users and carers, partner colleagues and other key stakeholders, and opportunities for learning and improvement. Whilst performance dipped below target in August and September, this was raised for discussion and oversight at our monthly Practice Quality Board. We anticipate stakeholder satisfaction levels rising again to good levels from October 2023.
  
- Community Services
  - a) The team are currently carrying some vacancies in Environmental Health this period which is leading to a slight decrease in performance overall.
  - b) Somerset wide fly tipping performance outturns have been included this period. There have been slight performance dips in certain areas across Somerset which are being resolved.
  - c) Performance has been relatively stagnant overall for Homes that do not meet the Decent Homes Standard (DHS). However, the Council has recently undertaken a range of procurement activities and are now entering into contracts, agreeing accelerated programmes with contractors, and have fully staffed the Capital Programme team to enable the required works to be undertaken to increase our DHS compliancy.
  - d) The Out of Hours/Lifeline service performance in September saw a slight dip below the answering within 60 seconds target of 97%.
  - e) Complaints for Somerset Council continue to increase for the second quarter from 987 to 1057. Continue to work with other

services to not only learn from them but also to see how these can be actively reduced as well as undertaking a review of resources in this area.

- Climate and Place
  - a) Highways and Transport: The service continually reviews the trends in the number of people killed and seriously injured (KSI's) in road collisions either with education, enforcement (in liaison with the Police) or engineering. Current outturns represent a 70% drop in KSI's. We have no reason to expect a significant drop, this is likely due to a backlog of collisions from Avon and Somerset Police.
  - b) Planning: The service continues to have a significant workload not included in the returns to government including prior approvals, adverts, trees, and discharge of conditions applications as well as the pre-application advice service.
  
- Strategy, Workforce and Localities
  - No performance issues to highlight for Q2 2023/2024.
  
- Resources and Corporate Services
  - a) Business Rates: The position at the end of Q2 2023/2024 indicates a 2.17 percent below target. Work is underway to plan the recommencement of recovery activity in all areas during the remainder of this financial year, which should help to get us back on track with collection.

8. 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) Development of General Fund aspects of housing, homelessness, and housing options.
- Climate and Place

- a) Climate, Environmental and Sustainability service are considering carbon emissions indicators.
- o Resources and Corporate Services
  - a) Procurement and Strategic Asset Management continue to develop and align indicators to be included in the performance report.
- o Strategy, Workforce and Localities
  - a) Workforce indicators are being developed and aligned to provide a wider context for Somerset Council.

## Recommendations

9. The Executive are asked to endorse Corporate Performance Management Report Q2 2023/2024 (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

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

## Other options considered

11. 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**

12. 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.
13. The interim arrangements set out in this report will ensure key service delivery performance continues to be monitored and measured.
14. Performance and finance monitoring reporting will be aligned to ensure that these can be considered together.

## **Financial and Risk Implications**

15. 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.
16. 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**

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

## **HR Implications**

18. 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**

19. 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**

20. There are no implications

### **Climate Change and Sustainability Implications**

21. There are no implications

### **Health and Safety Implications**

22. There are no implications

### **Health and Wellbeing Implications**

23. There are no implications

### **Social Value Implications**

24. There are no implications

### **Scrutiny comments / recommendations:**

25. This is the second 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 Q2 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	21/11/2023
Communications	Peter Elliott	21/11/2023
Finance & Procurement	Jason Vaughan	21/11/2023
Workforce	Alyn Jones	21/11/2023
Asset Management	Oliver Woodhams	21/11/2023
Executive Director / Senior Manager	Alyn Jones	21/11/2023
Strategy & Performance	Alyn Jones	21/11/2023
Executive Lead Member	Cllr Liz Leyshon	23/11/2023
<b>Consulted:</b>	Councillor Name	
Opposition Spokesperson (circulated)	David Fothergill	27/11/2023
Scrutiny Chairs (circulated)	Martin Dimery Leigh Redman Gill Slocombe Gwil Wren Bob Filmer	27/11/2023