

## Decision Report - Executive

Decision Date – 5 June 2024  
Forward Plan Ref - FP/24/03/17  
Key Decision – no



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### Corporate Performance Management Report Q4 2023/2024

Executive Member(s): Cllr Liz Leyshon - Deputy Leader of the Council and Lead Member for Resources and Performance  
Local Member(s) and Division: All  
Lead Officer: Alyn Jones – Executive Director Strategy, Workforce and Localities  
Author: Sara Cretney – Service Director Strategy and Performance  
Contact Details: [sara.cretney@somerset.gov.uk](mailto:sara.cretney@somerset.gov.uk) or [performance@somerset.gov.uk](mailto:performance@somerset.gov.uk)

### Background

1. This report is part of the regular quarterly performance reporting to Executive and outlines the performance of Somerset Council for quarter four (Q4) of the financial year 2023/2024 against a set of operational indicators for each Executive Directorate.
2. The operational indicators form part of the interim approach agreed by Executive for the year 2023/2024 pending the implementation of a new corporate performance framework.

### Summary

3. Table 1 below summarises the 2023/2024 Q4 performance against 113 indicators.
4. A comparison between Q3 and Q4 of 2023/2024 shows that overall the number of red rated indicators has increased. Positively the number of measures reporting green with satisfactory performance has increased as well.

Directorate	No of KPIs	KPIs with RAG	Red				Amber				Green			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Public Health	5	4	0	0	0	1	3	3	4	1	2	2	1	2
Childrens Services	39	24	6	9	3	5	5	13	10	8	4	3	11	11
Adults Services	8	8	1	2	1	1	1	1	2	1	6	5	5	6
Community Services	22	13	2	6	2	2	3	2	4	4	6	5	7	7
Climate & Place	19	3	0	0	0	0	0	0	0	0	0	0	3	3
Strategy, Workforce & Localities	15	3	0	0	0	1	2	1	2	2	0	1	0	0
Resources & Corporate Services	5	5	0	0	0	0	0	1	2	2	0	3	3	3
<b>Total</b>	<b>113</b>	<b>60</b>	<b>9</b>	<b>17</b>	<b>6</b>	<b>10</b>	<b>14</b>	<b>21</b>	<b>25</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>31</b>	<b>32</b>

Table 1: KPI Summary Table

5. Key issues identified from each Executive Directorate performance outturns for Q4 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.
  - b) Additional funding being received to support quitting smoking and it is anticipated an initial reduction in performance for the first two quarters of 2024/2025.
  - c) Recommissioning the suicide prevention and mental health training programmes during this period may cause lower training uptake.
  - d) Entering the final year of the Supplemental Substance Misuse Treatment and Recovery Grant to deliver the national treatment number.
- Children and Family Services
  - a) There have been data quality issues with external supplier (Capita) impacting on metrics for attendance and exclusions.
  - b) High levels of vacancies and problems with recruiting due to financial uncertainty, has caused delays with the Education and Health Care Plan (EHCP) process.
- Adult services
  - a) For overdue assessments, The March 2024 figure stands at 964 representing an increase of 5% when compared to the previous month's figures. Significant work continues to be undertaken by our operational teams to address waiting lists, but capacity and demand pressures in some of our teams have continued to impact on overall performance. It is worth noting that during

2023/2024 a total of 3,994 Care Act assessments were completed. The figure for March was 386, the highest monthly figure during this financial year.

- Community Services
  - a) Customer Service team continue to work hard with services to reduce long wait times which enables capacity to be redirected to our busy lines and support our most vulnerable who cannot do it for themselves.
  - b) The out of hours / lifeline service performance this quarter continues to see a slight dip in the answering within 60 seconds target of 97.5%, but it is not of concern as this is still strong. However, work continues to improve this to the agreed level.
  - c) The capacity within the complaints service is being reinstated to support improvement, staff are commencing in May 2024. In addition, work continues with services to reduce root causes.
  - d) An issue with the software that records fly tip collections in the west of the district caused delay in reporting collections, which has been rectified.
  - e) Housing: There remain two areas which the services need to see significant improvements which are the speed of carrying out void works/letting of properties and delivering capital programme, in particular, ensuring a higher proportion of homes meet the decent homes standard.
  - f) Environmental Health: continuing to have ongoing vacancies and sickness within the Business Support/Case Management team which is causing delays in responding to service requests. The team are redesigning processes which will help with triaging complaints and applications.
  
- Climate and Place
  - a) Waste and Recycling: Q4 2023/2024 data is not available due to contractor delays in reporting outturns.
  - b) Highways and Transport: The flow of data for 2023/2024 from Avon and Somerset Police is currently running 6 months behind due to issues experienced with Niche software. The 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
  - a) There was a reduction in the number of FOI's responded to within the 20-working day limit throughout 2023/2024. This was largely due to staff turnover in the FOI team in Q2/Q3.

- b) Staff sickness levels are outside the target set with a total of 9.09 days lost per employee per annum. Long term sickness accounted for 55.8% of the total sickness. Stress and anxiety was the primary cause of long term sickness absence. This is unsurprising as the organisation undergoes significant change.
  - o Resources and Corporate Services
    - a) Council Tax: At the end of the financial year, we had collected 96.68% (£432m). Whilst the actual collection rate is slightly below the target of 96.75%, this represents a good result given the economic climate and the delays in being able to progress recovery action in some areas because of cash posting problems earlier in the year. Action will continue to recover the 3.32% shortfall of £14.8m.
    - b) Business Rates: At the end of the financial year, we had collected 96.57% (£162m), exceeding the target of 96.52%. Action will continue to recover the 3.43% shortfall of £5.75m.
    - c) Housing Benefit Claim: Processing times for both new Housing Benefit claims and changes of circumstance remain well within their respective targets.
- 6. During 2024/2025 an updated Corporate Performance Framework (CPF) is being developed as part of the commitment to be a more performance focused organisation.

The CPF is being developed to reflect the agreed priorities of the Council and will be one of the main means by which the organisation is held to account.

The CPF will include enhanced governance of performance through the recently created Performance Risk and Budget Board, and closer links between management of corporate performance and strategic risk as well as in-year budgets, in order to provide a more holistic insight into how the organisation is doing.

Underpinning the CPF will be a refreshed and rationalised suite of indicators and measures with reviewed targets and tolerances (where these are within our control).

Corporate performance reports will be based around three lenses in order to provide a rounded view of organisational performance rather than the interim suite of corporate indicators that were approved for Vesting Day.

These lenses are: Strategic Performance, Organisational Health, and Service Delivery and will be developed around the themes illustrated below:



Alongside the development of the performance indicators and CPF, 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

7. The Executive are asked to endorse Q4 2023/2024 Performance Management Report (appendix A) for Somerset Council.

The Executive are also asked to consider whether the proposed actions are adequate and appropriate to address concerns and improve performance to the desired level.

## Reasons for recommendations

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

## **Other options considered**

9. 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**

10. Future arrangements for Corporate Performance Reporting will align with the priorities set out in the Council Plan and the strategic delivery priorities for the year ahead.
11. The interim arrangements set out in this report will ensure key service delivery performance continues to be monitored and measured.
12. Performance and finance monitoring reporting will be aligned to ensure that these can be considered together.

## **Financial and Risk Implications**

13. 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.
14. 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**

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

## **HR Implications**

16. 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**

17. 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**

18. There are no implications

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

19. There are no implications

### **Health and Safety Implications**

20. There are no implications

### **Health and Wellbeing Implications**

21. There are no implications

### **Social Value Implications**

22. There are no implications

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

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

### **Background Papers**

- There are no background papers

### **Appendices**

- Appendix A: Corporate Performance Management Report for Q4 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	22/05/2024
Communications	Peter Elliott	16/05/2024
Finance & Procurement	Jason Vaughan	20/05/2024
Workforce	Alyn Jones	22/05/2024
Asset Management	Oliver Woodhams	23/05/2024
Executive Director / Senior Manager	Alyn Jones	22/05/2024
Strategy & Performance	Alyn Jones	22/05/2024
Executive Lead Member	Cllr Liz Leyshon	20/05/2024
<b>Consulted:</b>	Councillor Name	
Opposition Spokesperson (circulated)	Cllr David Fothergill	23/05/2024
Scrutiny Chairs (circulated)	Cllr Martin Dimery Cllr Leigh Redman Cllr Gill Slocombe Cllr Gwil Wren Cllr Bob Filmer	23/05/2024