

Appendix A:
Corporate Performance Management Report Q4 2023/2024

Introduction

This appendix provides the Corporate Performance Management Report for Q4 2023/2024, consisting of the following executive directorate areas.

- Public Health
- Children and Family Services
- Adult Services
- Community Services
- Climate and Place
- Strategy, Workforce, and Localities
- Resources and Corporate Services

The operational indicators in this report form part of the interim approach agreed by Executive for the year 2023/2024 pending the implementation of a new corporate performance framework that will include a smaller, more focused set of corporate indicators.

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 (DoT) arrows shows where performance is improving or getting worse between the most recent reporting periods whether Feb to March or Quarter 3 to Quarter 4.

Public and Population Health - Executive Director Professor Trudi Grant






This quarter (Q4) smoking quit rates are on target. From next quarter (Q1 2024/2025) we will receive additional national ring-fenced funding to increase our quit rates, and therefore our performance targets will change. We anticipate an initial reduction in performance for the first two quarters of the new funding due to staff shortages and recruitment time to utilise the new funding to increase our capacity.

Mental Health: Rated amber as 3/5 indicator is below target. We are in the process of recommissioning the suicide prevention and mental health training programmes, during this period numbers completing training will be lower. The orange button (OB) scheme numbers will also be impacted during this period as we are unable to deliver the short suicide prevention training courses until the summer. The aim is to have more accessible training available including emotional wellbeing e-learning, mental health awareness and mental health first aid (MHFA), this will help to increase numbers reached. We are now entering the final year of the Supplemental Substance Misuse Treatment and Recovery Grant which means we now must deliver the national treatment number trajectory by 31st March 2025, we have a plan in place, but are dependent on partners referring clients they are seeing into the service.

Coverage of 2 Year developmental review: - We have seen a slightly reduced uptake of 2-year review in quarter 4 of this year. This is potentially due to work taking place to improve data quality within the new RIO system, in which only fully completed reviews are included in the figure. Accompanying improvements in data quality is a service improvement plan 2024/2025 with the objective to increase the uptake among parents (and ensure we are capturing children most in need), improve the quality of the intervention and link to the wider system objectives as part of the Education for Life Strategy. Nationally published data (2022/2023) indicated a national average of 73.8% for this particular Health Visitor review. Even with the revised benchmark due to improved data quality, Somerset is still achieving a higher uptake of the national average of reviews and is aiming to exceed this in 2024/2025.

Breastfeeding Gold Award: - Good progress is being made in preparation for the UNICEF GOLD audit and the service is ready for the assessment in June.

Public Health Ambassador programme is on hold due to unforeseen delays in recruitment of LCN Development leads and ongoing Council restructure limiting the pool of potential Ambassadors in secure posts. The plans for the programme are nevertheless developing with plans for training and development well advanced and an MoU with Partnerships and Localities close to being signed by both parties.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Breastfeeding - Gold Award working to gold accreditation in July 24 RAG	n/a	3	no tolerance as an assessment	3	3	3	3	3	3	3	3	
Mental Health Promotion RAG based on range of metrics	n/a	3	no tolerance as an assessment	2	2	2	2	2	2	2	2	
Coverage of 2.5 years developmental check	High	85%	Amber within 10% of target Red below 10%	86%	83.4%	82.8%	84.1%	79.1%	74.8%	73.6%	75.8%	
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	None set	no tolerance as an assessment	2,318	2,333	2,328	2,328	2,315	2,331	2,344	2,344	
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%	Not measured by Months			247	Not measured by Months			275	









Children and Family Services - Executive Director Claire Winter














The Transformation Programme has continued to develop under a refreshed set of priorities which will strengthen transformation delivery across the different areas of the service (social care, inclusion, education, and commissioning).

There have been data quality issues with external supplier (Capita) impacting on metrics for attendance and exclusions.

EHCP's - High level of vacancies and unable to recruit due to financial uncertainty, has caused delays with the process.

NEETS – this is a cyclical number that has improved in relation to March last year and in relation to the unknowns there has been an improvement due to focused work in this area.

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q3 2023/24	Q4 2023/24	
			Value	Value	
The percentage of Somerset schools rated inadequate	Low	3%	5%	5%	
Overall School Attendance	High	92.5%	92.5%	92%	
Primary Attendance	High	94%	94.7%	94.3%	
Secondary Attendance	High	90.7%	90.4%	89.9%	
Children with SEND (EHCP & SEND support) Attendance	High	86.7%	87.3%	86.6%	
Children with a Social Worker (Children Looked After (CLA)) Attendance	High		81.8%	80.7%	
Children with a Social Worker (Children In Need (CIN) & Child Protection (CP)) Attendance	High		74%	72.4%	
Overall Persistent School Absences	Low	22.3%	21.4%	22%	

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q3 2023/24	Q4 2023/24	
			Value	Value	
Primary Persistent School Absences	Low	17.2%	15.4%	15.4%	
Secondary Persistent School Absences	Low	28.3%	27.3%	28.2%	
Children with SEND (Education Health and Care Plan (EHCP) & Special Educational Needs and Disabilities (SEND) Support) Persistent School Absences – Special Schools	Low	33.4%	30.9%	35.5%	
Children with SEND (EHCP & SEND Support) Persistent School Absences – Pupil Referral Units	Low		77.3%	78.2%	
Children with a Social Worker (Children Looked After (CLA)) Persistent School Absences	Low		37.2%	42.9%	
Children with a Social Worker (Children In Need (CIN) & Child Protection (CP)) Persistent School Absences	Low		56.8%	63.8%	
Overall Exclusions – Rolling 12 months	Low	120	162	138	
Children with SEND (EHCP & SEN Support) Exclusions – Rolling 12 months	Low	75	100	75	
Children with a Social Worker (CLA) Exclusions – Rolling 12 months	Low		1	1	
Children with a Social Worker (CIN & CP) Exclusions – Rolling 12 months	Low	9	19	15	
EHCPs – Request for Assessment	n/a		71	113	
Percentage of Education Health and Care (EHC) Assessments Completed within 20 weeks	High	64%	57.5%	31.88%	
Total Number of EHCPs maintained	n/a		5,403	5,289	

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q3 2023/24	Q4 2023/24	
			Value	Value	
Not in Education Employment or Training (NEET) %	Low	2.1%	3.8%	4.2%	↓
NEET – Unknown	Low	6.3%	3.8%	2.8%	↑
Percentage of Children receiving a 2-2.5 year review who are in receipt of a Universal Service at time of review	High		72.67%	68.89%	↓
Percentage of Children receiving a 2-2.5 year review who are in receipt of a Targeted Level Service at time of review	High		22.81%	27.5%	↑
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		4.5%	3.59%	↓
Proportion of Children receiving a New Birth Visit following discharge from midwifery at 10-14 days	High	72.8%	89%	83%	↓
Proportion of Children receiving a New Birth Visit following discharge from midwifery after 14 days	High	25.6%	9%	13%	↑
Overall proportion of children receiving their 2-2.5 year check	High	77.6%	82%	73%	↓
Children Looked After (Rate per 10,000)	n/a		54	54	▬
Number of children open to Social Care at Risk of Child Exploitation	n/a		106	113	↓
Targeted Early Help referrals (Local Authority) Rolling 12 months	n/a		126	200	↑
Number of children in residential care	n/a		96	96	▬
Number of children in Foster Care (combined internal and external provision)	n/a		361	365	↓

Key Performance Indicators	What is good performance high or low	Benchmark	Outturn		DoT
			Q3 2023/24	Q4 2023/24	
			Value	Value	
Ratio of children in Foster Care (Internal provision)	TBC	70%	63.99%	62.19%	↓
Ratio of children in Foster Care (External provision)	TBC	30%	36.01%	37.81%	↓
Number of children adopted over the last 12 months	n/a		35	34	↓
Percentage of Children Looked After (CLA) in Residential Care who are placed outside of Somerset	TBC		38.04%	36.16%	↑
Number of households with dependent children assessed as being at risk of homelessness	n/a		15	38	↓

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, with sustained low levels of unmet homecare this financial year. Care package contract hand-backs 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. Although occasional care package hand-backs 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 but pleasingly reduced by 34% when comparing 2023 numbers to those in 2022. During 2023/2024 we saw the highest number of contract hand-backs in November 2023, however, 16 of the 21 stemmed from one provider which had decided to rationalise some of their runs to make it more economically viable to deliver support in other areas. On average this past financial year we have seen 10 contract hand-backs per month, this compares to 13 in 2023 and 20 in 2022.

New placements (both permanent and temporary) into residential and nursing care are closely tracked and monitored by the service. During 2023/2024 we averaged 40.1 new placements per month for people aged 65+ (this compares to an average 40.5 placements per month in 2022/2023). 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 'My Life My Future' transformation programme is focused on seizing opportunities to support practice and continue to promote people's independence, ensuring people receive the right support at the right place at the right time in line with our strategic ambitions.

During the 2023/2024 financial year, the average number of adult social care calls received per month was 5,205, this is a decrease of approximately 10% when compared to 2022/2023. The overall resolution rate in relation to total contacts handled and resolved with no costed service (e.g. through signposting, advice, or information) for 2023/2024 was 61.1%. This compares to 63.7% for 2022/2023. Where people are signposted to information, advice, and guidance, the customer contact centre follows up one week later to check this met their outcomes; this was recognised by our LGA March 2024 assurance peer challenge as good practice, and important to prove the benefits of this frontline service. Further work is planned during 2024 to improve the Council's public-facing website to ensure it is easier to navigate and obtain information people require.

Safeguarding data and trends continue to be routinely monitored by the service, and also via the county's multiagency Safeguarding Adults Board. The Somerset Safeguarding Adults Board's (SSAB) Performance and Quality Subgroup met most recently in February 2024 and examined latest performance in depth, with this also informing the SSAB Board later the same month. Both the Board and the Adult Social Care (ASC) Safeguarding Service will play a key role in informing the Care Quality Commission (CQC) Assessment of Local Authority (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 Safeguarding Adults Board work in late December 2024 and welcomed a new Practice Development Advanced Practitioner in January to support learning and development in this important area of delivery. Safeguarding practice quality audits were undertaken in February and evidenced reassuring practice overall. Somerset's latest Safeguarding Board effectiveness survey was conducted in January 2024 and saw confidence levels improve across all 12 Effectiveness statements when comparing survey results to those taken 12 months ago in early 2023. Results from the survey assist the Board in benchmarking its current performance and has informed 2024/2025 strategic planning.

Since launching 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 March 2024, approximately 79% of the feedback received via this route rated the overall service received from our staff and teams as good or excellent. This financial year (from April 2023 to March 2024) 273 submissions have been received and 77% of these are rated good or better. We are also now capturing feedback from people receiving services as part of our monthly practice quality auditing approach. The experience of people is critical to our understanding of our performance and plays an important part in future CQC assessment. A detailed report on the experience of people using adult social care services during 2023/2024 is now being prepared and is due to be presented to our Practice Quality Board in April 2024.

These figures reflect Care Act Assessments that are overdue (above a 28-day target timeframe). 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.

There is much focus on improving waiting times for those requiring care and support both locally and nationally. In Somerset, a weekly Operational Oversight Meeting is overseeing productivity and improvement activity across our frontline social care teams, this work includes assessing individual team performance against targets monitoring of data quality. Detailed assurance reports in relation to waiting list delays are presented on a quarterly basis to the Safeguarding Adults Board's performance and quality subgroup and Board, with the latest report received in February 2024. Waiting lists also informed the focus of our March 2024 Local Government Association (LGA) Assurance Peer Challenge – this acknowledged the work being undertaken to reduce the risk of people waiting and to offer alternatives (such as Somerset Independent Living Centres (SILC)), and that this work is having a positive impact, but recommended assessment and review delays would benefit from further investigation and that ongoing management will be needed.

Key Performance Indicators	What is good performance high or low	Target	Outturn						DoT
			Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	
			Value	Value	Value	Value	Value	Value	
Sourcing Care: Number of care packages on unmet need list	Low	15	1	0	0	3	1	0	↑
Number of returned packages of care (homecare 'hand backs')	Low	14	4	21	7	6	11	2	↑

Key Performance Indicators	What is good performance high or low	Target	Outturn						DoT
			Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	
			Value	Value	Value	Value	Value	Value	
No of new placements in residential and nursing care in month (18- 64)	Low	0	4	0	3	5	0	3	↓
No of new placements in residential and nursing care in month (65+)	Low	52	39	38	32	48	33	32	↑
% of total contacts handled and resolved with no costed service by Somerset Direct	High	60%	59.7%	61.5%	60.8%	60.8%	61.6%	62.5%	↑
Safeguarding risk outcomes – proportion of individuals for whom the risk was reduced or removed following safeguarding intervention	High	90%	93.4%	93.4%	92.9%	92.1%	92.1%	90.5%	↓
ASC stakeholder feedback - % rating service received from ASC as 'Good' or 'Excellent' overall	High	75%	87.5%	84%	66.7%	70.4%	61.9%	78.6%	↑
Total number of overdue Care Act Assessments	Low	200	866	858	910	901	918	964	↓

Community Services - Executive Director Chris Hall

Cultural Services

The overall performance for libraries in Q4 2023/2024 has increased compared to Q4 2022/2023 and the Council is maintaining a good position against national benchmarking. The number of library members continues to grow, due to a targeted membership drive, and is up 10.8% year on year. The number of events (reading, digital and other) has increased by 10%. The total number of visitors is similar compared with the same period last year, as expected. There are data issues with both digital use indicators and these will be updated ahead of the next quarter.

Key Performance Indicators	What is good performance high or low	Outturn		DoT
		Q3 2023/24	Q4 2023/24	
		Value	Value	
Library Services - Events (total of: Reading, Digital and other)	High	1,832	2,015	↑
Library Services - Total Visitors (in person)	High	202,531	226,757	↑

Customer Services

Establishing one single number, one customer services team, one website, a new award-winning Welcome BOT, and an integrated telephony architecture for vesting day enabled Customer Services to perform well during 2023/2024 and we know from other authorities, this was not the same for them in the first year of Unitary. In the final quarter of the year, Customer Services received a seasonally high volume of calls totalling 175,742 with Council Tax being one of the largest demands. During this time customer satisfaction remained high with an average of 85.10% of callers rating the service as good or better. During 2023/2024 the total contacts for the service was nearly 1.2m interactions with over 75% resolved at the First point of Contact. The average wait time for Customer Service over 2023/2024 was consistent between 2 and 3 minutes. Whilst we are pleased with this performance it does mask longer wait times on other queues such as Revenues and Benefits where the average wait time was 3 minutes 20 and the max wait time was 1 hour 34 minutes. For Housing the average wait time was 3 minutes 16 seconds and the maximum wait time 1 hour and 9 mins and for Adults it was 7 minutes and 1 hour 11 minutes respectively. We are working hard and creatively with services 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 to the call and are able to encourage customers to self-serve using digital means for example with Waste calls. This enables capacity to be redirected to our busy lines and support our most vulnerable who cannot do it for themselves.

In 2023/2024 our Welcome BOT directed 85% of calls to the right place with the remaining 15% where the BOT did not recognise the service being requested, the customer went silent, or the customer asked to speak to a particular person. We continue to develop the BOT to increase the 85% and more importantly to give customers a better service. Currently we are developing new dashboards and setting up ongoing monthly conversations with key services to identify how customer interactions can be improved and self-help further enabled. Over the last quarter we saw 8,018 visits to our face-to-face Customer Service Points and answered/resolved on

average 98.47% of all interactions at the first point of contact. The conversion of Customer Service Points to Customer Access Points has commenced in Wells, Street, Glastonbury, Frome, and Williton with a view to completing by early July. The use of our virtual assistants [VAL], where customers connect to the service through the Attend Anywhere software is important in ensuring customers in localities can connect with the Council.

The Out of Hours/Lifeline service performance over the last quarter remains consistently good, receiving 73,457 calls over the last three months. 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. A digital switchover programme has commenced and aim to deliver by the government deadline of 2025. During the quarter, the Lifeline service undertook 748 emergency call outs and introduced a new scheme to support the triaging of Highways calls that would have historically gone to 101 out of hours. It's early days but the success of this scheme is looking positive.

Complaints for Somerset Council has increased over the last quarter from 889 to 1029 with 51% being resolved within 10 working days. The number of complaints escalating to stage 2 over the last quarter reached 97 and the number of complaints which have been upheld across all services was 56% in quarter 4. Work continues with services to improve this performance and capacity which was removed as part of the LGR restructuring in this area is being reinstated with staff starting in May 2024.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Overall volume of calls received within period	n/a		n/a	55,682	54,826	40,106	150,614	59,153	54,660	61,929	175,742	↑
Resolved at first point of contact - Percentage of calls which have been resolved or signposted	High	65%	Green 65% + Amber 50%+ Red <50%	75%	72%	71%	73%	72%	73%	76%	74%	↑
Customer Satisfaction - Represents how satisfied callers are with the service they have received	High	75%	Green 75% + Amber 60% + Red <60%	84.86%	84.52%	84.38%	84.59%	85.87%	83.59%	85.86%	85.11%	↑

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Out of Hours Somerset Lifeline - Number of calls received in total within period	n/a		n/a	22,794	27,558	24,477	74,829	27,595	21,975	23,887	73,457	↓
Out of Hours Somerset Lifeline - Percentage of calls answered within 60 seconds	High	97.5%	No threshold as it is a pass / fail	95.93%	94.73%	94.77%	95.14%	95.74%	96.15%	92.7%	94.86%	↓
Complaints - Percentage of complaints answered within 10 working days across all services	High	75%	Green >75% Amber 50-74% Red <50%	58%	47%	54%	53%	46%	54%	52%	51%	↓
Complaints - Number of complaints which have been upheld across all services	Low	n/a	n/a	7	17	10	34	11	18	14	43	↓
Complaints - Number of Ombudsman enquiries received in period across all services	Low		n/a	7	17	10	34	11	18	14	43	↓

Regulatory Services

The number of high-risk food inspections remain low, 22 due in March and 20 completed. Although these have not been completed within the month they are due, the Food Standards Agency require them to be completed within 28-days of their due date which we are aiming to achieve.

We are continuing to have ongoing vacancies and sickness within the Business Support/Case Management team which is causing delays in responding to service requests. We are looking at processes redesign which will help with triaging complaints and applications ensuring we only receive complaints we can action and the demand on the team.

An issue with the software that records fly-tip collection for our contract in the west caused some collections to be reported as late in January, which resulted in a low percentage. However, records show the physical collection of the fly-tip was achieved in the set timescales, so the low percentage is more reflective of reporting procedures than collection performance on the ground. Otherwise, we are performing within the KPI target.

Key Performance Indicators	What is good performance high or low	Target	Outturn								DoT
			Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 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	High	90%	99%	97%	98%	98%	95%	99%	99%	98%	↓
Food Hygiene - Carry out 100% of all programmed high risk food hygiene inspections and interventions each quarter	High	100%	78%	156%	78%	104%	119%	89%	91%	100%	↓
Environmental Health Requests - Responding to 95% of all service requests about Environmental Health, Private Sector Housing and Licencing within 7 working days	High	95%	74%	83%	89%	82%	87%	92%	91%	90%	↑
Fly-tipping - incidents responded to within 5 working days (Somerset Wide)	High	None set	96%	98%	96%	97%	78%	91%	92%	87%	↓





Housing Services

The Council's in-house service (former Somerset West and Taunton Council properties) has ended the year with mixed performance. Highlights of continued success include managing compliance, new homes delivery (new build and acquisitions) and delivering the responsive repairs service both emergency and non-urgent. The service has seen noticeable improvement in the areas

of income collection and complaints handling. 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. 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. The alignment of grant, decency homes and net zero investment has been complicated and the service is working hard to ensure delivery is streamlined and customers support access requests to carry out works.

The capital programme team has become better resourced in the second half of the year and more procurements have concluded allowing greater opportunity to deliver components and minimise non decent homes. The service is looking at all aspects of the voids and lettings process to reduce barriers to swift reletting. The refinement will consider some of the exceptional voids which are recurring in temporary accommodation, regeneration, asset disposal, and extra care schemes.

The Council has proposed new KPI targets with more consistency for the ALMO (Homes in Sedgemoor) and the In-House service to set a 100% decency target for the Arm's Length Management Organisation (ALMO) and this is the target for the in-house service.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 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%	None set	76%	76%	73%	73%	73%	73%	73%	73%	
True current tenant arrears at the end of month percentage	Low	2%	2.0-2.2% is Amber	1.67%	1.58%	1.96%	1.96%	1.55%	1.43%	1.44%	1.44%	
Percentage of housing dwellings with a valid gas safety certificate	High	100%	None set	100%	100%	100%	100%	100%	100%	100%	100%	
Percentage of communal areas with a Fire Risk Assessment (FRA) in place	High	100%	None set	100%	100%	100%	100%	100%	100%	100%	100%	

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn									DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24		
				Value	Value	Value	Value	Value	Value	Value	Value		
and FRA Review complete (where applicable)													
Homes that do not meet the Decent Homes Standard	Low	1%	4%	6.09%	6.12%	6.25%	6.25%	5.84%	6.18%	5.31%	5.31%		↑
Percentage of cases where Prevention duty ended successfully in the period (note: circa 50% national average)	High	TBC	TBC	25%	38%	34%	32%	46%	42%	54%	47%		↑
Number of households in temporary accommodation at the end of the period	Low	TBC	TBC	244	247	233	233	244	241	265	265		↓
Number of families in B&B more than 6 weeks at the end of the reporting period	Low	0	1 family in accommodation would be a fail	8	5	5	Not measured by quarters	3	3	5	Not measured by quarters		↓

Climate and Place - Executive Director Mickey Green

Waste and Recycling

NI 191 is still slightly above target at the end of Q3 2024/2025, albeit by only 5.95kg per household now. This still appears to be due to the spike in residual waste for May 2023, although is gradually reducing towards the target. The increase in residual waste is also much more significant at the recycling sites (up 2,969 tonnes). This being made up of 1,927 tonnes of general waste and 1,042 tonnes of construction and demolition waste and may be accounted for by changes in legislation in dealing with both POPs (Persistent Organic Pollutants) and providing free disposal of DIY construction and demolition waste.

NI 192 outturns are slightly down on target at 57.40% (cumulative total), although it should be remembered that recycling rates vary across the year, with Q1 and Q2 usually the two best performing quarters and Q3 being the worst due to a drop in garden waste tonnages.






As NI 191 and NI 192 are linked, it should also be noted that the additional residual waste collected has influenced the reduction in the recycling rate.

Following the completion of upgrades to the Walpole Anaerobic Digester in the final quarter of 2022/2023, the plant is now back in use, with seeding taking place and all food waste now being routed back through the site. However, the change to a wet process has meant this has taken considerably longer than planned, although the Contractor BIFFA is hopeful that this will be completed shortly.

Visits to recycling sites appear to have increased significantly comparing Q1 and Q3 2023/2024 cumulative totals to last year, up from 1,219,867 to 1,359,261 (up 11.43%), even though the Taunton Recycling Site was closed for 41 days in October and November, following the fire at the adjacent Materials Recovery Facility (MRF).

Although, there has been an increase, some of this is undoubtedly due to the replacement of the ANPR (Automatic Number Plate Recognition) system which is used to count visits. The previous system, which was still in use in early 2022/2023, was older technology.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Waste - Residual household waste per household (N191) cumulative outturns (Kg)	Low	412	+ / - 5kg over the year	245.35	280.49	313.15	313.15	Not available				?
Waste -% of household waste reused, recycled or composted (NI 192)	High	56.35%	+ 4% / - 1% per year	56.91%	55.2%	49.29%	57.40%	Not available				?

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Waste - Total amount of food waste (tonnes)	High		None set	Not measured by Months			5,687.79	Not measured by Months			Not available	
Waste - % of food treated at Somerset's anaerobic digester	High		None set	Not measured by Months			100%	Not measured by Months			Not available	
Waste - Total number of visits to recycling centres	n/a		None set	Not measured by Months			366,801	Not measured by Months			Not available	
Waste - Total amount of waste received at recycling centres (tonnes)	n/a		None set	Not measured by Months			17,435.41	Not measured by Months			Not available	
Waste - % of waste received at recycling sites that is recycled (incl composted, recovered, residual and hardcore)	High		None set	Not measured by Months			54.4%	Not measured by Months			Not available	

Highways and Transport

The percentage of planning applications responded to within statutory 21-day deadline is fairly consistent, meeting around the 85%-90% mark. It should be noted that the team have been operating on a reduced resource due to long term sickness absences.

The number of parking penalties issued (on street) figures are expected to fluctuate but are within the parameters we would expect for this service.

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.

The number of street works permits processed figures have remained broadly consistent and within the expected parameters. The drop off in March 2024 is largely due to the change in highway contractors.

The number of events applications received are as expected with an increase during the spring for a rise in events during the summer period.

The number of enquiries into traffic engineering have remained consistent throughout the year with a notable drop during the Christmas period, as expected.

Key Performance Indicators	What is good performance high or low	Outturn								DoT
		Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Highways & Transport - % planning applications responded to within statutory 21-day deadline	High	90.83%	91.79%	88.44%	90.35%	89.08%	84.39%	86.76%	86.74%	↓
Highways & Transport - No. of parking penalties issued - On Street	TBC	2,655	2,961	2,507	8,123	2,616	2,494	2,571	7,681	↓
Highways & Transport - No. of parking penalties issued - Off Street (car parks)	TBC	2,035	2,381	2,248	6,664	1,959	2,191	2,394	6,544	↓
Highways & Transport - No. of parking penalties issued - Bus Gate	TBC	483	492	393	1,368	306	336	386	1,028	↓
Highways & Transport - No. of people killed and seriously injured (KSI) in road collisions	TBC	7	8	2	17	Not available at this time				?
Highways & Transport - No. of Street works permits processed	TBC	2,923	2,964	2,019	7,906	2,232	2,251	1,697	6,180	↓

Key Performance Indicators	What is good performance high or low	Outturn								DoT
		Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Highways & Transport - No. of Traffic Regulation Orders (incl. TPCA's) processed	TBC	354	314	244	912	400	387	308	1,095	↑
Highways & Transport - No. of events applications received	TBC	13	34	27	74	34	48	52	134	↑
Highways & Transport - No. of enquiries into Traffic Engineering (as logged onto Sharepoint)	TBC	967	1,014	420	2,401	885	956	983	2,824	↑

Economy, Employment, and Planning

Our performance remains above the nationally set targets, with limited change since last quarter. Performance this quarter has reflected the changes to resources and the challenges that the service is facing. Volumes of decisions remain high, with officers working hard, despite the local challenges and instability.

Key Performance Indicators	Target	Outturn								DoT
		Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 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%	Not measured by Months			88.9%	Not measured by Months			68.6%	↓

Key Performance Indicators	Target	Outturn								DoT
		Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Planning (minor applications) Decisions total and % in time or extended time within reporting period	75%	Not measured by Months			87.9%	Not measured by Months			87.4%	↓
Planning (other applications) Decisions total and % in time or extended time within reporting period	85%	Not measured by Months			94.5%	Not measured by Months			93%	↓

Strategy, Workforce and Localities - Executive Director Alyn Jones

Governance, Democratic and Legal

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 which impacted on performance during Q3 2023/2024. However, performance in Q4 has remained lower than in Q1 and Q2, which is linked to both capacity within the IG team to administrate requests and spikes in requests during Q4, coupled with ongoing capacity issues in service departments to respond to requests in a timely manner.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn				DoT
				Q3 2023/24		Q4 2023/24		
				Value	Numerator	Value	Numerator	
FOI/EIR: The number of requests received in period	n/a		n/a	426		574		↑
FOI/EIR: % of requests received that were acknowledged within 2 days (when ack required)	High	95%	Green 95%+ Amber 80-94% Red <80%	90%		91%		↑

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn				DoT
				Q3 2023/24		Q4 2023/24		
				Value	Numerator	Value	Numerator	
FOI/EIR: The number of FOI requests completed in period	n/a		n/a	399		526		↑
FOI/EIR: The number & % of completed requests where all information was sent	n/a		n/a	63%	252	62%	327	↓
FOI/EIR: The number & % of completed requests where response was a full refusal	n/a		n/a	13%	50	11%	56	↓
FOI/EIR: The number & % of completed requests where response was a partial refusal	n/a		n/a	9%	36	5%	27	↓
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	15%	61	22%	116	↑
FOI/EIR: Percentage of requests completed within 20 working days	High	95%	Green 95%+ Amber 80-94% Red <80%	84%	337	83%	439	↓
FOI/EIR: The number of internal reviews requested in period	n/a		n/a	8		9		↑
FOI/EIR: The number of requests outstanding at the end of the period	n/a		n/a	117		123		↑

Workforce

Since the introduction of the Establishment & Recruitment Control Board (ERCB) in November 2023 in order to challenge the need to recruit permanently to vacant posts, the number of starters has consistently been lower than the number of leavers. The net reduction in employees since this date has been 147.

Work continues around validating budgeted vacancy information. As at 16th April, the number of budgeted vacancies with nobody covering them was 593. Of these, 112 were fully or part funded from income, grants, or external funding. There were a further 247 positions being covered by agency workers. This picture continues to be reviewed and refined in conjunction with finance colleagues.

Staff sickness levels are outside the target set with a total of 9.09 days lost per employee. 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 so soon after local government reorganisation brought the 5 legacy councils together into Somerset Council. As a result Care First our wellbeing providers, were invited to the April leadership briefing to make managers aware of the range of services available to support staff while the organisation undergoes a period of change. This presentation has also been made available to staff. In addition, supporting staff through change is a dedicated workstream in the workforce transformation as a pro-active means of providing support specifically during what we know will be a challenging time for staff. We will continue to monitor the impact of this support throughout the programme.

Key Performance Indicators	What is good performance high or low	Target	Tolerance	Outturn								DoT
				Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
				Value	Value	Value	Value	Value	Value	Value	Value	
Staff sickness – Working Days lost per Full Time Equivalent (FTE)	Low	2.2	2.2 days per quarter or 8.8 days per annum	Not measured by Months			2.51	Not measured by Months			2.44	↑
Number of vacancies	n/a	n/a	n/a	956	874	911	911	940	971	885	885	↓
Number of new starters	n/a	n/a	n/a	64	48	21	133	38	20	27	85	↓
Number of leavers	n/a	n/a	n/a	43	68	71	182	60	46	56	162	↓
Workforce Apprentices	n/a	n/a	n/a	34	33	31	31	30	30	31	31	?

NEW

Resources and Corporate Services - Executive Director Jason Vaughan

Council Tax Collection

The target in-year collection rate for the Council Tax for 2023/2024 is 96.75%. This represents the proportion of the net collectable debit (£447m) that is actually collected in year. At the end of the financial year, we had collected 96.68%. Whilst the actual collection rate is slightly below target, this represents a good result given the economic climate and the delays in being able to progress recovery action in some areas as a result of cash posting problems earlier in the year. Action will continue to recover the 3.32% shortfall of £14.8m.

We also track the position in relation to the combined arrears relating to previous financial years. As of 1 April 2023, these stood at £42.7m and had reduced to £31.3m at the end of the year. This represents a 26.7% reduction since the beginning of the financial year. However, we now need to add the outstanding debt from 2023/2024 to the previous year arrears, which gives an opening arrears balance of £46m as of 1 April 2024.

Business Rates Collection

The target in-year collection rate for Business Rates for 2023/2024 is 96.52%. This represents the proportion of the net collectable debit (£168m) that is actually collected in year. At the end of the financial year, we had collected 96.57%. This represents a good result given the economic climate and the delays in being able to progress recovery action in some areas as a result of cash posting problems earlier in the year. Action will continue to recover the 3.43% shortfall of £5.75m.

We also track the position in relation to the combined arrears relating to previous financial years. As of 1 April 2023, these stood at £13.3m and had reduced to £10.1m at the end of the year. This represents a 24% reduction since the beginning of the financial year. However, we now need to add the outstanding debt from 2023/2024 to the previous year arrears, which gives an opening arrears balance of £16m as of 1 April 2024.

Housing Benefit Claims

The indicators measure, 'the time taken to process new claims for Housing Benefit', and 'Changes in Circumstances'. The target for new claims is to process them within 15 days and we have achieved an average of 13.38 days. For Changes of Circumstance the target is 7 days and we have achieved an average of 4.54 days. The prompt processing of claims and changes is critical to both ensuring that claimants quickly receive help towards paying their rent and in preventing overpayments and debt problems.

These indicators are the statutory Housing Benefit performance indicators that we are required to monitor by the Department for Work and Pensions, who directly fund the delivery of this element of the service. The indicators only cover a limited element of the overall workload undertaken within the Benefits teams. More rounded and representative performance indicators will be developed once the four existing Benefits IT systems have been consolidated to a single system.

Key Performance Indicators	Target	Outturn								DoT
		Oct 2023	Nov 2023	Dec 2023	Q3 2023/24	Jan 2024	Feb 2024	Mar 2024	Q4 2023/24	
		Value	Value	Value	Value	Value	Value	Value	Value	
Council Tax collection rate (%)	Oct: 66.7% Nov: 75.75% Dec/Q3: 84.16% Jan: 92.68% Feb: 95.43% Mar/Q4: 96.75%	66.22%	75.35%	85.16%	85.16%	92.39%	95.4%	96.68%	96.68%	↑
Business Rate collection rate (%)	Oct: 65.78% Nov: 73.42% Dec/Q3: 81.19% Jan: 88.47% Feb: 93.32% Mar/Q4: 96.52%	63.75%	71.55%	79.82%	79.82%	87.43%	92.44%	96.57%	96.57%	↑
Average number of days for processing new Housing Benefit claims	15 days	12.02	11.64	14.26	12.45	12.5	11.63	11.44	11.87	↑
Average number of days for processing Housing Benefit change of circumstances	7 days	4.92	4.2	3.73	4.31	3.51	1.76	3.86	2.56	↑

Strategic Assets – Building Compliance

We are now seeing an improvement in the quality of our reporting data as we start to align processes and the use of the new asset management system (Civica Property). The figure is still an amalgamation of percentages from each of the separate facilities management 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
			Q3 2023/24	Q4 2023/24	
			Value	Value	
An average for all building compliance across Somerset Council	High	100%	91%	92.5%	