

Somerset West and Taunton Council Corporate Scrutiny – 1st March 2023

Corporate Performance Report - Quarter 3 2022/23

This matter is the responsibility of Executive Councillor Member Benet Allen.

Report Author: Malcolm Riches, Business Intelligence and Performance Manager.

1. Executive Summary / Purpose of the Report

This paper provides an update on the council's performance for the first 9 months of the 2022/23 financial year. The report includes information for a range of key performance indicators and includes the key business risks for the council.

Given the breadth of information contained in the report, it is unlikely that all questions can be answered at the meeting. It would be helpful if any detailed questions could be submitted in advance.

This will be the last performance report for SWT and future reports will be for the new council. Work is currently underway to align performance indicators across the 5 existing councils and it is likely that the out-turn performance for 2022/23 will be included as a baseline in the performance reports for 2023/24.

This report continues to demonstrate the improvements that have been made by the council and that good performance has been sustained. The council's strong performance management is underpinned by quality data and management information that has informed evidence-based decisions, leading to improved outcomes.

2. Recommendations

Members are asked to note the Council's performance report.

3. Risk Assessment

Failure to regularly monitor performance could lead to the council not delivering on some of its corporate priorities or key services.

4. Background and Full details of the Report

As part of the Council's commitment to transparency and accountability this report provides an update on performance. The Covid pandemic and economic climate continue to have an impact and the Council's response to these issues is being achieved in addition to the regular day-to-day responsibilities. In addition, services are increasingly having to focus on the transition to the new unitary council from 1 April 2023.

Specifically, the report provides:

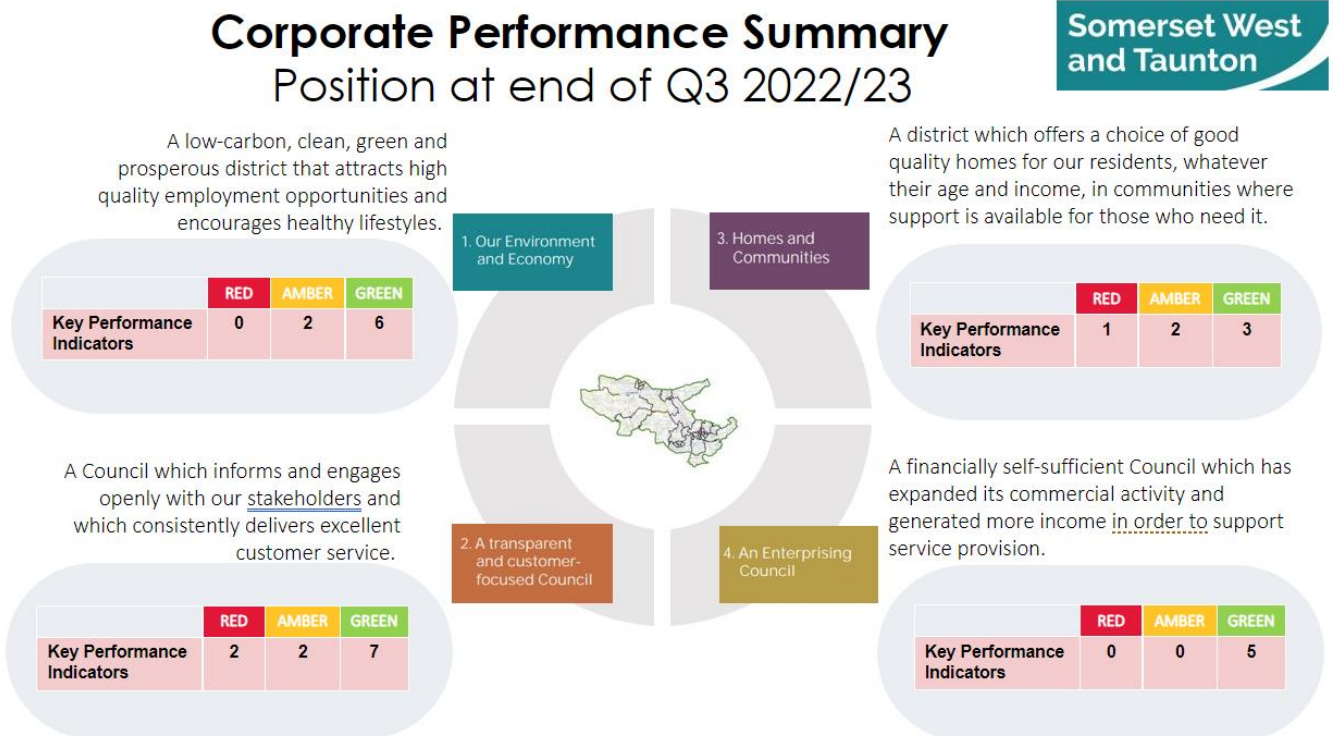
- The position in respect of our key performance indicators at the end of September,
- A summary of the Council’s key business risks and issues together with the current status of the actions being taken to respond to them.

4.1 Summary of Performance

The Council’s Corporate Strategy contains four priority strategic themes. Each year the Council produces a plan (the Annual Plan) to identify actions to assist in the delivery of the strategic priorities.

Progress against a range of KPI’s is reported quarterly. These KPI’s are used to monitor progress in delivering key services and to enable us to quickly identify and rectify any problem areas. These indicators are also linked to the corporate priorities to indicate how they support the delivery of the Corporate Strategy.

Full details of the progress to date against each of the KPIs can be found in appendix 1. Of the Key Performance indicators, 21 are Green, 5 are Amber and 3 are Red.



4.2 Key Performance Indicators

The table in Appendix 1 includes the councils Key Performance Indicators and shows how the council has performed during the first 9 months of the 2022/23 financial year. The table includes a “direction of travel” arrow to show whether performance has improved, worsened, or stayed the same, since the end of September.

For the majority of indicators, the target has either been met or, in many cases, has been exceeded. More information is provided below regarding the red and amber indicators:

Percentage of complaints responded to in 10 working days:

The percentage of complaints responded to in 10 days for the first 9 months of the year is 75%, which is below the target of 90%.

The breakdown of the complaints response times across the Directorates is detailed below:

Directorate	Number of complaints (Apr-Dec)	Number of complaints answered in 10 working days	Percentage of complaints answered in 10 working days
Internal Operations	182	153	84%
External Operations	126	90	71%
Development and Place	70	59	84%
Housing and Communities	227	153	67%

The reasons for this are varied and are summarised below:

- *Increased numbers of complaints* - the number of complaints received continue to be significantly higher than in the previous financial years. Higher volumes of complaints present challenges in some areas in being able to respond within the target time.
- *Complexity* - we are continuing to receive a greater number of more complex complaints. These take longer to investigate and respond to and often cannot be responded to within target. Where this is the case officers are under instruction to contact the complainant and agree a new realistic deadline for response.
- *Capacity* - the increased volumes and complexity are highlighting capacity problems in some areas around having enough sufficiently skilled officers to respond to complaints. The demands of LGR transition are also having an impact here. In addition, this is particularly of note in areas where vacancies have been difficult to fill, and sickness and holiday periods have led to further capacity reductions.
- *Customer expectations* - customer expectations are increasing resulting in a growth in the number of complaints being registered. This is a sector wide trend across local government. For example, the Housing Ombudsman reported a 230% increase in the number of complaints reported for the period April to June 2021 from the same period in the previous year.

We have and are actively taking steps to improve our performance on response times. These steps include:

- We have trained additional staff within the Customer Services team in the processes for initially triaging complaints and distributing them to the relevant services. This is helping to speed up the process for getting the complaints to the relevant officers.

- Refining and re-writing elements of the IT software (Firmstep) that manages the complaints process to make the routing of complaints easier. These changes have been implemented in the live system and are working as expected.
- Training is ongoing across the organisation to build both capacity and improve the quality of responses to complaints.
- Learning from complaints and complaint trends are driving new work. In Housing, for example, a working group is looking at damp and mould issues, and deep dive activity is being undertaken with other authorities to compare performance and share good practice.
- Our complaints lead continues to work closely with services to resolve issues and to ensure we can issue responses as quickly as possible. Localised reporting in some directorates has also continued in detail, for example weekly follow up on cases within Housing.
- Within Housing the average response rate of 67% is not indicative of the enhanced service to customers in terms of the quality of complaint investigations. We are challenged by the varied reasons above, but our focus has been on the quality of investigation and response alongside complaint response times. This approach is supported by the Housing Ombudsman.
- Within Housing we have recently undertaken a six monthly assessment against the Housing Ombudsman complaint handling code and published those results to our website. Further details can be found [Self Assessment Form complaints \(somersetwestandtaunton.gov.uk\)](https://www.somersetwestandtaunton.gov.uk) The new Somerset Council complaints policy will trigger a new self assessment.
- Learning from complaints and complaint trends are continuing to drive new initiatives. In Housing, for example, a working group is looking at damp and mould issues, repair call handling has changed, and deep dive activity is being undertaken with other authorities to compare performance and share good practice. We are also deep diving into complaints “communication” data to identify trends and learning which we will share with our Tenants’ Strategic Group.

We continue to monitor the workload in this area together with response times and implementing improvements. However, we are conscious that demand will continue to grow particularly in view of the anticipated impact of the fuel price increase, inflation and the worsening economic climate all of which will continue to make this a challenging target.

Average call wait times:

The indicator measures the length of time it takes one of our Customer Services Team to answer a call once the customer has listened to the initial recorded options and selected an appropriate queue.

Our target is to answer all calls within 60 seconds. This is an ambitious target when compared with many other organisations where it is not uncommon to be waiting

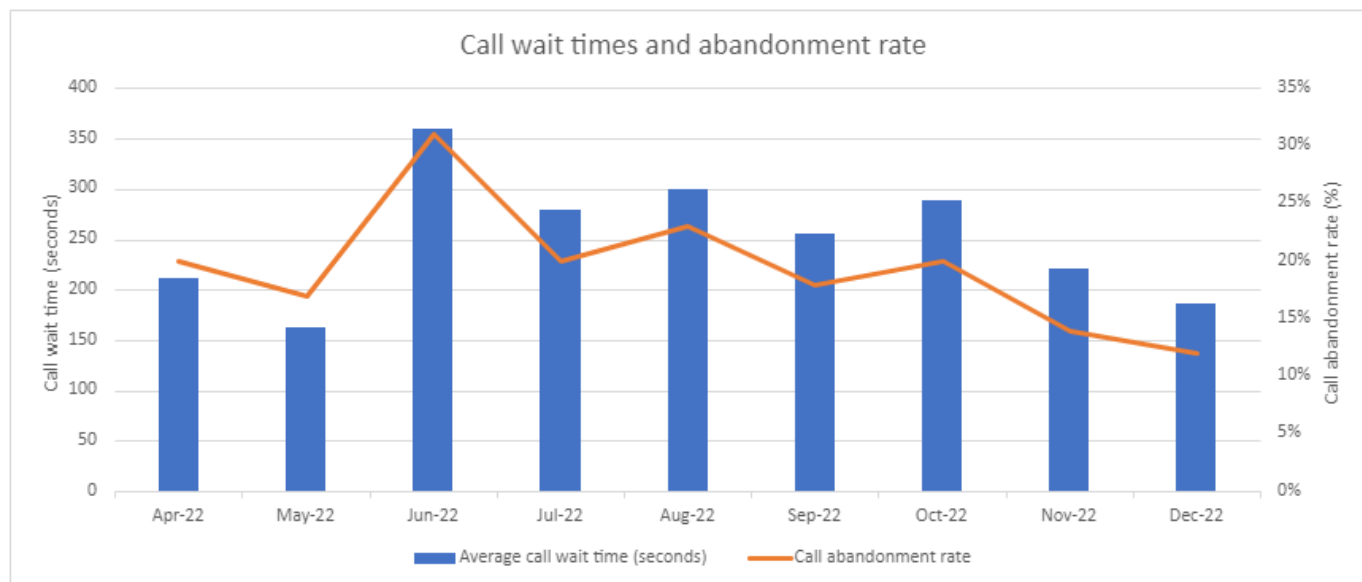
longer than 5 minutes. There is a clear relationship between the number and length of calls and the levels of staff resourcing required to maintain an answer rate of 60 seconds or below.

This target has proved extremely challenging over the past year, which has seen increases both in the number of calls we are receiving and the duration of calls. This trend has continued into the current year. During the first quarter of this financial year we received 60,000 calls, which represented a 5% increase on the same period for the previous year. In addition, the average duration of the calls received during quarter 1 this year has increased by 18%.

The increase in calls is driven:

- In part by business-as-usual activity (Council Tax bill issue in March 2022 and garden waste renewals), which are tending to generate more calls post-Covid; and
- By the Council Tax Fuel Rebate scheme announced by Government earlier in the year. This affected circa 60,000 properties. The delay between the Government communicating their intention in March 2022 and our actually being able to commence payments coupled with the requirement for a substantial number of people being required to apply for a rebate has inevitably driven up call volumes.

The chart below shows the call wait times and the abandonment rate for April to December. There is a clear correlation, and it is recognised that when call wait times are longer, the number of people who abandoned their call increases. The spike in June resulted from a combination of increased calls regarding Council Tax Fuel Rebates and garden waste renewals. While still above target, the graph shows a continued trend to lower call wait times, and lower abandonment rates over recent months.



Locally we have continued to face resourcing challenges. Turnover within our customer service teams is higher than the average. This is a nationally recognised issue and not unsurprising given the nature of the work and the fact that, in our case, this is very much an entry point into the organisation. However, we are now also experiencing significant difficulties in being able to recruit, which again is a national problem.

In addition, a number of the senior staff within Customer Services are also having to spend increasing amounts of time focussing on the transition of the various elements of the service into the new unitary council. Customer services is one of the critical functions that needs to transition smoothly so this work is vital, but obviously will potentially distract from their ability to focus on immediate operational issues.

Call volumes have reduced which is expected over Quarter 3, we have also recruited 2 additional Agency team members to help us maintain our call performance.

It is worth highlighting that call volumes are anticipated to increase in Quarter 4 when our annual bills go out. In addition, Central Government has been given us the new Council Tax Support Fund Grant & and the Energy Rebate Scheme to administer, both of which will generate additional calls.

Customer Experience Project (CX):

Through 2022/23 we have maintained a focus on continuous improvement through our CX Project. The intended deliverables were the marginal improvements we could make in-house to enhance our customer offering, we would do this by better understanding pain points and taking a fresh view of some of our direct customer touch points. The focus areas of the project have been;

- Complaints & root cause analysis
- Customer enquiry management
- Website improvements
- Members case management review & pilot
- Lessons learned & training opportunities
- Increased digitalisation and accessibility

The deliverables have included:

- Analytical understanding of complaints in top 3 areas with dedicated actions plans to address.
- Improvements to web pages enhancing information which often leads to complaints (ex. Housing - damp & mould information)
- Training to help officer better respond to stage 1 complaints, reducing quality-based stage 2 complaints.
- A new 'Contact Us' page designed to highlight the extent of online services and improve navigation for customers to self-serve.
- New Customer Experience intranet page with guidance for staff.
- Improved complaints tracking tool to better manage data and understand themes.
- Members casework pilot conducted - did not deliver desired results, stopped.
- Excellence Champions trained to provide root cause analysis and lean reviews.

Early results:

- Increased click through rates from 'Contact Us' page, up 12%.
- Reduction in 'general enquiries' of 4%.
- Lowest quarter of calls received in the last 3 years Oct-Dec 2022.

Sickness Absence (average days sickness per employee)

Due to recent changes in HR systems as part of the LGR transition, we are struggling to collate data for staff sickness. We are continuing to record and monitor this but were unable to validate the data in time for publication in this report. The data included is that from the end of Q2.

Although performance is rated as Amber, the target of 7.2 days sickness per employee for the year is aspirational and ambitious yet is very nearly being reached. Particularly given the make-up of our workforce which includes a reasonable proportion of manual work. The unprecedented impact of the pandemic on working patterns over recent years has made it more challenging to set meaningful targets for sickness due to the issues with looking at trends in data from previous years. In 2021/22, this target was met and performance for the year was 7.2 days, which was a significant achievement given that levels of sickness in previous years had been much higher.

Undoubtedly home working is a positive factor in reducing sickness absence. We are very close to achieving this target again, and based on Q2 performance, the forecast for the year would be 7.9 days. Sickness data is closely monitored by Directorate management teams on a monthly basis and will be kept under review.

Staff Turnover

Due to recent changes in HR systems as part of the LGR transition, we are struggling to collate data for staff turnover. We are continuing to record and monitor this but were unable to validate the data in time for publication in this report. The data included is that from the end of Q2.

The target for the year is to be under 12, which is very aspirational, and is very close to being met. In 2021/22, the figure for the year was 8.9. The Q2 performance is 6.47, suggesting a forecast for the year of 12.9. While not giving cause for concern at this stage, the data is monitored by Directorate management teams on a monthly basis and will be kept under review.

Risks to increased turnover include;

- The Local Authority sector is rapidly losing pace on pay with other employers. Whilst historically an increased salary is an outcome rather than a driver of job change. The current economic climate is likely to drive behaviour as employees feel the impact of inflation.
- Other employers (including the NHS) matching the flexibility that was previously a key selling point for Local Authorities.
- Post pandemic, employers are far more relaxed about staff living a considerable distance from their work base. This has resulted in employees moving to jobs with London salaries yet remaining in Somerset.
- There is some evidence of employees moving between districts to maximise their income. Indeed, one authority is offering incentives to planning staff to move to them.
- Job security related to LGR is a factor and this risk will heighten when news of the size of the MTFP gap becomes more widely known.

% of reported fly tipping incidents responded to within 5 working days

Performance for the year so far has been 76%, which is lower than the target of 80%. Although the majority of incidents have actually been collected in the required 5 working days a change in the contractor's management team led to delays in the closing of the incidents on the CRM system.

Current tenant arrears at the end of month %

At the end of December, performance of 2.88 is slightly above the target of 2.72. This is largely due to seasonal fluctuations and is not unexpected due to Christmas and the impact on some tenants' ability to pay rent. Benchmarking data indicates that our performance for October and November was in the top quartile, and despite the fall in performance for December it is still well above average.

% of housing dwellings with a valid gas safety certificate (LGSR)

Compliance is below 100% at the end of December due to 1 property with hybrid heating not being accessed by the anniversary date. The appointment was carried out in January 2023 and the required work has been undertaken. For all other months over the past year performance has been 100%.

Completion of housing emergency repairs within 24 hours

There are a small number of emergency repairs that were recorded as being over 24 hours, but in most cases the recording on the system was late, rather than the completion of the actual repair, especially when repairs were carried out overnight. We are working hard to strengthen the timeliness and completeness of the recording, especially with external contractors, to improve the accuracy of reporting. We are also ensuring that the data follows the criteria set out by Housemark.

4.3 Risk Management update

The quarterly Corporate Performance Reports include an update on the key business risks and issues for the Council.

Processes are in place within each directorate to regularly review existing and identify any new risks and issues. As new risks or issues are identified they are included on the risk register or issues log and mitigations are identified and planned. A target date is set as to when the mitigations should be in place, and a lead officer is appointed.

The risks are all scored based on their probability and potential impact. The Risk Scoring Matrix used to score the risks is attached at Appendix 2. Risks with a higher score are likely to have a more detailed mitigation plan. Issues are things which have already happened, so they are not scored in the same way as risks, but they have a RAG status which relates to the severity of the issue.

As of the end of December there were 5 Key Business Risks (with a score of 15 or higher) on the risk register which are shown in Appendix 3.

As of the end of December the Corporate Issues Log contained 2 Issues which are shown in Appendix 4.

Appendices 3 and 4 provide a summary of the key risk or issue together with the current status of the development and delivery of any mitigation plans required to address them.

The risk register and issues log are updated as necessary and new risks/issues can be added at any point. They are routinely reviewed each month through the regular cycle of meetings. The lead officer is responsible for updating the risk register with progress made regarding mitigations, and this is reported back to Directorate performance meetings, and to the Corporate Performance Board where SMT review the key risks monthly.

As part of the transition to the new council, the risk register for SWT is being aligned with those for the other councils. This will ensure that existing risks are appropriately transferred into the risk management process of the new council.

5. Links to Corporate Strategy

This performance report provides an update on Corporate Performance which is fundamental to the implementation of the Corporate Strategy.

6. Finance / Resource Implications

The detailed financial position is available in a separate budget monitoring report.

Democratic Path:

- **Scrutiny / Corporate Governance or Audit Committees – Yes**
- **Cabinet/Executive – Yes**
- **Full Council – No**

Reporting Frequency: **Once only** **Ad-hoc** **Quarterly**
 Twice-yearly **Annually**

List of Appendices

Appendix 1	Key Performance Indicators Report
Appendix 2	Risk Scoring Matrix
Appendix 3	Corporate Risk Register – Key Business Risks
Appendix 4	Corporate Issues

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