

## CABINET

21<sup>st</sup> November 2017

# PERFORMANCE MANAGEMENT REPORT – QUARTER 2 2017/18

### Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/260517/08	
Exempt Information:	No	
Cabinet Member(s) Responsible:	Mr Tony Mathias, Leader and Portfolio Holder for Finance and Places (Highways, Transport and Market Towns)	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
	Jason Haynes, Performance and Projects Co-ordinator	01572 720962 jhaynes@rutland.gov.uk

### DECISION RECOMMENDATIONS

1. That Cabinet notes the overall position in relation to performance for the second quarter of 2017/18 and the actions being taken to address areas of underperformance.

## 1 PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with strategic oversight of the Council's performance for the second quarter of 2017/18 in delivering our Corporate Plan Aims and Objectives. Members are accountable for the delivery of the Council's Corporate Plan and this monitoring information reports on progress and highlights any key challenges.

## 2 INTRODUCTION

- 2.1 Work was conducted throughout 2016/17 to align the Quarterly Performance Report with the new Corporate Plan which was approved in September 2016.
- 2.2 The Corporate Plan sets the strategic direction for Rutland County Council for the remaining period of this Council (to May 2019). The plan is reviewed annually and the latest version was presented to Cabinet in September 2017.
- 2.3 The Strategic Aims set out in the plan are as follows:
  - Deliver sustainable growth in our County supported by appropriate housing, employment, learning opportunities and supporting infrastructure (including

other public services) whilst protecting our rural environment in accordance with our Local Plan

- Safeguard the most vulnerable and support the health and well-being needs of our community
- Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential
- Ensure that our Medium Term Financial Plan is in balance and is based on delivering the best possible value for the Rutland pound

2.4 The Corporate Plan also sets out a range of Strategic Objectives and the targets we will use to measure our success. Each quarter we will monitor how these are being delivered by reporting on:

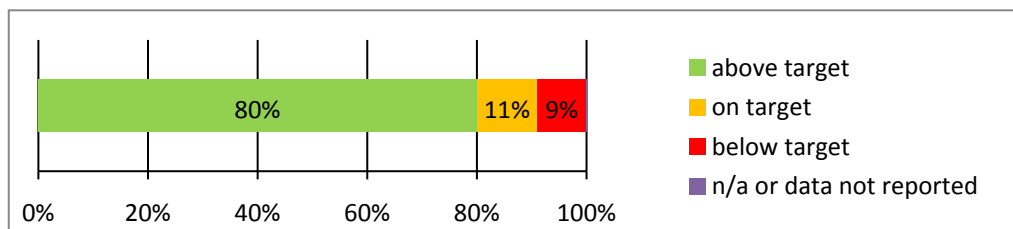
- Performance measures – how well are we doing
- Progress of targets and key projects
- Trend measures – to demonstrate performance over time and compared to national performance and our statistical neighbours where this information is available.

### 3 OVERALL SUMMARY

3.1 This report brings together an update on progress across a number of areas:

3.2 **Appendix A** contains detailed information on the Council's performance in relation to a number of local and statutory indicators covering the Council's Aims and Objectives. The Council's overall performance is summarised below:

3.3 Performance against targets:



3.4 At the end of Quarter 2, 42 (91%) indicators were on or above target with 4 (9%) currently below target.

3.5 Key successes include percentage of children not in education, employment or training (NEET) where only one child in Rutland currently is classed as NEET (para 4.2), achievement in the new Progress 8 score at Key Stage 4 (para 6.4), gender gap at KS2 and 4 (para 6.5) and average sickness days lost per employee which has fallen for the second quarter in a row (para 7.2)

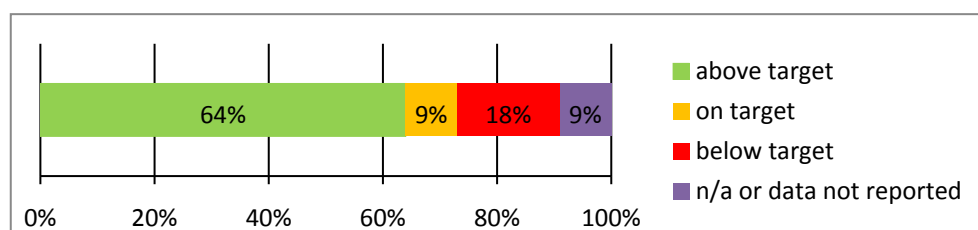
3.6 Key areas where performance is being monitored include percentage of children whose destination is not known (para 4.3), % of waste sent for recycling (para 4.4), the number of affordable homes delivered, with only 5 completed so far during 2017/18 (para 4.5), the number of delayed days in transfer of care (DToC)

where we have been set a new, challenging target (para 5.2), % of contacts progressed within one working day (para 5.3) and the proportion of pupils achieving higher than expected standards at Key Stage 1 (para 6.3)

## 4 SUSTAINABLE GROWTH

Delivering sustainable growth in our County supported by appropriate - housing, employment, learning opportunities and supporting infrastructure (including other Public Services.

### 4.1 Performance against targets:



73% of indicators on or above target at the end of Quarter 2, with two (Number of affordable homes delivered and % of children whose destination is not known) currently below target.

#### Achievements and issues

- 4.2 Continued improvement in the service offered to young people in Rutland means that currently only 1 (0.2%) child in Rutland out of 589 eligible 16-18 year olds are registered as NEET. Further improvement on the previous quarter in an area where performance is already one of the highest in the country.
- 4.3 The % of children whose destination is not known has risen above our target of 2.6% to 39.6%. Our aim is to ensure all children and young people have a suitable offer of education and the Youth Service tracks the destinations of young people in education and reports performance on the level of children whose destination is unknown to the DfE. Tracking takes place at the start of each academic year when children and young people move through education to other destinations. Naturally at this point of the year the unknown level is higher whilst new destination data is verified, and the level of unknowns then drops throughout the rest of academic year. In terms of overall performance Rutland had one of the lowest levels of unknowns in the country during 2016/17 and was ranked 7<sup>th</sup> nationally for performance.
- 4.4 The percentage of waste sent for recycling dropped to 60.5% this quarter from 63.2% for the corresponding quarter last year. The main factor is a reduction in the tonnage of green waste compared with last year which was an exceptional growing season.

#### Update on issues from previous quarter

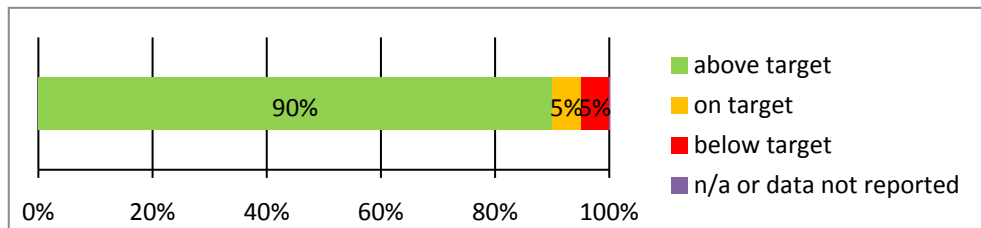
- 4.5 The number of affordable homes completed during the first quarter of 2017/18 still remains low with only 5 completed so far during 2017/18 (6 were completed during the whole of 2016/17 against a target of 40). Although the number of affordable homes completed in Quarter 1 is below target, the prediction for completions

during the year is good with a tentative forecast of 62 completions during 2017/18 at a number of sites across Rutland. Delivery can fluctuate during the year due to the small number of sites and the finalised construction times being set by Housing Associations, with sector delivery concentrated towards year end.

## 5 SAFEGUARDING

Safeguard the most vulnerable and support the health and well-being needs of our community.

### 5.1 Performance against targets



Good performance with eighteen indicators (95%) on or above target at the end of Quarter 2 and one (5%) below target.

#### Achievements and issues

5.2 The Department of Health have set new targets for the number of delayed transfers of care based on data from February 2017. DToC rates in Rutland were exceptionally low in Rutland in February, meaning that our target will be extremely challenging to meet (it translates to 3.9 delayed days per 100,000 adults per day for 2017/18). From March to August we have been running an average of 6.6 days, a significant improvement on last year's average (10.25) and teams are continuing to work proactively to prevent and minimise delays towards our new target.

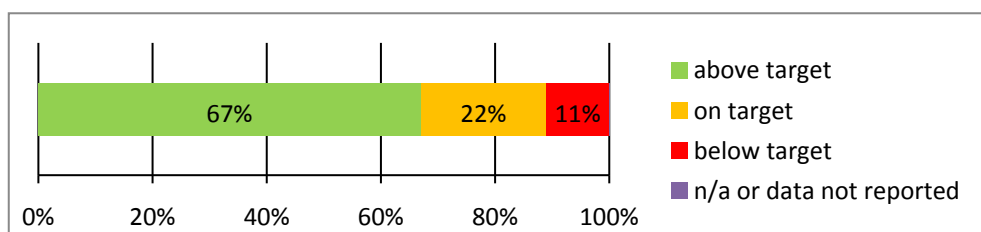
#### Updates on issues from the previous quarter

5.3 The number of contacts progressed within one working day remains below target (100%) at 89% this quarter. The delayed contacts were low level contacts which did not meet social care thresholds so the delays did not place any child at risk. The delay was due to one new staff member not completing contacts correctly, this has now been addressed and should be resolved; however managers will be doing more to understand this further during Quarter 3.

## 6 REACHING OUR FULL POTENTIAL

Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential.

### 6.1 Performance against targets



Good performance with six indicators (89%) on or above target at the end of Quarter 2, with one (11%) currently below target.

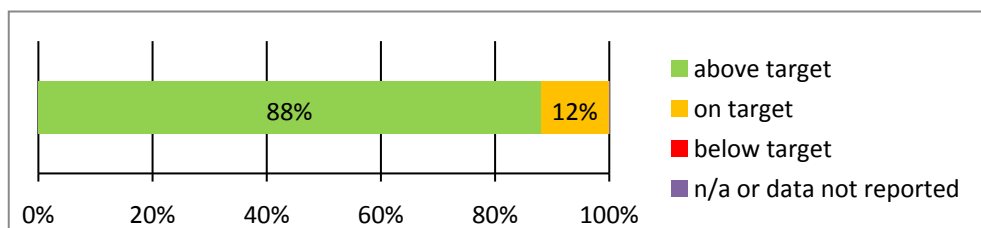
### Achievements and issues

- 6.2 The percentage of children achieving higher than expected standard at Key Stage 1 (i.e. Greater Depth) is lower than national averages, with only Reading on par with national averages (25% of pupils achieving greater depth). In Writing, 13% of Rutland pupils are currently achieving Greater Depth (compared to 16% nationally) and in Mathematics it was 16% of Rutland pupils compared to 21% nationally.
- 6.3 Whilst progress from Key Stage 1 to Key Stage 2 shows a slight improvement in 2017, the average progress score in all subjects is only broadly average compared to the national average, with Writing being the area of most concern and the only one showing negative progress between these two Key Stages (Reading 0.2, Writing -0.3, Mathematics 0.1).
- 6.4 The progress 8 score for Key Stage 4 shows that Rutland is performing well and above national averages at this level. Progress 8 is a new measure of the progress students make between the end of Key Stage 2 and Key Stage 4 based on performance in eight qualifications. Rutland schools overall progress score of 0.32 compares favourably with the national score of 0.0.
- 6.5 The gender gap at both Key Stage 2 and 4 is currently better than national averages. At Key Stage 2 the gap is 5% compared to 9% nationally, due to boys performing 2% better than national averages, and girls 2% worse. At Key Stage 4, the gap is only 1.4%, here both girls and boys are performing better than national averages, with girls 5.6% better and boys 10% better.

## **7 SOUND FINANCIAL AND WORKFORCE PLANNING**

Ensure that our medium term financial plan is in balance and is based on delivering the best possible value for the Rutland pound.

### 7.1 Performance against targets



Good performance with seven indicators (88%) on or above target at the end of Quarter 2 and one (12%) below target.

## Achievements and issues

- 7.2 The average sickness days lost per employee has dropped for the second quarter in a row, and is now at 1.52 days per employee, the lowest level of sickness absence within the authority since Quarter 1 2016/17.
- 7.3 The most significant variation this quarter is in long term sickness with an overall reduction from 13 to 9 cases. The number of short term cases has increased from 90 to 98 but there is no discernible common reason and the increase is spread across a number of reasons (cold/flu, dental pain, ears/eyes/nose and throat, headache/migraine).
- 7.4 The highest reason for absence in Q2 was injury/fractures and joint problems, accounting for 42% of all absence (compared to 30% in the previous quarter).
- 7.5 The table below shows the number of days lost by each Directorate in Quarter 2, expressed as total days lost per Directorate and days lost per employee:

Directorate	Days lost through Sickness	Headcount 1 <sup>st</sup> July 2017	Headcount 30 <sup>th</sup> Sept 2017	Average	Days lost per employee
PEOPLE	427	235	231	233	1.83
PLACES	209	147	148	147.5	1.42
RESOURCES	66	80	81	80.5	0.82
Total	702	462	460	461	1.52

- 7.6 The table below shows a comparison of sickness for the whole Council over the last 5 quarters:

Year	Days lost through sickness	Average no of employees	Days lost per employee	Days lost per month
Q2 2017/18	702	461	1.52	234
Q1 2017/18	734	459	1.60	245
Q4 2016/17	1,051	461	2.28	350
Q3 2016/17	887	466	1.91	296
Q2 2016/17	777	466	1.67	259
<b>AVERAGE</b>	<b>843.5</b>	<b>461.8</b>	<b>1.83</b>	<b>281.3</b>

- 7.7 93% of calls received by the Customer Services team were answered within four minutes during Quarter 2. A summary of performance for Customer Services is included as **Appendix B**.

## **8 OUTSTANDING AUDIT RECOMMENDATIONS**

- 8.1 There are seven 'essential' audit recommendations overdue for implementation. In all cases action is underway to address issues raised but has not yet been completed:

- Three actions relate to a review of the Council's data management arrangements. Internal Audit recommended that the Records Management Policy be updated so that officer accountability for records management is clearly defined, access to network folders is regularly reviewed and 'old' Council records are disposed of. The new Head of Corporate Governance is working on a new Policy which will ensure that all data is retained in accordance with the data retention schedule.
- Some 'access conflicts' were identified during the audit of Business World. These 'conflicts' could theoretically allow certain individuals (in Finance) to process and approve changes without a secondary check. There are alerts and other compensating controls in place but these need to be documented to close off the risk. This action has been delayed as the Payroll service is now being transferred to Hoople.
- Three recommendations relate to the Highways Management contract. Internal Audit recommended that the process of documentation, review and approval of any proposed price and overhead changes was improved, and a detailed analysis of all payments for fixed local overheads was undertaken. Progress has been made in this area but not yet completed.

## **9 CONSULTATION**

9.1 Consultation is not required as no changes are being proposed within this report.

## **10 ALTERNATIVE OPTIONS**

10.1 Alternative options are not considered within this report.

## **11 FINANCIAL IMPLICATIONS**

11.1 There are no direct costs associated with this report.

## **12 LEGAL AND GOVERNANCE CONSIDERATIONS**

12.1 There are not considered to be any legal or governance issues associated with this report. However, poor performance may lead to legal and/or governance challenges.

## **13 EQUALITY IMPACT ASSESSMENT**

13.1 An Equality Impact Assessment (EqIA) has not been completed because no service, policy or organisational changes are being proposed.

## **14 COMMUNITY SAFETY IMPLICATIONS**

14.1 There are no Community Safety implications arising from this report.

## **15 HEALTH AND WELLBEING IMPLICATIONS**

15.1 There are no Health and Wellbeing implications arising from this report.

## **16 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

16.1 At the end of Quarter 2, 91% of indicators measured were on or above target. 9% of indicators are currently below target and main areas of concern have been highlighted in this report and the remedial action being undertaken to improve performance has been identified.

16.2 Overall performance based on activity in the second quarter of 2017/18 is satisfactory.

## **17 APPENDICES**

17.1 Appendix A – Quarterly Performance Report

17.2 Appendix B – Customer Services summary

**A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.**