

CABINET

20th February 2018

PERFORMANCE MANAGEMENT REPORT – QUARTER 3 2017/18

Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/240817	
Exempt Information:	No	
Cabinet Member(s) Responsible:	Mr O Hemsley - Leader	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
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Ward Councillors	N/A	

DECISION RECOMMENDATIONS

1. That Cabinet notes the overall position in relation to performance for the third 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 third 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 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.

- 2.2 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

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

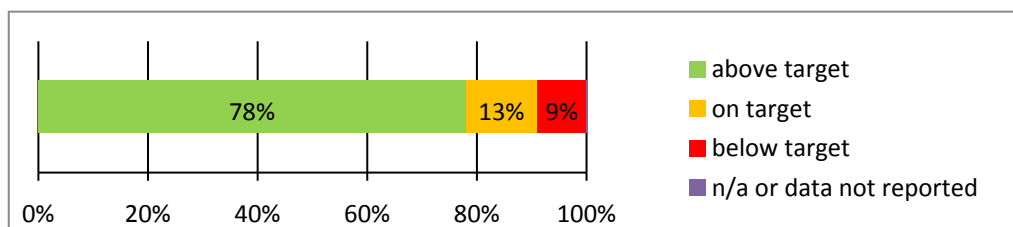
- Performance measures – how well are we doing
- Progress of targets and key projects
- Trend measures – to demonstrate performance over time and compared to national performance and our statistical neighbours where this information is available.

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 3, 42 (91%) indicators were on or above target with 4 (9%) currently below target.

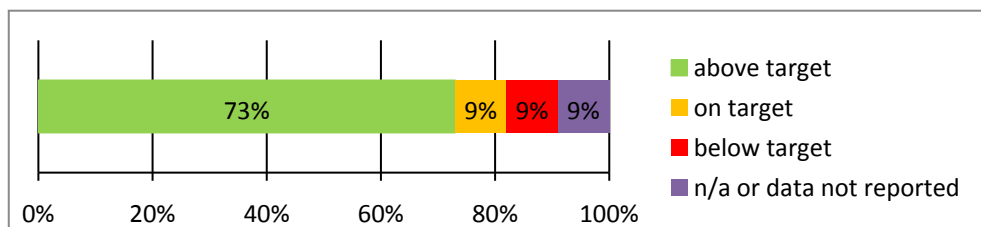
3.5 Key successes include percentage of children whose destination is not known (para 4.4), percentage of permanent staff in post in Children's Social Care (para 5.3), achievement in the new Progress 8 score at Key Stage 4 (para 6.4),

3.6 Key areas where performance is being monitored include the number of affordable homes delivered with only 10 completed so far during 2017/18 (para 4.5), % of single assessments completed within 45 days (para 5.2), number of contacts progressed within one working day (para 5.4), and average sickness days lost per employee which has seen a 24% increase on the previous period (para 7.2)

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:



82% of indicators on or above target at the end of Quarter 3, with one (Number of affordable homes delivered) currently below target.

Achievements and issues

4.2 Data for residual waste per household (PI191) and % of waste sent for recycling (PI192) is now being reported one quarter in arrears to allow validated data to be reported (previously estimated data was used), this will give a more accurate picture for these two metrics.

4.3 Only 2.2% of children's destinations are not known (compared to 6% at the same time last year). This figure is expected to fall throughout the year following the start of the academic year, but proactive work within the service has seen a large number of children's destinations already identified much earlier than in previous years.

Update on issues from previous quarter

4.4 The number of affordable homes completed during 2017/18 still remains low with only 10 completed so far during the period. 62 units were tentatively forecast for completion for the whole of 2017/18 in Quarter 2, but this has now been re-profiled to 23 forecast completions. This is due to a number of on-site delays that are outside the Council's control which means that the completion of a number of properties will now slip into the early part of 2018/19 (usually April):

- 6 properties delayed by 6 to 7 weeks at Oakham Road, Greetham due to weather and other issues, with their completion now forecast to take place in April 2018;
- 17 properties at Uppingham Road, Oakham that had been due in February 2018 now delayed to between May and August 2018, due to on-going adjacent building work on market housing hindering safe access to the affordable units;
- 16 properties at Empingham delayed to April completion due to the need to move a high voltage power cable.

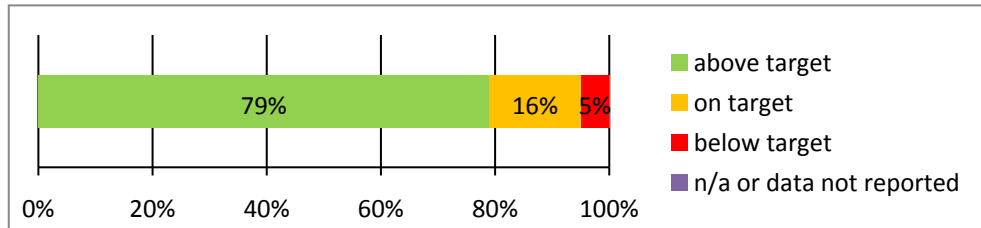
4.5 In total 63 affordable homes are currently forecast for completion in 2018/19 (work

at all sites is underway) with 48 currently scheduled for completion in 2019/20.

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 3 and one (5%) below target.

Achievements and issues

- 5.2 The % of single assessments that were completed within 45 days during 2017/18 has dropped below our local target of 85% to 82%, with 67% of single assessments completed within 45 days in Quarter 3. Cases are split over the RAIS team and the PAP team and all were allocated to three 'locum' social workers we had in post during this period. Two of these staff members have had their contracts terminated due to concerns around performance and the third leaves shortly. Action has been taken to ensure this situation does not occur again and new social workers are being advised of their responsibility in this area. Performance is expected to improve in Quarter 4 due to this work.
- 5.3 The percentage of permanent staff in post in Children's Social Care has risen to 87% a continual rise throughout 2017/18. The service has worked had on recruitment with the Human Resources team to reduce agency staff, to improve areas of performance that were being affected by agency staff and to ensure there is a more stable and permanent workforce to address these issues and enable better working relationships to be formed with children and families.

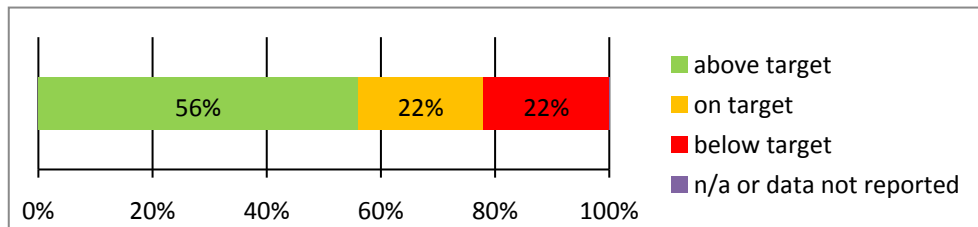
Updates on issues from the previous quarter

- 5.4 The number of contacts progressed within one working day remains below target (100%) at 84% this quarter (down from 89% the previous quarter). 383 contacts were received during Quarter 3, with 258 progressed within one working day. Managers have been reviewing contacts to understand what is affecting performance in this area. Cases were all triaged and appropriate decisions made in timescales however on some the manager signoff was late and for some the worker had not progressed it to the manager in a timely manner. The identified issues have been addressed and rectified and performance is expected to improve in Quarter 4.

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 seven indicators (78%) on or above target at the end of Quarter 3, with two (22%) currently below target.

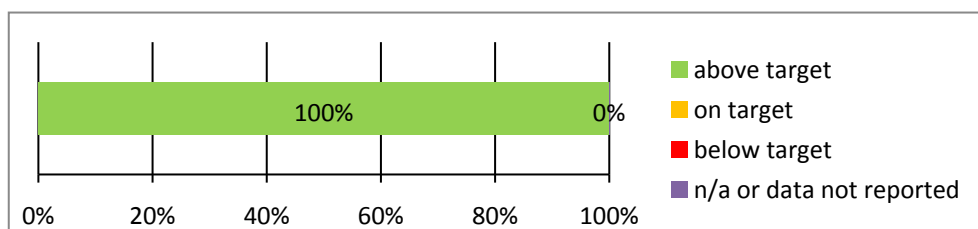
Achievements and issues

- 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.

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 all indicators on or above target at the end of Quarter 3.

Achievements and issues

- 7.2 The average sickness days lost per employee is now at 1.86. There has been a 24% increase in the number of days lost through sickness in this quarter compared to last quarter. For the same quarter in 2016/17 it was 1.91 days.
- 7.3 Over the past quarter, 8 of the 12 long term absence management cases have been resolved. The HR team continues to use a case management approach to managing sickness and continue to provide monthly reports to Directors of employees who have hit the sickness absence triggers to further provide some local rigour in monitoring and taking appropriate action.
- 7.4 The largest increase is in the number of short term absence incidents, up 37% on the previous quarter. The highest reason for absence continued to be for injuries/fractures/surgery and joint problems at 41% with stress and anxiety representing 19% of absences compared to 15% in Q2. Stress absence was across 6 employees – 3 of whom were citing work related stress – these are all being supported and managed with Occupational Health and HR input.
- 7.5 Based on absence levels reported in previous years, there is typically an increase in absence from Quarter 3 to Quarter 4. Whilst long term absence in Quarter 4 is likely to be similar to that of Quarter 3, in order to reflect a seasonal variance and experience so far of the well-publicised winter flu issue, we anticipate an increase on Quarter 3 of 20-25% and therefore estimate for the year an average of 7.5 days absence per employee.
- 7.6 Limited feedback regionally is indicating a spike for Quarter 4 but information regarding end of year predictions has not been available at the time of producing the report. Our target was to be less than last year but current prediction would be slightly over. However, the average across England as reporting in the LGA Workforce Survey for 2015/16 was 8.8 days. 2016/17 figures will not be available until end of March 2018.
- 7.7 The table below shows the number of days lost by each Directorate in Quarter 3, expressed as total days lost per Directorate and days lost per employee:

Directorate	Days lost through Sickness	Headcount 1 st October 2017	Headcount 31 st December 2017	Average	Days lost per employee
PEOPLE	590	231	236	233.5	2.53
PLACES	224	151	155	153	1.46
RESOURCES	55	81	79	80	0.69
Total	869	463	470	466.5	1.86

- 7.8 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
Q3 2017/18	869	466.5	1.86	289.67
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
AVERAGE	839	461.88	1.82	279.67

7.9 93% of calls received by the Customer Services team were answered within four minutes during Quarter 3. A summary of performance for Customer Services is included as **Appendix B**.

8 OUTSTANDING AUDIT RECOMMENDATIONS

8.1 There are four '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 Senior Management Team should discuss and agree a strategy for reviewing Council records. This is to ensure that all data is retained in accordance with the data retention schedule and to address concerns regarding lack of time and resources. The General Data Protection Regulations (GDPR) come into force in May 2018. The GDPR Project Board are updating the Retention Policy in line with new Regulations. "Information Champions" have been selected from each department to deal with information governance issues within their area.
- One recommendation relates to the highways maintenance contract. A further external review has been completed and officers are engaged with the contractor to resolve the matters arising.

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 3, 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 third 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.