

CABINET

20th June 2017

PERFORMANCE MANAGEMENT REPORT – QUARTER 4 2016/17

Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/030317/03	
Exempt Information:	No	
Cabinet Member(s) Responsible:	Mr Tony Mathias, Leader, 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 during 2016/17 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 2016/17. 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 In September 2016 Full Council approved a Corporate Plan that set the strategic direction for Rutland County Council for the remaining period of this Council (to May 2019).
- 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 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.

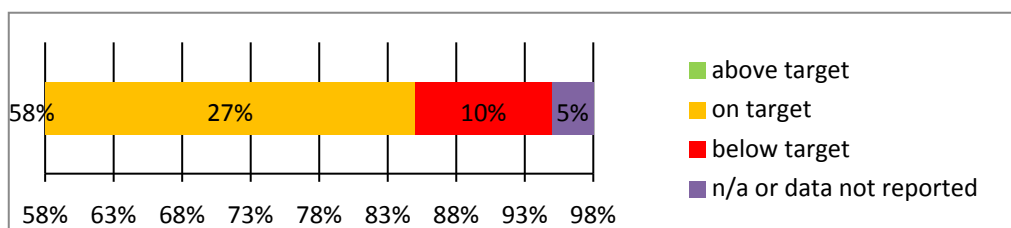
2.4 As we are part way through the reporting year, key performance indicators have been re-aligned but not reviewed in detail. This exercise will be completed in time for any revisions to take effect from 1 April 2017 and changes will be summarised in the Quarter 1 2017/18 report.

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 Councils Aims and Objectives and where applicable also compares our performance against statistical neighbours and national averages. The Council's overall performance is summarised below:

3.3 Performance against targets:



3.4 At the end of 2016/17, 50 (85%) indicators were on or above target with 6 (10%) currently below target.

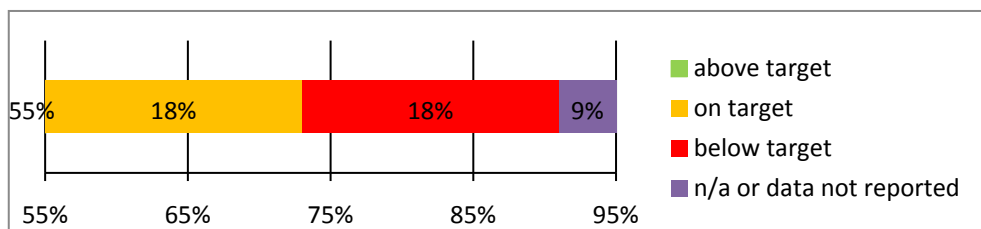
3.5 Key successes include the percentage of children not in education, employment or training (NEET) where only five children in Rutland currently are classed as NEET (para 4.2), Adult Social Care indicators, including reducing the number of delayed transfers of care and permanent admissions of older people to residential and care homes (para 5.4) and Key Stage 4 where the percentage of children achieving 5+ A*-C grades (including English and Maths) at KS4 has increased from 67% last year to 70% this year (well above a national average of 53%)(para 6.2)

- 3.6 Key areas where performance is being monitored include the number of affordable homes delivered, with only 6 completed during 2016/17 (para 4.3), % of pupils reaching the expected standard in reading, writing and maths at Key Stage 2 (para 6.4) and sickness absence (para 7.6)

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:



8 indicators (73%) were on or above target at the end of 2016/17, with 2 (18%) currently below target.

Key achievements

- 4.2 At the end of 2016/17, out of 867 eligible 16-18 year olds only five (0.6%) were registered as NEET (LI085), compared to fourteen (1.6%) at the same time in the previous year. This is a result of improved partnership working with education providers in tracking young people in education, helping us to identify those who are, or are at risk of becoming NEET and in response provide targeted education and careers support. Our NEET performance, based on last year's national statistics, would place Rutland in the first quintile for performance nationally, making us one of the top performing counties in the Country.

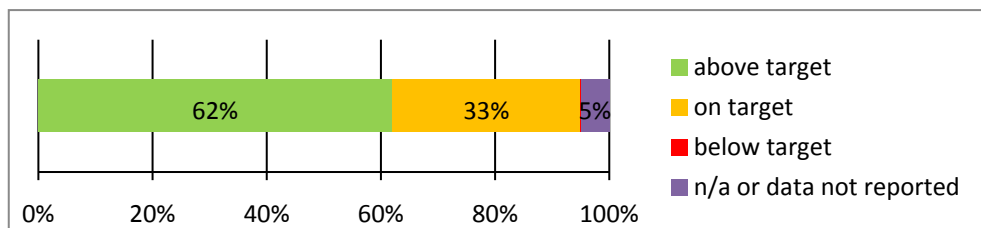
Performance issues

- 4.3 Six affordable homes have been completed during 2016/17 compared to 50 at the same time last year. The number of affordable homes completed per year can fluctuate due to the limited number of sites in Rutland. Work for 48 other affordable homes started on site in 2016/17. There are 40 affordable homes currently scheduled for completion in 2017/18 and a further 47 in 2018/19. This currently means that the average delivery for the 5 years from 2014 to 2019 would be on target at 41.

5 SAFEGUARDING

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

5.1 Performance against targets



All indicators for Safeguarding where targets have been set are on/above target at the end of 2016/17.

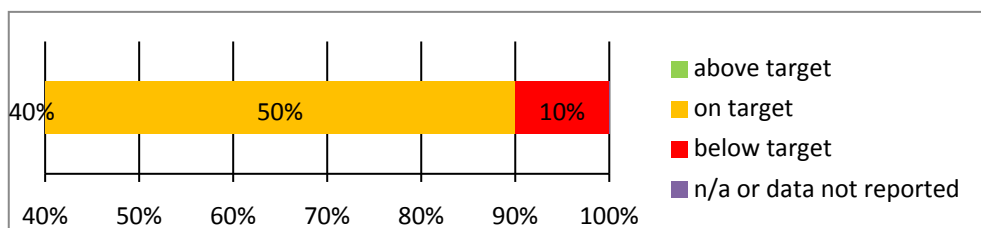
Key achievements

- 5.2 76% of all single assessments completed during 2016/17 have now been done within timescales. Whilst this is still below our target of 80% performance has improved quarter on quarter during the year and is higher than the previous year (66%) despite a 19% increase in volume year on year (315 assessments completed during 2015/16 compared to 374 in the current year).
- 5.3 The service has worked hard over the last 6 months to address issues with performance at the beginning of the year through improved processes and the use of Liquidlogic and this has had a positive impact on the service.
- 5.4 There has also been a noticeable improvement in Adult Social Care indicators with all indicators related to the service currently above target and improving on performance in the previous year, including number of delayed transfers of care attributable to Social Care (55 this year compared to 65 in previous year) and permanent admissions of older people to residential and nursing care homes (12 admissions in 2016/17 against a target of 25, compared to 22 in previous year). Rutland's Hospital and Reablement team were shortlisted for a Leicestershire Partnership Trust Celebrating Excellence award for Team of the Year during 2016/17, a real success story, rewarding the commitment and passion of the team.

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



9 indicators (90%) were on or above target at the end of 2016/17, with 1 (10%) below target.

Key Achievements

- 6.2 As reported previously, Key Stage 4 results this year were the highest we have achieved and provide a good benchmark for Rutland children with 70% of pupils achieving 5 or more A*-C grades including English and Maths compared to 67% in the previous year.
- 6.3 There has been improvement in all four indicators related to school place offers, with three moving back above target this year. 96% of children in Rutland were offered their first choice primary school place and 94% were offered their first choice secondary school place.

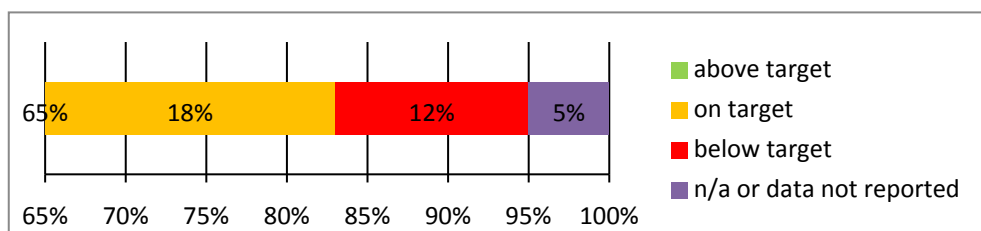
Performance Issues

- 6.4 We are currently ranked 63rd nationally at Key Stage 2, with 53% of pupils reaching the expected standard at this level, only just above the national average of 52%. This phase remains the area of greatest challenge for our schools. Schools are collaborating to raise standards and are looking particularly at the performance of disadvantaged, SEND, boys and service children. Training is being provided and will offer a programme of support to schools focused on raising standards for these groups.
- 6.5 Schools Improvement Officers have consulted with individual school leaders and have challenged those schools where attainment and/or progress has either demonstrated a decline from previous years or fallen below national expectations. All schools are expected to have a robust action plan to address any underperformance of subjects or for specific groups of students; the impact of this work will be measured on future performance outcomes.
- 6.6 Processes are also in place to work in partnership with Rutland Teaching Alliance and wider providers as required, to provide programmes of training and support in recognised areas of underperformance. For example, a project to support improving boys writing in all Key Stages began at the start of January 2017 which will see schools collaborating to develop improvements in teaching and learning.

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



14 indicators (83%) were on or above target at the end of 2016/17, with 2 (12%) below target.

Key achievements

- 7.2 98% of all Blue Badge applications have been processed within timescales during 2016/17. This is a 10% increase on performance from the previous year despite a year on year increase in volume of 18% (there have been 640 applications in 2016/17, compared to 544 the previous year). New processes and procedures have been embedded within the service over the course of 2016/17.
- 7.3 There has been an 18% drop in the number of complaints received year on year, with 140 received during 2016/17, compared to 170 in the previous year. This reflects the ongoing work the organisation is doing to learn lessons from historic complaints and changing behaviours within the organisation. 90% of stage 1 complaints have been answered within timescales during 2016/17 compared to 71% in the previous year and similarly 92% of stage 2 complaints have been answered within timescales this year compared to 78% in the previous year. Whilst still below an ambitious target of 100% performance is improving significantly year on year.
- 7.4 The Corporate Governance team are continuing to monitor compliance with agreed timescales and reminders are sent to the lead officer on two occasions before the 10 working day deadline. However, on some occasions the issue is more complex and may need time allocation to resolve the customers concerns. In these cases, the customer is always kept informed of any extensions to the agreed timescales.
- 7.5 93% of calls received by the Customer Services team were answered within four minutes during 2016/17. A summary of performance for Customer Services is included as **Appendix B**.

Performance issues

- 7.6 The number of days lost to sickness absence per employee (LI190) is 2.28 days, an increase on the previous quarter (1.91) and also higher than the same quarter in 2015/16 (1.75). Looking at this across the year shows that there has been a 75% increase in the number of days lost to sickness during 2016/17:
- 7.7 The number of long term absence cases has remained stable; we have experienced two long term absences related to cancer.
- 7.8 Stress related absence was the highest reason for absence at the beginning of 2016/17, accounting for 25% of all absence in Quarter 1. This has fallen steadily throughout the year (decreasing 54% when comparing Quarter 1 to Quarter 4) accounting for only 6% of absence by the last quarter of the year.
- 7.9 It has been in the short term absence area where we have seen the increase during the year. Analysis of the data shows that the increase has not been in the shorter periods of absence (1 to 5 days) but has primarily been absences of 10-15 days attributed to musculo skeletal issues (20% of all absences in Q4), absences related to injuries/accidents (26% of all absences in Quarter 4 were for injuries, fractures and sprains) and surgery (16% of all absences in Q4). One team within the Authority accounted for 33% of the increase in absence we have seen throughout 2016/17 and the Human Resources team are working with managers on the management of these cases.

7.10 An action plan is in place for 2017/18 to continue work to manage and reduce sickness:

- Human Resources are undertaking an audit of Return to Work interviews to ensure they are being completed and looking at how thorough they are.
- Sickness report for Directors will be produced and circulated monthly.
- Managers to be reminded of the absence reports they have access to within the Business World system.
- Further work is being done with software providers to see if these reports can be used to create 'alerts' so that managers are emailed information automatically.
- Working with our Occupational Health provider and counselling service to identify health interventions and support we can develop on a joint working basis.
- Promote the range of support we have available for staff through Mental Health First Aiders and the Mindfulness programme.

7.11 The table below shows the number of days lost by each directorate in Quarter 4, expressed as total days lost per directorate and days lost per employee:

Directorate	Days lost through Sickness	Headcount 1 st January 2017	Headcount 31 st March 2017	Average	Days lost per employee
PEOPLE	626	224	223	223.5	2.80
PLACES	262	158	154	156	1.68
RESOURCES	163	80	82	81	2.01
Total	1,051	462	459	460.5	2.28

7.12 The table below shows a comparison of sickness for the whole council over the last four quarters.

Year	Days lost through sickness	Average no of employees	Days lost per employee	Days lost per month
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
Q1 2016/17	599	467	1.28	200
AVERAGE	829	465	1.78	276

8 OUTSTANDING AUDIT RECOMMENDATIONS

8.1 At the end of Quarter 4 there were, 6 audit recommendations overdue for implementation (1 high, 3 medium and 2 low priority). Of the one high and three medium priority recommendations:

- The high priority action relates to the Agresso system upgrade to address all actions arising from prior internal audit reports relating to the system. Agresso was upgraded on the 5th December 2016 and officers are reporting that issues have been addressed. Internal Audit are awaiting an evidence file to close off actions. This has now been completed.
- One recommendation relates to the finalisation and communication of the ICT Disaster Recovery Plan. This is currently in progress and has a revised completion date of 30th June 2017.
- Internal Audit raised two recommendations in relation to an IT Asset Management audit to review and update the Council's Application register and also to conduct reconciliations for all licensed applications and address any matters arising. The applications register is currently with Managers for review and the Head of IT has confirmed that applications, where there is a higher risk of licence issues, have been identified and locations of installs will be reviewed.

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 2016/17, 85% of indicators measured were on or above target. 10% 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 2016/17 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.