CABINET

16th November 2015

Performance Management Report – Quarter 2 2015/16

Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/310715/02	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr Roger Begy, Leader of the Council	
Contact Officer(s):	Jason Haynes, Performance and Application Support Team Manager	Tel: 01572 720962 jhaynes@rutland.gov.uk
	Helen Briggs, Chief Executive	Tel: 01572 758201 hbriggs@rutland.gov.uk

DECISION RECOMMENDATIONS
That Cabinet:
1. Notes the overall position in relation to performance for the second quarter of 2015/16 and the actions being taken to address areas of underperformance.

1. PURPOSE OF THE REPORT

1.1 To report to Cabinet on the Council's performance for the second quarter of 2015/16.

2. BACKGROUND AND MAIN CONSIDERATIONS

2.1 This is the second quarterly Corporate Performance Management report of 2015/16, highlighting performance for the year to date. It is intended to update Cabinet in performance:

- Against our strategic aims and objectives;
- Of the Customer Services team;
- On the sickness absence targets; and
- On Safeguarding

It is also intended to provide an update on a number of projects that the Authority is involved in delivering; this information is provided in the Project Update appendix to the report (**Appendix E**)

3.   INDEX OF MULTIPLE DEPRIVATION

3.1   Since the 1970s the Department for Communities and Local Government have calculated local measures of deprivation in England. These measures are refreshed roughly every 4 years, although there has been a delay with updating the 2010 release such that figures were only published in September 2015. The indices of deprivation are based on 37 separate indicators, organised into seven distinct domains which are then combined to calculate the Index of Multiple Deprivation.

3.2   The Index of Multiple Deprivation is the official measure of deprivation for Lower-layer Super Output Areas (LSOA) in England. It ranks every small area in England from 1 (most deprived area) to 32,844 (least deprived area) and also groups them into 10 equal groups, ranging from the most deprived 10 per cent of small areas to the last deprived 10 per cent.

LSOA's differ slightly in size from wards/parishes as wards/parishes were not considered ideal for national comparison because they can vary greatly in size from fewer than 100 residents to more than 30,000. The LSOA's were designed to improve reporting of small area statistics as each one is to a fairly consistent size (between 1 and 3000 people or 400 and 1200 households).

3.3   The seven "domains of deprivation" are as follows:

- The **Income Deprivation** domain measures the proportion of the population experiencing deprivation relating to low income. The definition of low income used includes both those people that are out of work, and those that are in work but who have low earnings.
- The **Employment Deprivation** domain measures the proportion of the working age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness, disability or caring responsibilities.
- The **Education, Skills and Training Deprivation** domain measures the lack of attainment and skills in the local population. The indicator falls into two sub-domains: one relating to children and young people and one relating to adult skills.
- The **Health Deprivation and Disability** domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The **Crime** domain measures the risk of personal and material victimisation at local level.
- The **Barriers to Housing and Services** domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub domains: geographical barriers, which relate to the physical proximity of local services, and wider barriers which includes issues relating to access to housing such as affordability.
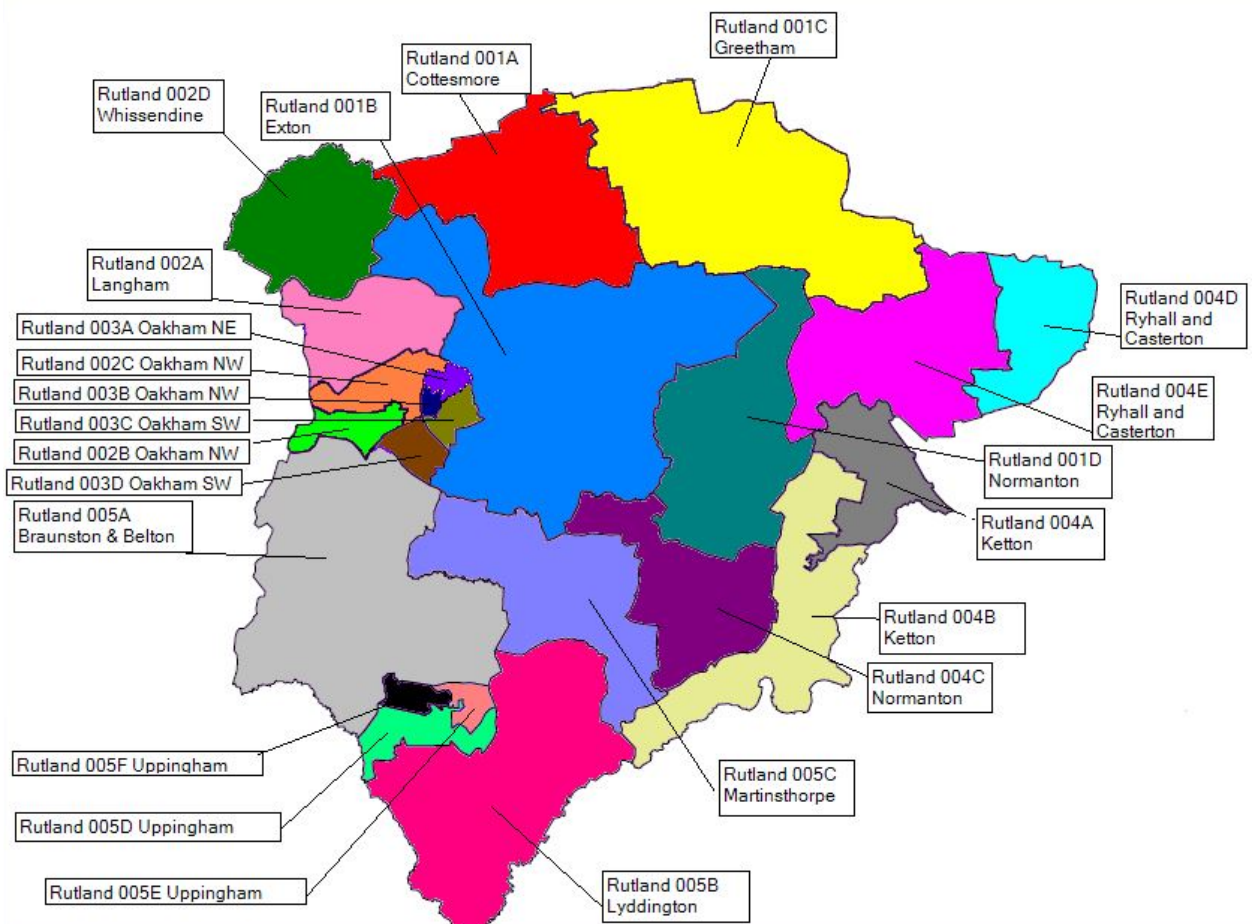
- The **Living Environment Deprivation** domain measures the quality of the local environment. The indicators fall into two sub-domains. The indoors living environment measures the quality of housing; while the outdoors living environment contains measures of air quality and road traffic accidents.

3.4   Where some of these indexes relate to existing measures being reported in this performance report (PI155 Affordable Homes delivered and the Barriers to Housing sub domain for instance) a breakdown of these particular sub domains has been included in the report to give some detail as to which areas of Rutland these mostly relate to.

Fuller analysis of the indices of multiple deprivation covering all of the published domains of deprivation will be included in the Quarter 3 report.

3.5   It is important to note that these statistics are a measure of relative deprivation, not affluence, and to recognise that not every person in a highly deprived area will themselves be deprived.

3.6   The map below shows the 23 LSOA's that Rutland is comprised of:

3.7   The table below shows the 23 Lower-layer Super Output areas that comprise Rutland, and where they are in the main 2015 index. Showing that Greetham is the most deprived area overall in Rutland, falling 14,381st and Langham is the least deprived overall, falling 31,269th out of 32,844.

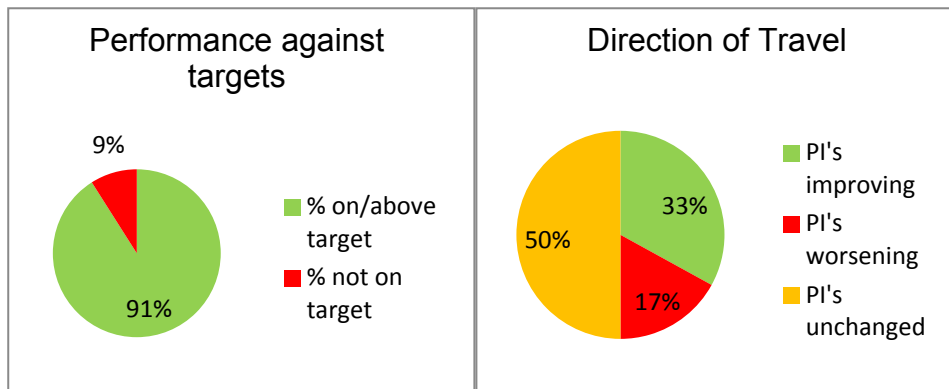| LSOA Name		IMD Decile (where 1 is the most deprived 10% of LSOA's)	IMD Rank (where 1 is the most deprived)
Rutland 001C	Greetham	5	14,381
Rutland 002C	Oakham North West	6	16,812
Rutland 001B	Exton	6	17,381
Rutland 005C	Martinsthorpe	6	18,412
Rutland 005A	Braunston and Belton	7	20,122
Rutland 005F	Uppingham	7	21,927
Rutland 005B	Lyddington	7	22,203
Rutland 004A	Ketton	7	22,490
Rutland 004B	Ketton	8	23,962
Rutland 001A	Cottesmore	8	24,572
Rutland 003B	Oakham North East	8	25,002
Rutland 005E	Uppingham	8	25,092
Rutland 004E	Ryhall and Casterton	8	25,768
Rutland 002B	Oakham North West	9	26,634
Rutland 005D	Uppingham	9	26,881
Rutland 004C	Normanton	9	26,969
Rutland 004D	Ryhall and Casterton	9	27,233
Rutland 002D	Whissendine	9	27,755
Rutland 003C	Oakham South East	9	28,673
Rutland 001D	Normanton	9	29,097
Rutland 003D	Oakham South West	10	29,771
Rutland 003A	Oakham North West	10	30,761
Rutland 002A	Langham	10	31,269

4.   OVERALL SUMMARY

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

Performance against our Corporate Aims and Objectives

4.2   **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, summarised below.

Overall Performance Summary

The performance against targets graph represents how many indicators are currently above and below target. 91% of indicators are on/above target in Quarter 2. This will be monitored throughout 2015/16 to show direction of travel through the year.

Performance against targets	Direction of Travel

Performance against targets: 91% % on/above target, 9% % not on target

Direction of Travel: 33% PI's improving, 17% PI's worsening, 50% PI's unchanged

Corporate Health

4.3   345 Freedom of Information requests were received during Quarter 2, and 97.8% of them were answered within the 20 day deadline (LI004 % of FOI requests replied to within 20 days). Whilst below the target of 100%, this is a further improvement on previous quarters, with only 7 FOI's falling outside of the 20 day target.

Quarter	No of FOI Requests	Completed on time	Quarter %	Cumulative %
2 14/15	244	224	91	91
3 14/15	240	224	93	92
4 14/15	382	367	96	95
1 15/16	392	373	95	95
2 15/16	345	338	98	96.5

The FOI's received during Quarter 2 can be broken down as follows:

Directorate	Number of FOI's	Number/% over 20 day deadline	
People	66	0	0%
Resources	92	4	4.35%
Places (Inc. Land Charges)	184	3	2.19%
Senior Management Team	3	0	0%

Delivering Council Services within our MTFP

Q2	8	0	3

4.4   There were 17 meetings held during Quarter 2, all agendas (LI031) and draft minutes (LI032) have been published on time for these meetings.

During Quarter 2 we received a total of 46 complaints, 27 (59%, LI034) of which were dealt with during the 10 day response period. Steps are being taken to improve the response rate in the future, including ensuring those dealing with complaints remember to promptly notify the Governance team which complaints are responded to, and also putting arrangements in place to make it easier for extensions to be arranged with customers where applicable. The stage 1 complaints received can be broken down as follows:

	Places	Resources	People*
Stage 1 Total	25	5	16*
Number exceeding 10 day response target	8	0	11*
% within 10 day response target	68%	100%	32%*

*Peoples Directorate stage 1 complaints follow a separate social care protocol

5 of these complaints were escalated to stage 2, 3 of which were responded to outside of the response target time due to the complexity of the issue being dealt with. This course of action was agreed with the customer at the time.

	Places	Resources	People*
Stage 2 Total	3	0	2*
Number exceeding 10 day response target	3	n/a	0*
% within 10 day response target	100%	n/a	0%*

*Peoples Directorate stage 2 complaints follow separate social care protocols with a different statutory timescale.

We also received comments and compliments as set out below, these are passed onto Heads of Service within the relevant departments to discuss with staff involved.

Comments - Total 10

	Places	Resources	People
Total for Directorate	6	2	2

Compliments – Total 36

	Places	Resources	People
Total for Directorate	25	7	4

4.5 So far during 2015/16 55% of single assessments (PI060) have been completed within 40 days against a target of 80%. This is due to work within the team to clear out a number of historic cases which is now completed and performance is expected to improve throughout the rest of the year.

5.6% of the eligible population of Rutland are currently claiming benefits as of latest published figures for February 2015 (PI152, working age people in receipt of benefits). In comparison, the average for the East Midlands is 12%, and the national average is 12.5%.

79.8% of the working age population of Rutland is currently in employment (PI151). Of these 12.8% are self-employed. As at the end of September there were 132 people in Rutland eligible to claim Jobseekers Allowance, 18.9% (25) have been claiming JSA for over 12 months (information taken from NOMIS website).

The recently published (September 2015) indices of deprivation has two measures covering employment with data at LSOA (Lower Super Output Area).

The Income Deprivation index measures the proportion of people experiencing deprivation relating to low income and includes both those out of work, and those in work who have low earnings:

LSOA name		Income Rank (where 1 is most deprived and 32,844 is least deprived)	Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 002C	Oakham North West	15,695	5
Rutland 005F	Uppingham	17,390	6
Rutland 005E	Uppingham	19,389	6
Rutland 003B	Oakham North East	21,475	7
Rutland 003D	Oakham South West	22,286	7
Rutland 002B	Oakham North West	22,346	7
Rutland 002D	Whissendine	23,118	8
Rutland 004A	Ketton	23,764	8
Rutland 001A	Cottesmore	25,015	8
Rutland 005C	Martinsthorpe	25,019	8
Rutland 003C	Oakham South East	25,217	8
Rutland 004E	Ryhall and Casterton	26,214	8
Rutland 001C	Greetham	26,750	9
Rutland 002A	Langham	27,165	9
Rutland 001B	Exton	27,183	9
Rutland 004D	Ryhall and Casterton	27,318	9
Rutland 004C	Normanton	27,781	9
Rutland 005D	Uppingham	28,482	9

Rutland 004B	Ketton	28,499	9
Rutland 005A	Braunston and Belton	29,507	9
Rutland 001D	Normanton	29,705	10
Rutland 005B	Lyddington	29,771	10
Rutland 003A	Oakham North East	30,562	10

The Employment index measures the proportion of the working age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness, disability or caring responsibilities:
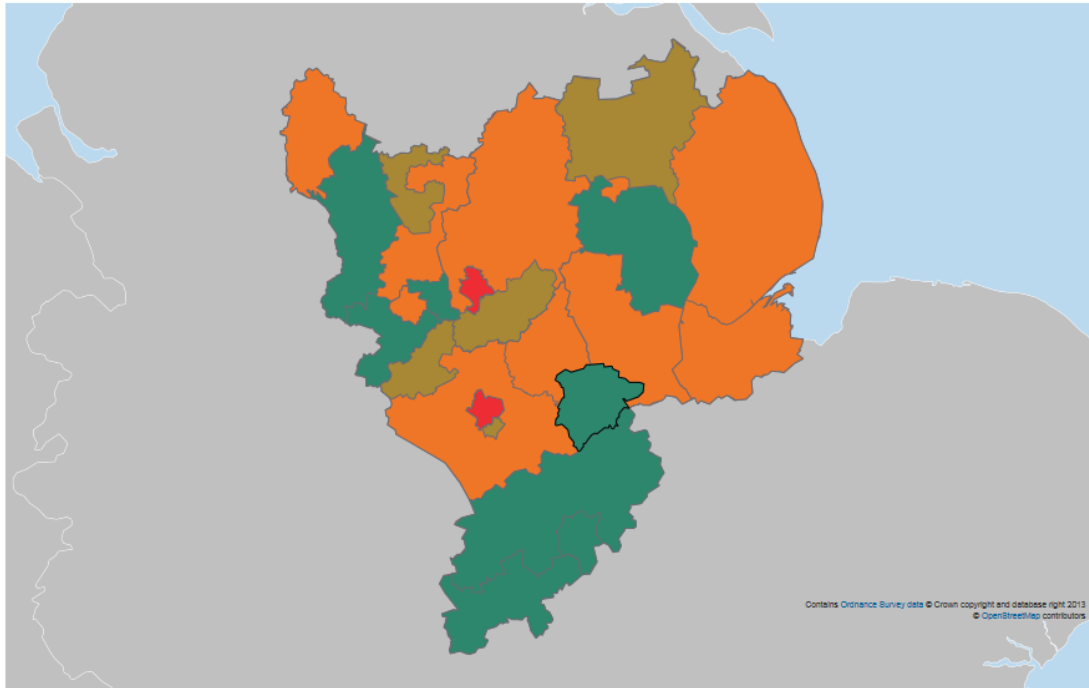
LSOA name		Employment Rank (where 1 is most deprived and 32,844 is least deprived)	Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 002C	Oakham North West	13,145	5
Rutland 005F	Uppingham	19,610	6
Rutland 002B	Oakham North West	20,997	7
Rutland 003C	Oakham South East	23,561	8
Rutland 003D	Oakham South West	23,774	8
Rutland 003B	Oakham North East	23,849	8
Rutland 005C	Martinsthorpe	24,003	8
Rutland 005E	Uppingham	24,210	8
Rutland 001C	Greetham	24,856	8
Rutland 004A	Ketton	25,591	8
Rutland 002D	Whissendine	25,624	8
Rutland 004E	Ryhall and Casterton	25,922	8
Rutland 001B	Exton	26,006	8
Rutland 001A	Cottesmore	26,046	8
Rutland 005D	Uppingham	26,215	8
Rutland 004D	Ryhall and Casterton	27,833	9
Rutland 005B	Lyddington	28,960	9
Rutland 002A	Langham	29,070	9
Rutland 005A	Braunston and Belton	29,713	10
Rutland 004C	Normanton	30,122	10
Rutland 003A	Oakham North East	30,769	10
Rutland 004B	Ketton	31,149	10
Rutland 001D	Normanton	31,869	10

The table below compares the overall employment rate in Rutland with a number of our statistical neighbours and also how each has changed since last quarter.

Local Authority	Overall Employment Rate Q1	Change since previous quarter
West Berkshire	83.5%	+0.5%
Rutland	79.8%	+1.6%
Wiltshire	79.7%	+0.2%
Central Bedfordshire	78.2%	-0.4%

Cheshire East	75.8%	+1.2%
Bath and NE Somerset	75.3%	+0.7%
Cheshire West	72.9%	-2.6%

The map below shows the overall employment rate across the East Midlands at the end of Q2, with authorities above 78.2% shown in green, Rutland is marked with a black border.

| 61.7 ≤ 73.1 | 73.1 ≤ 76 | 76 ≤ 78.2 | 78.2 ≤ 82.9 |

| Creating a Safer Community for All | | Q2 | 2 | 0 | 0 |

4.6   There have been 4 people killed or seriously injured on our roads so far this year (PI047). Of these 1 was a fatality. There have been no children killed or seriously injured in road traffic accidents (PI048) in Rutland during 2015/16.

The Outdoor sub-domain of the Living Environment measure (part of the indices of deprivation which incorporates road traffic and air quality data) shows that all bar two of Rutland's lower super output areas are in the best 10% for this measure, the two are:

LSOA name		Outdoor Rank (where 1 is most deprived and 32,844 is least deprived)	Outdoor Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 004A	Ketton	24,690	8
Rutland 003B	Oakham North East	27,086	9

| Q2 | 4 | 1 | 0 |

4.7   43 affordable homes have been delivered (PI155) so far this year, against a target of 33, a further 12 are under construction and if all are completed on time we will be well above target for 15/16. At the same point last year only 15 affordable homes had been completed.

Two measures from the Indices of Deprivation relate to housing, Barriers to Housing and Services looks at physical and financial accessibility of housing and services in the area:

LSOA Name		Barriers rank (where 1 is the most deprived and 32,844 is the least deprived)	Barriers Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 001C	Greetham	70	1
Rutland 005A	Braunston and Belton	182	1
Rutland 005C	Martinsthorpe	650	1
Rutland 001B	Exton	807	1
Rutland 004B	Ketton	1,116	1
Rutland 005B	Lyddington	1,387	1
Rutland 004C	Normanton	2,771	1
Rutland 001A	Cottesmore	5,898	2
Rutland 004A	Ketton	8,005	3
Rutland 003A	Oakham North East	8,014	3
Rutland 005F	Uppingham	8,782	3
Rutland 004E	Ryhall and Casterton	10,138	4
Rutland 002D	Whissendine	10,450	4
Rutland 001D	Normanton	10,878	4
Rutland 004D	Ryhall and Casterton	14,001	5
Rutland 005E	Uppingham	15,637	5
Rutland 003C	Oakham South East	20,403	7
Rutland 005D	Uppingham	21,425	7
Rutland 002B	Oakham North West	23,294	8
Rutland 002A	Langham	23,406	8
Rutland 003B	Oakham North East	24,318	8
Rutland 002C	Oakham North West	24,378	8
Rutland 003D	Oakham South West	28,001	9

The indoors sub-domain looks at the quality of housing available in the area:

LSOA Name		Indoors rank (where 1 is the most deprived and 32,844 is the least deprived)	Indoors Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 005A	Braunston and Belton	3,170	1
Rutland 005B	Lyddington	4,084	2
Rutland 005C	Martinsthorpe	5,013	2
Rutland 001B	Exton	5,599	2
Rutland 004A	Ketton	5,886	2
Rutland 005D	Uppingham	7,997	3
Rutland 001C	Greetham	8,641	3
Rutland 003B	Oakham North East	9,187	3
Rutland 001D	Normanton	9,789	3
Rutland 002C	Oakham North West	11,307	4
Rutland 004D	Ryhall and Casterton	11,429	4
Rutland 004E	Ryhall and Casterton	13,306	5
Rutland 002A	Langham	14,269	5
Rutland 004B	Ketton	14,609	5
Rutland 005E	Uppingham	15,345	5
Rutland 001A	Cottesmore	15,984	5
Rutland 002D	Whissendine	16,032	5
Rutland 005F	Uppingham	17,971	6
Rutland 004C	Normanton	18,791	6
Rutland 003C	Oakham South East	18,942	6
Rutland 003D	Oakham South West	24,425	8
Rutland 002B	Oakham North West	28,990	9
Rutland 003A	Oakham North East	31,970	10

Meeting the Health and Wellbeing Needs of the Community

Q2	9	1	0

4.8 Of the Blue Badge applications processed during Quarter 2 (LI105) 81% have been completed on time, this is a positive improvement on the previous quarter (48%) and moves this indicator back above target.

During Quarter 1, the service was affected by sickness, interim staffing arrangements and competing priorities. However, the service has now been transferred to the Corporate Support team and dedicated time has been allocated to improving performance. Targets are being reviewed to ensure they are SMART and other measures, such as a complete review of the end to end process, are underway. Hopefully the service will continue to demonstrate further improvement throughout 2015/16.

Homeless preventions are slightly up this quarter but the average number of days spent in temporary accommodation (LI130) has dropped back below target in Quarter 2 to 13 days (from 20 days in Quarter 1). There has been an increase in the homeless presentations during the quarter, but at the same time there has also been an increase in the number of vacant properties meaning that the team has been able to nominate a greater number of people from the housing register for these properties.

A dashboard, summarising performance against a number of Public Health indicators is included as **Appendix D**

For a number of indicators trend data is currently unavailable as we currently only have 1 or 2 years data. As Public Health supply us with more data, trend analysis will be added where appropriate.
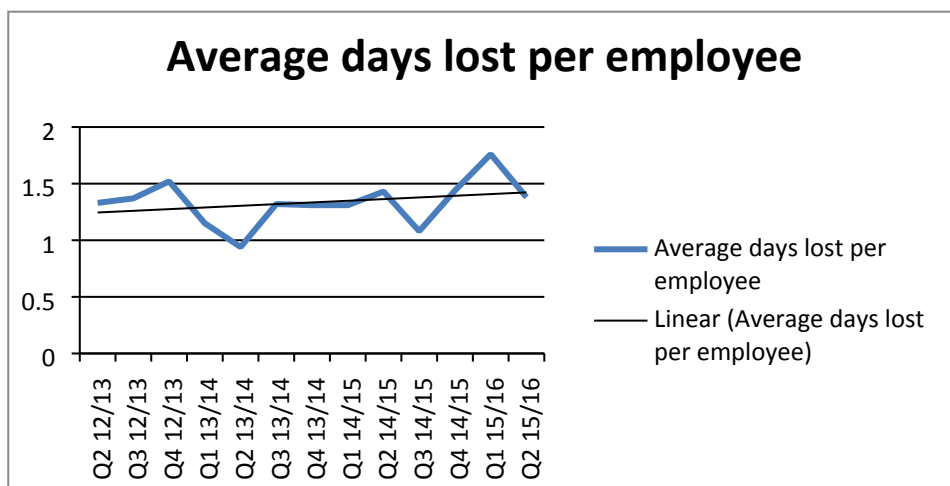
Creating a Sustained Environment

Q2	3	0	0

4.9 Estimated recycling rates (PI192) remain above our 59% target at 65.6%. Household waste figures (PI191 representing the number of kilograms of household waste collected per household) at 109kg per household are below rates from the same period last year when it was 112kg.

Sickness Monitoring

4.10 The chart below shows average days lost per employee over the last three years, and following an increase over the last two quarters it has now dropped back to 1.38 days per employee (from a high of 1.76 days in Quarter 1).

More detailed information relating to sickness is contained in **Appendix A**.

<u>Customer Services</u>

4.11   Compared to the same time last year call and enquiry volumes have reduced but performance in a number of areas is still below target. This is being addressed through a full review of the service and the management of resources to meet peaks and troughs in service demand.

The daily averages for CST for Quarter 2, when compared to the same time last year were as follows:

	Daily Average	
	Q2 2015/16	**Q2 2014/15**
Calls	317	373
Enquiries	90	113
Emails	58	62

Customer Services data is currently being reviewed, with the team looking at Govmetric data, coupled with local data on service usage to look at busy periods, identifying which day of the week is busiest, peak hours for abandoned calls, etc. so that the provision of the service can be changed to meet these demands.

According to Govmetric's channel satisfaction index, which looks at the total number of positive responses Local Authorities receive, at the end of August our face to face service was rated joint 3rd:

Face To Face					Aug-2015
Position	Council	Type	Population	Total Feedback Responses	Net Satisfaction
↑	London Borough of Sutton	Unitary	190146	2984	0.85
↔	Hambleton District Council	District	85382	196	0.81
↑	London Borough of Barnet	Unitary	356386	2021	0.69
↑	Rutland County Council	Unitary	37369	201	0.69
↓	Charnwood Borough Council	District	166100	549	0.68
↑	The Royal Borough of Kensington and Chelsea	Unitary	158649	1234	0.68
↓	East Hertfordshire District Council	District	137687	272	0.67
↑	Kent County Council	County	1463740	5673	0.62
↓	Southwark Council	Unitary	288283	1066	0.60
↑	Essex County Council	County	1393587	715	0.59

Call volume figures contain those calls dealt with directly by Customer Services, calls that are forwarded through to other departments for resolution and general switchboard calls.

Detailed performance information for Customer Services is contained in **Appendix B**.

<u>Safeguarding</u>

4.12   The quarterly safeguarding report is included as an appendix to this report. This report provides an overview of safeguarding activity in Rutland and aims to highlight good practice and identify areas for development/improvement.

More detailed information is contained in **Appendix C**.

<u>Outstanding Audit Recommendations</u>

4.13   At the end of Quarter 1 there were 53 open audit recommendations (compared to 49 at the end of Quarter 1), 17 of these were overdue for implementation (3 high risk, 11 medium risk and 3 low risk).

Of the three high risk recommendations:

An action regarding the development of arrangements to involve ICT in new projects was agreed. This recommendation is being progressed as part of a wider review of policies, procedures and system management. A suite of project templates have now been produced. They require full review and will then be rolled out across the organisation.

One recommendation relates to the Agresso system to improve controls for setting up new users, amending user privileges and reviewing users' roles. The new Agresso lead is working with the Finance team to develop a process for the review of Agresso roles, starting with those that have been identified as being core business roles that have most risk associated with them. This process will encompass periodic review of roles by Finance and also by team managers where relevant. It is anticipated that this process will be implemented during Quarter 3.

Due to a BACS compatibility issue with the laptops used by other officers there is no separation of duty between the officer setting up benefit payment runs and the officer completing the BACS payments run. Internal Audit recommended that this issue be reviewed in order to resolve the segregation of duty conflict. It has been agreed with IT that systems administration will move to IT and a quote has been provided to give technical training to IT staff to configure the system. This is being pursued however there are still technical issues to overcome.

5.   CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

6.1   91% of indicators measured during Quarter 2 were on or above target, with measures in place to improve performance where targets are not currently being met. Main areas of concern have been highlighted in this report and the remedial action being undertaken to improve performance has been identified. Performance will be monitored during Quarter 3 and direction of travel will be reported to show where improvements have been made.

Overall performance based on activity in the first quarter is satisfactory.

6.   APPENDICES

Appendix A – Quarterly Performance Report
Appendix B – Customer Services
Appendix C – Safeguarding
Appendix D – Public Health Dashboard
Appendix E – Project Update

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