

# CABINET

16<sup>th</sup> June 2015

## Performance Management Report – Quarter 4 2014/15

### Report of the Chief Executive

Strategic Aim:	<i>All</i>	
Key Decision: No	Forward Plan Reference: <i>FP190515/01</i>	
If not on Forward Plan: N/A	Chief Executive Approved	Scrutiny Chair Approved
Reason for Urgency:	N/A.	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor T King, Portfolio Holder for Places (Development and Economy) and Resources	
Contact Officer(s):	Debbie Mogg, Director for Resources	Tel: 01572 758358 dmogg@rutland.gov.uk
	Diane Baker, Head of Corporate Governance	Tel: 01572 720941 dbaker@rutland.gov.uk
Ward Councillors		

### DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the overall position in relation to performance for the year 2014/15

#### 1. PURPOSE OF THE REPORT

- 1.1 To report to Cabinet on the Council's performance for the fourth quarter of 2014/15.

#### 2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 This is the fourth quarterly Corporate Performance Management report of 2014/15, 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. OVERALL SUMMARY

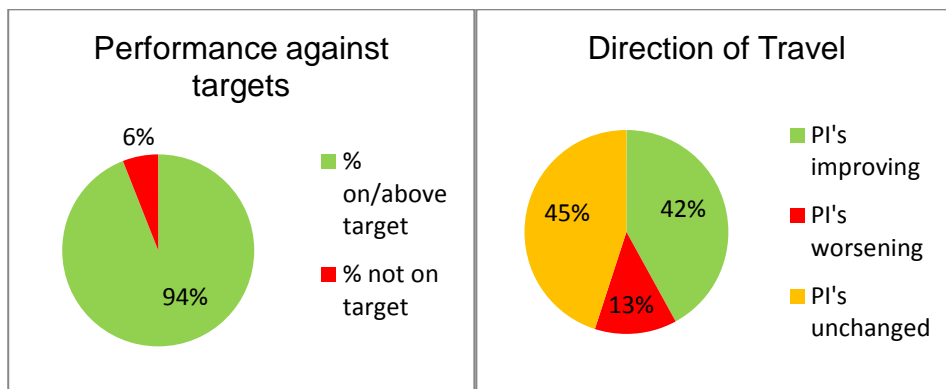
4.1 This report brings together an update on progress across a number of areas:

#### 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. The direction of travel graph shows a comparison with the previous quarter, giving an indication of how much of an improvement has been made. Performance against targets has increased to 94% in Quarter 4 (from 88% in Quarter 3), this is the highest it has been throughout 2014/15 and reflects the work being done by teams to achieve targets throughout the year.



#### Corporate Health

4.3 Another quarter of improvement in FOI figures (LI004 % of FOI requests replied to within 20 days), with Quarter 4 being the best performance in the last two years

The Council introduced a new Compliments, Comments and Complaints Procedure on January 1<sup>st</sup> 2015. During Quarter 4 we received a total of 68 complaints, 63 (93%, LI034) of which were dealt with during the 10 day response period. The current target for this indicator is 95% whilst the new process is established within the Authority. Once established the Corporate Support team is aiming for 100% of complaints to be responded to within the 10 day target period.

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 6

	Places	Resources	People
Total for Directorate	4	2	0

Compliments – Total 21

	Places	Resources	People
Total for Directorate	12	3	6

Delivering Council Services within our MTFP

Q4	4	4	1
Q3	6	2	1

- 4.4 All agendas have been published on time Quarter 4, with 1 set of draft minutes issued late (out of 29 scheduled). Despite both these indicators (LI031 and LI032) finishing just below the target of 100%, the table below shows the good performance that has been seen throughout this year with only one set of documents late in each resulting in the target being missed.

	Q1 Performance	Q2 Performance	Q3 Performance	Q4 Performance
LI031 – Agendas	100%	100%	95%	100%
LI032 – Minutes	100%	100%	100%	97%

Creating a Brighter Future for All

Q4	15	1	0
Q3	14	2	0

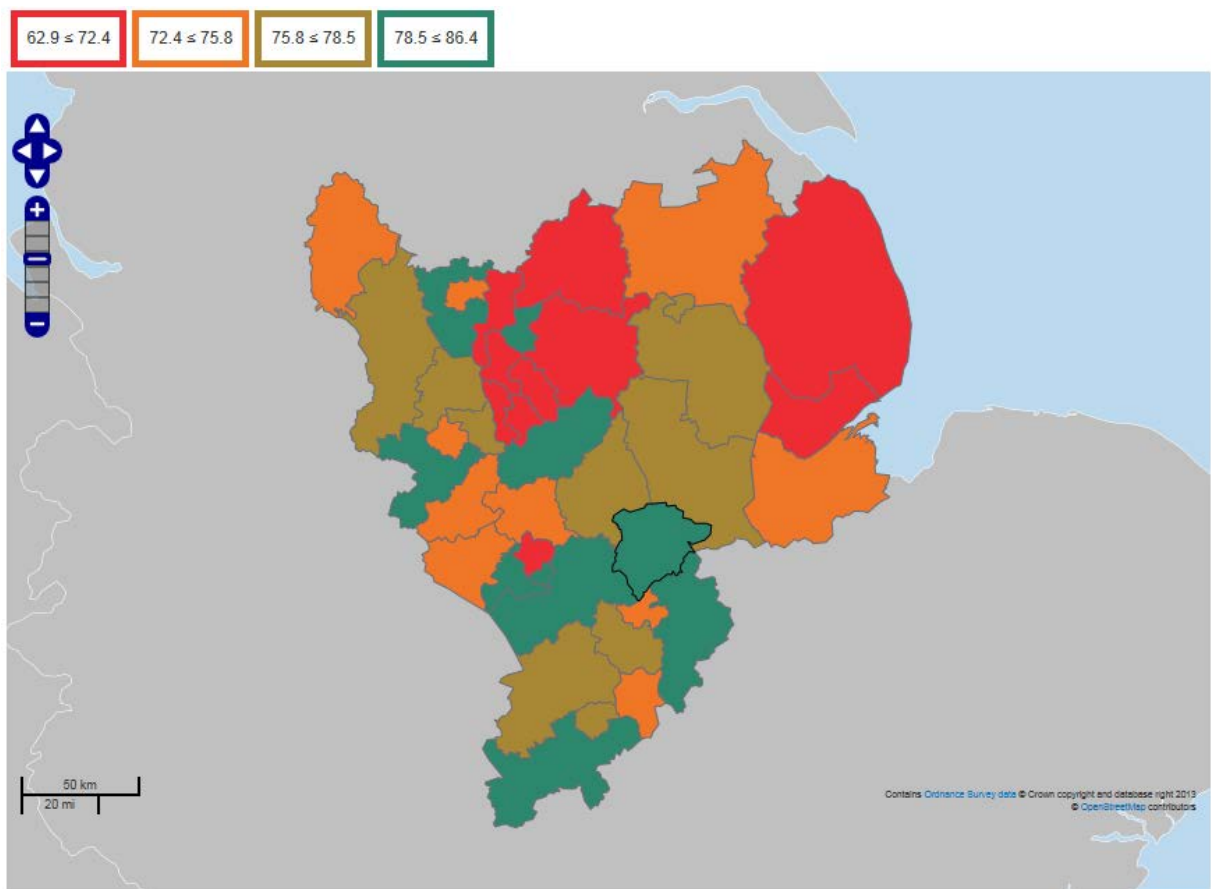
- 4.5 Further improvement in the new single assessment process has been seen during Quarter 4, with 82% of single assessments completed within timescales during 2014/15 showing a gradual improvement throughout the year.( 40% in Q1, 73% in Q2 and 76% in Q3).

All operational performance is now measured through compulsory weekly performance managers meetings. Team Managers are now on track to complete a monthly performance report which will be submitted to the performance board.

79.7% of the working age population of Rutland are currently in employment (PI151). 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 Q4	Change since previous quarter
West Berkshire	82.2%	-0.7%
Central Bedfordshire	81.6%	+1.2%
Rutland	79.7%	+0.7%
Wiltshire	79.1%	+1.5%
Cheshire East	75.5%	+0.6%
Cheshire West	74 %	+0.9%
Bath and NE Somerset	73.3%	+0.5%

The map below shows the overall employment rate across the East Midlands at the end of Q4, with authorities above 78.5% shown in green, Rutland is marked with a black border.



#### Creating a Safer Community for All

Q3	2	0	0
Q2	2	0	0

- 4.6 There have been 23 people killed or seriously injured on our roads so far this year (PI047). Of these 7 have been fatalities (5 of which occurred during Quarter 3 Oct – Dec). There have been no children killed or seriously injured in road traffic accidents (PI048) in Rutland during 2014/15.

#### Building our Infrastructure

Q4	5	0	0
Q3	4	0	1

- 4.7 62 affordable homes have been delivered (PI155) so far this year, against a target of 42 moving this indicator back above target at the end of 2014/15 as expected with a number of these houses completed during the last quarter of the year and with a further 55 currently under construction as of 31<sup>st</sup> March.

Processing of major planning applications (PI157a) has ended the year above target at 80% (against a target of 60%). The table below shows a comparison with some of our statistical neighbours using most recently published data (Quarters 1-3 2014/15) for this indicator

Local Authority	% of major planning applications processed in a timely manner
Shropshire	91.3%
Bedford	88%
Rutland	82.3%
Wiltshire	78.3%
Bath and NE Somerset	72.3%
Cheshire West	70%
West Berkshire	69.3%
Central Bedfordshire	69%

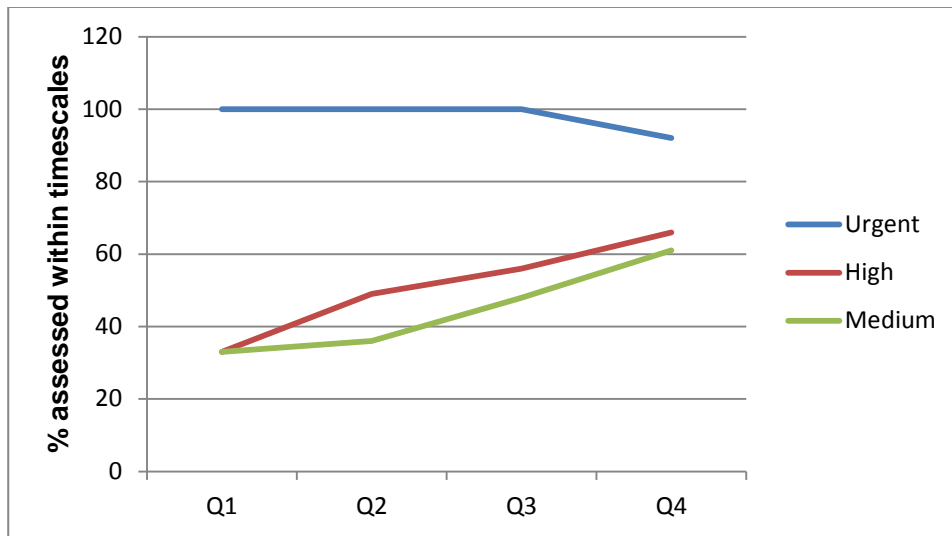
#### Meeting the Health and Wellbeing Needs of the Community

Q4	8	2	2
Q3	8	1	3

- 4.8 92% of urgent Occupational Therapy referrals have been assessed within the 1 week target during 2014/15 (LI134). Despite there being a slight dip in performance in Q4 (from 100% assessed within 1 week up to Quarter 3) this is still well above the target for this year of 80%.

High (LI135) and medium (LI136) referrals assessment figures have also improved throughout 2014/15 although both still remain below target at the end of the year with 66% of high priority referrals assessed within 28 days during 14/15 (against a target of 75% and 61% of medium priority referrals assessed within 4 months (against a target of 80%). Both were 100% in Quarter 4 and it is expected that this improvement in performance will continue into the next reporting year with more robust working practices now in place.

The graph below shows performance across 2014/15 for these 3 indicators and shows how work to improve processes throughout the year has had a positive effect on performance.



The Public Health Dashboard has been updated, to include a column ranking us against our comparator authorities for each indicator. This is because, given Rutland's generally good health, it is appropriate to challenge ourselves to be better than our comparator local authorities, not just the national average.

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.

The current dashboard of these indicators, showing this and comparison against national averages and current status is shown as **Appendix D**. Work will now continue with the NHS to ensure that moving forward data is updated in a timely fashion.

Creating a Sustained Environment

Q4	3	0	0
Q3	3	0	0

4.9 Estimated recycling rates (PI192) remain above our 61% target at 62.84%. Household waste figures (PI191 representing the number of kilograms of household waste

collected per household) at 121.65kg per household are below rates from the same period last year when it was 128kg.

### Sickness Monitoring

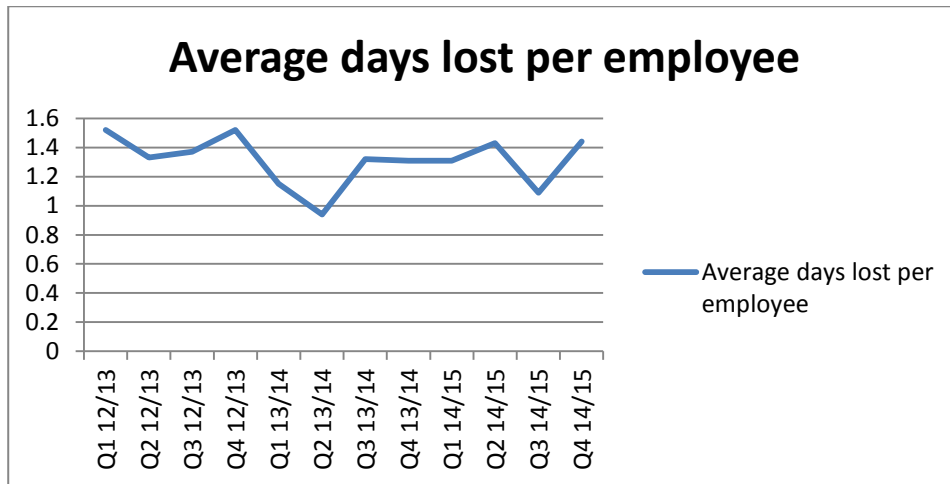
4.10 The following table summarises the sickness monitoring information for 2013/14:

	Days lost through Sickness	Number of employees	Days lost per employee	Days lost per month
Q4 2014/15	653	452	1.44	218
Q3 2014/15	494	456	1.08	165
Q2 2014/15	662	462	1.43	221
Q1 2014/15	628	478	1.31	209
<b>TOTAL</b>	<b>2437</b>	<b>462</b>	<b>1.32</b>	<b>203</b>

Average days lost per employee has increased to 1.44 following a drop in Q3 (1.08). This is primarily due to an increase in the number of long term sickness instances reported, from 5 in Quarter 3 to 12 in Quarter 4. The tables below show the number of short and long term instances of sickness in the last three quarters:

	Total Sickness Occurrences	Long Term	Short Term
Quarter 1	121	10	111
Quarter 2	89	14	75
Quarter 3	105	5	100
Quarter 4	89	12	77

The chart below shows average days lost per employee over the last three years, and shows that it has been steadily declining over that period from an average of 1.49 days per quarter in 2011/12 to 1.32 in the current year (although this is an increase on 13/14 when it was only 1.19)



The total number of days lost per employee for the last four quarters (5.26 days) is lower than the national average for Local Government employees of 8 days.

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

### Customer Services

- 4.11 Compared to the same time last year call and email volumes have remained fairly static, with a small increase to call volumes, and a small drop in both enquiries and emails.

The daily averages for CST for Quarter 4, when compared to the same time last year were as follows:

	Daily Average	
	Q4 2014/15	Q4 2013/14
<b>Calls</b>	314	310
<b>Enquiries</b>	104	112
<b>Emails</b>	52	55

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**.

### Safeguarding

- 4.12 The quarterly safeguarding report is now 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**.

#### Outstanding Audit Recommendations

- 4.13 At the end of Quarter 4 there were 73 open audit recommendations, 10 of these were overdue for implementation.

Of the overdue recommendations:

There are two overdue ICT related recommendations, one regarding the development of arrangements to involve ICT in new projects and one to update the ICT system master list. Both of these and other ICT related recommendations are being progressed as part of a wider review of policies, procedures and system management that is being undertaken by the Interim Head of ICT. Both actions have not progressed since the previous quarter.

Three recommendations relate to the Agresso system. Recommendations to improve controls for setting up new users, amending user privileges and reviewing users' roles are overdue. An Agresso consultant has been appointed and critical tasks are being prioritised to address these actions.

A low risk recommendation for internal and external data matching to be undertaken to detect possible NDR fraud is outstanding. The Council assessed the possibility of working with an external partner and it was not financially viable. They are now working with Leicestershire City Council on the potential for joint fraud work.

An audit on Community Care Finance identified the need to complete the interface between Abacus and Agresso to improve timeliness of invoices. The interface is due on the next release from Abacus and will be loaded and operational in May 2015.

Three recommendations relate to safe driving at work. Internal Audit recommended the introduction of a "Safe Driving at Work Policy", the need for driver documentation checks and overall responsibility for oversight and compliance for safe driving to be assigned to one team. A new policy and procedures have been produced and will be presented to SMT on 23rd June 2015 for approval.

#### **4. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

- 6.1 Overall performance based on activity in the fourth quarter is satisfactory.

#### **5. 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.