



COUNCIL CABINET
7 October 2015

ITEM 14

Report of the Leader of the Council

Council Scorecard 2015/16

SUMMARY

- 1.1 To make sure Chief Officers and Members remain cited on key performance outcomes, Derby City Council developed a 'Council Scorecard' in April 2010, which was a small basket of priority performance measures reported on each quarter. Derby, like other Councils, is subject to regular monitoring against hundreds of performance measures and the Council Scorecard allowed leaders to focus on the areas that they had decided 'mattered the most'.
- 1.2 Each year the scorecard is subject to review and refresh to make sure that it remains focused on the outcomes that are most relevant at the time. For 2014/15 there were a total of 67 performance measures that cut across all services and were structured into four areas that reflected the principles of 'balanced scorecard'...
 - Business processes.
 - Community.
 - People.
 - Value for money.
- 1.3 The content of the 2014/15 Council Scorecard was mapped to priorities within the Council Plan 2014/15. A refreshed Council Plan for 2015/16 was published in April 2015 setting out Derby City Council's commitment to four pledges; safe, strong, ambitious and resilient.
- 1.4 This report presents Council Cabinet with a refreshed Council Scorecard for 2015/16, which is aligned to the Council Plan and most appropriately reflects current key performance / budget risks that Chief Officers and Members need to be reviewing outcomes against on a regular basis (Appendix 2).
- 1.5 The report in Appendix 2 also includes performance monitoring information for indicators within the refreshed scorecard for quarter one (April to June 2015). 77% of measures are forecast to meet or exceed the year-end target (where data is available). A full performance monitoring report will be presented to Cabinet for quarter two in November 2015.
- 1.6 The Corporate Scrutiny and Governance Board has performance as a standing item on their agenda and may select areas for further consideration on the basis of this report (next meeting will be 6 October 2015).

RECOMMENDATIONS

- 2.1 To note the refreshed structure of the scorecard (paragraph 6.3) and the revised methodology used to refresh the Council Scorecard for 2015/16 (paragraph 6.4).
- 2.2 To approve the Council Scorecard 2015/16 (which will be used as the basis for performance monitoring of key measures during 2015/16).
- 2.3 To note the 2015/16 quarter one performance results and give particular attention to the indicators which are identified as under-performing.
- 2.4 To note that Corporate Scrutiny and Governance Board review performance on a regular basis and may select indicators for Performance Surgery on the basis of this report.

REASONS FOR RECOMMENDATION

- 3.1 The Council Scorecard is a basket of priority measures that enables the Council to closely monitor areas of importance to support improvement and ensure delivery of the Council Plan priorities.
- 3.2 Review and challenge from the Corporate Scrutiny and Governance Board is important in ensuring the Executive is held to account and areas of under-performance receive the necessary attention and support from members.



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Report of the Chief Executive

Council Scorecard 2015/16

SUPPORTING INFORMATION

4 Background

- 4.1 Derby City Council approved the introduction of the first Council Scorecard in April 2010. The aim was to focus the attention of Chief Officers and Members on the performance measures of greatest strategic importance. Responsibility for monitoring and managing the remaining service based measures was retained within services led by Strategic Directors and Services Directors.
- 4.2 To support an equal view of performance the Scorecard was structured around the principles of the 'balanced scorecard'...
- Business processes.
 - Community.
 - People.
 - Value for money.
- 4.3 Since the introduction of the scorecard in 2010/11 the methodology that has been used to recommend measures for inclusion has remained consistent, considering a number of key factors to pull service based measures up for regular strategic scrutiny...
- Corporate importance / supports Council Plan.
 - Historical underperformance.
 - Reputational risk.
 - Statutory / inspection related.

5 Previous year (2014/15) Scorecard

- 5.1 The Council Scorecard was last refreshed in April 2014, in line with the refresh of the Council Plan and supporting priorities which was published at the same time.

- 5.2 In total there were 67 performance measures within the 2014/15 scorecard that cut across all service areas. Set out overleaf is a summary of the number of measures by scorecard 'perspective' and service area...

Scorecard Perspective	Total number of measures
Business Processes	16
Community	41
People	3
Value for money	7

Directorate	Number of Measures
Adults Health and Housing	15
Chief Executive's Office	7
Children and Young People	16
Neighbourhoods	14
Resources	9
Corporate Indicators	6
TOTAL	67

- 5.3 At the end of March 2015 outturns for the measures within each of the domains was variable, however in some instances this was a reflection of the low number and type of measures within each area rather than an evaluation of Derby's strategic performance in relation to associate issues...

Business Processes	67%	54%	Community and Service Users
People	100%*	100%	Value for Money

6 Proposed methodology for 2015/16

- 6.1 Following a review of the Council Plan in 2014/15 the aim of the Council Plan for 2015/16 was to focus on the 'areas that mattered the most' and to support services from working in silos to considering the interrelated themes.
- 6.2 There were four pledges approved by Council in March 2015 that form the basis of the Council Plan 2015 – 2018. Each of the pledges is supported by a

number of cross-cutting priority commitments that are aiming to reflect both statutory demands and key 'risk / demand' areas.

- 6.3 For 2015/16 the principle of a cross-cutting delivery plan was introduced to sit between the Council Plan and service based business plans to articulate council-wide issues and priorities. Whilst this remains in development, the supporting Council Scorecard must be refreshed on the same basis. It is therefore proposed that for 2015/16 onwards the scorecard is structured around the four pledges within the Council Plan rather than the principles of 'balanced scorecard', which should ultimately be embedded within work to ensure a complete view of service delivery and performance management. Further to this as reflected in both paragraphs 5.2 and 5.3 the four perspectives currently being used to monitor and evaluate performance are resulting in an imbalanced view as one domain contained over 60% of all measures.
- 6.4 Alongside a refresh of the structure of the scorecard it is proposed that the methodology used to select measures is also updated to reflect current service drivers. The overall aim is to streamline the set of measures to focus on core statutory services that satisfy one of the below criteria...
- Measure linked to an area of significant budget pressure / income source (1).
 - A reflection of demand for services (2).
 - Key inspection / reputational / compliance risk area (3).

7 2015/16 Scorecard

- 7.1 Using the criteria set out in paragraph 6.4 the 2014/15 scorecard was initially used as the basis of a refresh for the 2015/16 scorecard. As a result 28 of the 41 proposed measures remain within the scorecard, which will give Chief Officers and Members a consistent view of performance in some of the high risk areas.
- 7.2 The additional 13 measures proposed for 2015/16 link to key demand areas and compliance (It should be noted that a small number of these were included in 2014/15 but have been subject to a change in definition for 2015/16).
- 7.3 The full proposed scorecard for 2015/16 is set out in **Appendix 2**.

8 Quarter One Performance Monitoring

- 8.1 Further to this, performance monitoring data for the first quarter of 2015/16 has been collected based on the proposed scorecard (as shown in Appendix 2).

8.2 In relation to the quarter one performance results, up to 30 June 2015, the latest position shows (where data is available):

- 77% of measures are forecast to meet or exceed the year-end target
- 67% of measures have achieved their quarterly target.
- 74% of measures are forecast to improve compared to last year.

8.3 Summary performance results for all priority measures included in the Council Scorecard are as follows...

Traffic Light Status	Q1 performance against Q1 target	Forecast against year end target	2014/15* Performance
Green / Blue – met or exceeded target	67%	77%	62%
Amber - missed target by up to 5%	11%	14%	14%
Red - missed target by more than 5%	22%	9%	24%

Direction of Travel	Forecast against previous year outturn	2014/15* compared to 2013/14
↑ Better	74%	45%
→ Same / planned reduction	21%	23%
↓ Lower	5%	32%

*Note this compares just 18 measures with Q1 data (22 with forecasts) within the proposed scorecard to 65 measures monitored in 2014/15

8.4 A full performance monitoring report will be prepared for Quarter Two, which will include information on the remaining measures in the Council Scorecard, many of which are new or feature revised definitions.

Performance Review

9.1 The Corporate Scrutiny and Governance Board has performance as a standing item on their agenda and may select areas for further review including through Performance Surgeries on the basis of this report (next meeting will be 6 October 2015).

9.2 Two Performance Surgeries took place in September 2015 focused on:

- Rising Demand for Social Care Services
- Looked after children who go missing.

Next Steps

- 10.1 An interim review of the scorecard will be completed in December 2015 to make sure it remains aligned with priorities contained in the Council Plan / Business Plans and focused on key statutory service demands / risk areas. Any recommended change arising from this review will be presented to Cabinet alongside the Quarter 3 performance report.

OTHER OPTIONS CONSIDERED

- 11.1 None. If the Council Scorecard remains unchanged it would not focus on the priorities of the Council or the issues that Cabinet have identified as requiring attention. External drivers on service delivery have also changed over the last year which without updating the scorecard would mean leaders are not cited on national issues (i.e. Child Sexual Exploitation).

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Head of Legal Director of Finance and Procurement Service Director Strategic Services and Organisational Development Head of Performance and Intelligence
For more information contact: Background papers: List of appendices:	Sarah Walker – Policy and Improvement Manager 01332 643466 sarah.walker1@derby.gov.uk Natalie Tuckwell – Corporate Performance and Intelligence Manager 01332 643465 natalie.tuckwell@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Council Scorecard 2015/16

IMPLICATIONS

Financial and Value for Money

- 1.1 The aim of the Council Scorecard going forward it to focus on key areas of demand and budget pressures. Further to this, there is measure contained within the scorecard that reflects whether Derby City has delivered a legally balanced budget.

Legal

- 2.1 None relating to this report.

Personnel

- 3.1 The refreshed scorecard for 2015/16 retains a measure relating to sickness absence as a key measure of the health of the workforce.

IT

- 4.1 None relating to this report.

Equalities Impact

- 5.1 The performance framework includes indicators which monitor the impact of Council initiatives on diverse groups

Health and Safety

- 6.1 None directly arising.

Environmental Sustainability

- 7.1 None directly arising.

Property and Asset Management

- 8.1 None directly arising.

Risk Management

- 9.1 The refreshed scorecard is focused on 'risk' areas and will be linked to both the 2015/16 Council Plan Action Plan and the Strategic Risk Register once both have

been finalised. The review at the end of 2015 will highlight any gaps for consideration.

Corporate objectives and priorities for change

- 10.1 The report demonstrates intentions to monitor progress made towards achieving the Council's priority outcomes as published in the Council Plan.