



Derby City Council

## COUNCIL CABINET 14 November 2018

Report of the Chief Executive

### Performance Monitoring 2018/19 – Quarter Two Results and Mid-Year Target Review

#### SUMMARY

- 1.1 This report includes highlights from key performance measures in the Council Plan 2016-19 and departmental business plans. These priority measures form the Council Scorecard for 2018/19.
- 1.2 At the end of Q2 (30 September 2018), 55% of performance measures in the Council Scorecard are forecast to meet or exceed their year-end target. Results are RAG rated, according to their performance against improvement targets. The Council Performance Dashboard is shown in **Appendix 2**.
- 1.3 Key achievements noted at quarter two include:
  - The proportion of Year 6 children achieving expected level in reading, writing and maths has risen significantly this year, improving faster than the national average.
  - Over 200 young businesses have been supported by various projects, including Connect Derby, achieving the expected delivery for the year after just six months.
  - Although not yet at target for the year, there was a considerable improvement in the time taken to complete Education, Health and Care Plans (EHCPs) in quarter two.
  - The number of older adults entering long-term care has remained at a low level, suggesting we are successfully supporting people in the community.
- 1.4 Accountable officers have provided commentary to put performance into context and identify actions that they are taking to improve performance (see **Appendix 3**).
- 1.5 This report also presents proposed changes to the Council Scorecard at **Appendix 4**, as a result of the mid-year review that was agreed in July 2018.
- 1.6 **Appendix 5** shows progress against the actions in the Council Delivery Plan 2018-19, as approved by Cabinet in August 2018.

#### RECOMMENDATIONS

- 2.1 To note the 2018/19 quarter two performance results, recognising the achievements set out in paragraph 4.11.
- 2.2 To give particular attention and follow-up to the indicators highlighted in the Improvement Report at **Appendix 3**.
- 2.3 To approve changes to the targets of some measures in the Council Scorecard as set out in paragraphs 4.13 – 4.15 and in **Appendix 4**.

- 2.4 To note progress against the Council Delivery Plan as set out in paragraphs 4.16 – 4.20 and in **Appendix 5**.

## REASONS FOR RECOMMENDATION

- 3.1 Performance monitoring underpins our planning framework to ensure we review progress regularly and then achieve our priorities and deliver value for money. The Scorecard reflects key performance / budget risks that Corporate Leadership Team, senior colleagues and councillors need to review regularly. Early investigation of variances enables prompt remedial action to be taken when needed.
- 3.2 Mid-year review of the targets ensures that they remain relevant and achievable.
- 3.3 Review of the Council Delivery Plan provides information to show members and the public how the Council is progressing with its priorities.

## SUPPORTING INFORMATION

### Background

- 4.1 The **Council Plan 2016-19** has a vision for a ‘Derby 2030: a safe strong and ambitious city’, supported by eight cross-cutting priority outcomes that reflect both statutory requirements and key ‘risk / demand’ areas.
- 4.2 In August 2018, Cabinet approved the Council Delivery Plan, which describes how the Council Plan 2016-19 will be put into practice over the next year. Progress on the Council Delivery Plan will be reported every six months. This report includes the first such update.
- 4.3 The **Council Scorecard** contains key measures from the Council Plan and supporting Delivery Plan, which describes how the Council Plan priorities are being put into practice. The scorecard is structured around the priorities in the Council Plan 2016-19 which are Safe, Strong, Ambitious and Resilient.
- 4.4 The scorecard was refreshed for 2018/19 and approved by Cabinet in July 2018. 46 measures were selected, according to the following criteria:
  - measure is linked to an area of significant budget pressure / income source
  - a reflection of demand for services
  - key inspection / reputational / compliance risk area
  - measure links to a commitment in the latest edition of the Council Plan, and also meets at least one of the criteria above.

- 4.5 The ‘traffic light’ system used to assess performance against the targets set is:

Colour	Status	Measure
Blue	Completed	Performance above 2% of target
Green	On track	Performance meets target
Amber	Minor slippage	Performance within 5% of target
Red	Major slippage	Performance more than 5% adverse of target

## Council Scorecard Monitoring – 2018/19 Quarter Two

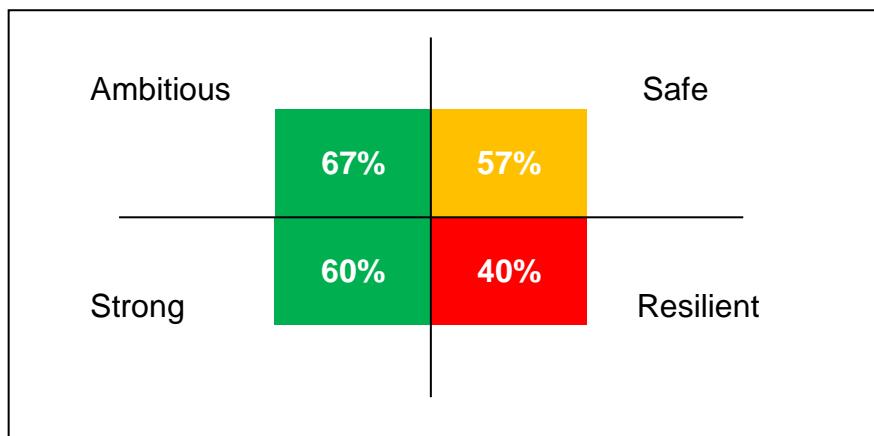
- 4.6 A summary dashboard for the Council Scorecard is shown in **Appendix 2**. An improvement report is presented in **Appendix 3**, which contains details of the actions being taken to address areas that are not in line with expected performance.
- 4.7 The Q2 position shows that:
- 55% of measures are forecast to meet or exceed the year-end target
  - 41% of measures have achieved their quarterly target
  - 49% of measures are forecast to improve compared to last year.

Traffic Light Status	Q2 actual v Q2 target	Forecast against year-end target	2017/18 performance
Green / Blue – met or exceeded target	41%	55%	54%
Amber – missed target by up to 5%	19%	8%	33%
Red – missed target by more than 5%	40%	37%	13%

- 4.8 The direction of travel (comparing last year's result to the year-end forecast for this year) for Council Scorecard measures is as follows:

Direction of Travel	Forecast v previous year outturn	2017/18 v 2016/17
↑ Better	51%	33%
→ Same / planned reduction	29%	20%
↓ Lower	20%	47%

- 4.9 The percentage of measures that are forecasted to meet or exceed the 2018/19 target, for each priority within the Council Scorecard, is as follows.



- 4.10 Notes on understanding the figures above:

- Some measures do not yet have a forecast, for instance, because data is provided annually, or because a decision has been made not to set a target. These measures are not included in the percentages in this section.
- The comparative figures in previous years will relate to a different set of performance measures, as the scorecard changes slightly from year to year.
- Some measures will not have a direction of travel (e.g. new measures, or ones with categorical values rather than numerical).

#### 4.11 Key Areas to note – Improving Performance

(where the quarterly target has been exceeded / year-end target is forecast to be exceeded)

- Provisional results show that, this year, 60% of Year 6 children in Derby achieved the expected levels in reading, writing and maths (**L&I PM02a**). Final results will be released in December but, if confirmed, this would be a significant improvement from 55% last year and 48% the year before. It would also mean Derby has improved faster than the national median (61% last year; 64% this year) and has gone from one of the weakest performing authorities two years ago, to part of a tight distribution of many authorities in the ‘low 60s’.
- Timely completion of Education, Health and Care Plans (**SEND 6**) has been a persistent challenge for the Council, but seven of the nine plans completed this quarter were completed within the 20 week timescale. This is a significant improvement on last quarter and last year, and further improvement can be expected as the team comes up to full capacity following a restructure.
- The number of older adults entering long-term care (**AHH Local 2A(ii)**) has remained at a low level so far this year (just under 100 people), and is on course to show a reduction from last year. Supporting people in the community where possible is a key part of managing demand and the cost of care. It is proposed to make the target more ambitious as part of our Better Care Fund commitments.
- A range of programmes and projects to support local businesses, particularly those delivered through the Connect Derby network of managed workspaces, continue to bear fruit. 206 different businesses have been supported so far this

year (**Regen PM22**), which is more than the original projection for the whole year, and 368 new jobs have been created through our interventions (**Regen PM14**).

- The proportion of food premises in the city with a 4 or 5 star Food Hygiene rating (**EaRS PM25**) rose again, from 91% to 92%.

#### 4.12 Key areas to note – Deteriorating Performance

(where the target is also forecast to be missed at year end)

- The number of Looked After Children (**SS PM07**) has fallen slightly this quarter, but the longer term picture is one of a steady increase, and we forecast that the number will remain at or above 500 children and young people for the rest of the year. This is a key driver of the significant demand pressure for People Services in the proposed Medium Term Financial Plan.
- With one children's home being found 'inadequate' by Ofsted and another undergoing planned closure (unrelated to its inspection rating), only two of the five children's homes currently operating are rated 'good' or 'outstanding' (**L&I PM23e**).
- It is now forecast that a number of affordable housing schemes will not complete within the year as previously expected (**YA&H PM08**). Forecast delivery this year is now for 90 units rather than 135. The remaining affordable homes remain in the 'pipeline', but the benefits the city gains from them will be delayed.
- Average processing times for both new Housing Benefit claims (**CM PM24**) and changes of circumstances (**CM PM24a**) have risen this quarter, as a result of staffing issues, some IT issues and the need to allocate resources to respond to the roll-out of Universal Credit.

#### Mid-Year Review

4.13 As agreed in July 2018, when the Council Scorecard was approved, a mid-year review of both measures and targets has been completed. The purpose of this exercise is to make sure that the Scorecard reflects the right measures and that the targets set for improvement are SMART (specific, measurable, achievable, relevant and time-bound). As part of this, we consider whether:

- a) The target is not sufficiently stretching based on latest performance results or latest benchmarking information; or
- b) The target is too stretching based on changing performance due to external factors (i.e. increasing demand, loss of capacity / resources etc.).

4.14 There are six measures where a change to the target is proposed:

- **C PM02a** Takeup of universal entitlement 15 hour FEEE places for three/four year-olds
- **Regen PM22** Number of businesses supported by DCC through access to finance, advice and indirect support
- **CP 08f** Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools
- **AHH Local 2A2(ii)** Adults aged 65 and over whose long term care needs are met through residential or nursing care per 100,000 population
- **YA&H PM08 (NI 155)** Number of new affordable homes provided (gross)
- **FPA PM40** Percentage of in year savings achieved (set target as 100%)

4.15 It is also proposed that the measure:

- **Regen PM21** Number of new businesses established arising from DCC interventions

is deleted and that, with effect from quarter 3, new businesses established are reported as part of:

- **Regen PM22** Number of businesses supported by DCC through access to finance, advice and indirect support

with the target for that measure being revised accordingly.

These changes are set out in **Appendix 5**.

## Review of performance against Council Delivery Plan

- 4.16 The Council Delivery Plan sets out priority actions for the year, to show partners and the public how we are putting our plans into practice, and turning members' priorities into practical objectives that can be assigned and reported against.
- 4.17 A full report of progress against the Council Delivery Plan is at **Appendix 5**, and a summary of objectives by their current status is below:

Completed	On track	Some slippage	Major slippage
1	44	12	4

- 4.18 The one item completed is the 2017/18 Statement of Accounts, which was prepared, audited and signed off within a shorter timescale than in previous years.
- 4.19 The items where major slippage is reported are:
- Complete the A52 Wyvern Improvement Project
  - Mitigate the financial, legal and reputational risks to the Council from increasing costs of waste disposal and maximise the benefits from the new Waste Processing Centre in Derby
  - Deliver a multi-year Medium Term Financial Plan (MTFP) for 2019/20 onwards that sets out plans to achieve the savings required

All of these have been considered recently by Cabinet and Executive Scrutiny Board.

- Undertake robust management of key strategic contracts to ensure outputs are delivered and value for money achieved – this reflects resourcing challenges in delivering contract management training and developing a library of strategic contracts. This is kept under review as part of the strategic risk register.

- 4.20 Objectives showing "major" or "some slippage" have been reviewed by Corporate Leadership Team and Directorate Management Teams in order to mitigate risks and ensure delivery of our priorities.

## Performance Review

- 4.21 The following measures are scheduled for review by Executive Scrutiny Board this year:

Month	Theme	Council Scorecard measures
November 2018	Managing demand in People Services	<ul style="list-style-type: none"> <li>- AHH Local 2A(i) - Adults aged 18 and over admitted on a permanent basis in the year to residential or nursing care</li> <li>- AHH Local 2A2(ii) - Adults (65 and over) Permanent admissions to residential and nursing care homes per 100,000 population</li> <li>- AHH 02cb - Delayed transfers of care from hospitals, Social Care Delays only.</li> <li>- AHH 02b - Achieving independence for older people through rehabilitation/intermediate care (still independent 91 days after discharge)</li> <li>- EI12 / EI3 - Percentage of children and young people's early</li> </ul>

<b>Month</b>	<b>Theme</b>	<b>Council Scorecard measures</b>
		<p>help cases where progression tools show an improving direction of travel after support has been given</p> <ul style="list-style-type: none"> <li>- EIISS PM04 (SS PM04) - Children who became the subject of a child protection plan per 10,000 population aged under 18 (Snapshot)</li> <li>- SS PM07 - Children in Care per 10,000 population aged under 18 (EIISS PM05)</li> <li>- SS PM23b - Percentage of Independent Fostering Agency (IFA)</li> </ul>
<b>December 2018</b>	Inspections update – JTAI, ILACS, YOS, SEND and Adults peer review	<ul style="list-style-type: none"> <li>- SEND 6 (L&amp;I PM26a) - % of NEW EHCPs issued in 20 weeks</li> <li>- EI12 / EI3 - Percentage of children and young people's early help cases where progression tools show an improving direction of travel after support has been given</li> <li>- EIISS PM04 (SS PM04) - Children who became the subject of a child protection plan per 10,000 population aged under 18 (Snapshot)</li> <li>- SS PM07 - Children in Care per 10,000 population aged under 18 (EIISS PM05)</li> <li>- SS PM23b - Percentage of Independent Fostering Agency (IFA)</li> <li>- SS PM25 - Percentage of children who wait less than 16 months between entering care and moving in with their adoptive family</li> <li>- AHH 02D - Outcomes following short term support resulting in no services needed (STMAX)</li> </ul>
<b>January 2019</b>	Rent Arrears and wider impact of Universal Credit	<ul style="list-style-type: none"> <li>- DH Local 01 / BV 66b - Rent arrears of current tenants as a % of rent roll</li> <li>- DH Local 142 - Total number of cases resolved under 'prevention duty'</li> <li>- DH Local 143 - Total number of cases resolved under 'relief duty'</li> </ul>
<b>February 2019</b>	Sickness absence – What difference has been made?	<ul style="list-style-type: none"> <li>- CP 08f - Average working days per employee</li> <li>- EARS PM53 - Percentage of sickness incidents where a return interview has been completed within three working days</li> </ul>

## **OTHER OPTIONS CONSIDERED**

5.1 Not applicable

**This report has been approved by the following officers:**

<b>Legal officer</b> <b>Financial officer</b> <b>Human Resources officer</b> <b>Estates/Property officer</b> <b>Service Director(s)</b>	
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<b>Other(s)</b>	Head of Performance and Intelligence
<b>For more information contact:</b>	Sarah Walker 01332 646366 <a href="mailto:sarah.walker@derby.gov.uk">sarah.walker@derby.gov.uk</a> Natalie Tuckwell 01332 643465 <a href="mailto:natalie.tuckwell@derby.gov.uk">natalie.tuckwell@derby.gov.uk</a>
<b>Background papers:</b>	None
<b>List of appendices:</b>	Appendix 1 – Implications Appendix 2 – Council Scorecard Dashboard Appendix 3 – Q2 Improvement Report Appendix 4 – Mid-Year Target Review Appendix 5 – Q2 Delivery Plan Report

**IMPLICATIONS**

**Financial and Value for Money**

- 1.1 The report shows how the Council is delivering value for money against its Council Plan objectives, customer standards and performance measures.

**Legal**

- 2.1 None directly arising.

**Personnel**

- 3.1 The performance framework includes indicators which monitor aspects of the workforce, for example, sickness absence.

**IT**

- 4.1 None directly arising.

**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 and Safeguarding**

- 9.1 The report demonstrates the progress being made towards performance measures that have missed target and outlines the implications and actions to be taken in the appendices. The report has been considered by Corporate Leadership Team in conjunction with quarterly review of the Strategic and Directorate risk registers.

**Corporate objectives and priorities for change**

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