

PERFORMANCE MONITORING 2013/14 – QUARTER ONE

SUMMARY

- 1.1 This monitoring report includes highlights from key performance measures included in the Council Plan 2011-2014 and departmental business plans. These priority measures form the Council Scorecard for 2013/14.
- 1.2 At the end of quarter one (up to 30 June 2013), 72% of measures achieved their quarterly target and 89% of performance measures are forecast to meet or exceed their year end target. 57% of measures are forecast to improve compared to last year.
- 1.3 Results are assessed using traffic light criteria, according to their performance against improvement targets. A dashboard which summarises performance for the Council Scorecard is shown in **Appendix 2**. Areas for improvement are shown in **Appendix 3**. Accountable officers have provided commentary to put performance into context and identify actions that they are taking to address poor performance.

RECOMMENDATIONS

- 2.1 To note the quarter one 2013/14 performance results.
- 2.2 To give particular attention to the indicators selected for review at Performance Surgeries as set out in paragraph 4.24.
- 2.3 To note that quarter one results for each Portfolio will be presented at Cabinet Member meetings in August and September.

REASON FOR RECOMMENDATIONS

- 3.1 Performance monitoring underpins the Council's planning framework in terms of reviewing progress regularly in achieving our priorities and delivering value for money. Early investigation of variances enables remedial action to be taken where appropriate.

SUPPORTING INFORMATION

Background to Council Scorecard

- 4.1 The Council Scorecard approach reflects a mix of national and local priorities and enables a wider assessment of how the Council is performing. With a move away from nationally prescribed indicators, a greater focus has been placed on the local performance measures presented by departments through the business planning process. Many new local 'business critical' measures have been identified which reflect the changing priorities of the Council and these have been considered and included in the Council Scorecard where relevant.
- 4.2 The approach adopted by the Council focuses on four themes. Two of the themes focus on external results and two focus on internal factors as shown in the table below.

Focus	Theme	Description
External	Community and Service Users	Measures which will have a direct impact on the outcomes of residents and service users.
	Value for Money	Measures which demonstrate that the Council services offer value and provide good output when compared to inputs.
Internal	Business Processes	Measures which show that Council services are efficient and effective.
	People	Measures which demonstrate the health of the organisation through its workforce.

- 4.3 The performance report is based on measures included within the Council Scorecard. This incorporates 71 priority measures selected from the Council Plan and departmental business plans. The criteria used reflect factors such as corporate importance, previous and comparative performance levels, importance to external inspections, impact on the Council's reputation and budget implications. These were agreed at Council Cabinet on 10 July 2013.

4.4 The traffic light system is unchanged and is as follows...

- Blue – performance above 2% of target.
- Green – performance meets target.
- Amber – performance within 5% of target.
- Red – performance more than 5% adverse of target.

Corporate Scorecard Monitoring – 2013/14 Quarter One

4.5 A summary dashboard for the Council Scorecard is shown in **Appendix 2**. An improvement report is shown in **Appendix 3** with actions outlined to address poor performance.

4.6 In relation to the quarter one performance results, up to 30 June 2013, the latest position shows:

- 89% of measures are forecast to meet or exceed the year-end target
- 72% have achieved their quarterly target
- 57% of measures are forecast to improve performance compared to last year.

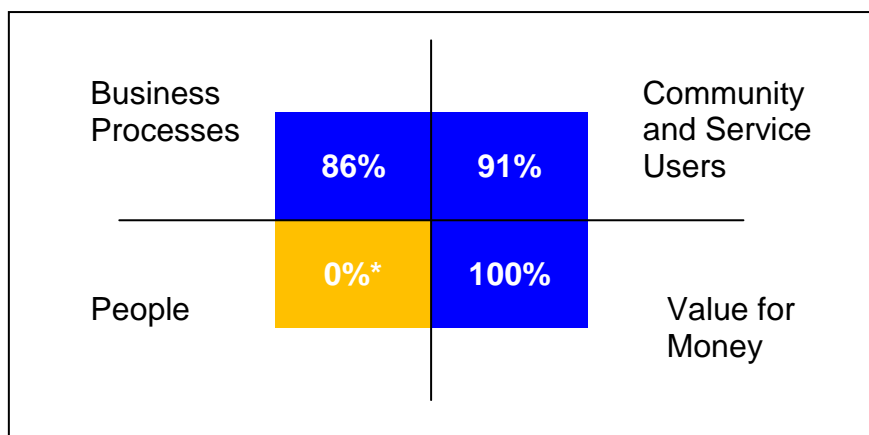
4.7 Summary performance results for all priority measures included in the Council Scorecard are as follows...

Traffic Light Status	Q1 Performance against Q1 Target	Forecast against Year End Target
Blue – exceeded target	47%	12%
Green – met target	25%	77%
Amber - missed target by up to 5%	14%	9%
Red - missed target by more than 5%	14%	2%

Direction of Travel	Forecast against previous year outturn	2012/13 compared to 2011/12
↑ Improved	57%	65%
→ Same	2%	13%
↓ Deteriorated	41%	22%

* The comparative figures in previous years relate to a different set of performance measures as the scorecard is refreshed annually.

- 4.8 The percentage of measures that are forecast to meet or exceed the 2013/14 target for each theme within the Council Scorecard are as follows...



*Note the People theme of the scorecard refers to only three measures and the data is not yet available for two of these measures.

Key areas to note – Improving Performance (where the target has also been exceeded)

- 4.9 80% of social care assessments have been completed within acceptable timescales at quarter one (AHH T1, NI 132). This is an improvement compared to the 2012/13 result of 71%.
- 4.10 66% of Independent Care Homes in Derby currently meet the national standards set by the Care Quality Commission (CQC) (AHH Q1ii). This represents an increase from 50% at the end of March 2013, the forecast of 70% compliance will exceed the target set for the year. 86% of Derby City Council care homes meet these standards (AHH Q1i), with only one Council operated care home listed by the CQC as non-compliant. Work will continue with a range of stakeholders to improve compliance of all care homes in Derby.
- 4.11 There has been a slight increase in the percentage of adults with learning difficulties in employment (AHH 01E, NI 146) at quarter one, with one person gaining employment. The forecast for the year end position is 6% which will be an improvement compared to last year.
- 4.12 The number of children who are the subject of a child protection plan per 10,000 population aged under 18 (EISS PM04) has dipped at the end of quarter one. This will be monitored as it is important to ensure that children at risk of significant harm are protected by a plan.
- 4.13 The percentage of special educational needs statements issued within 26 weeks (L&I PM22, NI103a) has improved considerably when compared with 2012/13 performance. At quarter one 91% of statements were issued within 26 weeks despite an increase in the number of statements prepared. All teams involved in the process have made improvements that have contributed to this performance.

- 4.14 The number of new affordable homes provided (Y&AH PM08) is slightly above the target set for quarter one. The year-end target is expected to be met with the bulk of the programme to be delivered towards the end of the year.
- 4.15 Quarter one data shows that 91% of invoices have been paid to small businesses within 10 days (CM PM02). This is ahead of the target for this year and is an improvement on the 87% achieved last year.
- 4.16 The percentage of street cleansing incidents (graffiti, fly tipping, litter) dealt with in the service standard timescales have remained between 99% and 100%.

Key areas to note – Deteriorating Performance (where the target has also been missed or forecast to miss at year end)

- 4.17 Overall take up of three and four year free early years education entitlement (FEEE) places (C PM02a) is at 90% which is slightly below the target set at quarter one and a decline from last year's performance at 95%. Locality 3 is the only area not exceeding 90% including Arboretum ward at 74% and Normanton 83% take up. Targeted activities will continue to increase the take up, particularly among hard to reach families. The target of 92% by the end of 2013/14 is expected to be met.
- 4.18 The percentage of looked after children with a current PEP (SS PM13) has slipped to 80% at quarter one, with a forecast of 85% for the year end which is below the target of 90%. This dip in performance is impacted by the school holidays, however a set of improvement actions were agreed at a performance surgery in June 2013 and these will be reviewed at the Overview and Scrutiny Board in September.
- 4.19 Uptake of health checks for adults over 40 years (PH PM02) old is slightly below the target set for quarter one but it is expected that the year end targets of 11.3% will be met. The target for smoking cessation (PH PM06 B-You outcome) has not been met for quarter one, however it is expected that the year end target of 2,400 will be delivered. The stop smoking service officially transferred from the NHS to the B-You service in April 2013, the transition period has impacted on performance but with the service now having access to over 4 times more smokers these issues should be resolved quickly.
- 4.20 The number of homelessness acceptances (Y&AH PM06) is 76 at quarter one, this is more than twice as many compared to this point last year. This figure reflects the short term alteration in how these figures are recorded for homeless single households, the adverse economic climate and the reduction in housing related support accommodation. The reconfiguration of the service is expected to have a positive impact on performance, which a shift to proactive services rather than reactive.
- 4.21 11 reportable accidents were reported within quarter one (EaRS PM02a) compared with 7 at quarter one last year. Managers have been attending mandatory health and safety training which has raised awareness and increased reporting.

- 4.22 2.4 average working days per full time employee have been lost due to sickness during quarter one, this excludes school employees (CP08f). This is ahead of the 1.7 average day target and the forecast is to exceed the year-end target of 7.5 days. The action plan in place will be reviewed at Performance Surgery in September.

Business Plans

- 4.23 All performance measures and objectives within business plans are monitored on DORIS and reported to Directorate Management Teams. Full business plan reports are available by Directorate and Department for Q1 on DORIS (The Council's Performance Management System).

Performance Review

- 4.24 The following underperforming measures are recommended to Scrutiny for further investigation at Performance Surgery:
- CP08f - Average working days per employee (full time equivalents) per year lost through sickness absence – excluding schools

The remaining underperforming measures are being addressed through the actions identified in **Appendix 3**. These will be reviewed at year end.

OTHER OPTIONS CONSIDERED

- 5.1 Not applicable.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Service Director(s) Other(s)	Director of Strategic Services and Transformation Head of Performance and Improvement
For more information contact: Background papers: List of appendices:	Natalie Tuckwell 01332 643465 natalie.tuckwell@derby.gov.uk Appendix 1 – Implications Appendix 2 – Council Scorecard Dashboard Appendix 3 – Q1 Improvement 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.

Equalities Impact

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

Health and Safety

- 5.1 None directly arising.

Environmental Sustainability

- 6.1 None directly arising.

Asset Management

- 7.1 None directly arising.

Risk Management

- 8.1 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.

Corporate objectives and priorities for change





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

Council Scorecard – at a glance

Appendix 2

Measure Description	Good is	Current Target Status	Year End Forecast	Year End Target	Forecast Year End Status	Direction of Travel
Business Processes						
L&I PM22 (NI 103a) Special Educational Needs – statements issued within 26 weeks	High	Blue	88%	85%	Blue	
CM PM13 Percentage of new claims and changes processed within 5 days of customer contact and receiving all information	High	Blue	90%	85%	Blue	
AHH T1 (NI 132) Timeliness of social care assessment	High	Blue	80%	80%	Green	
LPI 52d Percentage of Neighbourhood complaints responded to within 10 days	High	Blue	70%	70%	Green	
LPI 52e Percentage of Resources complaints responded to within 10 days	High	Blue	80%	80%	Green	
CM PM11a Contacts managed by channel: Self Service	High	Blue	25,000	25,000	Green	N/A
SP PM13b Percentage of fly-tipping removed from roads/pavements /highways in 1 working day of it being reported	High	Blue	95%	95%	Green	
SP PM13d Percentage of offensive graffiti removed from roads/pavements /highways in 1 working day of it being identified or reported	High	Blue	97%	97%	Green	
SP PM13f Percentage of Street Cleansing incidents dealt within service standard timescales	High	Blue	96.8%	96.8%	Green	
LPI52g Percentage of housing complaints responded to within timescale	High	Blue	70%	95%	Red	N/A
P&FM PM11 Processing of "Major" planning applications within 13 weeks (National target is 60%)	High	Blue	Not available	50%	N/A	N/A
AHH T2 D40 Clients receiving a review during the year	High	Green	75%	75%	Green	
CM PM09a The percentage of council tax collected within 36 months of it becoming due	High	Green	98.4%	97.5%	Green	
CM PM14 Percentage of existing claims and changes processed within 14 days of receiving all the information	High	Green	60%	60%	Green	
SP PM09g Emptied bins as a percentage of all household bins	High	Green	99.9%	99.9%	Green	
DH Local 27 (NI 160) Tenant satisfaction with Landlord (All - Status Survey)	High	Annual Collection	86%	86%	Green	
DH Local 32 (BVPI 212) Average time taken to relet local authority housing (days)	Low	Green	23 days	23 days	Green	
SP PM11 (NI 192) Percentage of household waste recycled, composted or reused	High	Amber	48%	48%	Green	
LPI 52c Percentage of Adult Services complaints responded to within the statutory timescale	High	Amber	70%	95%	Red	
EaRS PM02a Number of reportable accidents within the Council	Low	Red	30	30	Green	

Measure Description	Good is	Current Target Status	Year End Forecast	Year End Target	Forecast Year End Status	Direction of Travel
EaRS PM03 Council compliance with Health and Safety requirements & Council policy based on the findings of the annual audit programme	High	Red	90%	90%	Green	➡
SS PM26 Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	Low	Red	400 days	275 days	Red	N/A
L&D PM11 Percentage of Care Proceedings concluded within 26 weeks of issue	High	6 monthly measure – available in Q2		90.0%	N/A	N/A
LPI 52b Percentage of CYP complaints responded to within the statutory timescale	High	Not available		80.0%	N/A	N/A
LPI 52f Percentage of CEO complaints responded to within 10 days	High	Not available		80%	N/A	N/A
Community and Service User						
AHH Q1i Percentage of national CQC standards met by DCC Care Homes	High	Blue	86%	65%	Blue	↗
AHH Q1ii Percentage of national CQC standards met by Independent Care Homes	High	Blue	70%	65%	Blue	↗
EISS PM04 Children who are the subject of a child protection plan per 10,000 population aged under 18 (Snapshot)	Low	Blue	34.80 per 10,000 population	43.00 per 10,000 population	Blue	↗
AHH 01E (NI 146) Adults with learning disabilities in employment	High	Blue	6%	6%	Green	↗
CM PM02 Payment of invoices to small businesses within 10 days	High	Blue	87.5%	87.4%	Green	↗
YA&H PM08 (NI 155) Number of new affordable homes provided (gross)	High	Blue	300	300	Green	↗
EaRS PM18 Percentage of premises compliant with alcohol licensing conditions	High	Blue	85%	85%	Green	↘
L&C PM04 Increase in attendances at Derby Live events and performances	High	Blue	320,000	320,000	Green	↘
YA&H PM03 (NI 156) Number of households living in Temporary Accommodation	Low	Blue	30	30	Green	↘
YA&H PM10 No of private sector vacant dwellings that are returned into occupation or demolished.	High	Blue	140	140	Green	↘
PH PM07 B-You outcome - weight loss	High	Blue	50%	50%	Green	N/A
L&C PM05 Increase in attendances in leisure centres	High	Green	1,406,259	1,291,195	Blue	↗
L&C PM12 Number of people referred onto the b-you programme	High	Green	5,000	5,000	Green	↗
PH PM01 Health Checks - coverage	High	Green	20%	20%	Green	N/A
PH PM04 Family Nurse Partnership	High	No Target	24%	24%	Green	↗
EaRS PM14 Number of dwellings and shared houses improved to acceptable standard after statutory or informal action	High	Amber	220	220	Green	↗
L&I PM23c Percentage of inspected services settings and institutions that are judged as 'good' or 'outstanding' - Maintained schools	High	Amber	80%	80%	Green	↗

Measure Description	Good is	Current Target Status	Year End Forecast	Year End Target	Forecast Year End Status	Direction of Travel
C PM02a To manage sufficiency and promotion of three and four year FEEE places to ensure 90% take up in each locality by eligible children	High	Amber	92%	92.0%	Green	
YA&H PM06 Number of homelessness acceptances	Low	Amber	250	250	Green	
SS PM07 - Children in Care per 10,000 population aged under 18 (EIISS PM05)	Low	Amber	80.10 per 10,000 population	79.00 per 10,000 population	Amber	
PH PM02 Health Checks - uptake	High	Red	11.3%	11.3%	Green	N/A
PH PM06 B-You outcome - smoking cessation	Low	Red	2,400	2,400	Green	
SS PM13 (L&I PM24) Percentage of looked after children with a current PEP	High	Red	85%	90%	Red	
AHH S2 Percentage of safeguarding referrals completed in year	High	Data and definition to be confirmed		70.0%	N/A	N/A
CP 07a Better levels of satisfaction with Council services	High	Bi-annual survey – to be reported in Q3		65%	N/A	N/A
EIISS PM16a (NI 117) 16 -19 year-olds who are not in education, training or employment (NEET)	Low	Not available			N/A	N/A
EIISS PM30 Percentage of children in care aged 16 and 17 who are in employment, education or training	High	Baseline to be established			N/A	N/A
EIISS PM31 Percentage of care leavers who are in employment, education or training	High	Baseline to be established			N/A	N/A
L&I PM02 (NI 73) (CP02b) Achievement at level 4 or above in reading, writing and mathematics at Key Stage 2	High	Annual Collection		77%	N/A	N/A
L&I PM03 (NI 75) Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)	High	Annual Collection		58%	N/A	N/A
PH PM03 Alcohol harm reduction – alcohol related hospital admissions	Low	Not available		1,375	N/A	N/A
PH PM05 School readiness	High	Not available		55%	N/A	N/A
Regen PM14 Number of jobs created through projects where the Council has directly intervened (linked to RGF)	High	Baseline to be established			N/A	N/A
SS PM23a Percentage of in house foster carers	High	Baseline to be established			N/A	N/A
SS PM23b Percentage of Independent Fostering Agency (IFA)	Low	Baseline to be established			N/A	N/A
NEW – Residents who are satisfied with the local area	High	Bi-annual survey – to be reported in Q3		78%	N/A	N/A
People						
CP 08f Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools	Low	Red	10.7 days	7.5 days	Red	N/A
CP 08d All employees participating in Managing Individual Performance	High	2013 employee survey results are being analysed.			N/A	N/A
NEW – Leadership Development	Measure to be defined.					
Value for Money						





Measure Description	Good is	Current Target Status	Year End Forecast	Year End Target	Forecast Year End Status	Direction of Travel
DH Local 01 (old bop 66b) Rent arrears of current tenants as a percentage of rent roll	Low	Blue	3.6%	3.6%	Green	
DH Local 07 (BVPI66a) Rent collected as a % of rent due (includes arrears brought forward)	High	Blue	96.5%	96.5%	Green	
AHH 01C (NI 130) Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	High	Green	70%	70%	Green	
AHH 01Cii (NI 130) Social care clients receiving self-directed support through direct payments	High	Green	23.5%	23.5%	Green	
F&P PM21 Unqualified Audit opinion	Low	Green	On track		Green	N/A
F&P PM04 A legally balanced budget approved by Full Council	High	Annual Collection	On Track	On Track	Green	N/A
F&P PM28 Achieve a Balanced Revenue Outturn	Low	Red	0%	0%	Green	N/A
CP07g Residents who agree that the Council provides value for money	High	Survey to take place in Autumn 2013 (target is 55%) 55.0%			N/A	N/A

Table Key

Traffic Light Status:

- Blue** performance above target by 2% or more
- Green** performance meets target
- Amber** performance within 5% of the target
- Red** performance more than 5% adverse of target

Direction of Travel:



- Performance expected to improve compared to the previous year
- Performance expected to remain the same as the previous year
- Performance expected to deteriorate compared to the previous year