



**COUNCIL CABINET**  
**9 November 2016**

# ITEM 17

Report of the Leader of the Council

## PERFORMANCE MONITORING 2016/17 – QUARTER TWO RESULTS AND MID-YEAR TARGET REVIEW

### SUMMARY

- 1.1 This monitoring report includes highlights from key performance measures included in the departmental business plans and which reflect the refreshed 2016-19 Council Plan. These priority measures form the Council Scorecard for 2016/17 and reflect key performance / budget risks that Chief Officers and Members need to be reviewing outcomes against on a regular basis.
- 1.2 At the end of quarter two (up to 30 September 2016), 70% of performance measures are forecast to meet or exceed their year end target. 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**.
- 1.3 Achievements noted at quarter two include:
  - Nine businesses were supported through the Derby Enterprise Growth Fund.
  - 96% of social worker registrations with the HMPC (Health and Care Professions Council) are completed.
  - The volume of transactions for services currently using online self-service channels continues to be ahead of target.
- 1.4 Accountable officers have provided commentary to put performance into context and identify actions that they are taking to address poor performance (see **Appendix 3**).
- 1.5 In addition to presenting Cabinet with an updated position on results for Council Scorecard measures this report also presents members with proposed changes to the scorecard, as a result of a mid-year review, that was agreed in July 2016 (**Appendix 4**).

### RECOMMENDATIONS

- 2.1 To note the 2016/17 quarter two performance results.
- 2.2 To give particular attention to the indicators highlighted in the Improvement Report at Appendix 3.

- 2.3 To note the performance measures recommended for Corporate Scrutiny and Governance Board at paragraph 4.23. To also 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.
- 2.4 To approve the proposed changes to targets set out in Appendix 4.
- 2.5 To approve the proposed addition to the scorecard at paragraph 4.13.

<b>REASONS FOR RECOMMENDATIONS</b>
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- 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.
- 3.2 Targets are set for priority performance measures to support improvement and challenge however for them to be meaningful it is essential that they are not too stretching or too easy. Factors can impact on performance outturns during the year, which means that targets set at the start of the year are no longer realistic or conversely not challenging enough.



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Report of the Chief Executive

**SUPPORTING INFORMATION**

**Background to Council Scorecard**

- 4.1 The Council Plan contains the priorities for the Council to deliver in the medium term. The Council Plan has been refreshed for 2016-19 with a vision for a 'safe strong and ambitious city' reflecting the Derby 15 year plan. The Council Plan aim is to be a modern, flexible and resilient Council. This is supported by a eight cross-cutting priority outcomes that aim to reflect both statutory demands and key 'risk / demand' areas.
- 4.2 The Council Scorecard approach reflects a mix of national and local priorities and enables a wider assessment of how the Council is performing. For 2016/17 the scorecard will be structured around the vision and aims within the Council Plan, these remain the same as in 2015/16. These are:
- Safe
  - Strong
  - Ambitious
  - Resilient
- 4.3 In 2015/16 the structure of the methodology used to select measures was updated to reflect current service drivers, rationalise the number of measures and focus on core statutory services that satisfy one of the below criteria...
- Measure linked to an area of significant budget pressure / income source.
  - A reflection of demand for services.
  - Key inspection / reputational / compliance risk area.
- 4.4 For 2016/17 there is an updated scorecard which has been refreshed in line with this methodology and aligned to the refreshed 2016-19 Council Plan. The updated scorecard contains now 43 measures which give Chief Officers and Members a consistent view of performance in some of the high risk areas. Proposals for the scorecard were approved at Cabinet on 13 July 2016 but will be subject to regular review to identify any other high risk areas/ measures which meet the above criteria.
- 4.5 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 – 2016/17 Quarter Two

- 4.6 A summary dashboard for the Council Scorecard is shown in **Appendix 2**. An improvement report is shown in **Appendix 3** with actions being taken to address areas not in line with expected performance.
- 4.7 In relation to the quarter two performance results, up to 30 September 2016, the latest position shows:
- 70%\* of measures are forecast to meet or exceed the year-end target
  - 52% of measures have achieved their quarterly target.
  - 36% of measures are forecast to improve compared to last year.
- 4.8 Summary performance results for all priority measures included in the Council Scorecard are as follows...

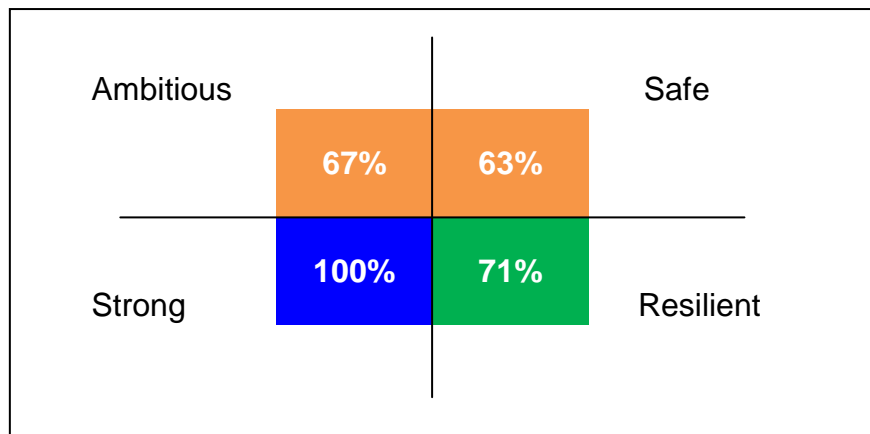
Traffic Light Status	Q2 performance against Q2 target	Forecast against year end target	2015/16 Performance
<b>Green / Blue – met or exceeded target</b>	52%	70%*	50%
<b>Amber - missed target by up to 5%</b>	13%	9%	19%
<b>Red - missed target by more than 5%</b>	35%	21%	31%

\*It should be noted that the current year end forecast of 70% is based upon those measures where there is a target in place. The mid-year review of targets is proposing a number of new targets for measures where there was not an appropriate baseline in place in July to set a target. The targets proposed for these measures (attainment measures) are in line with national averages and the provisional data indicates that these will not be met which will impact negatively on the overall position against target in both quarters three and quarter four.

Direction of Travel	Forecast against previous year outturn	2015/16 compared to 2014/15
<b>↑ Better</b>	36%	52%
<b>→ Same / planned reduction</b>	46%	18%
<b>↓ Lower</b>	18%	30%

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

- 4.9 The percentage of measures that are forecast to meet or exceed the 2016/17 target for each pledge within the Council Scorecard are as follows...



### **Mid-year review**

- 4.10 As agreed in July 2016, 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.
- 4.11 Following a review of the Scorecard with all service leads it is proposed that no measures are removed from the set. There are however a number of proposed changes to targets, which have been determined using the criteria set out below:
1. Target is not sufficiently stretching based on latest performance results.
  2. The target is too stretching based on changing performance due to external factors (i.e. increasing demand, loss of capacity / resources etc.).
  3. There were no targets set in July 2016 as there was insufficient information available to propose a SMART target.
- 4.12 All proposed changes to targets have been discussed and agreed at Department Management Team Meetings with sign off from the lead Strategic Director and Service Director.
- 4.13 There is one proposed addition to the Council Scorecard, to be approved by Cabinet:
- IC PM20 Asset Valuations – monitor and completion of the Asset Valuation programme.
- 4.14 It should be noted that the purpose of the mid-year review is to ensure there is sufficient oversight and realistic challenge in priority areas considering that performance can be impacted by many external factors. In this way, the scorecard measures and targets can remain motivational for staff and partners, rather than simply unachievable.

- 4.15 The measures where there is a change to the target proposed are set out in **Appendix 4**.

**Key Areas to note – Improving Performance** (where the target is forecast to be exceeded)

- 4.16 Nine businesses have already been supported financially through the Derby Enterprise Growth Fund at quarter two (Regen PM15), the target set at the start of the year was 10.
- 4.17 The volume of online transactions for existing self-service options (CM PM19) continues to be ahead of target at quarter two, increasing by 40% compared to the same period last year.
- 4.18 The percentage of social worker registrations (HMPC – health and care professions council) has increased to 96% at quarter two, it is expected that the year end target of 95% will be exceeded (GOV PM02).

**Key areas to note – Deteriorating Performance** (where the target is also forecast to be missed at year end)

- 4.19 40% of the annual food safety intervention programme has been achieved at quarter two for high risk rated food premises (EaRS PM29). 85% is forecasted for year-end, the target is 90%. Officer absence has affected progress and cover has now been arranged so this is expected to improve. An update is scheduled to be presented at Corporate Scrutiny and Governance Board in December.
- 4.20 There is still a considerable backlog of Education, Health and Care plans for Special Education Needs and Disabilities issued within 20 weeks (L&I PM26) however the new cohort of plans targeted to assess the effectiveness of Derby's processes have been progressed well within timescales. There are robust plans in place to address the backlog and an improvement plan is being developed to address the outcomes of the recent peer assessment activity. Regular updates are being presented to Scrutiny.
- 4.21 The Statement of Accounts was presented to Audit and Accounts Committee on 28 September 2016. At this stage, the External Auditors are unable to issue an unqualified opinion due to outstanding issues that have emerged during their final audit, in particular the valuation of assets (FPA PM21). Consequently it is suggested at paragraph 4.13 that an additional measure is added to the scorecard to monitor the Council's progress (IC PM20 Asset Valuations – monitor and completion of the Asset Valuation programme).

## **Business Plans**

- 4.22 All performance measures and objectives within business plans are monitored on DORIS and reported to Directorate Management Teams. Full business plan reports will be available by Directorate and Department for Q2 on DORIS (The Council's Performance Management System).

## Performance Review

4.23 The following updates will be presented to the Scrutiny Boards in the next three months:

- Number of households living in temporary accommodation (Y&AH PM03) and Number of homelessness acceptances (Y&AH PM06). Update due in November 2016.
- Percentage of the annual food safety intervention programme achieved for premises risk rated A-C (EaRS PM29). Update due in December 2016.
- Responding to and learning from complaints (LPI 52h) Update in December 2016.
- Special Educational Needs and Disabilities – Education, Health and Care plans (L&I PM26). Follow up to performance surgery due in January 2017.
- AHH Local 2A (i) Adults aged 18 and over admitted on a permanent basis in the year to residential or nursing care per 100,000 population (and wider adult social care measures). Update due in January 2017.

## 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>Service Director(s)</b> <b>Other(s)</b>	Head of Legal Director of Finance Head of HR Director of Strategic Services and Customer Management Head of Performance and Intelligence
<b>For more information contact:</b>  <b>Background papers:</b> <b>List of appendices:</b>	Natalie Tuckwell 01332 643465 <a href="mailto:natalie.tuckwell@derby.gov.uk">natalie.tuckwell@derby.gov.uk</a> Sarah Walker 01332 646366 <a href="mailto:sarah.walker@derby.gov.uk">sarah.walker@derby.gov.uk</a>  Appendix 1 – Implications Appendix 2 – Council Scorecard Dashboard Appendix 3 – Q2 Improvement Report Appendix 4 – Mid-year review of targets

<b>IMPLICATIONS</b>
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**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**

- 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.

**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.



