



COUNCIL CABINET

16 February 2022

Report sponsor: Director of Policy, Insight and Communications

Report author: Head of Strategy and Performance

ITEM 17

Performance monitoring – Quarter 3 2021/22

Purpose

- 1.1 The Council's Recovery Plan for 2021/22 was approved by Cabinet in February 2021. This report presents a consolidated overview of performance in line with commitments made in the Recovery Plan, bringing together priority performance measures, projects and strategic risks.
- 1.2 A summary of key performance highlights covering the period of September 2021 to December 2021 (quarter 3) can be found in paragraph 4.5, with details of key achievements presented within paragraph 4.6 to 4.7. Areas for further work are detailed within paragraphs 4.8 to 4.15, and a full overview of progress against the Recovery Plan is available in **Appendix 1**.
- 1.3 There are no areas identified for a Performance or Risk Surgery based on outturns at the end of December 2021.

Recommendations

- 2.1 To note the latest performance results, paying particular attention to the latest profile of our strategic risks and emerging priorities for improvement.
- 2.2 To note the in-quarter activities set out in 4.16 to 4.19, that have been completed to provide assurances on our strategic risk controls, with further activities scheduled for quarter four.
- 2.3 To note that no performance measures are recommended for consideration via a Performance Surgery.

Reasons

- 3.1 Performance monitoring enables us to keep track of our progress against various plans, and it's essential that Cabinet has regular oversight of progress against the Council Plan and supporting Recovery Plan.
- 3.2 A key part of effective improvement is robust project and risk management, with regular senior oversight of the latest insight. This makes sure that there is clear accountability, and it allows informed decision making, in a transparent way.

Supporting information

Recovery Plan - context, targets and key changes

- 4.1 In February 2021, Cabinet approved the 2021/22 Recovery Plan, which aligns to the Council Plan 2019 - 2023 and replaces our annual Council Delivery Plan. The content of the Recovery Plan subsequently forms the basis of our performance monitoring framework for 2021/22.
- 4.2 The Recovery Plan is focused on delivering better outcomes within three priority areas, which align to the Council Plan 2019 – 2023.



- 4.3 At the point of approving the Plan, Cabinet also approved that the contents of the plan would remain under review, to make sure it remained relevant, deliverable and focused on agreed priorities.
- 4.4 During the period of September 2021 to December 2021, there have been no amendments identified.

Quarter 3 Summary Overview

- 4.5 Presented below is a summary of key highlights from the quarter 3 performance report, which covers the period from September 2021 to the end of December 2021. A full overview of performance, by Recovery Plan themes and outcomes, is presented at **Appendix 1**, with notable outcomes presented on pages 2, 12 and 24.



Of the measures where **quarterly targets** have been set, **59%** had **met or exceeded** these at the end of December 2021; a summary of those that did not achieve target is presented in paragraph 4.14.

Based on the quarter 3 outturns, **64%** of measures are **forecasted to achieve their annual targets** at the end of March 2022.



At the end of December 2021, **86%** of priority milestones/actions were assessed as **'on track' or 'completed'**, which is slightly below the quarter 2 position of **91%**.



78% of the priority projects being monitored as part of the Recovery Plan have been evaluated at the end of December as either **'green' or 'amber / green'**.



There are **18 strategic risks** within the strategic risk register, and since the end of September 2021 one risk has been escalated to the strategic risk register (*Industrial action regarding NJC/JNC pay claim*), with one risk being de-escalated (*SR5 – Non-compliant condition of Council properties*).

Key areas of achievement

4.6 Together WITH the city, key areas of progress to note between September 2021 and December 2021 have included:

- A **Recruitment and Skills Brokerage Service** is in place to support employers to recruit and upskill individuals transitioning them into new jobs. 32 employers have engaged with the service and 45 individuals have moved into new employment through targeted support. In addition to this, over the last quarter a triage referral service from the **Employment Hub into the Employability and Skills Team** has been established within our Adult Learning Service.
- Between April 2021 and December 2021, our interventions have created **193.5 jobs**, and **78 businesses** have also been supported so far this year, through access to finance, advice and indirect support.
- Over **315,400 attendances** have been recorded at **Derby Live produced, presented and supported events and performances**, with more than **365,000 visitors to our Leisure Centres and Derby Arena**.
- So far this year, **35 grants** have been awarded for **energy efficiency measures** to be implemented, and despite the on-going restrictions of COVID, **91 energy audits** have been undertaken for small and medium-sized enterprises (SMEs), exceeding the 2020/21 full-year outturn of 79 audits.
- The total percentage of **young people in Years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known** has improved from 17.3% at the end of quarter 2 to **6% at the end of quarter 3**, which is also an improvement on the 2020 comparable result.
- The total **number of children in care** is reducing. During quarter 3, our Staying Together Team supported 20 families at risk of break down. In addition to this, our Child Permanency Team are working to exit children and young people safely and appropriately from care.
- The total number of children in care placed in an **Independent Fostering Agency Placement** continues to decline through the creative use of our own carers.
- Our **Anchor Network** is now well established and has developed a Charter to secure commitment.
- The **Community Protection Team** was successfully moved into Riverside Chambers, alongside the Police and other departments.
- A multi-partner **Sustainable Food Group** has been established with the aim that every citizen of Derby should have access to a choice of affordable, good quality and healthy food.

- In November 2021, Ofsted and the Care Quality Commission (CQC) published their findings from our inspection re-visit of Derby's **local area services for children and young people with special educational needs and disabilities (SEND)**. The re-visit found that all five areas identified for improvement had significantly developed since the 2019 inspection:
 - a change in culture resulting in stronger working relationships
 - parents and carers are now more involved in making decisions
 - a clear strategy for improving provision and outcomes
 - professionals working in education, health and social care are committed, ambitious and willing to improve
 - more Education Health and Care plans are now completed within the 20-week timescale.
- **37 affordable homes** were delivered during quarter 3, taking the year to date total for 2021/22 to 114.
- **Project governance** arrangements continue to be strengthened, with the Programme Management Office Board having a clear forward plan for projects meeting the gateway review criteria. The gateway criteria was reviewed, updated and published in October 2021, with training sessions for all project personnel delivered between August and the end of October. The implementation of a Project Management Platform was also a key achievement over the last quarter.

4.7 **Three milestones have been assessed as ‘completed’** over the last quarter...

- An established Climate Change Partnership Group and internal Officer Group.
- Embedding and further developing neighbourhood working in the City Centre and exploring opportunities for a City Centre Community Safety Hub.
- Publishing a refreshed Inclusion and Equality Plan for the city, including our Race Equality Commitments.

Opportunities for development and areas of risk

- 4.8 Demands on our services remains high, and the **total number of working days lost due to sickness absence** has increased to 9.11 working days, per full-time employee, which is the highest the quarter 3 rate has been since December 2017. To mitigate the impact on delivery of our services the COVID Programme Board continues to review the latest insight on service pressures, agreeing where additional actions are required.
- 4.9 Activities have also continued on **supporting the health and well-being of our colleagues** through our Mental Health Champions.
- 4.10 A number of risks within the People’s Directorate Risk Register, linked to our ability to meet need, have increased over the last quarter relating to ‘Insufficient capacity to meet statutory safeguarding responsibilities for Children and Young People’, ‘COVID outbreaks in DCC service areas’, and ‘Care providers unable to recruit and retain sufficient staff’. All these areas continue to be managed through established mitigations.
- 4.11 In addition to this, there is a specific risk at present pertaining to capacity gaps in community-based care at home services, which is being managed through our partnership activities.

4.12 There have been increases in the following **areas of risk** since the position reported at the end of September 2021:

- SR3 – Cyber threats to our systems, which has increased following a global cyber vulnerability necessitating incident response procedure, which occurred during December 2021. The incident was successfully remediated however the risk remains high in respect of worldwide cyber activity.
- SR8 – Data and records management, through the continued pressure on services which has delayed a number of information governance tasks, which requires a renewed prioritisation.
- SR24 – Inability to meet statutory duties in key service areas due to COVID. Winter pressures and the COVID Omicron variant have both contributed to an increased likelihood against this risk. Seven actions were implemented, and one new control established during quarter 3 to treat and mitigate this risk.

4.13 Whilst there have been no ‘new’ milestones classified as ‘major slippage’, over the last quarter, there have been five areas where a declined project or milestone RAG assessment has been reported, when compared to the positions at the end of quarter 2.

- Agreed plan to support transforming our city around the Market Place - the heart of the city - and encompass Derby's varied portfolio of cultural assets
- Adopted carbon reduction action plan
- Create a Single Front Door Strategy for Derby
- Delivering our priority projects
 - NAMRC (Nuclear Advanced Manufacturing Research Centre)
 - South Derby Growth Zone.

4.14 At the end of December there were seven measures that had not met the quarter 3 targets set, a summary of which is presented below:

Measure	Supporting information
EIIS PM04 - Children who are the subject of a child protection plan per 10,000 population aged under 18 (Snapshot)	The targets are set as a baseline to monitor levels of need, the priority will remain safeguarding those children and young people that need to have a protection plan.
PH PM20 - The rate of returned online sexual health tests for the DISH digital offer	Performance dipped at the end of the quarter, which is being investigated, this measure may have been impacted by the focus on COVID.
SEND 06 (L&I PM26a) - Percentage of new Education Health Care Plans issued in 20 weeks*	The SEND inspection re-visit confirmed sufficient progress had been made in all areas evaluated by these measures. It should however be noted, that despite not achieving the quarterly targets that the outturn for ‘SEND 17’ has improved from the position reported at the end of quarter 2. The outturns for SEND 6 and SEND 15 both represented a fall from the quarter 2 positions.
SEND 15 (NEW) - Quality education, health and care plans (Recovery Plan 2021/22)	
SEND 17 (NEW) - Satisfaction level of parents, children and young people (Linked to evaluation plans) (Recovery Plan 2021/22)*	
CP 08f - Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools*	The total number of working days lost due to sickness absence was impacted by COVID-19, which is the second highest reason for days lost.
CP 09 (NEW) - Average working days per employee (full time equivalents) per year lost	

Measure	Supporting information
through sickness absence - as a result of stress / anxiety (Recovery Plan 2021/22)*	It should be noted that whilst the total number of working days lost has increased, the percentage of this that is due to stress / anxiety has declined from 30.63% at the end of December 2020, to 19% at the end of 2021. Targeted activities to support continue.

* Areas are not forecasted to achieve the year-end target.

- 4.15 There are a total of ten measures forecasted to not achieve the end of year targets set, including the areas identified in the table above with an “*”...
- L&C PM05 - Number of visitors at Leisure Centres and Derby Arena
 - L&I PM37 - DALs percentage of online courses take-up
 - Regen 18b - External public funding secured
 - SP PM11 - Percentage of household waste recycled, composted or reused (reported a quarter in arrears)
 - CM PM29 - Percentage of customers registering an online user
 - CM PM32 - Number of My Account registered users

Performance and risk review activities

- 4.16 Over the last quarter, three strategic risks have been considered through targeted review activity, supported by the Assurance Team and the Corporate Risk Management Group (CRMG):
- SR15/CR16 - Inability to deliver a balanced Medium-Term Financial Plan
 - SR16/ CR17 - Insufficient resources to meet planned expenditure; external impacts which may impact on long-term financial resilience such as COVID-19
 - SR17/P-R12 - Inability of Local Authority and Local Area (Local Authority and key local Health partners jointly) to implement the SEND reforms.
- 4.17 Members of the CRMG were appraised of the risk profiles, opportunities to establish greater controls and new actions that would be taken to manage these risks. The CRMG supported any recommended additions/changes proposed, as part of the reviews and were assured on controls already in place.
- 4.18 Performance review activities during the third quarter of 2021/22 focused on the SEND re-visit and demands for our statutory social care services.
- 4.19 Review activities for quarter 4 will focus on the following areas, with no areas recommended for consideration by a performance or risk surgery:

Performance reviews	Risk reviews
<ul style="list-style-type: none"> • Early help and social care (CYP), through a deep-dive assessment • Complaints diagnostic to commence • Sickness absence deep-dive 	<ul style="list-style-type: none"> • SR8/ CR7 - Risk of poorly defined, inconsistent records management systems and processes • SR18/ P-R13 (COVID Risk 10) - Increase in the numbers of individuals and families in the city identified as 'in need' following COVID-19, which may include 'unmet' need during the pandemic.

Public/stakeholder engagement

- 5.1 Consultation will be completed in line with priority areas/projects and as appropriate.

Other options

- 6.1 Not applicable.

Financial and value for money issues

- 7.1 Regular monitoring of performance measures, projects and strategic risks embeds understanding of how economically, efficiently and effectively the Council is performing.
- 7.2 Many of our priority performance measures, projects and strategic risks relate to areas of demand or risk that are major cost drivers and understanding these provides valuable insight for planning resource allocation within the Medium-Term Financial Plan.

Legal implications

- 8.1 Updates on projects will be appropriate to the type and stage of the project, taking into consideration that there may be legally sensitive issues that impact on reporting.

Climate implications

- 9.1 Climate change is a key feature of the Council Plan 2019 – 2023, with targeted actions for 2021/22 set out within the Recovery Plan. Appropriate updates on progress are presented as part of this report.

Other significant implications

- 10.1 Equalities – many of the services set out in the Council Plan are particularly important for people who share protected characteristics under the Equality Act 2010, and who would face further barriers to equality without effective public services. Understanding the effectiveness of these services and how they impact on people's lives is important for advancing equality of opportunity, which is part of our Public Sector Equality Duty.

This report has been approved by the following people:

Role	Name	Date of sign-off
Legal	Emily Feenan - Director of Legal, Procurement and Democratic Services and Monitoring Officer	26/01/2022
Finance	Alison Parkin – Director of Financial Services	26/01/2022
Service Director(s)	Corporate Leadership Team	24/01/2022
Report sponsor	Heather Greenan - Director Policy, Insight and Communications	24/01/2022
Other(s)		

Background papers:	
List of appendices:	Appendix 1 - 2021/22 Quarter 3 Performance Report