	Council Cabinet **13 February 2019**	**ITEM 16**
Derby City Council	Report sponsor: Chief Executive Report author: Policy & Improvement Manager	

Performance monitoring 2018/19 – quarter three results

Purpose

1.1 To update Cabinet on performance against the Council's priorities, as measured by the indicators agreed in the Council Scorecard.

1.2 To highlight areas of achievement, which include:

- the number of children and young people subject to Child Protection Plans continues to reduce

- more new foster carers are being approved in a timely fashion

- the number of older adults entering long-term care has remained at a low level compared to previous years, suggesting we are successfully supporting people in the community

- rent arrears for Derby Homes tenants remain at a reasonably low level, as the rollout of Universal Credit Full Service to more customers continues.

1.3 To provide information on how areas of weaker performance are being addressed, and actions being taken to improve performance and mitigate risks.

Recommendation(s)

2.1 To note the 2018/19 quarter three performance results set out in **Appendix 1**, 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 2**.

Reason(s)

3.1 Performance monitoring underpins our planning framework to ensure we review progress regularly, achieve our priorities and deliver value for money. The Scorecard reflects key performance and 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.

Supporting information

4.1   The **Council Plan 2016-19** has a vision for '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 year. Progress on the Council Delivery Plan is reported every six months.

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 three

4.6   A summary dashboard for the Council Scorecard is shown in **Appendix 1**. An improvement report is presented in **Appendix 2,** which contains details of the actions being taken to address areas that are not in line with expected performance.

4.7   The Q3 position shows that:

- 54% of measures are forecast to meet or exceed the year-end target
- 32% of measures have achieved their quarterly target
- 51% of measures are forecast to improve compared to last year.

Traffic Light Status	Q3 actual v Q3 target	Forecast against year-end target	2017/18 performance
Green / Blue – met or exceeded target	32%	54%	54%
Amber – missed target by up to 5%	18%	15%	33%
Red – missed target by more than 5%	50%	31%	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	23%	20%
↓ Worse	26%	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.

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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).*

Key Areas to note – Improving Performance

4.11   *Measures where the quarterly target has been exceeded / year-end target is forecast to be exceeded:*

- The number of children and young people in the city with a **Child Protection Plan** (**EIISS PM04**) has decreased for the fourth quarter in a row, with 443 plans in place; with children and families being appropriately and safely supported to improved outcomes and reduced risks.

- All five **foster carers approved** this quarter were approved within the 8 month timescale (**SS PM28**), and those expected to be approved in Q4 should also be within timescale. This evidences the work we have been doing to avoid delays in our approval processes, striving to create more in-house placements, as soon as possible, to reduce the high costs of Independent Fostering Agencies.

- The number of **older people entering care** this year (**AHH Local 2A2(ii)**) is on track to be below the position reported at the end of March 2018, and to meet the more challenging target set under Better Care Fund arrangements. Again, this is a positive indicator for a key area of spend, and shows that the preventative work on-going to support more people in their homes, is having an impact. Linked to this is the strong performance of the **Healthy Housing Hub** (**IC PM06**), which has almost assisted as many people in the first three quarters, as was forecast for the entire year. Providing people with low cost home repairs, improvements, adaptations and advice can help them to remain independent, and defer or avoid the need for residential care.

- **Rent arrears** for Derby Homes tenants (**DH Local 01**) remain at a similar level to last year, suggesting that the roll-out of Universal Credit Full Service is being effectively addressed, and that tenants are being supported to take responsibility for their rent payment. Arrears are still forecast to rise as more people move onto UC, but the early indications are that the impact may be lower than previously forecasted. (Executive Scrutiny Board reviewed this matter in January 2019).

Key areas to note – Deteriorating Performance

4.12   *Where the target is also forecast to be missed at year end:*

- The number of **Looked after Children and Young People** (**SS PM07**) rose again in Q3 to 539, which is unprecedented demand, and is forecasted to rise again in

Q4, based on the care proceedings currently under way. The reducing number of Child Protection Plans, which is the tier of intervention below care, has not yet translated into fewer Looked after Children; illustrating the high levels of need in the city. Decision making is always based on the best interests of the child/young person. However, it should be noted that this is a critical area of budget pressure for the Council, because in the context of rising numbers of Looked after Children, the proportion placed with **Independent Fostering Agencies** (**SS PM23b**) has also risen further than previously forecasted.

- After positive progress in the first half of the year, **employee sickness** (**CP 08f**) has risen and it is forecast that the revised target of 11.5 days per FTE employee (excluding schools) will not be met, at 11.9 days. Linked to this, the percentage of **sickness incidents where a return interview has been completed within three working days** (EARS PM53) is below the target of 90%, at 67.8% year to date (though it is improving over time, with quarter 3 discrete performance of 72.3%). CLT are managing both items regularly and receive detailed reports. Executive Scrutiny Board will receive a further update in February 2019.

- Performance on the percentage of **Education, Health & Care Plans** issued within 20 weeks (**SEND 6**) has declined to 43% completed within timescale (20 of 47). There are also currently 198 assessments 'in the process', which may impact on our end of year timescales. The service has recently gone through a restructure and is now fully staffed, with additional capacity sourced to support improved performance in quarter 4. This remains a key area of focus for the multi-agency SEND Improvement Board. A Performance Surgery, led by the CYP Scrutiny Review Board, will be held on 27 March 2019 to look at this in more detail. An external peer review is also scheduled for June 2019.

- The number of **jobs created** directly by Council initiatives (**Regen PM14**) is forecast to be below the target (705 against a target of 1000). This is down to a number of factors, including:
  - a reduced level of grants awarded through the Derby Enterprise Growth Fund and Regeneration Fund
  - some schemes are not progressing to build out as quickly as expected,
  - the focus on the new D2 Small Business Grant Scheme, which was introduced this year as part of the business rates retention pilot.

  It is notable that even this lower level of jobs output accounts for a large proportion of the net increase in jobs in the Derby economy (averaging 1,200 per year over the five years of the last Economic Strategy). This demonstrates the importance of the Council continuing to take a pro-active approach to stimulating investment.

- Performance on **L&D PM07b - Average time taken (days) to issue a Local Land Charges search**, which was new to the Council Scorecard in 2018/19, has been below the government target of 10 days since introduction; with an end of year forecast of 25 days. Latest performance has been impacted by challenges with capacity in the team, however a 6 month temporary post has been recruited, which will support improvements and assist to clear the backlog of searches.

- There are potential emerging needs for our **adult social care clients**, with those that require **no further services after short-term support** (AHH 02D) forecasted

to fall below the end of year target of 71.5% (quarter 3 result of 66.4%). Our Home First service plays a key role in supporting adults in the city identified as 'in need', and findings from our peer review in October 2018 on the effectiveness of initial offers of help will help us to make sure we are focused on right support for our adult social care clients, at the right time. Positively, two thirds of clients that received support did not require further services.

Performance review

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

Month	Theme	Council Scorecard measures
January 2019	Rent Arrears and wider impact of Universal Credit	- DH Local 01 / BV 66b - Rent arrears of current tenants as a % of rent roll - DH Local 142 - Total number of cases resolved under 'prevention duty' - DH Local 143 - Total number of cases resolved under 'relief duty'
February 2019	Sickness absence	- CP 08f - Average working days per employee - EARS PM53 - Percentage of sickness incidents where a return interview has been completed within three working days

Public/stakeholder engagement

5.1   The Council Plan 2016-19 is coming to the end of its intended lifespan, and there will be opportunities to engage with the public and stakeholders as we set high level priorities and the key outcomes the Council should focus on for the coming years.

Other options

6.1   Not applicable.

Financial and value for money issues

7.1   Regular monitoring of performance measures and outcomes allows the Council to understand how economically, efficiently and effectively it is performing its functions, which is a critical part of its statutory 'Duty of Best Value'. Performance monitoring is complemented in this regard by effective risk management, for which Audit & Accounts Committee has oversight through the Strategic Risk Register.

7.2   Many of the Council Scorecard measures relate to areas of demand or risk that are major cost drivers, and understanding these provides valuable insight for planning resource allocation in the context of the Medium Term Financial Plan.

Legal implications

8.1   None directly arising.

Other significant implications

9.1   Equalities – many of the services represented in the Council Scorecard are particularly important for people who share protected characteristics under the Equality Act 2010, and who would be at greater risk of disadvantage 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	28/01/2019
Finance	Don McLure	30/01/2019
Service Director(s)	Heather Greenan	25/01/2019
Report sponsor	As above	
Other(s)	Ann Webster, Lead on Equality & Diversity	28/01/2019

Background papers:		
List of appendices:	Appendix 1 – Council Scorecard Dashboard	
	Appendix 2 – Q3 Improvement Report	