

Report sponsor: Director of Policy, Insight and Communications
Report author: Head of Strategy and Performance

2022/23 - Q2 Performance Monitoring Report

Purpose

- 1.1 The Council Plan 2022-2025 was approved by Cabinet in February 2022, with the supporting annual delivery plan for 2022/23 approved in July 2022.
- 1.2 This report presents a consolidated overview of performance in line with commitments made in the Plan; bringing together priority performance measures, projects and strategic risks.
- 1.3 A commitment was made to make the Council Delivery Plan dynamic on approval, ensuring that it remains fit for purpose. Some minor amendments have been requested by Lead Officers, set out in paragraph 4.5. This includes proposals for any mid-year amendments to targets.
- 1.4 A summary of key performance highlights covering the period of July 2022 to September 2022 (quarter two) can be found in paragraph 4.7, with details of key achievements presented within paragraphs 4.8 and 4.9. Areas for further work are detailed within paragraphs 4.10 to 4.13, and a full overview of progress against the 2022/23 Council Delivery Plan is available in **Appendix 1**.
- 1.5 There are no areas identified for a Performance Surgery based on outturns at the end of September 2022, or areas identified for targeted risk reviews (in addition to activities already in progress).

Recommendations

- 2.1 To approve the amendments recommended to the Plan or previously approved targets, as presented in paragraph 4.5.
- 2.2 To note the latest performance position, paying particular attention to the latest profile of our strategic risks and emerging priorities for improvement.
- 2.3 To note the in-quarter activities set out in 4.14, that has been completed to provide assurances on our strategic risk controls, with further activities scheduled for quarter three.
- 2.4 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.
- 3.2 A key part of effective improvement is robust project and risk management, with regular senior oversight of the latest position. This makes sure that there is clear accountability, and it allows informed decision making, in a transparent way.

Supporting information

- 4.1 The Council Plan 2022–2025, approved by Cabinet in February 2022 and Council in March 2022, sets out our vision for the city:

Ambitious for Derby - “working together with the city, for the city”

- 4.2 The plan is focused on four priority areas / themes that form the basis of our future ways of working, and ambitions for the city from 2022 onwards.



- 4.3 These four priority themes are supported by two enabling programmes of ‘better together’ and ‘working smarter’; which provide the focus for our internal improvement and transformation activities.
- 4.4 At the point of approving the Plan, Cabinet also approved that the content of the plan would remain under review, to make sure it remained relevant, deliverable and focused on agreed priorities.

- 4.5 During the period of July 2022 to September 2022, there have been four measures/milestones identified for deletion, there has also been a request to re-define one measure, alongside a proposal to add a new priority project. In addition to this, there are two target changes requested, following the approval of targets by Cabinet in September 2022.

Measure / milestone description	Proposed recommendation to Cabinet	Rationale for proposed change
<u>Measure</u> – Visitors to Derby Arena	Description of the measure to be updated to ‘Number of event visitors at Derby Arena’	More accurate reflection of activities.
<u>Measure</u> – Total number of properties within the Council’s portfolio	Description of the measure to be updated to ‘Number of vacant or properties on the disposal list’	More specific measure of success, with a view to achieve zero on the disposal list.
<u>Measure</u> - Livewell: Number of NHS Health Checks	Target requested to change from 1,000 to 800	Reduced target is required to allow capacity to successfully deliver a short-term project by Livewell, aimed at reducing health inequalities in the city. The project, funded by the Integrated Care Boards (ICB), will identify and prevent cardiovascular disease within specific communities. Livewell will perform community-based blood pressure checks to identify people that have undiagnosed cardiovascular disease, who can be referred to pharmacies or primary care for further investigations.
<u>Measure</u> – Number of households assisted through the Healthy Housing Hub with repairs, improvements, adaptations and advice	Target to be increased to 750.	Target re-profiled based on positive performance over the first 6-months of the year.
<u>Measure</u> – Percentage of customers with a Shared Lives service compared to those in a long-term community setting	To be deleted.	Review of measures underway, in line with assessment of services.
<u>Measure</u> – Number of Carelink referrals for installations to enable people to remain independent	To be deleted.	
<u>Measure</u> - Number of priority areas progressed forward, in line with the approved Climate Change Strategy, by each Action Hub	To be deleted.	To be monitored through the milestone on the Climate Change Action Plan.
<u>Milestone</u> - Scale up the Rapid Integrated Independence at Home team (RIIHT) to become integrated into the Derby Place Urgent Community Response	To be deleted.	This service, funded by the NHS, has not yet commenced due to recruitment being unable to secure the desired workforce. Discussions are under way about an alternative delivery model therefore, this action is no longer appropriate.

Measure / milestone description	Proposed recommendation to Cabinet	Rationale for proposed change
<u>NEW milestone proposed</u>	Become an accredited Local Visitor Economy Partnership	This is key to being able to support businesses in this sector. It reflects national growth plans being developed by The Department for Digital, Culture, Media & Sport via VisitEngland / VisitBritain.

- 4.6 It should also be noted that there are 21 measures where definitions are still being confirmed (13 quarterly measures and 8 annual), which have not been included within analysis, presented in this report, alongside any confirmed annual measures (29) where updates are not yet available.

Quarter 2 summary

- 4.7 Presented below is a summary of key highlights from the quarter two performance report, which covers the period from July 2022 to the end of September 2022. A full overview of performance, by Council Delivery Plan themes and outcomes, is presented at **Appendix 1**, with notable outcomes presented on pages 3, 7, 15, 19 and 34.



Of the measures where **quarterly targets** have currently been set and are being monitored, **71%** had **met or exceeded the target** at the end of September 2022.

Based on the quarter two outturns, **75%** of measures are **forecasted to achieve annual targets** at the end of March 2023.



At the end of September 2022, **79%** of priority milestones/actions, where an update is available, were assessed as **'on track' or 'completed'**.



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



There are **18 strategic risks** within the strategic risk register, and since the end of June 2022 one new risk has been added to the strategic risk register, with two risks proposed for de-escalation.

Key areas of achievement

- 4.8 Together WITH the city, key areas of progress to note between July 2022 and September 2022 have included:
- 41.7% of household waste was recycled, composted or reused in quarter one (reported a quarter in arrears), which is the highest result since June 2020.
 - Six of Derby City Council's parks have been awarded Green Flag awards, recognising them as being among the best green spaces in the area.

- 55.5 jobs have been created through Derby City Council initiatives so far this year, and 55 businesses have been supported by Derby City Council through access to finance, advice and indirect support
- 52 new affordable homes have been delivered so far this year.
- Derby has become one of just two UK cities to be accepted as a member of UNESCO's Global Network of Learning Cities (GNLC).
- As a shortlisted location for the Great British Railways HQ, we hosted a Ministerial visit in August this year – although the main legislation to enable reform of the railways is not anticipated until 2023, it is understood that an announcement on the preferred HQ location is expected in the coming weeks.
- Over 12,000 people attended one of our three unique events, at Darley Park, which was a higher attendance than 2021.
- Over the last quarter, 627 cases were completed by our Handyperson Service, 441 households were assisted through the Healthy Housing Hub with repairs, improvements, adaptations and advice and 135 Disabled Facilities Grant adaptations were completed.
- Over the last 6 months, work is underway to implement Adult Social Care Reforms:
 - We have hosted workshops on charging and care accounts to aid development and implementation.
 - A Fair Cost of Care Report is in place, and a further draft of the Market Sustainability Plan has been completed.
 - Work has commenced on a self-assessment against the Care Quality Commission's draft inspection framework.
- The total number of homelessness approaches since April 2022 was 1,300, which is nearly a 10% drop from the end of June 2022 to the end of September 2022. There have been 504 cases resolved under the prevention duty since the beginning of April 2022, with 279 being resolved during the second quarter of the year, a 24% increase on the first quarter, which is indicative of the prevention work that remains on-going to support residents to stay in safe and decent accommodation.
- Derby has pursued additional freedoms and flexibilities through a devolution deal with Government launched on 30 August. A consultation on the proposal to create a Combined County Authority with Derbyshire County Council, Nottinghamshire County Council and Nottingham City Council will take place from November 2022 to January 2023. Subject to this, the proposal will be submitted to Government in March 2023.
- Our Councillor Portal is to be launched in November 2022. Quality assurance and testing of the Portal is on-going. Training and workshops are to be undertaken with councillors and officers in October and November.

4.9 Due to on-going work to mitigate risks and reduce the level of threat, two strategic risks have reduced risk scores over the last quarter:

- *Ineffective project management governance* - risk score has decreased from 12 to 9 due to the establishment of the Assurance and Development Group, the Assurance Lead Officer is now in post, there are regular Project Management

Network meetings, a strengthened project pipeline and assurance activities, and the majority of projects are now on the Project Management Platform (PMP).

- *Inability to meet statutory duties for accommodation-based support for domestic abuse* – the risk score has decreased from 12 to 6 due to the extension of current refuge provision and additional support commissioned.

Opportunities for development and areas of risk

- 4.10 Demands on our services remain high, and the **total number of working days lost due to sickness absence** has risen to the highest quarter two position since 2016/17. The main reason for sickness absence remains 'stress and anxiety'. Signposting of wellbeing support and tools available have continued with articles on wellbeing support and advice shared throughout the period, including financial wellbeing information shared via corporate newsletters. The updated Attendance Management policy was agreed by the Personnel Committee in quarter two. Our Employee Assistance Programme continues, and the offer is now available to all Council maintained schools also. For areas where there are challenges with recruitment and retention there is a council-wide working group in place.
- 4.11 The most significant risks to delivery, including the pace of delivery, relate to our financial position, as we are forecasting a pressure of £16.667 million (net £12.858 million after mitigation) against the 2022/23 base budget of £263.7 million. Both our 'in-year' spend and 'planning for the Medium-Term Financial Plan' risks have been assessed at the maximum score of 16 due to:
- rising costs of inflation
 - rising costs of social care and sufficiency of accommodation challenges
 - deliverability of savings and pressures that are emerging within the year.
- 4.12 One new risk was added to the strategic risk register at the end of September 2022, which may also impact on our financial position (potential risk of industrial action regarding NJC pay claim). It should be noted that this was resolved in quarter three.
- 4.13 At the end of September 2022, there were nine measures not achieving their quarterly targets, a summary of these and the reasons for this are presented below:

Measure	Q2 RAG status	Rationale for current performance
Number of dwellings and shared houses improved to acceptable standard after statutory or informal action	Amber	Current performance has been impacted by capacity; it is forecasted that this measure will achieve the end of year target.
Percentage of young people in years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known	Red	This measure is impacted by seasonality, the current quarter two position represents stronger performance than the comparable 2021 position.
Livewell: NHS Health Checks	Red	Target proposed to change, please refer to paragraph 4.5.
Number of older people participating in programme to reduce falls	Amber	Target proposed for review over quarter 3.
Children in Care per 10,000 population aged under 18	Amber	Target is set as a baseline to assess demand; the priority will always be ensuring children and young people are safeguarded.

Measure	Q2 RAG status	Rationale for current performance
Stability of placements of looked after children: length of placement	Amber	Performance remains strong compared to peers, the quarter two position has been impacted by moves in line with a young person's care plan, alongside any unplanned moves.
Percentage of new EHCPs issued in 20 weeks	Red	Performance has been impacted by continued high demand, alongside a backlog of assessments from 2021/22, which was impacted by capacity challenges with Educational Psychology (now resolved). A Performance Surgery is planned for November 2022 (recommended in 2021/22 Q4).
Number of private sector empty homes returned into occupation or demolished	Amber	Position is forecasted to achieve the end of year target, despite the quarter two position being impacted by capacity challenges.
Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools	Red	Please refer to paragraph 4.10.

Performance review activities

- 4.14 Over the last quarter, a number of risk themes have been considered through targeted review activity, supported by the Assurance Team and the Corporate Risk Management Group (CRMG):
- Development and review of a rising cost of living risk register, with risks currently being assessed for escalation to the Strategic Risk Register.
 - “Diminishment of outcomes for Derby's children and young people” – with proposals that this risk is further reviewed and re-defined.
- 4.15 Performance activities have focused on:
- supporting the establishment of the new reporting framework
 - developing a city plan
 - establishing a baseline position for Adult Social Care Services against the draft Care Quality Commission (CQC) inspection framework due to be introduced in 2023
 - coordinating a Performance Surgery on Education Health and Care Plan timeliness.

Public/stakeholder engagement

- 5.1 Consultation will be completed in line with priority areas/projects and as appropriate.
- 5.2 The measures based on the findings of our Citizen's survey will be reported at the end of quarter three.

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 2022–2025. Appropriate updates on progress are presented as part of this report.

Socio-Economic implications

- 10.1 Creating a resilient city, with a focus on reducing inequalities and promoting health and wealth are priority ambitions within the Council Plan 2022-2025 and appropriate actions have been included within the report to address these.

Other significant implications

- 11.1 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	06/11/2022
Finance	Alison Parkin – Director Financial Services	03/11/2022
Service Director(s)	Corporate Leadership Team	05/11/2022
Report sponsor	Heather Greenan - Director Policy, Insight and Communications	07/11/2022
Other(s)		

Background papers:	2022/23 Council Delivery Plan – Cabinet Report
List of appendices:	Appendix 1 - Quarter 2 priority performance, projects and strategic risks update