



Derby City Council

**COUNCIL CABINET**  
**14 February 2018**

**ITEM 16**

Report of the Cabinet Member for Finance  
and Governance

**PERFORMANCE MONITORING 2017/18 – FUTURE OF DERBY PLEDGES DECEMBER  
2017 AND QUARTER THREE RESULTS**

**SUMMARY**

- 1.1 This monitoring report summarises progress made towards the Future of Derby 50 Pledges (Council Delivery Plan) and includes highlights from key performance measures included in the Council Scorecard.
- 1.2 As at December 2017, 11 Pledges are completed, 35 Pledges are 'on track' and 4 Pledges are showing minor slippage. Quarter three updates for Cabinet Member Pledges are shown in **Appendix 2**.
- 1.3 At the end of quarter three (up to 31 December 2017), 64% of performance measures in the Council Scorecard 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 3**.
- 1.4 Achievements noted at quarter three include...
  - Ram Energy became operational in October; there has been a very positive response from the public, with almost 1,000 meters switching supply to Ram Energy.
  - We have carried out 678 intermediate care assessments so far this year reflecting investment in the Home First service. By supporting people out of hospital and into their own home or intermediate care as quickly as possible, we are making a critical contribution at a period of intense pressure for the NHS.
  - We supported the Derby Museums Trust in their successful bid for £3.7m of Local Growth Fund funding to create the Museum of Making at Derby Silk Mill.
  - 109 businesses have been supported so far this year by Derby City Council through providing access to finance, advice and indirect support.
  - A total of 293 older people participated in the programme to reduce falls this quarter, with a total of 400 forecasted to take part by the end of March 2018.
  - 29 new affordable homes were provided this quarter, 74 are expected to be provided by the end of March 2018.
  - Improved adoption timeliness with over 60% of children and young people waiting less than 16 months between entering care and moving in with their adoptive family.
  - An unqualified audit opinion was issued for the 2016/17 Statement of Accounts in December 2017.

<b>RECOMMENDATIONS</b>
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- 2.1 To note the 2017/18 quarter three performance results and the December progress report on the Cabinet Member Pledges.
- 2.2 To give particular attention to the indicators highlighted in the Improvement Report at Appendix 4.
- 2.3 To note that Executive Scrutiny Board review performance on a regular basis and may select indicators for Performance Surgery on the basis of this report.

<b>REASON 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. The Scorecard reflects key performance / budget risks that Chief Officers and Members need to be reviewing outcomes against on a regular basis. Early investigation of variances enables remedial action to be taken where appropriate.



**COUNCIL CABINET**  
**14 February 2018**

Report of the Chief Executive

**ITEM**  
**XX**

<b>SUPPORTING INFORMATION</b>
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**Background**

- 4.1 The **Council Plan 2016-19** has a vision for a 'Derby 2030: a safe strong and ambitious city', supported by an eight cross-cutting priority outcomes that reflect both statutory requirements and key 'risk / demand' areas.
- 4.2 On 1 March 2017, the Leader of the Council announced his intention to make **50 Future of Derby Pledges**, setting out clear steps towards the Derby 2030 vision.
- 4.3 In April 2017 Council Cabinet published the **Council Delivery Plan** which describes how the Council Plan 2016-19 will be put into practice through Cabinet Pledges, wider actions and measures. Progress is monitored regularly against the Pledges and reported to Cabinet on a quarterly basis.
- 4.4 The **Council Scorecard** contains the key measures from the Council Plan and enables a wider assessment of how the Council is performing against statutory requirements and local demands. For 2017/18 the scorecard will be structured around the priorities within the Council Plan, these are:
- Safe
  - Strong
  - Ambitious
  - Resilient
- 4.5 The scorecard was refreshed for 2017/18 and measures were selected according the following criteria ...
- Measure 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 2017 edition of the Council Delivery Plan, including Cabinet Member pledges, and also meets at least one of the criteria above.

- 4.6 The updated scorecard contains 50 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 21 June 2017. This was subject to a mid-year review during quarter two to ensure there is sufficient oversight and realistic challenge in priority areas considering that performance can be impacted by many external factors. Proposed changes to measures and targets in the scorecard were approved at Cabinet on 8 November 2017.
- 4.7 The traffic light system used to assess performance is shown below...

<b>Colour</b>	<b>Pledge</b>	<b>Measure</b>
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

#### **Future of Derby Pledges performance monitoring – December 2017**

- 4.8 Progress against the Future of Derby Pledges is monitored regularly. At the end of December 2017:
- 11 pledges had been completed.
  - 35 pledges were 'on track'.
  - Four pledges had 'minor slippage' reported, which is a reduction from the five reported at the end of quarter 2 with two pledges moving to 'on track' at the end of quarter 3 (Intermediate care capacity and affordable homes).
  - No pledges had 'major slippage' reported.

4.9 There were a number of Pledge achievements during the third quarter...

- Ram Energy become operational in October 2017, offering people better value on their energy bills by running as a not-for-profit enterprise. We have had a very positive response from the public, with almost 1,000 meters switching supply to Ram Energy.
- We invested in our Home First service so that we could get people out of hospital and supported in their own home or in intermediate care as quickly as possible. We have carried out 678 care assessments so far this year, exceeding our annual target, making a critical contribution at a period of intense pressure for the NHS.
- We have already exceeded our target to engage with 5,000 school students through the E4E Business Connect programme, putting them in touch with local employers and helping them to understand what employers are looking for.
- We supported a very successful Small Business Saturday event at Derby Market Hall on 2<sup>nd</sup> December, where 23 people took up the “pop-up trader” opportunity to trial running their own market stall for the day.
- We approved Council grants as planned to cultural partner organisations, and supported Derby Museums Trust in their successful bid for £3.7m of Local Growth Fund funding to create the Museum of Making at Derby Silk Mill. Work is due to start in February 2018, with the museum planned to open in 2020.
- We moved forward with the new swimming pool at Moorways, with a planning application submitted and demolition work on site. We are on track for the new pool to open in 2020.

4.10 Work is taking place on areas of slippage, as identified below:

- 4.10.1 **Double the number benefitting from free school breakfasts** (Education & Skills)  
As reported for quarter 2 performance in November 2017, we continue to engage closely with schools to promote take-up. Since September, an additional six schools have started breakfast clubs, and we are in discussions with a number of others. We now have over 200 pupils benefitting from the scheme on an average day. We are working with a number of partners on sponsorship and fundraising for the scheme, including Kavita Oberoi, Derby College and Timms Solicitors.

**4.10.2 Increase take-up of funded childcare places to 100% by 2020** (Education & Skills)

As reported for quarter 2 performance in November 2017, take-up figures are published annually, and that for January 2017 showed a slight decrease from 95% to 93% take-up of the universal entitlement for 3 and 4 year olds.

In the last quarter, the Children & Families Information Team has increased their level of social media activity, met with health visitors across the city, engaged with employers to ensure they are promoting the entitlement to their staff, and are now supporting providers to provide more and more flexible FEEE places for summer 2018.

**4.10.3 Ensure all Derby's children's homes are judged 'Good' or 'Outstanding'** (Safeguarding and Children & Young People)

As reported for quarter 2 performance in November 2017, five of our six homes have been rated as 'Good' by Ofsted. The sixth home is rated 'Requires Improvement', and we are working through an improvement plan agreed with Ofsted to ensure the required standards are met. Re-inspection is not expected until summer 2018.

**4.10.4 Commit £250,000 to deliver a programme of affordable events** (Leisure, Culture & Tourism)

We have delivered a very successful programme of events, such as the Hannells Darley Park Concert and the Christmas lights switch on. Measurement of this pledge included the development of a Cultural Charter by summer 2017. This is now programmed for publication in February 2018.

**4.11** Quarter 3 updates for all Cabinet Member Pledges are shown in **Appendix 2**.

## Corporate Scorecard Monitoring – 2017/18 Quarter Three

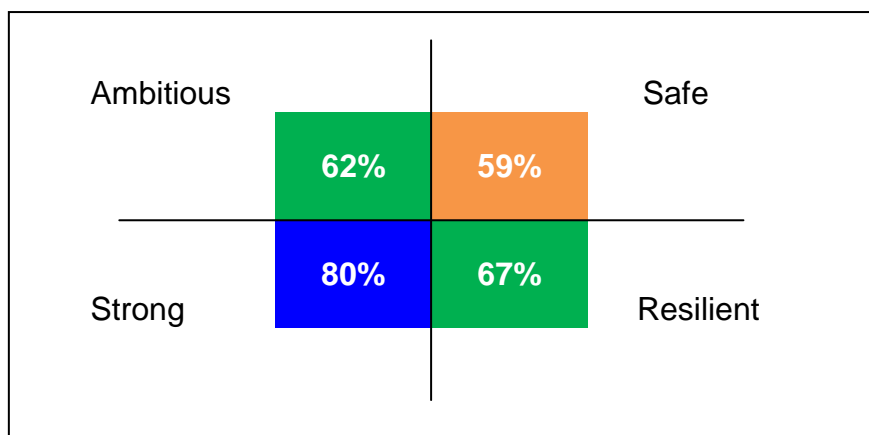
- 4.12 A summary dashboard for the Council Scorecard is shown in **Appendix 3**. An improvement report is shown in **Appendix 4** with actions being taken to address areas not in line with expected performance.
- 4.13 In relation to the quarter three performance results, up to 31 December 2017, the latest position shows:
- 64% of measures are forecast to meet or exceed the year-end target
  - 52% of measures have achieved their quarterly target.
  - 50% of measures are forecast to improve compared to last year.
- 4.14 Summary performance results for all priority measures included in the Council Scorecard are as follows...

Traffic Light Status	Q3 performance against Q3 target	Forecast against year end target	2016/17 Performance
<b>Green / Blue – met or exceeded target</b>	52%	64%	54%
<b>Amber - missed target by up to 5%</b>	11%	4%	19%
<b>Red - missed target by more than 5%</b>	37%	32%	27%

Direction of Travel	Forecast against previous year outturn	2016/17 compared to 2015/16
<b>↑ Better</b>	50%	39%
<b>→ Same / planned reduction</b>	25%	32%
<b>↓ Lower</b>	25%	29%

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

- 4.15 The percentage of measures that are forecast to meet or exceed the 2017/18 target for each theme within the Council Scorecard are as follows...



**Key Areas to note – Improving Performance** (where the quarterly target has been exceeded / year-end target is forecast to be exceeded)

- 4.16 Overall, regeneration projects are supporting more businesses in the city and more people to employment. At the end of December 2017, 824 jobs had been created through Derby City Council initiatives (**Regen PM14 Jobs created through DCC initiatives**) and the **number of businesses supported by Derby City Council** through access to finance, advice and indirect support (Regen PM22) exceeded 100. Both areas are forecasted to achieve targets at the end of March 2018.
- 4.17 At the end of December 2017, a total of 293 **older people had participated in the City's programme to reduce falls** (LCT PM03), with a total of 400 older people forecasted to take part by the end of the year, exceeding the target set for 2017/18. Performance has been supported by further successful recruitment activity with communities and partners. In addition to the on-going delivery of the programme, work has also taken place to strengthen referral routes and engage additional communities, promoting greater independence for Derby City's older residents. This is a key preventative measure for many health and social care partners, improving customer outcomes and saving money on possible costly interventions.
- 4.18 A total of 29 **new affordable homes** were provided (gross) (YA&H PM08 NI 155) between October 2017 and December 2017 bringing the year to date total to 59, exceeding the quarterly target of 39. This key housing measure is forecasted to exceed the annual target for 2017/18 of 65 homes with a prediction of 74 new affordable homes, with five new acquisitions anticipated to support this forecast.
- 4.19 Participation in the regional adoption pilot (RAA D2N2) is supporting improvements in the **timeliness of adoption placements** (SS PM25). At the end of December 2017, over 60% of children and young people waited less than 16 months between entering care and moving in with their adoptive family, which is a significant improvement on the position of 40% reported at the end of quarter 2. A full evaluation of the pilot is planned to take place at the end of 2017/18 however current indications are positive.



- 4.20 Adult Social Care teams are supporting effective discharges from hospital, with the rate of **delayed transfers of care from hospitals**, falling below the target of 2.0 per 100,000 population, with a result of 0.8 per 100,000 population. It should be noted that the position represents the period from April 2017 to November 2017 and shows a large improvement on historical quarters, alongside the year-end target. Winter pressures in December 2017 did however see alerts across health services and hospital settings, which may impact on future performance.
- 4.21 Derby City's **2016/17 Statement of Accounts** (FPA PM22a) were signed off with an unqualified opinion on 19th December 2017, which represents a significant improvement on the 2015/16 Statement of Accounts position and is a reflection of the work that has been undertaken over the last nine months to improve financial controls. Going forward, work will focus on value for money alongside the implementation of a more effective framework of internal controls, including a review of Financial Regulations and Contract Procedure Rules.
- 4.22 At the end of quarter 2, the **percentage of DBS checks** completed was forecasted to not achieve the end of year target; however the on-going work of the Recruitment Team has seen performance improve to the end of December 2017, with a result of 91.3%, which exceeds the target of 75%. Due to historical performance within this area this measure was reviewed by Executive Scrutiny in July 2017; however current performance reflects the impact of the actions taken and the end of year target of 95% is now forecasted to be achieved.
- 4.23 The quality of educational provision within the city is a key priority for Derby City Council and recent inspections has seen the **percentage of maintained schools judged to be 'good' or better** improve to 84%, exceeding the target of 83%. This position does not however include academies within the city, which remains an on-going area for improvement.

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

- 4.24 At the end of September 2017, **homelessness preventions** (YA&H PM05 (DH) Number of homelessness preventions) were forecasted to exceed the year end target, however the number of preventions has decreased in quarter 3 (particularly in December). The factors which may have influenced this include family members reluctant to ask members to leave over the Christmas period, alongside reduced activities with the courts. Looking ahead, the new Homelessness Reduction Act focuses on preventions and the relief of homeless households. To support compliance and an improvement in performance, key services are being restructured. It should be noted that homelessness, including preventions, was to be considered by Executive Scrutiny in January 2018 as part of their Performance Forward Plan.
- 4.25 At the end of December 2017, the **number of online transactions** (CM PM15) is forecasted to be 6% away from the end of year target. Actions taken since the start of April 2017 to support the achievement of this target have included the introduction of the garden waste scheme, online transactions for concessionary travel cards and a move away from emails for Customer Services. A stretching target was deliberately set within this area to encourage more online activity and support the achievement of

savings.

- 4.26 Due to an increase in the complexity of cases being taken by the Re-ablement Service the **percentage of older people achieving independence through rehabilitation / intermediate care** (AHH 02B (NI 125)) is now forecasted as 'red' rather than the 'amber' result predicted at the end of quarter 2, with a position of 80% against a target of 85%. Looking ahead to 2017/18 the changing nature of demand must be reviewed to inform more realistic targets. For the remainder of 2017/18, support will continue to be targeted to those identified as most in need.
- 4.27 In addition to the new emerging risk areas identified above there are a number of measures which fell below targets at the end of quarter 2 and performance continues to fall below targets at the end of quarter 3...
- **L&I PM26a % of NEW EHCPs issued in 20 weeks** (for those children and young people pre-16 years of age) – year end forecasts are now at 60% with current performance impacted by on-going high demand alongside competing priorities for the service, in particular the focus on converting statements to EHCPs. Going forward the implementation of the Graduated Response, as part of the wider SEND Review for Derby City, will assist in providing support at the most appropriate level for children and young people with SEND.
  - **CP 08f Average working days per employee** (full time equivalents) per year lost through sickness absence - Excluding Schools – performance at the end of December 2017 represents an improvement on the position from the same period in 2016/17. The year-end forecast is currently 12.5 days compared to target of 8.4 days. This area has been subject to a Performance Surgery over the last six months and a working group is developing an improvement plan to further support reductions, which will be reported to Executive Scrutiny before the end of April 2018.
  - **AHH 02D Sequel to short term support resulting in no services needed (STMAX)** – the percentage of adult social care users receiving short-term support has also been impacted by an increase complexity of cases, as has been seen with the percentage of older people achieving independence through rehabilitation / intermediate care (Paragraph 4.31). Current forecasts indicate that the target for 2017/18 will not be achieved.
  - **EIIS PM04 Children who are the subject of a child protection plan per 10,000 population aged under 18 (Snapshot)** – demand continues to exceed comparator averages and subsequently targets within this area. The priority will remain the effective safeguarding of children and young people in the city and assessments of thresholds indicate the right level of support is being provided, however a working group led by the Strategic Director of People Services is continuing to review this area and a Performance Surgery is scheduled for April 2018.
  - **SS PM23b Percentage of children placed with independent fostering agencies** – the recruitment of foster carers remains an on-going challenge for Derby City and a number of 'drop-outs' from the application process during quarter 3 has impacted on the total number of new fostering households forecasted for the end of March 2018. Soft market testing is underway to consider alternative service delivery models and this area will be reviewed via a Performance Surgery in April 2018, as part of an assessment of progress made following Derby's inspection of services for children in need of help and protection, children looked after and care leavers (the SIF) in March 2017.

## **Business Plans**

- 4.28 All performance measures and objectives within business plans are monitored on DORIS (the Council's Performance Management System) and reported to Directorate Management Teams. Full business plan reports are available by Directorate and Department for Q3 on DORIS.

## **Performance Review**

- 4.29 The following measures are scheduled for review by Executive Scrutiny over the next few months:

February 2018	Achieving independence for older people including; delayed transfers of care, rehabilitation / intermediate care and prevention activity (i.e. falls prevention, Health Housing Hub, local area coordination and Talking Points)
March 2018	Regeneration projects including the impact on businesses and jobs in the city
April 2018	Children's Single Inspection Framework (SIF) a year on - progress with the Improvement Plan

- 4.30 In addition to the above, there are three Performance Surgeries scheduled to take place by the end of April 2018...
- Sickness absence - update
  - Rise in child protection plan numbers / rates.
  - A review of the impact of the SIF Improvement Plan.

## **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 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 – Future of Derby Pledges – Q3 Update Appendix 3 – Council Scorecard Dashboard

	Appendix 4 – Q3 Improvement Report
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<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.

