



Derby City Council

COUNCIL CABINET 21 June 2017

ITEM 13

Report of the Cabinet Member for Finance and Governance

Council Scorecard 2017/18

SUMMARY

- 1.1 To make sure Chief Officers and Members remain briefed on key performance outcomes, Derby City Council developed a 'Council Scorecard' in April 2010, which was a small basket of priority performance measures reported on each quarter. Derby, like other councils, is subject to regular monitoring against hundreds of performance measures and the Council Scorecard allows leaders to focus on the areas that they have decided 'mattered the most'.
- 1.2 The Council Scorecard is reviewed and updated on an annual basis to make sure it continues to measure the latest priority areas.
- 1.3 The criteria for selection of the measures for the Scorecard was approved by Cabinet in 2015/16. However the publication of the Council Delivery Plan in 2017 has resulted in a proposed amendment to the selection criteria to strengthen the alignment...
 - o Measure linked to an area of significant budget pressure / income source (1).
 - o A reflection of demand for services (2).
 - o Key inspection / reputational / compliance risk area (3).
 - o NEW CRITERION - 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).
- 1.4 The aim of this report is to present Cabinet with an updated Scorecard for 2017/18 (Appendix 2), which has been refreshed in line with the Council Delivery Plan, whilst still taking account of the selection criteria approved in 2015/16.
- 1.5 It should be noted that both Cabinet and the Corporate Scrutiny and Governance Board will receive quarterly updates on performance against the Scorecard throughout 2017/18. It is proposed that the measures in the Delivery Plan that are not in the Council Scorecard are subject to, as a minimum, a review at the end of quarter 2 and quarter 4. From this, more detailed performance reviews can be commissioned through Performance Surgeries with Members where an in-depth challenge session is required to support improvements.

RECOMMENDATIONS

- 2.1 To approve the amendment to the selection criteria of the Council Scorecard to make sure it supports the delivery of the contents of the Council Delivery Plan 2017.
- 2.2 To approve the Council Scorecard 2017/18 that will be used as the basis for quarterly performance monitoring, of key measures, during 2017/18.
- 2.3 To approve a mid-year and full year review of all measures contained within the Council Delivery Plan to make sure that there are suitable opportunities to review and challenge progress.
- 2.4 To note that both Cabinet and Corporate Scrutiny and Governance Board will review performance on a regular basis and may select indicators for Performance Surgery on the basis of reports and presentations.

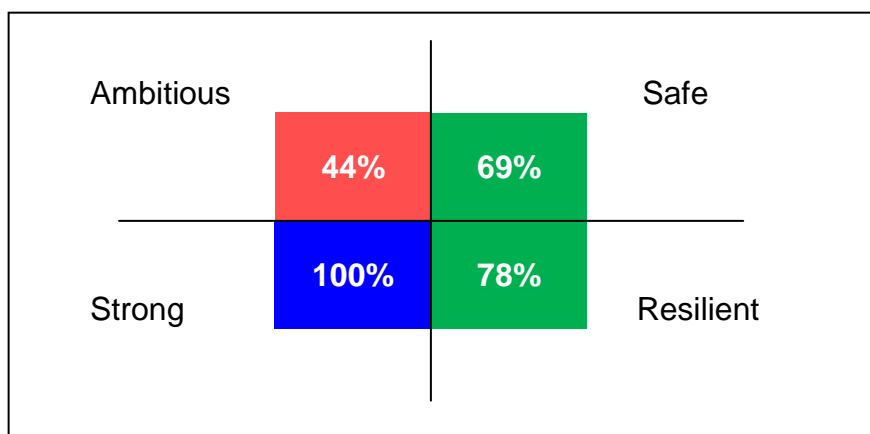
REASONS FOR RECOMMENDATIONS

- 3.1 The Council Scorecard is a small basket of priority measures that enables the Council to closely monitor areas of importance to support improvement and ensure delivery of the Council Plan priorities.
- 3.2 Review and challenge from the Corporate Scrutiny and Governance Board is important in ensuring the Executive is held to account and areas of under-performance receive the necessary attention and support from members. A performance forward plan for 2017/18 will therefore be agreed with the Board Chair to ensure appropriate challenge of risk areas.

SUPPORTING INFORMATION

4 Review of the 2016/17 Council Scorecard

- 4.1 The 2016/17 Council Scorecard contained 46 individual measures that reflected a mixture of local and national priorities, predominately in relation to statutory services. This was a slight increase from the 42 measures in the 2015/16 scorecard reinforcing the need to focus on target areas.
- 4.2 At the end of December 2016 (Quarter 3), 66% of measures within the scorecard were forecasted to meet or exceed the year-end target, with 41% of measures having improved compared to the previous year (2015/16).
- 4.3 Overall, the percentage of measures that were forecasted to meet or exceed the 2016/17 target, at the end of Quarter 3, for each theme within the Council Scorecard was as follows...



- 4.4 The end of year position for 2016/17 will be reported to Cabinet in July 2017.

5 Proposals for the 2017/18 Council Scorecard

- 5.1 As identified in paragraph 1.3 it is proposed that the selection criteria for the Council Scorecard is expanded to include the Council Delivery Plan, although only priority measures that also meet one of the existing scorecard criterion will be considered for inclusion.
- 5.2 Based on a review of the 2016/17 scorecard alongside the Council Delivery Plan and 2017/18 business plans it is proposed that **eleven measures are removed** from the 2017/18 scorecard...

Measure Description	Rational for removing from the scorecard
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L&I PM26 Special educational needs - the percentage of education, health and care plans issued within 20 weeks	SEND Performance framework developed and to be monitored through the SEND Improvement Board and Commissioning Board
L&I PM26b Number of pre-April 16 assessments awaiting finalised plans	SEND Performance framework developed and to be monitored through the SEND Improvement Board and Commissioning Board
L&I PM27 Number of requests for an Education Health Care Plan assessment	SEND Performance framework developed and to be monitored through the SEND Improvement Board and Commissioning Board
L&I PM27a Number of requests for an Education Health Care Plan assessment agreed	SEND Performance framework developed and to be monitored through the SEND Improvement Board and Commissioning Board
CM PM19 Increase the volume of online transactions for existing options	Duplicate - performance to be monitored through CM PM15
AHH 01A (NI127) Social Care Quality of Life	Annual measure - to be replaced by new ASC measures that can be monitored in year and link to the Council Delivery Plan and Pledges
AHH 01C (NI 130) Social care clients and carers receiving self-directed support (direct payments and individual budgets)	Consistently high performance with no variation and any variation will be planned) - to be replaced by new ASC measures that can be monitored in year and link to the Council Delivery Plan and Pledges
PH PM01 Percentage of successful exits from drug treatment	Data delays in reporting limit impact of inclusion in the scorecard
PH PM02 Alcohol harm reduction - a reduction in alcohol related hospital admissions	Data delays in reporting limit impact of inclusion in the scorecard
PH PM8 AHH PH Health checks - a higher take-up of 'Public Health' health checks	Data delays in reporting limit impact of inclusion in the scorecard
PH PM12 Smoking prevalence in adults aged 18 and over	Data delays in reporting limit impact of inclusion in the scorecard
YA&H PM03 (NI 156) Number of households living in Temporary Accommodation	Measure has been amended - new measures proposed (preventions and use of B&B)

5.3 To make sure that the scorecard continues to reflect priority issues **eleven new measures** are proposed for 2017/18, all of which link to commitments in the Council Delivery Plan...

- L&I PM23e - Percentage of residential children's homes in Derby rated as good or better.
- SS PM25 - Percentage of children who wait less than 16 months between entering care and moving in with their adoptive family.
- L&C PM28 - Livewell: NHS Health Checks.
- LCT PM3 - Number of older people participating in programme to reduce falls.
- IC PM06 - Repairs, improvements and adaptations completed through the Healthy Housing Hub.
- ASC PM16 (AHH 02B) - Achieving independence for older people through rehabilitation/intermediate care (still independent 91 days after discharge).
- ASC PM10 - Percentage of referrals where action is taken and risk is reduced or removed.
- ASC PM17 (AHH 02C) - Delayed transfers of care from hospitals.
- C PM02a - To manage sufficiency and promotion of three and four year FEEE places to ensure 92% take up in each locality by eligible children.
- AYA&H PM08 - Affordable homes delivered.
- YA&H PM05 (DH) - Number of homelessness preventions.
- DH Local 48 (a) - Number of new households placed in bed and breakfast in a month (*cumulative position is reported in the comments*).

5.4 The complete draft scorecard is available at **Appendix 2**. This list includes draft targets where they are available and some proposals for the Corporate Scrutiny and Governance Board performance forward plan. It should be noted that targets will continue to be challenged across all services as Business Plans are finalised.

Council Delivery Plan

- 5.5 There are a total of 58 measures (61 if parts 'a' and 'b' are counted as separate items) referenced with the Council Delivery Plan that link to a mixture of Cabinet Member Pledges and Council Plan Actions.
- 5.6 It is proposed that 16 of these will be monitored quarterly through the Council Scorecard (these will be included in quarterly portfolio reports for Cabinet Members). The remaining measures will be monitored through Business Plans supported by a complete mid-year and full year review of all commitments in the Council Delivery Plan.

OTHER OPTIONS CONSIDERED

- 6.1 None. If the Council Scorecard remains unchanged it would not focus on the priorities of the Council or the issues that Cabinet have identified as requiring attention.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Head of Performance and Intelligence

For more information contact:	Sarah Walker Policy and Improvement Manager 01332 643466 sarah.walker1@derby.gov.uk
Background papers:	None
List of appendices:	Appendix 1 – Implications Appendix 2 – Draft 2017/18 Council Scorecard

IMPLICATIONS

Financial and Value for Money

- 1.1 The aim of the Council Scorecard going forward it to focus on key areas of demand and budget pressures. Further to this, there is measure contained within the scorecard that reflects whether Derby City has delivered a legally balanced budget.

Legal

- 2.1 None relating to this report.

Personnel

- 3.1 The refreshed scorecard for 2017/18 retains a measure relating to sickness absence as a key measure of the health of the workforce.

IT

- 4.1 None relating to this report.

Equalities Impact

- 5.1 The performance frameworks contained within Departments include indicators which monitor the impact of Council initiatives on diverse groups (i.e. % of LAC from BME groups).

Health and Safety

- 6.1 None relating to this report.

Environmental Sustainability

- 7.1 None relating to this report.

Property and Asset Management

- 8.1 Measure proposed for inclusion in the 2017/18 Scorecard.

Risk Management and Safeguarding

- 9.1 The refreshed scorecard is focused on 'risk' areas and will be linked to both the 2017/18 Council Delivery Plan, the Delivery Differently Programme and the Strategic Risk Register once all have been finalised.

Corporate objectives and priorities for change

- 10.1 The contents of this report will support Cabinet to monitor progress within the priority commitments set out in the 2017/18 Council Delivery Plan

