



Derby City Council

COUNCIL CABINET 12 June 2019

ITEM 16

Report sponsor: Chief Executive
Report author: Policy & Improvement Manager

Performance Monitoring 2018/19 – Quarter Four Results and Council Plan Delivery Plan

Purpose and Headlines

- 1.1 This report summarises progress in delivering the Council Plan 2016-2019, and includes highlights from the key performance measures within the Council Scorecard.
- 1.2 **75% of actions within the Council Delivery Plan 2018/19 have been completed or are on track**, in line with the set milestones, as at 31 March 2019. A summary of progress against all commitments is set out in **Appendix 1**.
- 1.3 At the end of quarter four (Q4) (to 31 March 2019), we had delivered against **61% of all our Business Plan measure targets, with 43% of priority measures in the Council Scorecard** having met or exceeded their year-end target (in some cases this is based on provisional data). Performance has **improved in 2018/19 across 49% of our priority measures**, when compared with performance in 2017/18. This is better than the position of 33% reported at the end of last year (March 2018).
- 1.4 Results are RAG-rated using traffic light criteria, according to their performance v improvement targets. The Council Scorecard is at **Appendix 2**. Accountable colleagues have provided commentary to place performance in context and identify actions underway to address poor performance (see **Appendix 3**).
- 1.5 There has been considerable improvement activity throughout 2018/19 as part of the Executive Scrutiny Performance Forward Plan (**Appendix 4**). We held three Performance Surgeries focussed on key challenges in children's services and sickness absence.
- 1.6 Performance against the outcomes in the Council Plan will be published in the Annual Report in August 2019 following approval by Cabinet, Executive Scrutiny Board and Audit and Accounts Committee.

Recommendation(s)

- 2.1 To note:
 - the 2018/19 year end performance for the Council Delivery Plan and Scorecard;
 - the indicators highlighted in the Improvement Report at **Appendix 3**;
 - that the Annual Report 2018/19 will be presented to Cabinet in August 2019.

Reason

- 3.1 Performance monitoring enables us to keep track of our progress against various plans. The Scorecard reflects key performance / budget risks that senior colleagues

and councillors need to be review regularly. Early investigation of variances enables prompt remedial action to be taken where required.

Supporting information

- 4.1 The **Council Plan 2016-19** had a vision for a ‘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, Council Cabinet published the **Council Delivery Plan 2018/19**, which described how the Council Plan 2016-19 would be put into practice over the year, through the new Administration’s priorities, actions and measures. This included 61 high priority objectives, selected as reflecting councillors’ priorities and/or being the most meaningful for Derby, in line with our priority outcomes.
- 4.3 At 31 March 2019, **75% of actions from the 2018/19 Delivery Plan had been completed, or were ‘on track’ for completion**, in line with the milestones set.

PORTFOLIO	Completed	On track	Some slippage	Major slippage
Strategy & Policy	1	2	2	0
Adults, Health & Housing	2	6	3	0
Children & Young People	8	5	0	0
Communities, Neighbourhoods & Streetpride	0	3	0	1
Finance & Procurement	4	0	2	0
Governance & Licensing	2	3	2	0
Leisure, Culture & Tourism	2	2	1	0
Regeneration & Public Protection	3	3	3	1
TOTAL	22 (36%)	24 (39%)	13 (21%)	2 (3%)

- 4.4 **Key achievements** over the last year include:

- **ASC DA09 - embedding the requirements of the Homelessness Reduction Act** – colleagues have been trained and performance measures, including baselines, have been put in place to evaluate the impact of the Act.
- **CD&G Obj04 1819 (AHH DA07) - support residents to remain safe and independent in their own homes, reducing pressure on health and social care services** - both the Healthy Housing Hub and the Disabled Facilities Grants services have exceeded their targets for providing support to vulnerable people in their own homes. The 2018/19 Annual Report for Healthy Housing Hub shows that, for the 744 complex cases completed, over 1,100 people have benefited, with over 1,200 identified health and safety hazards removed from their home and significant improvements to their financial situation by ensuring they were claiming the benefits they were entitled to.

- **CYP DA04 Implement the Pause programme in Derby, intensively supporting vulnerable women with complex needs to avoid frequent pregnancies** – the programme was successfully delivered across Derby, with 19 women completing the first phase. Amongst participants, there was reduced alcohol consumption, improved stability in relationships, accommodation and employment and no repeat pregnancies reported during the 18 month programme.
- **CYP DA05 Continue the work to recruit and retain qualified social workers - including those with experience in order to appropriately reduce the numbers of agency social workers** – over the past 12 months, there has been a safe and appropriate reduction in agency social workers in Children's Services from 30 to 20. Open adverts continue to increase the number of permanent social workers and there's an agreement in place to over-recruit if suitable candidates are found.
- **CYP DA12 Develop a city specific plan for implementing the Childhood Obesity Action Plan (Part 2)** - a strategic group is in place, with appropriate Governance arrangements, reporting to the Safeguarding Board and Children's STP Board. Actions will continue in 2019/20 in partnership with Derbyshire County Council.
- **FIN Obj01 1819 (FP DA03) - Complete the 2017/18 Statement of Accounts** – the statement of accounts was completed more quickly, with approval by Audit & Accounts in August 2018. In addition, **FIN Obj02 1819 (FP DA01) - deliver a multi-year Medium Term Financial Plan (MTFP) for 2019/20 onwards that sets out plans to achieve the savings required, approve 2019 budgets and implement key legislative changes for 2019/20** – was completed and approved by Council in February.
- We delivered Corporate Improvement Plan (CIP) actions (**PIC Obj01 1819 (FP DA02) - implement our CIP, to embed meaningful change and risk management in the governance and culture of the Council**) and a follow-up visit by the Local Government Association in November 2018 recognised the progress made in responding to previous recommendations for improvement.
- **PROP Obj03 1819 (GL DA06) - continue the property rationalisation programme to review and/or dispose of underused buildings** - in November 2018, Cabinet declared some properties as surplus and the disposals programme was updated accordingly. The successful implementation of this plan will reduce the number of vacant properties and mitigate our risk.
- **CD&G Obj05 1819 (RPP DA07) - maximise external funding and income generation to support the city's development and growth** - in 2018/19, projects and interventions managed by the City Development & Growth department attracted nearly £7m in private sector investment in a

range of sectors. A grant of £4.5m from the Housing Infrastructure Fund (HIF) was also secured to support further development of the Castleward Urban Village.

- **SPPT 05 1819 (RPP DA03) - prepare for the implementation of a Clean Air Zone project in Derby in the shortest possible time** – our feasibility plans were completed on time, with an advanced grant made by government.

4.5 **Areas of major slippage** in Council Delivery Plan priority areas are:

- **SP Obj04 1819 (CNS DA04) - mitigate the financial, legal and reputational risks to the Council from increasing costs of waste disposal and maximise the benefits from the new Waste Processing Centre in Derby** – we are working with Derbyshire County Council and advisors to deliver this project, which was added to the Strategic Risk Register at the end of March 2019. Monitoring systems have been introduced to ensure that the City is paying for its fair and accurate share of costs under the joint waste contract.
- **SPPT 02 (RPP DA08) - complete the A52 Wyvern Improvement Project** – there has been regular reporting on this project to Cabinet. The reasons for the issues have been investigated and reported, with the project subsequently having been re-scoped, with an anticipated completion date of summer 2020.

Council Scorecard Monitoring – 2018/19 Q4

4.6 The scorecard was refreshed for 2018/19 and 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 linked to a commitment in the latest edition of the Council Plan, and also meets at least one of the criteria above.

4.7 The updated scorecard contains 45 measures, which give CLT and councillors a consistent view of performance in some of the high risk and / or priority areas. Proposals for the scorecard were approved at Cabinet on 18 July 2018 but are subject to regular review to identify any other high risk areas / measures which meet the above criteria. Targets were reviewed by Cabinet in November 2018. The traffic light system used to assess performance v targets set is as follows:

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
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4.8 A summary dashboard for the Council Scorecard is at **Appendix 2. Appendix 3** shows actions underway to address areas not in line with expected performance.

4.9 At Q4, provisional performance shows:

- 43% of measures have provisionally met or exceeded the year-end target
- 49% of measures have provisionally improved compared to last year.

RAG STATUS	2018/19 PROVISIONAL	2017/18 ACTUAL	2016/17 ACTUAL
Blue – exceeded target	28%	54%	54%
Green – met target	15%		
Amber – missed by up to 5%	15%	33%	19%
Red – missed target by > 5%	42%	13%	27%

4.10 **61% of our business plan measures have met or exceeded the 2019/20 target.**

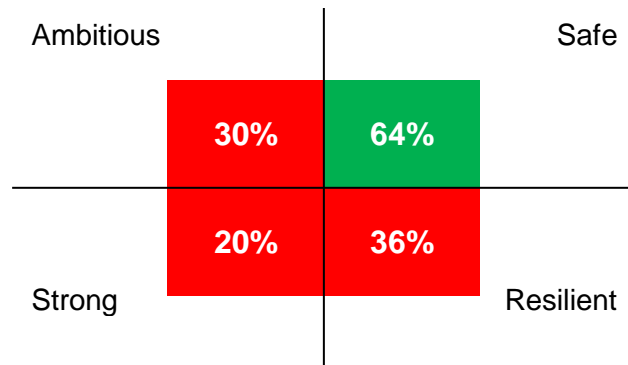
4.11 Summary performance results for all priority measures included in the Council Scorecard are as follows:

DIRECTION OF TRAVEL	Q4 PROVISIONAL v OUTTURN LAST YEAR	2017/18 v 2016/17
↑ Better	49%	33%
→ Same / planned reduction	11%	20%
↓ Lower	40%	47%

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

Some measures will not have a direction of travel (e.g. new measures, or those with categorical values rather than numerical.) Percentages may not total 100% due to rounding.

The percentage of measures that have provisionally met or exceeded the 2018/19 target, for each priority within the Council Scorecard, is shown in the diagram.



4.12 There are **some areas of strong performance for the year where targets have been exceeded and/or the direction of travel has improved:**

- **Delayed Transfers of Care from hospital** – Derby continues to lead the way, with highly effective partnerships between NHS and social care getting more people out of hospital as soon as they're well enough. Provisional figures show there was only 86 delayed days attributable to social care in 2018/19; a significant reduction from 438 last year, and likely to make Derby one of the leading performers nationally.
- **Adults aged 65 and over entering residential or nursing care** – provisional figures show 233 older adults entered residential or nursing care for long term/ permanent placements last year (554 per 100,000 population 65+), which is the lowest figure for four years, and would place us in the top quartile of similar authorities, assuming their figures remained the same as last year. In the context of an aging population, this suggests that our preventative work to support people in the community is having a positive impact.
- **Child Protection Plans** – the number of children and young people with a plan was 426 at year end (71.4 per 10,000 population under 18). This is down from 519 a year ago, and around early 2017 levels. Effective Early Help and work with Children in Need, combined with robust and safe application of the thresholds, means fewer children and young people are being escalated to this high level of intervention.
- **Adoption within 16 months** - of the 29 children adopted this year, 21 (72%) were adopted less than 16 months after entering care; a national good practice benchmark. This is a significant improvement on the last two years, and reflects the emerging impact of the new Permanency Team. We aim to continue to confirm permanent living arrangements for children as quickly as possible. Our adoption team transferred in to Adoption East Midlands in April 2019.
- **Online transactions** – customers had >110,000 transactions with us in 2018/19 - a 14% increase on the previous year. Although below target for growth, this shows continuing channel shift to a consistent, lower cost method that customers can access when convenient for them. This lays further foundations for our Digital by Default programme, which will provide

“digital services so good that people prefer to use them, while not excluding those who can’t.”

4.13 Measures where performance has **fallen below the targets that we set** included:

- **Children in Care** – there were 565 children in care at 31 March (94.7 per 10,000 population under 18), which is up from 494 in March 2018, and 448 the year before that. Demand is a nationwide challenge, but our priority must always be to make sure those children and young people who require support and intervention are effectively safeguarded. Over the last year, we have seen a rise in the number of young people over 10 years of age entering care. A Demand Management Group, chaired by the Strategic Director of People Services, is leading work in this area. This has included safely exiting children from care (where appropriate) and focusing on the sufficiency of placements, with the use of independent fostering agencies continuing to place pressure on our budget. Over the last year, we have introduced a Placement Desk to make better use of internal provision, where possible.
- **Education and Health Care Plans (EHCPs)** – of the 151 new EHCPs this year, 38% were completed within the 20 week timescale required by the SEND Code of Practice. Performance was lower particularly in Q4, as resources were dedicated to ensuring all young people entering the next phase of education had their plans transferred on time. The rate at which new requests are received continues to outstrip the rate at which plans are completed, meaning that, as at 15 May, 233 cases were open and under assessment. There are extensive plans in place to address rising demand and improve performance, overseen by the SEND Performance Board and CYP Scrutiny Review Board. The on-going implementation of our Graduated Response will be a key area of work for 2019/20.
- **Local land charge searches** – meeting the 10 day guideline for completion of searches has been a challenge this year, with a mean turnaround time of 35 days. This has been affected by colleague sickness in a small but highly technical team, and by the introduction of a new software system in February 2019 which, although expected to cause an initial dip in performance, will show benefits in the longer term. Additional resources have been recruited and should improve turnaround times in 2019/20.
- **Corporate sickness absence** – despite an encouraging start to the year, higher absence in Q3 and Q4 meant the figure of 12.7 days lost to sickness per FTE employee (excluding schools) was virtually unchanged from last year’s outturn of 12.8 days. This remains a high priority, with regular reporting to and challenge by CLT. Service Directors now have individual appraisal targets to reduce absence in 2019/20. There is an action plan, managed by the Attendance Management Project Group, with work streams to address the main causes of sickness and to support and challenge managers to deal with it effectively. This area has been

reviewed by Executive Scrutiny Board in 2018/19, and will be proposed again for review in 2019/20.

Supporting improvement

- 4.14 Over the last year Executive Scrutiny have continued to review performance, in line with the commitments in our Council Plan 2016-2019. A full analysis of areas considered and proposed next steps are presented in **Appendix 4**.
- 4.15 There have also been three performance surgeries during 2018/19, which have allowed deep dive consideration of key performance issues:
- In April 2018, Children and Young People Scrutiny Review Board considered the progress that has been made since the 2017 Ofsted inspection of Children's Services and the rise in the number of children in the city with a Child Protection Plan.
 - Also in April 2018, Executive Scrutiny held a follow-up surgery on sickness absence.
 - In March 2019, Children and Young People Scrutiny Review Board considered current arrangements for supporting children and young people with special education needs and/or disabilities, which had been agreed by Executive Scrutiny in their review in April 2018 of the same area.

Annual Report 2018/19

- 4.16 The Annual Report will communicate the Council's key achievements and performance results to external stakeholders. This will be published in August 2019 following review by Cabinet, Executive Scrutiny Board and Audit and Accounts Committee.

Public/stakeholder engagement

- 5.1 The Council Plan 2016-19 is coming to the end of its 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 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		
Finance	Toni Nash – Head of Finance	30 May 2019
Service Director(s)	Heather Greenan – Service Director Policy, Insight and Communications	23 May 2019
Report sponsor	Carole Mills - CEO	24 May 2019
Other(s)	Ann Webster – Equality and Diversity Lead	30 May 2019

Background papers:	
List of appendices:	Appendix 1 – Delivery Plan Q4 Report Appendix 2 – Council Scorecard Dashboard Appendix 3 – Improvement Report Appendix 4 – Performance Review