

## **Performance monitoring – Quarter 4 2021/22**

### **Purpose**

- 1.1 The Council's Recovery Plan for 2021/22 was approved by Cabinet in February 2021. This report presents a consolidated overview of performance in line with commitments made in the Recovery Plan, bringing together priority performance measures, projects and strategic risks.
- 1.2 A summary of key performance highlights covering the period of January 2022 to March 2022 (quarter 4) can be found in paragraph 4.5, with details of key achievements presented within paragraphs 4.6 to 4.7. Areas for further work are detailed within paragraphs 4.8 to 4.13, and a full overview of progress against the Recovery Plan is available in **Appendix 1**.
- 1.3 Based on the information reported at the end of 2021/22, there is one performance measure identified for a Performance Surgery in 2022 (the timeliness of Education, Health and Care Plans).

### **Recommendations**

- 2.1 To note the latest performance results, paying particular attention to the latest profile of our strategic risks and emerging priorities for improvement.
- 2.2 To note the in-quarter activities set out in 4.14 to 4.17, that have been completed to provide assurances on our strategic risk controls and performance measures, with further activities scheduled for 2022/23.
- 2.3 To note that one performance measure is recommended for consideration via a Performance Surgery, which should be led by the Children and Young People's Overview and Scrutiny Review Board and attended by the Lead Member.

### **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 and supporting Recovery Plan.
- 3.2 A key part of effective improvement is robust project and risk management, with regular senior oversight of the latest insight. This makes sure that there is clear accountability, and it allows informed decision making, in a transparent way.

## Supporting information

### Recovery Plan - context, targets and key changes

- 4.1 In February 2021, Cabinet approved the 2021/22 Recovery Plan, which aligns to the Council Plan 2019 - 2023 and replaces our annual Council Delivery Plan. The content of the Recovery Plan subsequently forms the basis of our performance monitoring framework for 2021/22.
- 4.2 The Recovery Plan is focused on delivering better outcomes within three priority areas, which align to the Council Plan 2019 – 2023.



- 4.3 At the point of approving the Plan, Cabinet also approved that the contents of the plan would remain under review, to make sure it remained relevant, deliverable and focused on agreed priorities.
- 4.4 During the period of January 2022 to March 2022, there have been no amendments identified.

### Quarter 4 Summary Overview

- 4.5 Presented below is a summary of key highlights from the quarter 4 performance report, which covers the period from January 2022 to the end of March 2022. A full overview of performance, by Recovery Plan themes and outcomes, is presented at **Appendix 1**, with notable outcomes presented on pages 3, 12 and 23.



Of the measures where **targets** have been set, **65%** had **met or exceeded** these at the end of March 2022, which is an improvement of 6% from the end of quarter 3.

A summary of those that did not achieve target is presented in paragraph 4.13.



At the end of March 2022, **81%** of priority milestones/actions were assessed as '**on track**' or '**completed**'.



80% of the priority projects being monitored as part of the Recovery Plan have been evaluated at the end of March as either ‘green’ or ‘amber / green’.



There are **19 strategic risks** within the strategic risk register, and since the end of December 2021 one risk has been closed (*SR29 - Industrial action regarding NJC/JNC pay claim*), and one new risk has been added (*SR31 – Fraudulent activity within the organisation*).

## Key areas of achievement

4.6 Together WITH the city, key areas of progress to note between January 2022 and March 2022 have included:

### Our place

- Throughout the year colleagues have worked with partners through the Economic Recovery Steering Group to design and deliver **six interventions using Covid Additional Restrictions Grant funding**. The scheme closed at the end of March 2022, and we committed/spent a total of **£7.7million in support, which has assisted in reducing the risk rating for “SR 19 - Business resilience and loss of jobs considering Covid-19”**.
- Investments totalling **over £118 million have been generated in Derby City**, as a result of Council interventions and activities, which is in addition to nearly **£54 million in external public funding**.
- Between April 2021 and March 2022, our interventions have created **328 jobs**, with 134.5 created between January and March.
- **112 businesses have been supported**, through access to finance, advice and indirect support, with 34 supported in the last quarter of 2021/22.
- **Twelve businesses participated in the Ascend Programme** over the last year **creating 78 jobs**, with further applications anticipated in 2022/23.
- Four initiatives to support people into employment have been hosted virtually, advertising 500 vacancies and engaging with over 300 individuals seeking employment.
- In 2021/22, there has been over **360,000 attendances recorded at Derby Live produced, presented and supported events and performances**, with more than **525,000 visitors to our Leisure Centres and Derby Arena**.
- The **percentage of young people in years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known has improved** from 7.4% at the end of 2020/21 to the position of 5.2% at the end of 2021/22.
- We have **exceeded our targets** for both the number of **energy audits** undertaken for small and medium sized enterprises, alongside the number of **grants awarded for energy efficiency measures**.

### Our people

- Derby has become one of only three cities in the country (at the time that the report was published) to be **rated ‘outstanding’ for its services for children and young people, following an inspection by Ofsted**.
- During the final quarter of the year, work was **completed on Moorways Sports Village, on time and within budget**.
- **Local responses continue to be managed for, Covid-19, in line with national policy**. Targeted risk assessments are carried out as necessary,

and a response plan is in place to manage variants of concern. Working collaboratively across the local area has enabled us to mitigate the risks from Covid-19 on service delivery and as such a number of associated risk scores have reduced or been closed during the final quarter of the year.

- A **Strategic Cost of Living Action Group has been formed**, as a result of the actions taken by the Derby Poverty Commission to address the rising costs of living, led by Derby Homes and Community Action Derby with multiple partners across the city represented.
- **81.5% of older people were still at home, 91 days after discharge from hospital into reablement / rehabilitation services**, which represents the highest position reported since 2017/18 and is a significant improvement on the 2020/21 position of 76.2%.
- Working collaboratively with Derby Homes, we have **built 59 new homes, and started 57 builds, alongside providing 148 affordable homes** alongside our Registered Provider partners since April 2021.
- There have been **1,183 homelessness cases resolved under the prevention duty** this financial year, which is the highest annual figure for this activity representing a 36% increase on the 2020/21 position.
- **26 families were supported by our Staying Together Team** in quarter four, to prevent family breakdown with a total of 36 children being directly supported by the team; reducing escalation of safeguarding risks and the likelihood of entry to care (where safe and appropriate). The work of this team, alongside our **wider demand management initiatives** have assisted in reducing the total number of children, young people and their families receiving statutory social care support or interventions.
- Over 2021/22, there have been 17 mainstream foster carer approvals and 10 mainstream de-registrations, resulting in a **net increase of seven mainstream fostering households**, which means we have achieved our target for this year. Derby City has now also been awarded '**Foster Friendly**' status.
- The introduction of a further **10 processes to the online library of digital processes** is seeing more customers choosing online as their preferred contact channel.
- Over the last quarter of 2021/22, we **increased the percentage of customers registering by 1% with a rise of 15,237 MyAccount users** – meaning that we now have over 139,000 users in total.
- A Data Strategy review was completed in April 2021, which led to the development of the Insight Led Council programme and supporting business case in September 2021. **The first phase of work is focusing on a Proof of Concept for Priority Families due for completion by June 2022.** A second phase business case will be developed in Summer 2022.
- The **Medium-Term Financial Plan was agreed at Full Council** in March 2022. The budget is a balanced position for 2022/23. **Spending panels remain in place and have contributed towards savings achieved over the last year.**
- **Commercial governance processes have been developed.** The first Commercial Board meeting was held in February 2022, where two initiatives were presented. Commercial e-learning has also been made available to all colleagues and is mandatory for Heads of Services, covering topics such as commercial awareness, marketing, costs and pricing and market analysis

## Our Council

4.7 **12 milestones have been assessed as ‘completed’** over the last quarter...

- Implement a package of measures to halt and reverse the decline in city centre activity and improve growing vacancy rates, and a programme to deliver for the medium-term (*Our place*)
- Delivery of a comprehensive suite of economic interventions, funded by the Council's Additional Restrictions Grant (ARG) allocation (*Our place*)
- Complete a review of Tourism and Place, to develop our place management and marketing roles (*Our place*)
- Deliver initiatives to support people into employment (*Our place*)
- Regular internal and external communication on Covid-19 (*Our people*)
- Established Community Recovery Board and Better Together Implementation Board (*Our people*)
- Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable (*Our people*)
- Embed and further develop neighbourhood working to all areas of the city (*Our people*)
- Agreed Data Strategy (*Our council*)
- Delivery of our Medium-Term Financial Plan (MTFP) (*Our council*)
- Implement our internal communications plan, with regular activity including briefings for all managers and colleagues (*Our council*)
- Seek feedback and use the findings to inform how we support our colleagues (*Our council*)

**Opportunities for development and areas of risk**

4.8 High demand for services, alongside the changing national and local context for service delivery has impacted on a number of areas. Whilst work remains on-going to mitigate these, specific matters to note over the last quarter include:

- There has been 2,634 **homeless approaches** since April 2021, with 727 new approaches in the last quarter, which is the highest quarterly figure reported since the Homeless Reduction Act was implemented in April 2018.
- The **percentage of Education, Health and Care Plans issued within 20 weeks** has declined by 10% from the position reported at the end of December 2021; impacted by sufficiency of key professional roles. A Performance Surgery is recommended within this area, to ensure we do not lose momentum from the 2021 SEND inspection re-visit.
- **Total crime within the city centre** saw a 62% increase in the 12-month period to February 2022, from 2,241 incidents in 2021 to 3,631. It is however important to note that the data compares periods that contained lockdowns, which would be a key driver for rises as footfall and activity increases to pre-pandemic levels. The largest increases were recorded for violence against the person, sexual offences, public order offences and the possession of weapons.

4.9 As demand on our services remains high following the Covid-19 pandemic, the total number of working days lost due to sickness absence has increased when compared to the previous three years. During 2021/22, Stress/anxiety was the

highest absence reason. As a consequence of this, the associated strategic risk score has been increased (SR22).

4.10 It should however be noted that five risks across the directorates have reduced during quarter four because of changes in the likelihood and impact of Covid-19 infections. The situation continues to be monitored and managed through established mitigations in line with national policy.

4.11 Further changes in strategic risks are as follows:

One **area of risk** has increased since the position reported at the end of December 2021:

- SR22 – Capacity, which has increased due to national and regional pressures increasing the demand for some services coupled with increased mobility of labour.

One **new risk** has been identified:

- SR31 – Fraudulent activity. Work is taking place to establish the mitigations in place and actions are being carried out in response to this risk, which will be provided in the 2022/23 Quarter 1 Performance Report.

One **risk has been closed**:

- SR29 – Industrial action regarding NJC/JNC pay claim. The risk of industrial action has now passed, following union ballot outcomes and implementation of the national pay award.

4.12 Whilst there have been no 'new' milestones classified as 'major slippage', over the last quarter, there have been three areas where a declined project or milestone RAG assessment has been reported, when compared to the positions at the end of quarter 3.

- An adopted Net Carbon Zero Strategy with a dedicated action plan
- Refreshed Neighbourhood Boards
- Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service in the southern part of the city, linking to Infinity Park and key city locations and interchanges

4.13 At the end of March 2022, there were eleven measures that had not met their year-end targets, a summary of which is presented below:

Measure	Supporting information
External public funding secured	Derby City Council's bids for D2N2 Low Carbon funding were unfortunately unsuccessful, impacting on our end of year position relative to the target set of £56,000,000. Despite not achieving target the 2021/22 outturn represents a substantial level of additional public investment within our city.
Number of visitors at Leisure Centres and Derby Arena	Achievement of the end of year target was impacted by lockdowns, however 525,020 attendances were achieved.
Derby Adult online learning course take up (overall attendance compared with the maximum number expected)	89 courses were offered online at the end of quarter four, however at 64% the overall attendance compared with the maximum number expected was below the target set based on more face to face activities.
The rate of returned online sexual health tests for the DISH digital offer	The return rate in the last month of quarter four, was significantly below rates observed throughout the year. This has impacted on the quarter 4 average. It is possible that orders placed nearing the end of the month are not returned in time during that month to be counted.

Measure	Supporting information
Net additional homes delivered (all tenures)	Performance remains positive, however achievement against the target was impacted by lockdowns during the year alongside the rising costs of materials.
Percentage of new Education Health Care Plans issued in 20 weeks	Overall, performance has improved over the last 12-months, which was evidenced in the local area inspection re-visit in September 2021. The timeliness of plans has however been impacted by an on-going shortage of Educational Psychologists that is impacting the performance of the statutory processes, and whilst recruitment has now taken place there is a significant backlog of activity. The impact of this will continue to be observed in early 2022/23 as statutory deadlines have already been exceeded. There is a recovery plan in place and regular monitoring is taking place and it is recommended that this is reviewed via a Performance Surgery in 2022/23.
Satisfaction of parents with new Education Health Care Plans (EHCP)	
Quality education, health and care plans	
Number of successful interventions on the customer's behalf delivered by the Welfare Reform Team	There were a total of 1,999 interventions delivered by the team over the last 12-months, which represents significant performance and positive outcomes for our customers. An ambitious target of 2,700 interventions was set at the start of the year, however performance was impacted by a range of Trust Funds, struggling to fund the demand for charitable contributions.
Percentage of customers registering an online user	Over the last quarter of 2021/22, we have increased the percentage of customers registering by 1% with a rise of 15,237 MyAccount users. Despite this, the target of 90% was not achieved with a result of 88%. It should however be noted that the current performance represents a strong outcome with a total of over 139,000 users. Any future targets will be seeking to maintain current performance.
Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools	<p>The average number of working days lost has increased compared to 2020/21, where a position of 10.47 days was recorded. Without the absences attributable to Covid the 2021/22 result would have been 10.75 days. The top three absence reasons (excluding schools) during 2021/22 were:</p> <ul style="list-style-type: none"> <li>• Stress/Anxiety - 18.30% of all absences (<i>not including depression/psychological illness related absences</i>)</li> <li>• Covid-19 related illnesses -16.05%</li> <li>• Musculoskeletal - 12.28%.</li> </ul> <p>HR colleagues are working jointly with the Performance Team to produce a 'Turning the Curve Report', which will outline the positive approach to the Council's Occupational Health and Wellbeing offer; providing a basis for reflection as we move into 2022/23.</p>

## Performance and risk review activities

- 4.14 Over the last quarter, one strategic risk has been considered through targeted review activity, supported by the Assurance Team and the Corporate Risk Management Group (CRMG) - *SR8 – Data and records management*. Members of the CRMG were appraised of the risk profile, opportunities to establish greater controls and new actions that would be taken to manage this risk. The CRMG supported any recommended additions/changes proposed, as part of the review and provided guidance on proposed new controls to be included during quarter one of 2022/23.
- 4.15 A review of all adult social care risks managed through the strategic and directorate risk registers was also carried out during quarter four, with the outputs of this being

used to inform the development of the department business plan. Any changes recommended will be reflected within 2022/23 reporting.

- 4.16 Performance review activities during the fourth quarter of 2021/22 focused on commencing a corporate review of complaints and customer feedback, alongside the inspection of services for children in need of help and protection, children in care and care leavers.
- 4.17 Review activities for 2022/23 quarter one will focus on the following areas, with one area recommended for consideration by a Performance Surgery:

Performance reviews	Risk reviews
<ul style="list-style-type: none"><li>• Sickness turning the curve (carried forward from Q3 reporting)</li><li>• Completion of the complaints and customer feedback diagnostic (commenced in Q4)</li><li>• <u>Performance Surgery</u> - Percentage of new Education, Health and Care Plans issued in 20 weeks</li><li>• Launch a new approach to service assessment, review and improvement</li></ul>	<ul style="list-style-type: none"><li>• Review of strategic and directorate risks in the context of the rising costs of living to assess how this is being identified, analysed and mitigated</li></ul>

### **Public/stakeholder engagement**

- 5.1 Consultation will be completed in line with priority areas/projects and as appropriate.

### **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 2019 – 2023, with targeted actions for 2021/22 set out within the Recovery Plan. Appropriate updates on progress are presented as part of this report.

## Other significant implications

- 10.1 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	01/07/2022
Finance	Alison Parkin – Director of Financial Services	01/07/2022
Service Director(s)	Corporate Leadership Team	
Report sponsor	Heather Greenan - Director Policy, Insight and Communications	20/06/2022
Other(s)		

Background papers:	
List of appendices:	Appendix 1 - 2021/22 Quarter 4 Performance Report