



Report sponsor: Cllr Baggy Shanker - Cabinet Member for Strategy, Governance and Finance and Director of Corporate Management  
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# **ITEM 16**

## **2023/24 Q3 Performance Monitoring**

### **Purpose**

- 1.1 The Council Plan 2022 - 2025 was approved by Cabinet in February 2022, with the supporting annual Delivery Plan and refreshed targets for 2023/24 approved in September 2023.
- 1.2 This report presents a consolidated overview of performance in line with commitments made in the latest Delivery 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, with changes identified for quarter three set out in paragraph 4.6.
- 1.4 A summary of key performance highlights covering the period up to the end of December 2023 (quarter three) can be found in paragraph 4.7, with details of key achievements presented within paragraphs 4.8 to 4.10. Areas for further work are detailed within paragraphs 4.11 to 4.19, and a full overview of progress against the 2023/24 Council Delivery Plan is available in **Appendix 1**.
- 1.5 It should be noted that there are no areas recommended for consideration through either a Performance or Risk Surgery.

### **Recommendations**

- 2.1 To note the latest performance positions, paying particular attention to the latest profile of our strategic risks and emerging priorities for improvement.
- 2.2 To approve the changes to the 2023/24 Delivery Plan presented in 4.6.
- 2.3 To note that there are no areas recommended for either a Performance or Risk 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 positions. 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 change activities.
- 4.4 At the point of approving the Plan, Cabinet also approved that the contents of the plan would continue to be under review, to make sure it remained relevant, deliverable and focused on agreed priorities.
- 4.5 In September 2023, Cabinet approved a revised supporting annual Delivery Plan and refreshed targets, which are being used as the basis for monitoring for the rest of 2023/24.
- 4.6 Reflecting the need for our plans to be responsive to external factors and change as required; during the period of October 2023 to December 2023, there has been one measure identified for deletion alongside a request to replace two measures with one measure.

Measure / milestone description	Proposed recommendation to Cabinet	Rationale for proposed change
<u>Measure</u> - Footfall - High streets recovery tracker (Centre for Cities) Weekday Index Score	Deletion	The information to monitor this measure no longer exists as a dataset. Data was established by the Centre for Cities to track the initial recovery of footfall on high streets post-COVID and has not been updated since 2022.
<u>Measure</u> - Total number of people in effective alcohol treatment	Deletion and replaced with one measure that covers both areas of focus	National datasets no longer exist for these two measures.
<u>Measure</u> - Successful completions as a proportion of all those in drug treatment (opiates)		A new dataset has been introduced, which combines all substance misuse together. Proposed replacement metric, effective from quarter 3 2023/24 is ' <i>Numbers in substance misuse treatment within the Derbyshire Healthcare Foundation Trust treatment system</i> '

## Delivering for Derby – Quarter 3 2023/24

- 4.7 Presented below is a summary of key highlights from the quarter three performance report, which covers the period to the end of December 2023. A full overview of performance, by Council Delivery Plan themes and outcomes, is presented at **Appendix 1**, with notable highlights set out on pages 2, 7, 14, 18 and 31.



Of the measures where **targets** have been set and were monitored, **71%** had **met or exceeded the target** at the end of December.



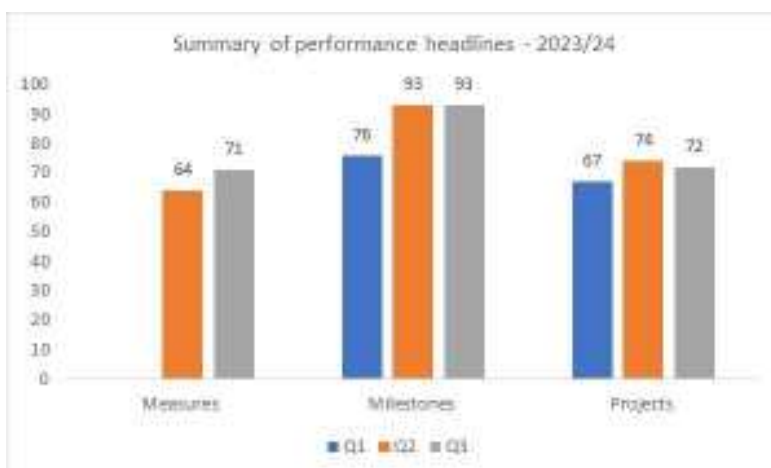
At the end of quarter three, **93%** of priority milestones/actions, where an update was provided, were assessed as '**on track**' with **no areas yet to be assessed as experiencing 'major slippage'**.



**72%** of the priority projects being monitored as part of the Council Plan have been evaluated at the end of December as either '**green**' or '**amber / green**', following targeted assurance reviews on progress and delivery confidence assessments. This position is a slight decrease from the 74% reported at the end of September 2023.



There were **14 strategic risks** within the strategic risk register at the end of December 2023. There were no new risks added to the register during quarter three, with work focused on assurance activities.



- 4.8 Our colleagues continue to work to support the achievement of improved outcomes for the city, across all priority themes in the Council Plan.

### Green

- There are a number of our projects related to our **mobility programme** that continue to make positive progress. Within the last quarter specifically, we have received confirmation of agreement from the Department for Transport to our proposed change of scope for '**Demand Responsive Transport**' (DRT), which has resulted in this project being re-profiled from 'amber' to 'green'. Furthermore, the Nottingham Road/Willowcroft junction was completed in November 2023, which is an improvement on one of our key passenger transport corridors.
- In December 2023, Derby Homes finished building four, two-bedroom homes in Arboretum that are rated A for energy efficiency and produce -0.5 tonnes of carbon dioxide, making them the **first carbon negative council properties in Derby**.
- Funding has been secured for additional **School Safe Havens** and the next phase of experimental schemes is to be implemented in the coming months, along with behaviour change work being delivered by Cycle Derby.
- During **National Tree Week**, 25 November 2023 – 2 December 2023, the Derby Parks team worked with partners to plant **over 2,000 small trees on green spaces** around the city. Several tree planting sessions are planned during the winter, with a view to plant over 5,000 this year.
- **44.6% of household waste was recycled, composted or reused** (reported a quarter in arrears), and whilst data validation continues this presents a positive provisional position.

### Growth

- Between April 2023 and December 2023, a total of **396.8 jobs were created**, which is **229 more since the end of September 2023**. The first Employment and Skills Forum will meet in January 2024. This will look to bring together all skills and employability activity into one strategy and a coordinated action plan. This includes how the opportunities under regeneration and growth and IAG into schools and adulthood.
- The **total number of businesses supported** in quarter 3, (period actual) was 40, with a **year to date position of 62**. During quarter three, four businesses were linked to the Ascend programme and 36 to the employment and Skills (Derby jobs). There are currently **25 beneficiaries on the Ascend scheme**.
- At the end of December 2023, **4.3% of young people in Years 12 and 13 were not in education, training or employment (NEET) or whose activity is Not Known**, which is below the target and reflects an improvement from the end of September that was expected as destinations were confirmed.
- **To date, 199 dwellings and shared houses have been improved** to meet the **decent homes standard**, with **115 affordable new homes also delivered**. Despite this, it should be noted that demand remains higher than supply, and risks pertaining to insufficient accommodation across Derby remains significant.

### Vibrant

- An Arts Council funding application has been re-submitted and has passed the eligibility checks. If successful, this will provide the required funding to formally establish **Culture Derby**.
- **Attendance at Derby Live produced, presented and supported events and performances has exceeded 341,000** since April 2023, and over **99,800** visitors have attended events at Derby Arena alone.

- A **review of options for street cleaning** in the City Centre has been completed.
- A multi-agency partnership led by Derby City Council saw £750,000 of Home Office money invested in making **areas of the city more attractive places to be**, by sprucing them up and making them less susceptible to anti-social behaviour. Projects funded by the Safer Streets 4 programme are making a real difference to the lives of the city's communities, involving neighbours in making areas of unused space more welcoming, deterring anti-social behaviour, and offering young people opportunities to gain skills and play a positive role in their communities.

### Resilient

- **828 Livewell Checks** have been completed between April 2023 and December 2023, assisting in improving the health and wellbeing of our communities.
- **490** older people have participated in programmes to **reduce falls** so far this year.
- **872** cases were completed by the **Handyperson Service**, **598** households were assisted by the **Healthy Housing Hub** and **185 disabled facilities grant adaptations** have been completed in 2023/24; all supporting people to remain independently at home.
- The **stability of placements for our looked after children and young people** have improved, with the detail behind this area considered through a Performance Surgery in September 2023.
- The **proportion of adults in contact with secondary mental health services in paid employment** was reported at **20.8%**, rising from the position of 17.9% at the end of quarter two.
- Ofsted has described **Derby City Council's Children's Services as 'strong and effective'** following an inspection. Inspectors carried out a focused visit to the service over two days in October 2023 and looked at the local authority's arrangements for children in need and child protection planning. The inspection report highlights the service's stable senior team and notes that children benefit from the consistency of a workforce of permanently employed social workers, which supports effective relationship-building and progress with child protection or child-in-need plans.

### Working Smarter

- **79.74% of Council Tax** was collected in-year, with a focus on those that can pay, and **81.37% of business rates** (NNDR). In November 2023, the **Council Tax Support Scheme** was approved to continue for 2024/25. The scheme was created with the intention of helping those who may struggle to pay their council tax and was brought in to replace Council Tax Benefit in 2013.
- There has been a total of **8.83 days per full-time equivalent employee lost to sickness absence**. Whilst the quarter three period actual result shows an increase against quarter two of 2.96 days lost, the year to date result of 8.83 days lost shows a continued overall decrease when compared to the year to date 2022/23, when the period result was 10.38 days lost.
- All four Councils have voted to progress with plans for an **East Midlands County Combined Authority**, with government now moving this forward. Residents across Derbyshire, Nottinghamshire, Derby and Nottingham will get the chance to vote for the first-ever East Midlands Mayor in May 2024. It should be noted that **£18 million has already been awarded to the area during devolution negotiations, which is being spent on improving local housing, transport and skills provision.**

- 4.9 It should be noted that over the last reporting period two milestones have improved in their 'delivery assessment' moving from 'some slippage' at the end of quarter two to 'on track' at the end of quarter three...
- **VIBRANT CITY** - Further develop our City Centre Ambition, which sets out a clear longer-term vision for the re-invention of the city centre to also include climate objectives to prioritise re-purposing above demolishing, prioritise social benefits, community health and well-being above commercialisation and focus objectives on a city centre for all.
  - **RESILIENT CITY** - Increase drug treatment through grant funds.
- 4.10 Three milestones have also been reported as completed – *“Work with partners, including through the Combined Authority, to develop and promote skills and learning in the city”* (City of Growth), *“Review options for increased street cleaning in the city centre”* (Vibrant City) and *“Set up a Task and Finish Group to review approach to the delivery of free bulky waste collection, alongside widening the offer through Raynesway Tip”* (Green City).

### Opportunities for development and areas of risk

- 4.11 Over the last reporting period, whilst there have been no new risks added to the strategic risk register, one risk score has been increased and one risk has been closed...
- **SR30\_PS24 - Inability to meet the demand of Local Area SEND High Needs Block and conditions of the Dedicated School Grant** - the threat risk has increased from 'probable' to 'highly probable' and remains significant as the deficit management plan (DSG) was not getting traction and therefore needed to be reviewed and strengthened. The new deficit management plan has a more realistic target to achieve over the next four years. All controls and actions are from the DSG management plan and are in place. The threat level of this risk is at a maximum score of 16.
  - **SR38\_CR38 - Risk of Industrial action - NJC pay claim 2023 and Teaching unions pay claim** - national pay negotiations concluded in quarter three. This risk was resolved when the pay award was accepted. Risk to be archived for this financial year.
- 4.12 There does also remain a number of significant risks, as identified in the 2023/24 quarter three performance monitoring report, with the current financial challenges and associated risks, linked to sustained high demand and insufficient accommodation including for our looked after children and young people, presenting the most sustained and imminent threats to the City and Council.
- 4.13 It should also be noted that work is currently underway to scope, assess and escalate any risks (threats and opportunities) pertaining to climate change, the East Midlands Combined Authority and our AI programme, which will all be incorporated into the strategic risk register during quarter four.
- 4.14 Based on the latest updates, whilst there have been no milestones / objectives reported as 'major slippage' against agreed deadlines, 'some slippage' has been reported in three areas, with the progress assessment of some of these areas deteriorating from the positions reported at the end of quarter two...



- **CITY OF GROWTH** - Work continues with Ashgate and Central Nursery to resolve financial issues and keep the schools open (*no change from the position reported at the end of quarter two*).
- **VIBRANT CITY** - Collaborate with partners, including university to deliver the UKSPF Vibrancy Projects grant funding programme (*reported as 'on track' at the end of quarter two*).
- **VIBRANT CITY** - Continue to establish and work alongside Culture Derby, encouraging one voice, one vision for a vibrant Derby (*no change from the position reported at the end of quarter two*).

4.15 The following priority projects have been classified as 'amber/red' or 'red' for their delivery confidence at the end of quarter three, with full details of progress and any reasons for the assessments set out within Appendix 1.

- Waste treatment facility
- Butterfly (housing)
- Drewry Lane (housing)
- South Derby Growth Zone (SDGZ) and Infinity Garden Village (IGV) – *Partner-led project*
- Riverside Site
- SEND 'Living My Best Life' Capital Programme
- SEND High Needs Transformation Programme
- Commercialism.

4.16 In all risk and development areas identified above, actions are in place to mitigate delays and activities are progressed forward that are within our direct control and budget; with targeted review activities completed by the Assurance Team, aided by the work of the wider Programme Management Office functions (i.e., Assurance and Development Group and the PMO Board).

4.17 Of all priority measures assessed as part of the 2023/24 Council Delivery Plan, twelve did not achieve target at the end of December 2023, a summary of which is presented below, alongside additional areas of priority focus and/or emerging threat.

Measure	Latest position	Supporting information
Percentage of Universal Credit (UC) Claimants - total in and out of employment	<b>18.5%</b> <i>No target, but an increase from the position reported at the end of September 2023 (17.8%).</i>	The percentage of Universal Credit Claimants is derived from Local Government (LG) Inform and includes both claimants who are not in employment and those eligible who are in employment.  The percentage has been consistently rising over the last six months, which follows national trends.
Number of event visitors at Derby Arena	<b>99,837</b> <b>Amber</b> <i>Position below the quarter 3 target of 105,000.</i>	Actual event visits change throughout the year as events are added to the programme last minute, as opportunities arise. Over quarter 4, there are a number of events taking place at Derby Arena including comedians and live music events. These events should ensure the target is achieved.
Number of recorded crimes in the city centre (rolling 12 months)	<b>4,005</b> <i>No target</i>	There was a 3.4% increase in all crimes recorded in the city centre. We continue to improve information sharing of criminal offences and offenders between businesses and partners in the city centre. Active monitoring of CCTV has been reviewed and additional hours have been built into the daytime and night-time monitoring. Progress

Measure	Latest position	Supporting information
		has been made on Integrated Offender Management processes within the city centre. Increasing CCTV coverage of hot spot areas through Safer Streets 5 and in partnership with Parking Services, surface car parks. A general re-focus on Public Spaces Protection Orders (PSPO) for all Public Protection patrols and issuing of Community Protection Warnings and Notices. PSPO are facilitating the Police to start issuing fixed penalty notices for any breaches.
Average waiting time for a social care assessment for older people & physical disabilities	<b>31.5 days</b> <i>No target, and an improvement from 36.1 days at the end of quarter two.</i>	Average wait at 31/12/2023 is 31.5 days for 63 customers. The average wait time has dropped significantly over the year. The date of calculation saw a spike due to the Christmas period. Some days either side of the festive break are seeing average waits of less than 20 days. No customers have seen a wait longer than 6 months since mid-December 2023.
The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	<b>80%</b> <b>Amber</b> <i>Slight decline from 80.1% which met 'green' at the end of September.</i>	The performance change is minimal and not an area for concern on its own, however there are lags in residential provision data which can affect outputs slightly and we have updated the quarter two result, reducing down several percentage points as a result. We therefore do not expect this measure to reach the recorded end of year target of 84.1%.
Number of cases completed by the Handyperson Service	<b>872</b> <b>Amber</b> <i>Position below the quarter three 2022/23 result of 953.</i>	There was a two-week service break for Christmas therefore, quarter four figures should achieve the year-end forecast. No actions required for 2023/24 as service delivery and demand are aligned to outcomes and objectives. It is expected that year-end targets will be achieved.
Percentage of new EHCPs issued in 20 weeks	<b>23.4%</b> <b>Red</b> <i>Position represents an improvement on the 2022/23 comparable result of 21%.</i>	Demand has impacted on the timeliness of plans. There has been a lag in quarter two and quarter three activity due to an increase in referrals, alongside establishing a new SEND team. Delays have been exacerbated by placement sufficiency gaps. Plans are in place to address performance. There is an expectation that the delays will continue into quarter four, due to the phase transfers requirements for Year 6 pupils, but that quarter 1 2024/25 will begin to see improvement.
Percentage of cases open to youth offending services who have EHCPs	<b>23%</b> <b>Amber</b> <i>Position comparable with previous quarters.</i>	The percentage of children with an EHCP remains relatively stable. The figure also remains within the range of 20% to 26% in line with all prior quarters and could indicate fluctuations within an established range. There is a robust set of health arrangements within the service to identify, assess and support with additional needs or set children on the right pathway for support where needed
Number of young people successfully completing independent travel training (ITT)	<b>21</b> <b>Red</b> <i>It should be noted that no young people had successfully</i>	To date, 21 students had successfully completed ITT. There are a further 14 students currently undertaking ITT, and it has been forecasted by the professional assessor that at least 5 young people are 'on track' to qualify by end of March 2024, which would be in line with the target of 25. This is a significant achievement for these young people.



Measure	Latest position	Supporting information
	<i>completed training at this point in 2022/23.</i>	Going forward targets will be re-profiled to, where possible, allow for more in-year variations reflecting that the needs of young people change. The focus will always remain on supporting their independence and the achievement of positive outcomes.
The percentage of young people aged 18-64 with a learning disability in paid employment	<b>1.8%</b> <b>Amber</b> <i>Position of 2% reported at the end of December 2022.</i>	This indicator has had a slight variation for 2023/24 focussing solely on long-term care plans. This output is within range of the end of year target of 1.9%, but performance is volatile due to small numbers in the denominator cohort.
The percentage of young people aged 18-25 with a learning disability in paid employment	<b>1.4%</b> <b>Red</b> <i>Position of 1.9% reported at the end of December 2022.</i>	Please note that this is a very small dataset (<5) and subsequently a volatile numerator can cause fluctuations in performance. We are currently only one customer in paid work below target. The skills and employment forum will be seeking to expand the opportunities for paid employment.
Average occupancy of Derby City Council mainstream carer beds (snapshot), excluding short break and respite placements	<b>91.9%</b> <b>Amber</b> <i>Position of 94.9% reported at the end of December 2022. There have been slight dips in the result quarter on quarter.</i>	There were only fourteen available placements at the end of quarter three, however, there was only one bed space available for a full-time, short-term placement. The remaining thirteen placements could only be used for emergency placements. Our carers tend to be at full capacity and are rarely on hold or have vacancies.
Percentage of children placed within a Derby City foster care placement	<b>35.3%</b> <b>Amber</b> <i>Position of 34.4% reported at the end of December 2022.</i>	We have increased family and friends' placements and legally ordered family arrangements as direct alternative to internal fostering when it is in the best interests for the child. This is resulting in positive outcomes for the children, and this accounts for the measure currently performing at 35.3%. We are also seeing a lower percentage of children being placed with independent foster agency placements for Derby children, compared to previous quarters, which is also positive.
Percentage of children placed within 20 miles of the child's home address	<b>59.3%</b> <b>Amber</b> <i>Position of 57% reported at the end of December 2022.</i>	The current performance as at, 31 December is 59.3%, which is one of our highest performance levels seen over the past couple of years. Further actions will be to continue to work with local providers to support local placements.
Average working days per employee (full time equivalents) per year lost through sickness absence - excluding schools.	<b>8.83 days</b> <b>Red</b> <i>Position of 10.3 days reported at the end of December 2022.</i>	The year-end forecast is 11.77 days, which is 1.27 days higher than the year-end target of 10.5 days but would be 1.57 days lower than the 2022/23 year-end result of 13.34 days lost. The top three absence reasons across non-schools were: 1. Stress/Anxiety - 21.07% 2. Musculoskeletal - 16.56% 3. Operations Post operative recovery & other hospital treatments - 8%.

4.18 For those areas that have continued to achieve target but have reported a decline in performance, full details of these are presented in Appendix 1, alongside all other areas reflected within this report.

- 4.19 Based on the latest insight, completed assurance work and on-going improvement activities there are no areas recommended for a performance or risk surgery at this point.

### **Public/stakeholder engagement**

- 5.1 The Council Plan 2022–2025 was subject to public consultation between December 2021 and January 2022.
- 5.2 Cabinet and Directors have developed the 2023/24 Council Delivery Plan, informed by discussions with colleagues and partners.
- 5.3 Consultation will be completed in line with priority areas/projects and as appropriate.

### **Other options**

- 6.1 No other options were considered, as it is essential that the delivery of the Council Plan can be monitored to assess impacts made for the city, alongside the delivery of value for money for Derby citizens.

### **Financial and value for money issues**

- 7.1 Proposals have been developed alongside Medium Term Financial Plan planning to aid financial sustainability and the delivery of services that meet the needs of the city.

### **Legal implications**

- 8.1 None directly arising from this report.

### **Climate implications**

- 9.1 'Green' is a priority theme for the City and Council, reflected within the City Plan and the Council Plan 2022-2025. There are several activities planned, which aim to deliver impact against the three agreed outcomes. Furthermore, through the inclusion of the 'green' priority theme this raises the profile of climate implications on associated commitments within the plan (i.e., climate assessments required on priority projects).

### **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:**

<b>Role</b>	<b>Name</b>	<b>Date of sign-off</b>
<b>Legal</b>	Emily Feenan – Director Corporate Governance, Procurement and Property	01/02/2024
<b>Finance</b>	Alison Parkin – Director Finance (S151)	01/02/2024
<b>Service Director(s)</b>	Corporate Leadership Team	
<b>Report sponsor</b>	Heather Greenan – Director of Corporate Management	01/02/2024
<b>Other(s)</b>		

<b>Background papers:</b>	
<b>List of appendices:</b>	Appendix 1 – 2023/24 Quarter 3 priority performance, projects and strategic risks update