

Report sponsor: Director of Policy, Insight and Communications  
Report author: Head of Strategy and Performance

## **2022/23 – Q3 Performance Monitoring Report**

### **Purpose**

- 1.1 The Council Plan 2022-2025 was approved by Cabinet in February 2022, with the supporting annual delivery plan for 2022/23 approved in July 2022.
- 1.2 This report presents a consolidated overview of performance in line with commitments made in the 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. Some minor amendments have been requested by Lead Officers, set out in paragraph 4.5. This includes proposals for any amendments to targets.
- 1.4 A summary of key performance highlights covering the period of September 2022 to December 2022 (quarter three) can be found in paragraph 4.8, with details of key achievements presented within paragraphs 4.9 and 4.10. Areas for further work are detailed within paragraphs 4.11 to 4.15, and a full overview of progress against the 2022/23 Council Delivery Plan is available in **Appendix 1**.
- 1.5 There are no areas identified for a Performance Surgery based on outturns at the end of December 2022, or areas identified for targeted risk reviews (in addition to activities already in progress).

### **Recommendations**

- 2.1 To approve amendments to the 2022/23 performance framework or targets proposed, as presented in paragraph 4.5.
- 2.2 To note the latest performance position, paying particular attention to the latest profile of our strategic risks and emerging priorities for improvement.
- 2.3 To note the in-quarter activities set out in 4.16 and 4.17, that have been completed to provide assurances on our strategic risk controls, with further activities scheduled for quarter four.
- 2.4 To note that no performance measures are recommended for consideration via a Performance Surgery, with performance review activities planned for quarter four set out within paragraph 4.18.

## 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 position. 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 transformation activities.
- 4.4 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.

- 4.5 During the period of September 2022 to December 2022, there have been a number of changes proposed to either measures or milestones within the annual Council Delivery Plan 2022/23, alongside targets presented, for Cabinet approval...

Measure / milestone description	Proposed recommendation to Cabinet	Rationale for proposed change
<b>Change in description / reporting frequency</b>		
Business start-ups per 10,000 population	Change in description and frequency of reporting: <i>'Rate of births of new enterprises per 10,000 resident population aged 16 and above'</i> to be reported annually	Description would align to LG Inform, which is a nationally recognised, benchmarked definition.  Data is published annually.
<b>Targets proposed for approval / amending</b>		
Percentage of cases open to youth offending services who have EHCPs	Annual target - 22%	N/A
Income generated through use of Derby City Council car parks	Annual target - £857,827.75	
Number of children with BMI above 85th centile joining the child weight management programme	Annual target - 300	
Children achieving at least a 3% BMI reduction through weight management service	Annual target - 40%	
Care leavers in Education, Employment or Training (EET) (18-25 years)	Annual target - 50%	
Education and Skills Funding Agency community programme and skills programme enrolments (Derby Adult Learning Service)	Annual target - 3,600	
Average pass rates (Derby Adult Learning Service)	Annual target - 98%	
Household waste recycling rate	Revised annual target - 38%	Proposed revised target is a more accurate reflection of anticipated outturns, incorporating the seasonality of this measure.
<b>Proposed for deletion</b>		
Total number of jobs created through the Ascend programme	To be reported as part of existing measure <i>"number of jobs created through Derby City Council initiatives"</i>	Streamlined reporting.
Percentage of dwellings in the city classified as having a Category 1 hazard to health	To be reported as part of existing measure <i>"Number of dwellings and shared houses improved to meet the decent homes standard"</i> .	
Cost of waste collection per property in the city	Measures / milestones proposed to be deleted	Data development activities are required and would not be delivered by the end of 2022/23.
Tonnage of waste sent to landfill		
LEQSI rating parks		
Total number of social worker vacancies within Adult Social Care		
Vacancy rates for care workers – DCC		
Number of sites identified for re-development		
Work with the Derby Safeguarding Adults Board to review thresholds documentation and training so that threshold decisions are applied more consistently		Reported through existing milestones, as part of transformation activities.

- 4.6 It should also be noted that there remains six annual measures where definitions are still being confirmed, with 13 measures confirmed since the quarter two report. Any measures still to be defined have not been included within the analysis, alongside any confirmed annual measures where updates will be reported in quarter four.
- 4.7 A full review of commitments within the Council Plan 2022 – 2025 is presented alongside commitments within the Medium-Term Financial Plan 2023 – 2026.

### Quarter 3 summary

- 4.8 Presented below is a summary of key highlights from the quarter three performance report, which covers the period from September 2022 to the end of December 2022. A full overview of performance, by Council Delivery Plan themes and outcomes, is presented at **Appendix 1**, with notable outcomes presented on pages 2, 6, 13, 17 and 31.



Of the measures where **quarterly targets** have been set and are being monitored, **78%** had **met or exceeded the target** at the end of December 2022, which is a **7% rise from quarter two**.

Based on the quarter three outturns, **68%** of measures are **forecasted to achieve annual targets** at the end of March 2023.



At the end of December 2022, **84%** of priority milestones/actions, where an update is available, were assessed as **'on track' or 'completed'**, a **5% increase from the end of quarter two**.



**65%** 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.



There were **16 strategic risks** within the strategic risk register, at the end of December 2022; it should be noted that one strategic risk has been closed over the last quarter as this specifically related to the 2022 NJC pay claim, which has been resolved and future risks within this area are being defined.

### Key areas of achievement

- 4.9 Together WITH the city, key areas of progress to note at the end of December 2022 have included:
- We have **secured over £6 million for Derby through the Government's Shared Prosperity Fund**, which will assist us to invest in growth within the City. The fund aims to: build pride in place, support high quality skills training, support pay, employment and productivity growth and increase life chances. Derby has also **secured £20 million Government Levelling Up funding towards an ambitious plan to redevelop the Assembly Rooms site**.
  - **Furthermore, investments of over £25 million in Derby** were generated as a result of our interventions.

- **132.5 jobs** have been created through Derby City Council initiatives so far this year, and **126 businesses have been supported** by Derby City Council through access to finance, advice and indirect support.
- **148 dwellings and shared houses have been improved to acceptable standards after statutory or informal action.**
- **83 new affordable homes** have also been delivered so far this year.
- We have supported a **reduced number of young people in Years 13 and 14 not in employment education or training (NEET)**, or who's destinations were not known.
- **98% of adult learners**, who completed their studies were supported to **achieve their qualifications.**
- We have improved the delivery confidence assessment of our project **"Transforming Cities projects - Strategic cycle link (Derby)"** from 'red' to 'green'.
- In November 2022, Cabinet accepted £15,000 from the Arts Council England and approved the convening of a **cultural partnership.**
- Between April and the end of December 2022, to aid independence and safe living conditions, **953 cases** were completed by the **Handyperson Service**, **641 households were assisted through the Healthy Housing Hub** with repairs, improvements, adaptations and advice and **190 Disabled Facilities Grant adaptations have been completed.** We have also **delivered 33 new supported / adapted homes.**
- We have co-produced with Community Action Derby and partners across the city, a **Cost of Living Strategy** and action plan to make sure that we target support in the areas of most need.
- Thousands of free meals were provided to children in Derby during the Winter **Holiday Activity and Food (HAF) programme.** The holiday club scheme, run by Derby City Council in partnership with Community Action Derby and 23 providers offered 1,600 places to eligible children and young people across the city during the Christmas break.
- We continue to support **adults and young people with a learning disability to be in paid employment**, with a positive number also **living within their own homes.** Similarly, positive results are recorded in both areas for those **adults in contact with secondary mental health services.**
- Lead professionals have completed a **review of children and young people with a child protection plan to ensure that the plans** in place meet the needs of the child / young person's current circumstances and are still necessary; with any reductions safely and appropriately achieved in line with the level of risk.
- There have been **nearly 650 NHS health checks delivered by Livewell**, which has improved the RAG status of this measure from 'red' at the end of quarter two, to the current status of 'green'. Actions planned to achieve the year-end target include:
  - promotion of health checks through neighbourhood booklets
  - delivering hypertension case findings in specific areas across the city
  - support for workplaces to raise awareness of the health check offer.

- We launched our **Councillor Portal** at the end of December 2022. The new portal will allow councillors to raise, manage and respond to casework from residents through a convenient online platform.

4.10 Due to work undertaken to mitigate the risk and reduce the level of threat, one strategic risk, 'ineffective contract management' has recorded a reduced risk score over the last quarter, from 'significant' (12) to 'medium' (9).

### Opportunities for development and areas of risk

4.11 Over the last quarter, there have been a number of measures that have emerged as areas that should be monitored closely in the final quarter of 2022/23, due to either **capacity, sufficiency challenges and/or rising demand**, which have impacted outturns during quarter three...

- *'Successful completions as a proportion of all those in drug treatment (opiates)'*, where absences have impacted capacity.
- *'Number of older people participating in programme to reduce falls'*, where a number of community classes were paused during quarter three.
- *'Adults 18 to 64 whose long-term needs are met through placements into residential or nursing care (per 100,000 population)'* and *'adults aged 65 and over whose long-term care needs are met through residential or nursing care per 100,000 population'*; both of which have risen from comparable positions in 2021, impacted by insufficient alternative accommodation solutions, rising demand, pressures within the NHS and carer breakdown/demography.
- *'Total number of homelessness approaches resolved under 'prevention duty''* and the *'total number of homelessness approaches resolved under 'relief duty''*, where there are increasing pressures in maintaining privately rented tenancies and there is a lack of alternative, affordable, suitable housing in all sectors.

4.12 Following additional funding, which has improved accommodation-based support for female and under-16 years victims of domestic abuse, we have re-defined our strategic risk to make sure it is reflective of the needs of male victims also. More providers need to be procured within this area, and as such the risk score has been assessed as '12', which is a rise from that previously reported at the end of quarter two.

4.13 Targeted assurance reviews of our priority programme and project statuses has also been completed, which has resulted in 16 being re-classified, 13 of which have declined slightly in their RAG statuses, full details of which are presented within Appendix 1.

4.14 At the end of December 2022, there were nine measures not achieving quarterly targets, a summary of these and the reasons for this are presented below:

Measure	Q3 RAG status	Supporting information
Number of private sector empty homes returned into occupation or demolished	Amber	Capacity is impacting on the pace of delivery.
Percentage of new Education, health and care plans issued in 20 weeks	Red	Current performance has been impacted by the backlog of cases reported at the end of quarter two, due to the capacity challenges with Educational Psychologists. This has been resolved but there are a number of plans that have already exceeded statutory timescales. There has been a performance surgery within this area in 2022.
Children in care per 10,000 population aged under 18 (snapshot)	Amber	There has been a further increase in the number of children in care per 10,000, since the quarter two position, which continues despite interventions from the staying together team, robust scrutiny at gateway panel, senior oversight via locality case management meetings, and by utilising family options in court proceedings or under the pre proceedings public law outline.  There are continued attempts at reunification and the use of court orders for children who have been in long-term care, to help them safely exit care.  Work will remain on-going to manage risk, where appropriate, for young people to remain at home.
Total number of active approved fostering households	Amber	There were two approvals and three de-registrations in quarter three. Year to date, there have been six approvals and eight de-registrations. A successful recruitment event was held in October 2022, after which we invited twelve households to apply to be fostering households, seven of which have applied and are now being assessed.
Percentage of children placed within 20 miles of the child's home address	Red	There are on-going challenges with local placements, however it should be noted that this measure has been impacted by a rise in the total number of children in care over the last quarter.
Stability of placements of looked after children: length of placement	Red	Placement moves are made in line with young people's care plans, and outcomes for Derby's looked after children and young people are positive aided by early permanence planning.
Stability of placements of looked after children: number of moves	Amber	
Number of young people successfully completing independent travel training (ITT)	Red	Performance has been impacted by a change in the provider of the service, with activities planned for quarter four.
Average working days per employee (full time equivalents) per year lost through sickness absence - excluding schools	Red	A deep-dive performance assessment has been completed, with reporting into Senior Leaders in February 2023 informing next steps. It is however recognised that performance within this area may continue to be impacted by societal and organisational challenges impacting our colleagues.

4.15 It should also be noted that strategic risks pertaining to our financial position remain significant. The Council is currently forecasting a pressure of £15.127million against the base budget of £263.484million. This is being mitigated by:

- the £1.2million Pay and Inflation reserve established at the 2021/22 outturn
- the remainder of the COVID reserve £2.265million

- an additional Integrated Better Care Fund inflation of £0.354million that has been announced in the current year.

The net forecast overspend funded from the Budget Risk reserve is therefore forecasted to be £11.308 million.

### **Performance review activities**

- 4.16 Over the last quarter, a number of risk themes have been considered through targeted review activity, supported by the Assurance Team and the Corporate Risk Management Group (CRMG):
- cost of living risk registers have been developed for the city and council
  - there has been a review of accommodation, sufficiency-based risks.
- 4.17 Performance activities have focused on:
- the completion of the deep-dive performance review into working days lost due to sickness absence; and,
  - the development of the Derby City Plan and a Cost of Living Strategy and supporting action plan.
- 4.18 Activities over the next quarter will focus on targeted risk reviews, the scoping of locality performance frameworks and the completion of self-assessments within both Children's and Adult's Social Care.

### **Public/stakeholder engagement**

- 5.1 Consultation will be completed in line with priority areas/projects and as appropriate.
- 5.2 The measures based on the findings of our Citizen's survey will be reported at the end of quarter four (reporting delayed from quarter three to enable the completion of analysis).

### **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.

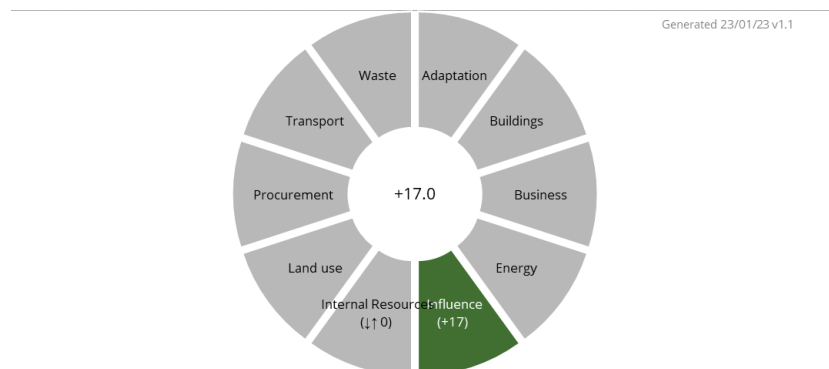
### **Legal implications**

- 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 'Green' is a priority theme for the City and Council, reflected within the City Plan and the Council Plan 2022-2025. There are a number of 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:

Role	Name	Date of sign-off
Legal	Emily Feenan - Director of Legal, Procurement and Democratic Services and Monitoring Officer	02 February 2023
Finance	Simon Riley – Strategic Director Corporate Resources	06 February 2023
Service Director(s)	Corporate Leadership Team	
Report sponsor	Heather Greenan – Director of Policy, Insight and Communications	27 January 2023
Other(s)		

Background papers:	2022/23 Council Delivery Plan – <a href="#">Cabinet Report</a>
List of appendices:	Appendix 1 – Quarter 3 priority performance, projects and strategic risks update