



## Financial and Performance Monitoring Quarter One 2010/11

### SUMMARY

- 1.1 Financial and performance monitoring underpins the Council's planning framework in terms of reviewing progress regularly in achieving our priorities and delivering value for money.
- 1.2 This report includes highlights from the revenue and capital budgets, as well as key performance measures included in our Corporate Plan 2008-2011 and Local Area Agreement (LAA) 2008-2011.
- 1.3 Summary financial results for the period up to 30 June 2010 are as follows...
  - The quarter 1 revenue position for 2010/11 forecasts a balanced position by the year end. Within this forecast there are a number of pressures which are highlighted in paragraphs 4.2 to 4.6. Strategic Directors have identified relevant actions, and continue to develop proposals to ensure a balanced position by the year end.
  - The 2010/11 budget included £8.4m of savings which need to be met. As at Quarter 1 £7.7m of the saving have either already been met or are forecast to be met by the end of the financial year. Within the £7.7m it is assumed at this stage that the full saving from ODOC, of £2.2m will be achieved. Further analysis is being undertaken in line with the latest transformation programme. The remaining £0.7m is included within the overall forecast outturn position and addressed through further actions.
- 1.4 In terms of performance results up to 30 June 2010 (quarter one), 78% of priority performance measures achieved their quarterly target, with 22% forecast to miss year-end target by more than 5%.
- 1.5 Performance highlights so far include...
  - More children's social care initial and core assessments completed within timescale.
  - Increased users of Derby's libraries and greater attendance at Derby LIVE events.
  - Lower rates of repeat domestic violence incidents.
  - More carers receiving support, advice and guidance.
  - New Street Pride service launched to deliver integrated services within neighbourhoods.

- 1.6 This report also identifies areas for improvement and proposes that a number of indicators are taken forward for performance review.

## **RECOMMENDATIONS**

- 2.1 To note quarter four / year-end financial and performance results.
- 2.2 To note the change of targets for responding to complaints as set out in paragraph 5.6.
- 2.3 To give particular attention to the indicators selected for review by Performance Support Group and Performance Surgeries.
- 2.4 To approve the use of the budget risk reserve to address the one-off Concessionary Fares claim and to approve the wider use of the trading account reserve.

## SUPPORTING INFORMATION

### 3. Introduction

3.1 The report is structured into three sections...

- Section 4 – Revenue and capital budget monitoring, including the overall summary position up to 30 June 2010.
- Section 5 – Overall summary of 2010/11 quarter one performance against target.
- Section 6 – A list of indicator areas referred for performance review.

3.2 Performance highlights for each directorate are shown in Appendix 6.

### 4. General Fund revenue and capital budget monitoring 2010/11

4.1 The summary revenue budget position including mitigating actions to address the latest forecast position and progress made in achieving savings targets is shown in Appendices 2 and 3.

4.2 **Adults, Health and Housing** – key areas to highlight...

- Housing budgets reflect the anticipated use of £0.5m supporting people reserves to fund the 10-11 programme. Adult services budgets show a £0.58m underspend across homecare, residential and day care services

4.3 **Chief Executives Dept** - key areas to highlight...

- Catering, Cleaning and Caretaking (CCC's) forecast outturn is £0.575m overspend against which £0.345m of trading account resources have been applied leaving a net overspend of £0.225m. The balance on the CCC's approved share of the trading account reserve is £0.17m which is required in 2011/12 for possible trading losses. Actions to address the remaining shortfall are being explored.

4.4 **Children and Young People** - key areas to highlight...

- Agency Placements forecast overspend is £1.3m due to increasing numbers of children in care in high cost placements. This can be partly offset by the utilisation of CYP grants within the Specialist Services Dept, and an underspend in Strategy and Commissioning. To address the forecast pressure of £0.7m options are being explored including reducing the numbers of children in care and the reliance on expensive external placements.

4.5 **Neighbourhoods** - - key areas to highlight...

- After the application of planned corporate contingency budgets (£0.65m) and anticipated use of trading reserves (£0.485m) and parking reserves (£0.149m), the Neighbourhoods Directorate has pressures totalling £0.687m. Against this £0.1m of action has been identified with the remaining balance to be met by undertaking an in-depth review of service reserves and in year

spending to address one-off pressures, with a more detailed review of Planning Services to address on-going funding gaps

- The trading reserve has been applied across the following accounts; waste, golf and building services. Earlier Cabinet approval the retention of the trading reserve for waste, therefore additional approval to amend this will be required.
- Further risks have been noted but as yet not fully quantified on Building Services. Work is on-going to minimise these risks.

#### 4.6 **Corporate Budgets and Contingencies** - key areas to highlight...

- Treasury Management forecast return for the financial year is £0.3m better than expected due to under borrowing against the planned budget and savings from redeemed debt in year.
- Concessionary fares continues to be a problem area with a £0.35m forecast budget shortfall and a further anticipated backdated claim from a bus operator for £0.25m, against which it is proposed that £0.25m of the unallocated budget risk reserve is applied. At this early stage it is anticipated that the remaining balance will be met from within the overall outturn position.

4.7 Cabinet is asked to approve the use of £250,000 from the budget risk reserve to address the one-off concessionary fares claim, and to approve the wider use of the trading account reserve balance of £485,000 to cover the golf trading account and the building services trading account.

4.8 The 2010/11 capital programme is reported monthly within the contract and financial matters reported to Cabinet. As a result any monitoring changes are reported via this report, the next one being the 7th September to Cabinet. It is proposed therefore to just highlight any significant issues within the quarterly performance monitoring report with changes to the actual programme reported through Contract & Financial Matters reports. Also within this report the capital risks budgets schedule is included at Appendix 4.

#### 4.9 **Neighbourhoods** – key risks on the capital programme...

- Due to the change of Government and the subsequent funding cuts the Playbuilders 2010/11 capital grant, that is funding the majority of the playground refurbishment costs, has been scrapped. Officers are trying to establish if any funding will be available and seeking alternative forms of funding. The total grant was for £409k and was funding seven play area refurbishments.

#### 4.10 **Children and Young People** – key risks on the capital programme...

- Due to the change in Government and the subsequent funding cuts the Extended Services funding of £231k. This budget was earmarked to increase Children's Centre funded schemes.
- The Primary Capital Programme has now been allocated to schemes and these changes are shown on the 7<sup>th</sup> September Financial Matters also going

to this cabinet. Some S106 funding has not been received as yet but is due in the autumn of 2010, modernisation funding will be utilised in the meantime.

- Government announcement on the future of the Building Schools for the Future (BSF) programme. BSF was a huge opportunity to transform secondary education with significant capital investment. All of the schools in Derby City with secondary age pupils were included in the programme. Approval for Derby's BSF programme to enter the procurement phase was received in March 2009, our programme was confirmed with funding of £206m to replace or renovate secondary schools, plus an additional £25m specifically for ICT. Financial close was due to take place in October 2010 following the competitive dialogue process.
- On 5<sup>th</sup> July 2010 the Government released a statement to confirm that BSF projects that had not already reached financial close would not go ahead. They would however consider funding the sample scheme projects that had been used as part of the competitive dialogue process, the value of these projects is around £60m. BSF project team are currently working to try and secure the funding for the sample schemes which had already been fully developed and have been submitted for planning permission. The project team have recently completed and returned project details for the sample schools so that a final decision can be made.

## **5. Summary performance results 2010/11**

5.1 The format of performance reports has been reviewed to streamline the information presented to Cabinet. The purpose is to present a more focused summary of performance, with high level exceptions and reduced levels of narrative.

5.2 It should also be noted that a new traffic light system has been introduced following consultation with users...

- Blue – performance above 2% of target.
- Green – performance meets target.
- Amber – performance within 5% of target.
- Red – performance more than 5% adverse of target.

### **Corporate Scorecard**

5.3 In 2010/11 performance will be reported slightly differently to previous years performance reporting. A new approach, called a Corporate Scorecard, is being used to present the performance information.

5.4 The Corporate Scorecard approach enables a wider assessment of how the Council is performing, focussing beyond the National Indicators only. It allows gaps in monitoring to be identified such as value for money and customer service.

5.5 The Corporate Scorecard approach adopted in the Council focuses on 4 themes. Two of the themes focus on external results and two focus on internal factors as shown in the table below.

Focus	Theme	Description
External	Community and Service Users	Indicators which will have a direct impact on the outcomes of residents and service users
	Value for Money	Indicators which demonstrate that the Council services offer value and provide good output when compared to inputs
Internal	Business Processes	Indicators which show that Council services are efficient and effective
	People	Indicators which demonstrate the health of the organisation through its workers

5.6 The Corporate Scorecard comprises a range of indicators including all Local Area Agreement (LAA) measures, Corporate Plan measures and Priority National and Local Indicators.

5.7 The measures chosen for inclusion in the Scorecard were deemed to be priority measures for a range of reasons including, their significance in inspectorate regimes, importance to service delivery and budget implications.

5.8 Summary information and key highlights for each directorate / portfolio are shown in Appendices 5 and 6. The supporting performance tables can be found on CMIS

<http://cmis.derby.gov.uk/CMISWebPublic/Binary.ashx?Document=16085> !

5.9 Areas to note include...

#### **Improving performance**

- NI 59 – Initial assessments for children’s social care carried out within 7 working days.
- NI 60 – Core assessments for children’s social care carried out within 35 days of their commencement.
- NI 181 – Benefit applications – average time to process new claims and change events.
- NI 130 – Social care clients receiving self directed support.
- NI 135 – Carers receiving needs assessments or support and guidance.

#### **Deteriorating performance**

- NI 65 – Children becoming the subject of a Child Protection Plan for the second or subsequent time.
- NI 103 – Special Educational Needs – statements issued within 26 weeks.
- NI 147 and 148 – Care leavers in suitable accommodation and employment, education and training.
- Number of homelessness preventions.

5.10 Targets for responding to complaints have been reviewed in light of inconsistencies. The revised targets are as follows...

% of complaints responded to within 5 days – from 90% to 80%.

% of complaints responded to within 10 days - from 86% to 90%.

## Local Area Agreement – end of year forecasts

5.11 A separate report has been prepared for DCP Management Group on LAA performance. End of year forecasts for the 50 indicators included in the LAA are summarised below:

Green	met/exceed target	48% (24)
Amber	Miss target by 5% or less	2% (1)
Red	Miss target by more than 5%	20% (10)
Unable to compare		8% (4)
Data not supplied		10% (5)
Monitoring Mechanism Ceased		12% (6)

5.12 There is one indicator where the direction of travel has deteriorated and resulted in a significant change to the RAG rating, as shown below...

- NI 020 - Assault with injury crime rate.

5.13 Latest information on Key Stage 2 results more generally also indicate targets will not be achieved.

5.14 When the LAA concludes at the end of March 2011 the new 2011-26 Sustainable Community Strategy, SCS, which is currently under development, will form the basis for reporting partnership and citywide progress against priorities.

## Business Plans

5.15 This report incorporates business plan monitoring for the period up to 30 June 2010. Areas of slippage are included within **Appendix 5**.

## 6. Performance review

6.1 The following indicators will be referred for further investigation, either at the next Performance Support Group (PSG) or upcoming Performance Surgeries. The indicators are as follows...

### Performance Support Group

- NI 18 – Adult re-offending rates for those under probation supervision.
- NI 20 – Assault with injury crime rate.
- NI 123 – Smoking prevalence (deferred from July meeting).
- NI 147 and 148 – Care leavers in suitable accommodation and employment, education or training.

### Performance Surgeries

- NI 73, 93, 94, 99, 100 and 101 – Key Stage 2 results.
- NI 89b – The average time a school spends in failure.
- NI 103 – Processing of Special Educational Need Statements.
- NI 168 and 169 – Road maintenance.
- NI 181 – Benefit applications processing – update.
- NI 196 – Fly-tipping – update.

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**Background papers:** 2010/11 Q1 Performance Tables on CMIS

**List of appendices:** <http://cmis.derby.gov.uk/CMISWebPublic/Binary.ashx?Document=16085>  
Appendix 1 – Implications  
Appendix 2 – Summary General Fund Revenue Budget Monitoring  
Appendix 3 – 2010/11 savings monitoring  
Appendix 4 –Capital budget monitoring  
Appendix 5 – Summary performance results 2010/11 Q1  
Appendix 6 – Q1 2010/11Highlights by Department

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<b>IMPLICATIONS</b>
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**Financial**

1. As detailed in the report and appendices. We have been informed by CLG that the Local Area Agreement Reward Grant has now been abolished.

**Legal**

2. None directly arising.

**Personnel**

3. None directly arising.

**Equalities impact**

4. None directly arising.

**Corporate priorities**

5. The report demonstrates progress made towards achieving the Council's corporate priorities. The Council's corporate priorities and related actions also support the Local Area Agreement outcomes and performance measures.

## Update on Revenue Budget

	Qtr 1 Key Pressures & (Savings) £000	Proposed actions to balance	On-going pressures
<b>Adult Health and Housing Department</b> Housing General Fund	70	£70k shortfall to be addressed by service in year	
Adult Social Care	(580)		
<b>Chief Executive Department</b> CCC's	225	Actions to balance are being explored	Catering trading losses are anticipated into 2011/12 against which a £170k reserve is being held
<b>Children and Young People Department</b> Core CYP budgets	730	Balance to be addresses through reducing the numbers of children in care and the reliance on expensive external placements.	
<b>Neighbourhoods</b> Neighbourhoods	687	Anticipated Hippodrome costs to be recovered from owner (£100k). Further actions to balance include in depth review of service reserves and in year spending to address one-off pressures, with a more detailed review of Planning Services to address on-going funding gaps.	Parking uncertainty when Connecting Derby completed and new car parks fully open +£275k, Ongoing Planning income shortfalls +£130k
<b>Resources</b> Resources	0	Overall balanced position with no significant in year actions required, although some on-going pressures to be addressed.	Land Charges income shortfall likely to continue - approx £50k
<b>Corporate Budgets and Contingencies</b> Treasury Management	(300)		
Corporate Budgets	668	Apply £250k of the unallocated budget risk reserve for Concessionary Fares claim. Balance to be offset within corporate budgets, ie use of Treasury Management saving	The on-going effect of Concessionary Fares budget shortfall of £0.35m has been included within 2011-2015 budget strategy

## Achievement of 2010/11 Savings

Directorate and Department	Savings target in approved budget £000	Savings achieved to date £000	Forecast Year End Savings £000	Forecast Year End variance off target £000	Reasons for Forecast Variance	Proposed Directorate Actions to balance
<b>Adult Social Care and Housing Directorate</b>						
Housing	-164	-64	-94	70	Original Staffing savings not achieved but partially offset by emerging staffing and other savings	Other areas for potential savings will be identified during the year.
Adult Social Services	-1,650	-1,650	-1,650	0		
<b>Total Social Care and Housing</b>	<b>-1,814</b>	<b>-1,714</b>	<b>-1,744</b>	<b>70</b>		
<b>Chief Executive Directorate</b>						
Chief Executive Office	-189	-189	-189	0	Plan to covered from CSP Reserve Reduction to cleaning specification rejected	No offsetting efficiencies have been identified
DCP	-5	-5	-5	0		
CSP	-226	-226	-226	0		
Environmental Team (Building Cleaning)	-50	0	0	50		
<b>Total Chief Executive's</b>	<b>-470</b>	<b>-420</b>	<b>-420</b>	<b>50</b>		
<b>Children and Young People Directorate</b>						
CYP	-823	-769	-769	54	Nursery subsidy reduction not achieved	
<b>Total CYP</b>	<b>-823</b>	<b>-769</b>	<b>-769</b>	<b>54</b>		
<b>Neighbourhoods Directorate</b>						
Former Environmental Services	-773	-344	-344	429	Delayed letting of golf contract, trade waste review not yet completed, bereavement services price increase planned for later in year, recycling disposal income shortfall to be covered from reserves (pending approval)	Alternative savings to be identified to cover any shortfall from original savings targets

Directorate and Department	Savings target in approved budget	Savings achieved to date	Forecast Year End Savings	Forecast Year End variance off target	Reasons for Forecast Variance	Proposed Directorate Actions to balance
Former Regeneration & Community	-693	-661	-661	32	R&C Development Control £32k Saving not currently being made while the DECATS admin review is being undertaken, but some savings envisaged to be made later in the year once complete	Alternative savings to be identified to cover any shortfall from original savings targets
<b>Total Neighbourhoods</b>	<b>-1,466</b>	<b>-1,005</b>	<b>-1,005</b>	<b>461</b>		
<b>Resources Directorate</b>						
Resources	-608	-578	-578	30	Full year savings will not be achievable, insufficient notice time given to partners	The savings will be contained within directorate until full year savings are achieved in 2011/2012
<b>Total Resources Directorate</b>	<b>-608</b>	<b>-578</b>	<b>-578</b>	<b>30</b>		
<b>Corporate Budgets and Cross department contingencies</b>						
Corporate ICT	-75	0	-75	0	Technical and legal delays in entering contract.	New Content Management System should allow savings in website maintenance.
Cross department transformation projects	-318	-70	-285	33	Projects to release savings are on target. Outturn variance is due to planned phased decant and refer of Council House allowing a reduction in leased accommodation. Full decant has caused this to not be possible.	Projects are being finalised and savings will be realised in coming months.
Travel Plan	-662	0	-662	0	Savings will not accrue until planned implementation in July.	Savings will be met if plan implemented on schedule. Effect of industrial action to be monitored.
one derby, one council (ODOC)	-2,189	-810	-2,189	0	ODOC savings to date are provisional pending full reconciliation. Assumed that full savings will be achieved by year end, however the implementation budget needs to be reviewed in line with PWC latest design mandate.	
<b>Total Corporate and cross department budgets</b>	<b>-3,244</b>	<b>-880</b>	<b>-3,211</b>	<b>33</b>		
<b>TOTAL</b>	<b>-8,425</b>	<b>-5,366</b>	<b>-7,727</b>	<b>698</b>		

## Capital Budget Monitoring

## Schedule of capital risk budgets and scheme progress

Department	Name of Scheme	2010/11 Budget	2010/11 Spend to Date £000	2010/11 Projected Outturn £000	Original Planned Completion Date	Latest Planned Completion Date	Current Status of Scheme	Reason for treatment as a Risk budget & current progress of scheme
Adults, Health and Housing	Extra Care	1,300	0	1,300	11/12	11/12	Tender	Older People Home's Strategy currently under review. Forecasting expenditure in line with existing plans but this may change. At Tender Stage but site selection is subject to OP Homes Strategy Review
Adults, Health and Housing	Dementia	492	0	492	11/12	11/12	Feasibility	Older People Home's Strategy currently under review. Forecasting expenditure in line with existing plans but this may change
Adults, Health and Housing	National Care Standards	236	0	236	Ongoing programme to improve standard of ASC Establishments	Ongoing programme to improve standard of ASC Establishments	Feasibility	Older People Home's Strategy currently under review. Forecasting expenditure in line with existing plans but this may change
Adults, Health and Housing	Adult Social Care	114	0	114	Ongoing programme to improve standard of ASC Establishments	Ongoing programme to improve standard of ASC Establishments	Feasibility	Older People Home's Strategy currently under review. Forecasting expenditure in line with existing plans but this may change

Department	Name of Scheme	2010/11 Budget	2010/11 Spend to Date £000	2010/11 Projected Outturn £000	Original Planned Completion Date	Latest Planned Completion Date	Current Status of Scheme	Reason for treatment as a Risk budget & current progress of scheme
Adults, Health and Housing	DFGs	1,600	253	1,600	31/03/2011	31/03/2011	Ongoing	Loss of assumed Corporate funding of £500k but budget increased to £1.4m by reducing Group Repair and other budgets and using Corporate contribution to HGF. DFGs are mandatory and demand is increasing for what is an insufficient budget - leading to backlogs and possible moratoriums - building up commitment for future years when there is also a potential loss or reduction of external funding.
Adults, Health and Housing	Group Repair	orig =1792 rev = 989	163	989	31/03/2011	31/03/2011	Ongoing	Programme reduced to maintain DFG spend as explained above. Will require careful management in year to finish programme - potential loss or reduction of external funding in 2011/12 and beyond. Also need all residual grants and contributions not yet spent to finance Group Repair to enable maximum works in a programme for which other resources are diminishing
Adults, Health and Housing	<b>Total</b>	<b>3,742</b>	<b>416</b>	<b>4,731</b>				
Children and Young People	Various schools Fire Precaution Works following FRA	1,535,000	293,834	1,535,000	2010-11	2010-11	on site	On site - large budget covering multiple schools -potential for work arising which will create budget pressure
Children and Young People	Arboretum Primary Capital Programme	1,657,000	5,381	1,657,000	16/07/2011	16/07/2011	on site	Large budget spanning 3 years, time limited funding from DCSF
Children and Young People	Ravensdale Junior Primary Capital Programme Scheme	306,000	2,431	306,000	2012/13	2012/13	Design	Large budget spanning 3 years, time limited funding from DCSF

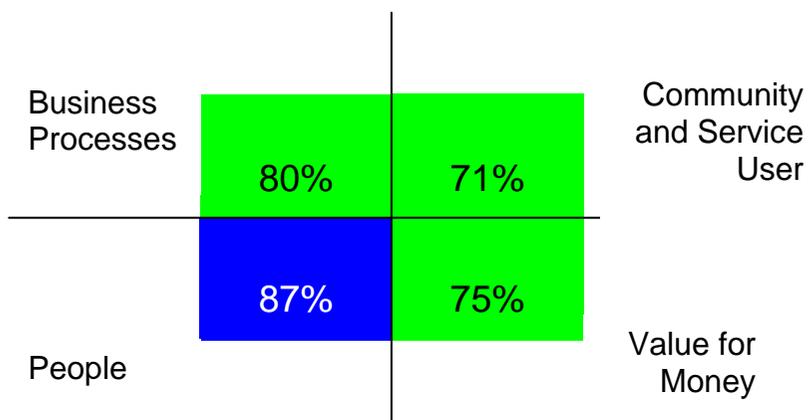
Department	Name of Scheme	2010/11 Budget	2010/11 Spend to Date £000	2010/11 Projected Outturn £000	Original Planned Completion Date	Latest Planned Completion Date	Current Status of Scheme	Reason for treatment as a Risk budget & current progress of scheme
Children and Young People	Unallocated Sure Start Early Years Capital Grant	1,369,000	253,483		2010-11	2010-11	New schemes being developed	Large budget and potential for underspend against allocation
Children and Young People	New Primary Phase Enhanced Resources (ER) Unit for Autistic Spectrum Disorder (ASD) Pupils	75,000	0	75,000	2012/13	2012/13	Design	New scheme large budget spanning 3 years, Scheme commencement
Children and Young People	Meadow Farm - Primary capital programme scheme	25,000	0	25,000	2012/13	2012/13	Design	Large budget spanning 3 years, time limited funding from DCSF
Children and Young People	Remaining Primary Cap Prog Schemes (detailed design to completed)	225,000	0	225,000	2012/13	2012/13	Design	Large budget spanning 3 years, time limited funding from DCSF
Children and Young People	<b>Total</b>	<b>5,192,000</b>	<b>555,129</b>	<b>3,823,000</b>				
Chief Executive's	Full St Corridor Phase 1 (Morledge) Construction	1,228,400	3,551	1,228,400	Jan-11	Feb-11	Under Construction	it is a high value scheme requiring complex project management and it has a high public profile
Chief Executive's	Wardwick, Friar Gate & Cheapside	2,048,570	4,287	2,048,570	Jan-11	Feb-11	Under Construction	it is a high value scheme requiring complex project management; it has a high public profile and it involves planning or site issues which carry the risk of unpredictable additional costs
Chief Executive's	Wayfinding Structures	469,269	6,841	469,269	Nov-11	Jan-11	Under Construction	It has a high public profile

Department	Name of Scheme	2010/11 Budget	2010/11 Spend to Date £000	2010/11 Projected Outturn £000	Original Planned Completion Date	Latest Planned Completion Date	Current Status of Scheme	Reason for treatment as a Risk budget & current progress of scheme
Chief Executive's	Building Frontage Enhancement Scheme	535,009	42,476	535,009	ongoing	??	Under Construction	It has a high public profile and it has a dependence on external funding sources which may be time-limited
Chief Executive's	Derby Railway Station Interchange Improvements	1,911,603	14,336		Dec-11	Dec-11	Planning	It is a high value scheme requiring complex project management; it has a high public profile; and it has a dependence on external funding sources which may be time-limited
Chief Executive's	Sadler Gate Design Project	439,000	6,707	??	Mar-11	Mar-11	Planning	It has a dependence on external funding sources which may be time-limited or withdrawal
Chief Executive's	<b>Total</b>	<b>6,631,851</b>	<b>78,197</b>	<b>4,281,248</b>				
Neighbourhoods	Playground improvements 2010/11	1,411	0	Unknown	Mar-11	Unknown	Feasibility	Late notification that the government Playbuilders grant that is funding the majority of the spend has been scrapped. Currently trying to establish if any funding will be available and seeking alternative forms of funding.
Neighbourhoods	Gayton Pool	792	572	792	Jul-10	Oct-10	On site	Politically sensitive scheme
Neighbourhoods	Crematorium - replacement / replacement of cremators and building refurbishment	1,149	0	Unknown	Dec-12	Dec-12	Feasibility	Possible change in scheme from replacement cremators to refurbished cremators - costs not yet ascertained. VAT implications on capital spend on an exempt service

Department	Name of Scheme	2010/11 Budget	2010/11 Spend to Date £000	2010/11 Projected Outturn £000	Original Planned Completion Date	Latest Planned Completion Date	Current Status of Scheme	Reason for treatment as a Risk budget & current progress of scheme
Neighbourhoods	Leisure Centre Strategy	1,000	0	Unknown	Dec-14	Dec-14	Feasibility	Land purchase likely, large capital spend, costs not yet certain
Neighbourhoods	Quad	264	88	168	2009/10	Sep-10	Complete	Outstanding funding issues
Neighbourhoods	Pubic Area CCTV	250	0	250	Sep-10	Mar-11	Tender	This scheme has already experienced delays and project funding is time limited.
Neighbourhoods	Central Library Improvements	84	0	84	Sep-10	Dec-10	Design	Time limited funding
Neighbourhoods	Chaddesden Park Library	20	0	20	Nov-11	Jun-13	Design	High value and politically sensitive scheme
Neighbourhoods	Connecting Derby	10,800	2,725	10,800	Dec-10	Mar-11	On Site	High value scheme with external contractor involvement, completion slipped from Dec-10 to Mar-11.
<b>Neighbourhoods</b>	<b>Total</b>	<b>15,770</b>	<b>3,385</b>	<b>12,114</b>				

**Summary of Performance 2010/11 Quarter One**  
*Supporting information on page 20*

**Table 1: Quarter One Performance** – % of Corporate Scorecard that have met or exceeded the quarterly target



**Corporate Scorecard**

**78% Met or Exceeded the Quarterly Target**

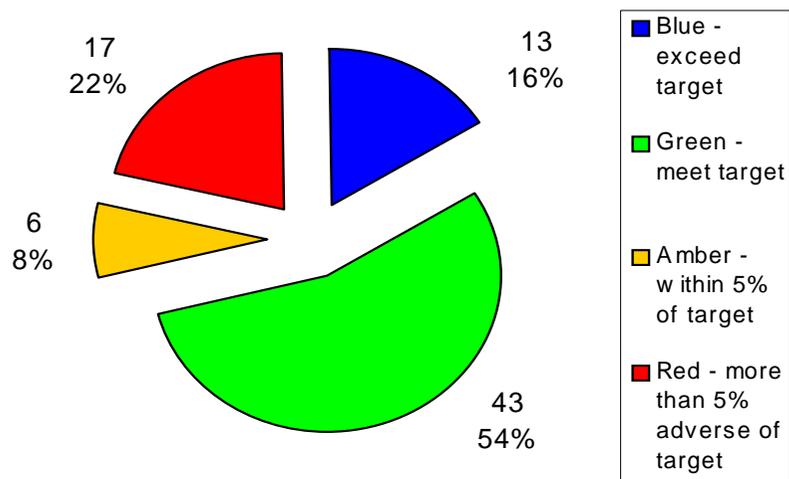
Context:  
 Blue: 81 – 100%  
 Green: 71 - 80%  
 Amber: 60 – 70%  
 Red: 59% or less

**Appendix 5**

**Table 2: Direction of Travel** – forecast performance against previous outturn for Corporate Scorecard (excluding milestones)

Directorate/ Cabinet Portfolio	Improving	Stable	Deteriorating
Adults, Health & Housing Housing & Advice Adults Social Care & Health	5 (56%)	1 (11%)	3 (33%)
Children and Young People Children & Young People	12 (57%)	0 (0%)	9 (43%)
Neighbourhoods Planning & Environment Neighbourhoods Leisure and Culture	8 (80%)	2 (20%)	0 (0%)
Resources Resources	7 (70%)	0 (0%)	3 (30%)
Chief Executive's Leader of the Council	0 (0%)	1 (33%)	2 (67%)

**Table 3: Forecast 2010/11 Performance** – comparison to annual target for Corporate Scorecard (excluding milestones)

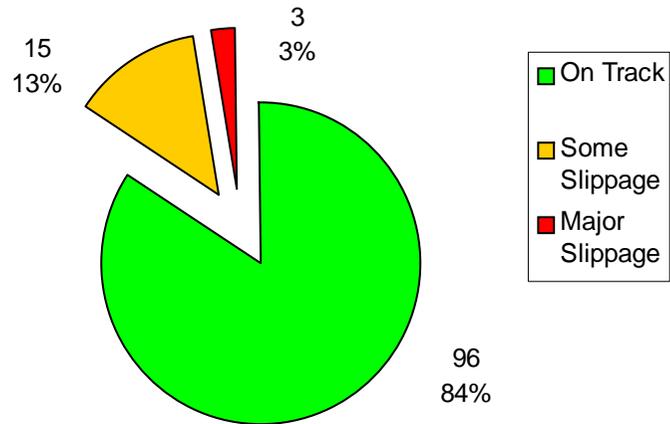


**Table 4: Directorate/Cabinet Portfolio Performance** – Quarter One performance against target for Corporate Scorecard

Directorate/ Cabinet Portfolio	Blue	Green	Amber	Red
Adults, Health & Housing Housing & Advice Adults Social Care & Health	7 (58%)	3 (25%)	1 (8%)	1 (8%)
Children and Young People Children & Young People	4 (22%)	5 (28%)	1 (6%)	8 (44%)
Neighbourhoods Planning & Environment Neighbourhoods Leisure and Culture	5 (17%)	20 (67%)	0 (0%)	5 (17%)
Resources Resources	5 (26%)	9 (47%)	4 (21%)	1 (5%)
Chief Executive's Leader of the Council	0 (0%)	12 (92%)	0 (0%)	1 (8%)

## Business Planning Objectives

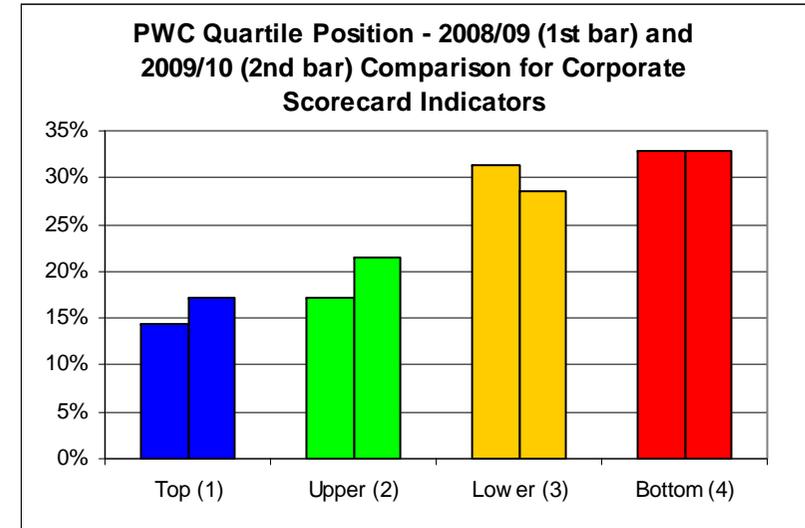
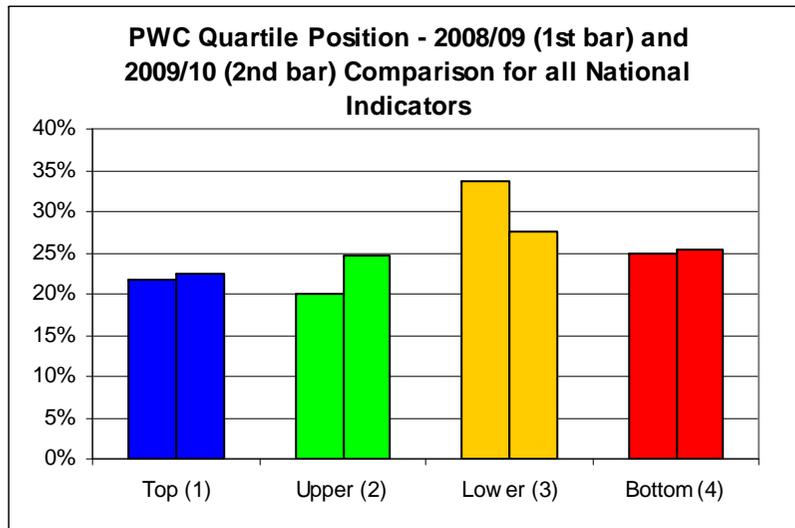
### Quarter One Performance



### Directorate/Cabinet Portfolio Performance

Directorate/ Cabinet Portfolio	On Track	Some Slippage	Major Slippage
Adults, Health & Housing Housing & Advice Adults Social Care & Health	12 75%	4 25%	0 0%
Children and Young People Children & Young People	7 78%	2 22%	0 0%
Neighbourhoods Planning & Environment Neighbourhoods Leisure and Culture	34 89%	3 8%	1 3%
Resources Resources	18 72%	6 24%	1 4%
Chief Executive's Leader of the Council	25 96%	0 0%	1 4%

## Benchmarking Analysis – Comparison of 2008/09 and 2009/10 Outturn (PWC Data – All Authorities)



## Supporting information for Appendix 5 graphs

The tables and charts in Appendix 5 reflect performance from indicators and milestones included within the Corporate Scorecard.

### Table 1

**Quarter One Performance** – This dashboard shows the total percentage of indicators and milestones within each scorecard theme which have met or exceeded the quarterly target set. This excludes indicators only monitored on an annual basis. Each theme contains priority indicators identified by services across a range of LAA indicators, Corporate Plan indicators and milestones, National Indicators and Local indicators. The colour ratings are assigned as follows:

Blue – 81% - 100% of targets achieved  
Amber – 60% - 70% of targets achieved

Green – 71% - 80% of targets achieved  
Red – 59% or less of targets achieved

### Table 2

**Direction of Travel** – This table gives a summary of direction of travel for indicators monitored as part of the Corporate Scorecard. The direction of travel compares 2010/11 forecast year end performance to 2009/10 year end figures. A direction of travel is not given for any new indicators monitored which do not have historic results for comparison. This includes new Corporate Plan indicators and milestones which are reported by progress status (completed / on track / some slippage / major slippage).

### Table 3

**Forecast 2010/11 Performance** – The graph shows the total number and percentage of indicators included in the Corporate Scorecard (across all themes) which are forecast to meet the 2010/11 year end target and the total that are forecast to miss target at year end. The graph uses the traffic light system generated by DORIS – Blue / Green / Amber / Red, see BRAG paragraph below for details. All milestones are excluded as they are monitored by progress only. Other indicators will be excluded if it is not possible to produce a year end forecast.

### Table 4

**Directorate/Cabinet Portfolio Performance** – This table gives a summary of quarter one performance reported for all indicators monitored as part of the Corporate Scorecard. This excludes annually monitored indicators and indicators reported in arrears. The table uses the traffic light system generated by DORIS – Blue / Green / Amber / Red, see BRAG paragraph below.

### Traffic Light System (BRAG)

Blue – performance above 2% of target  
Amber – performance within 5% of target

Green – performance meets target  
Red – performance more than 5% adverse to target

## Key Highlights by Directorate

<b>Directorate</b>	Adults Health & Housing	 <b>DERBY CITY COUNCIL</b>	
<b>Portfolios</b>	Housing & Advice Adults Social Care & Health		
<b>Areas of Strength</b> - includes targets exceeded, top quartile			
<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
HC4f	Increase the number of new benefit entitlements	Exceeding target	
NI 125 LAA	Achieving independence for older people through rehabilitation/intermediate care	Exceeding target	
NI 130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	Exceeding target	
NI 141 LAA	Number of vulnerable people achieving independent living	Exceeding target	
NI 155 LAA	Number of affordable homes delivered (gross)	Exceeding target	
<b>Areas for Improvement</b> – includes significant budget variances, targets missed, bottom quartile			
HC4g	Increase the number of homelessness preventions	Missed target	Prevention work is continuing which is having a positive impact on the number of homeless cases accepted.
<b>Areas for Challenge</b> – includes minor budget variances, amber indicators with downward DoT, unrealistic forecasts			
HC4b	Reduce the number of rough sleepers.	Missed target	Due to increase in foreign nationals plus change in measurement through six week street audits.
HC1.2	Develop and extend early intervention, prevention (at primary, secondary and tertiary levels) and well being services.	Some slippage	Close work is continuing with the PCT on Intermediate Care, Falls Prevention and Telecare.

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
HC1.5	Increase the numbers of people with a learning disability or specialist mental health needs supported to gain, retain or regain employment	Some slippage	The strategy for employment and learning disability was reviewed in August and an amended plan put in place to give a clearer focus on achieving employment outcomes and reduce the waiting list for the specialist employment service.
HC1.8	To increase housing support options for vulnerable adults with eligible social care needs.	Some slippage	Work is continuing to progress the accommodation strategy for older people including the provision of additional Extra Care places.
CG5.5	Reduce CO2 emissions generated through the operational delivery of social care services	Some slippage	A baseline figure is being established for mileage via payroll. However, in order to reduce staff travel we have reorganised our assessment staff and independent sector homecare providers into localities.
<b>Performance Review</b>			
NI 123	Smoking prevalence	End of year forecast	Deferred from July meeting.
<b>Areas that are on track</b> – includes indicators that meet the quarterly target and milestones that are on track			
HC 2a	Develop and implement a strategic workforce plan across the adult social care sector by March 2011.	On track	
NI 142	Number of vulnerable people who are supported to maintain independent living.	Met target	
NI 132	Timeliness of social care assessment	Met target	
LPI	The number of people placed in bed and breakfast accommodation	Met target	

<b>Directorate</b>	Chief Executive's	 <b>DERBY CITY COUNCIL</b>	
<b>Portfolios</b>	Leader of the Council		
<b>Areas of Strength</b> - includes targets exceeded, top quartile			
<i>Ref</i>	<i>Description</i>	<i>Performance</i>	<i>Comments</i>
NI 032 LAA	Repeat incidents of domestic violence	Exceeding target	
NI 111 LAA	First time entrants to the Youth Justice System aged 10 to 17	Exceeding target	
NI 043	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Exceeding target	
<b>Areas for Improvement</b> – includes significant budget variances, targets missed, bottom quartile			
NI 020 LAA	Assault with injury crime rate	<b>Missed target</b> ↓ 2.93% increase over the quarter.	Caused by increased football and more city centre violence linked to the world cup. The new Evening and Night-time Economy Strategy and Delivery Plan (DCENTE) are about to be published. This is a three year project which is expected to help improve this indicator.
<b>Areas for Challenge</b> – includes minor budget variances, amber indicators with downward DoT, unrealistic forecasts			
CG5.2	To implement the Council's strategic plan around reducing its carbon footprint by 25% by April 2014 (2010/11 target 10%)	<b>Major slippage</b>	Good progress has been made on the action plan. However several of the possible actions in the climate change strategy conflict with other strategies or are not resourced. The lack of certainty over the remaining life expectancy of many corporate buildings is having a significant impact on some energy saving projects.

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
<b>Performance Review</b>			
NI 020 LAA	Assault with injury crime rate	Performance against target ↓ Bottom Quartile	Take back to October Performance Support Group – last reviewed in October 2009.
NI 018 LAA	Adult re-offending rates for those under probation supervision	No recent data submitted – unknown if improvements made	Follow up to June 2010 Performance Support Group initial review.
<b>Areas that are on track</b> – includes indicators that meet the quarterly target and milestones that are on track			
CG1b	One or more companies deciding to relocate to Derby by March 2011.	On track	
CG3b	Delivery an Osmaston based regeneration plan by March 2011.	On track	
COD1a	Agree improvement programme by September 2010.	On track	
COD1b	Complete Council restructure by October 2010.	On track	
COD1c	Adopt new operating design model for Council by June 2010.	On track	
COD1d	Procure decant accommodation for vacating the Council House by end September 2010.	On track	
COD1e	Complete design and specification and appoint contractors for phase 1 works at the Council House by December 2010.	On track	
COD3a	Repeat Place Survey by December 2010.	On track	
COD3b	Carry out Pulse and Reach On employee surveys regularly throughout 2010/11.	On track	

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
COD3c	Collate all customer insight data by March 2011.	On track	
COD3d	Launch 'You said, We did' marketing campaign by June 2011.	On track	
COD5b	Fully establish new performance system, DORIS by March 2011.	On track	

<b>Directorate</b>	Children and Young People	 <b>DERBY CITY COUNCIL</b>	
<b>Portfolio</b>	Children and Young People		
<b>Areas of Strength</b> - includes targets exceeded, top quartile			
<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
NI 60	Core assessments for children's social care carried out within 35 days of their commencement	Exceeded target ↑	Best ever performance!
NI 62	Stability of placements of looked after children: number of moves	Exceeded target ↑	
NI 64	Child protection plans lasting 2 years or more	Exceeded target ↑	
NI 68	Referrals to children's social care going on to initial assessment	Exceeded target ↑	
<b>Areas for Improvement</b> – includes significant budget variances, targets missed, bottom quartile			
NI 58	Emotional and behavioural health of children in care	Missed target ↓	Work is continuing to increase completion rates. Further analysis to be undertaken to moderate survey results and examine results by different client groups.
NI 59	Initial assessments for children's social care that were carried out within 7 days of referral	Missed target ↑	Steady improvement. Now on track to achieve year-end forecast.
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	Missed target ↓	Small cohort involved. Internal review underway.
NI 63	Stability of placements of looked after children: length of placement	Missed target ↑	Small cohort involved. Internal review underway.
NI 89a	Reducing the number of failing schools	Missed target ↑	Allenton Primary, Moorhead Primary and Alvaston Junior Schools remain in special measures. Improvement plan in place.

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
NI 99 NI 100 NI 101	Children in care reaching level 4 in English and Maths at Key Stage 2	Forecast to miss target ↓	Internal review underway.
NI 103	Special Educational Needs - statements issued within 26 weeks	Missed target ↓	Continues to miss target due to number of statements.
NI 147	Care leavers in suitable accommodation	Missed target ↓	Partnership work to be examined at PSG
NI 148	Care leavers in employment, education or training	Missed target ↓	Partnership work to be examined at PSG
LPI	Reduction in the number of Independent Fostering Agency (IFA) placements	Missed target ↓	
LPI	Reduction in the unit cost of Independent Fostering Agency (IFA) placements	Missed target ↓	
<b>Areas for Challenge</b> – includes minor budget variances, amber indicators with downward DoT, unrealistic forecasts			
NI 65 LAA	Children becoming the subject of a Child Protection Plan for a second or subsequent time	Missed target ↓	Performance affected by large number of safeguarding cases. Year-end forecast is on track.
CYP2.2	To improve behaviour and attendance	Some slippage	Internal review underway
CYP1.2 CYP1b	To deliver flexible and targeted approaches to engage parents in development and learning. Increase the number of parents attending evidenced based parenting courses by March 2011	Some slippage Missed target	Affected by Government funding uncertainty.
<b>Performance Review</b>			
NI 73, 93, 94, 99, 100 & 101	Key Stage 2 results	Assessment – latest data / Bottom quartile	Surgery
NI 147 NI 148	Care leavers in suitable accommodation Care leavers in employment, education or training	Q1 performance	Performance Support Group
NI 89b	The average time a school spends in failure.	2009/10 data	Surgery
NI 103	Processing of Special Educational Need Statements (a and b)	Target / Bottom quartile	Surgery

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
<b>Areas that are on track</b> – includes indicators that meet the quarterly target and milestones that are on track			
CYP1a	Establish family visitor posts in every Children's Centre by September 2010	On track	
CYP1c	Secondary schools to take up an additional module on sexual health by March 2011	Met target	
CYP4a	Develop a locality service development plan and performance framework by September 2010	On track	
CYP4b	Set up multi-disciplinary accommodation bases in localities with management arrangements in place by April 2011	On track	
CYP4c	Positive result of Ofsted unannounced inspection and Safeguarding assessment.	On track	
NI 67	Child protection cases which were reviewed within required timescales	Met target	
NI 71	Children who have run away from home/care overnight	Met target	
NI 88	Number of Extended Schools	Met target	

<b>Directorate</b>	Neighbourhoods	 <b>DERBY CITY COUNCIL</b>	
<b>Portfolios</b>	Planning and Environment Neighbourhoods Leisure and Culture		
<b>Areas of Strength</b> - includes targets exceeded, top quartile			
<i>Ref</i>	<i>Description</i>	<i>Performance</i>	<i>Comments</i>
SSC2.2	Bring together highways, street cleansing, refuse, grounds maintenance, parking and environmental crime into a single neighbourhood based Street Pride Service.	Good progress made	99% of Street Pride calls answered, average wait is 12 seconds.
CG4.2 CG4b	To increase the number of, and attendance at, Derby LIVE events and performances.	Exceeding target	Good performance this quarter.
CC1.5 CC1e	To continue the programme of extending and improving Derby's network of public library buildings.	Good progress made	Library visitors up 8,000 in June.
<b>Areas for Improvement</b> – includes significant budget variances, targets missed, bottom quartile			
NI 196	Improved street and environmental cleanliness - fly tipping.	Missed target ↓	Upper quartile performance.
CG2.1	Progress local development framework core strategy and local transportation strategy and contribute to the emerging SCS.	Some slippage	Subject to Government changes – no further action proposed
CG2a	Submit a core strategy by December 2010.	Major slippage	Subject to Government changes – no further action proposed
CG2.3	To ensure the effective delivery and co-ordination of the Derby HMA 2010/11 Growth fund programme.	Major slippage	Subject to Government changes – no further action proposed
NI 154 LAA	Net additional homes (LAA)	Year-end forecast	No further action proposed
NI 157	Planning applications – all categories.	Missed target Lower Quartile	Service agreed to produce action plan

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
NI 47a LAA	Number of people killed or seriously injured in road traffic accident (LAA)	Missed target ↓	Already flagged up that LAA target has been missed.
<b>Areas for Challenge</b> – includes minor budget variances, amber indicators with downward DoT, unrealistic forecasts			
CG4.3	To restructure and re-align the Museums service in the context of the needs of the city residents and the visitor economy.	Some slippage	Subject to Government funding decision
CC1.7	To redefine the role of the Museums Service – maximising its contribution towards the Derby SCS.	Some slippage	Subject to Government funding decision
CG4c	Increase number of visitors to museums	Missed target	
<b>Performance Review</b>			
NI 168 NI 169	Road maintenance	2009/10 outturn v target/ Bottom quartile	Surgery.
NI 196	Improved street and environmental cleanliness - fly tipping	Performance against target	Follow-up to Performance Surgery in February 2010
<b>Areas that are on track</b> – includes indicators that meet the quarterly target and milestones that are on track			
CC1b	Launch new sport and physical activity strategy by October 2010.	Met target	
CC1c	Agree site locations for new indoor and outdoor sports facility hubs by July 2010.	Met target	
CC1d	Agree plan for developing sport and physical activity in our parks by March 2011.	Met target	
CC1f	Establish revised governance and sport arrangements for Derwent Valley Mills World Heritage Site by March 2011.	Met target	
CC2b	Launch pilot e-books service via library service by July 2010.	Met target	

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
CC2c	Greater inclusion of diverse communities in festivals programme by March 2011.	Met target	
CG2b	Complete a local transport plan by March 2011.	Met target	
CG2c	Development of partnership led infrastructure delivery plans by March 2011.	Met target	
CG2d	Deliver the annual Highways and Transport work programme by March 2011.	Met target	
CG2e	Completing Connecting Derby by March 2011.	Met target	
CG4a	Establish a new and expanded programme of festivals including Feste and Format by March 2011.	Met target	
CG4d	Establish partnerships and strategy for approach to UK City of Culture 2017 competition by March 2011.	Met target	
CG5c	Develop a robust approach to respond positively to the emerging water and flood risk management agenda by March 2011.	Met target	
COD4c	Establish new Council health and safety management system by March 2011.	Met target	
HC3a	Establish adult treatment programme for CVD based on physical activity and lifestyle interventions by March 2011.	Met target	
HC3b	Establish adult and children obesity treatment programme by March 2011.	Met target	
HC3d	Deliver the annual Cycle Derby strategy by March 2011.	Met target	
HC3e	Secure the NHS funding and start to deliver the lifestyle service in pilot priority areas of the city by March 2011.	Met target	

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
SSC2b	Establish area based 'Streetpride' teams in all neighbourhoods by March 2011.	Met target	
SSC2I	Complete the outstanding routine highway maintenance project by autumn 2010.	Met target	
NI 177	Local bus passenger journeys originating in the authority area	Met target	

<b>Directorate</b>	Resources	 <b>DERBY CITY COUNCIL</b>	
<b>Portfolios</b>	Resources		
<b>Areas of Strength</b> - includes targets exceeded, top quartile			
<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
COD4a	COD4a New competency framework in place for all managers by June 2010.	Completed	
<b>Areas for Improvement</b> – includes significant budget variances, targets missed, bottom quartile			
CG2.5	To extend coverage of the wireless mesh network across the city working with both internal and external partners to widen utilisation of the network	Major slippage	Project affected by decant from the Council House.
NI 181	Time taken to process housing benefit/ council tax new claims and change events	Missed target	On track to achieve year-end forecast. Monthly figure has improved from 24 days in May to 22 days in June.
<b>Areas for Challenge</b> – includes minor budget variances, amber indicators with downward DoT, unrealistic forecasts			
CSPI 1	Percentage of letter/complaints responded to within 5 days	Forecast to miss target	5 day target has been reviewed in light of 10 day target.
CG5.1	To deliver demonstrable carbon reductions through the implementation of the Green IT Strategy	Some slippage	Majority of progress will come from the servers project within the ICT Portfolio. However this project will not commence for a period of time.
CG5.6	To review the wider energy management issues of the Council	Some slippage	Initial meeting with the climate change group that the review needs to integrate with have been delayed.
COD1.4	To build an agile, scaleable resilient utility based technology infrastructure capable supporting and enabling the delivery of the Council's Transformation Programme	Some slippage	Progress restrained by delivery of the Design Mandate from the Transformation team. Now undergoing major review and project development.

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
COD2.3	Deliver Heads of Finance and Head of Procurement responsibilities within the VFM Strategy and action plan	Some slippage	There are 9 actions for Finance & Procurement from the 24 actions in the VFM Strategy. Of these 9 actions, 2 have been completed, 4 are in progress, 2 have some slippage and the timetable of 1 is being reassessed in light of the ODOC transformation plan.
COD5.1	To ensure the Council's network is robust and maintained to a high standard to mitigate all service risks to customers during the transformation change programme.	Some slippage	Progress restrained by delivery of the Design Mandate from the Transformation team. Now undergoing major review and project development.
COD5.12	To develop the procurement resource through integrated working with heads of finance	Some slippage	There has been some delay in implementing this initiative. Joint Procurement and Heads of Finance meetings are planned from September 2010.
<b>Performance Review</b>			
NI 181	Time taken to process housing benefit/ council tax new claims and change events	Quartile position	Update from February 2010. Review also undertaken by Scrutiny Commission in July 2010.
<b>Areas that are on track</b> – includes indicators that meet the quarterly target and milestones that are on track			
COD2c	Carry out effective base budget reviews of all service areas before March 2011.	Met target	
COD4b	Achieve excellence in the new Equality Framework for Local Government by March 2011.	Met target	
COD5a	Review customer service standards by March 2011	Met target	
SSC1a	Make, publicise and comply with a scheme for handling petitions by March 2011.	Met target	
SSC1b	Publish information on the Council's democratic arrangements for the public by March 2011.	Met target	

<b>Ref</b>	<b>Description</b>	<b>Performance</b>	<b>Comments</b>
LPI	Payment of invoices within 30 days	Met target	
LPI	Percentage of emails responded to within 5 days	Met target	
LPI	Percentage of HYSOOS responded to within 5 days	Met target	
LPI	Percentage of calls to Derby Direct Generic Team answered	Met target	