



Derby City Council

COUNCIL CABINET
8 November 2017

ITEM 12

Report of the Cabinet Member for Finance
and Governance

PERFORMANCE MONITORING 2017/18–FUTURE OF DERBY PLEDGES SEPTEMBER 2017, QUARTER TWO RESULTS AND MID-YEAR TARGET REVIEW

SUMMARY

- 1.1 This monitoring report summarises progress made towards the Future of Derby 50 Pledges (Council Delivery Plan) and includes highlights from key performance measures included in the Council Scorecard.
- 1.2 As at September 2017, six Pledges are completed, 39 Pledges are 'on track' and five Pledges are showing minor slippage. Quarter two updates for Cabinet Member Pledges are shown in **Appendix 2**.
- 1.3 At the end of quarter two (up to 30 September 2017), 67% of performance measures in the Council Scorecard are forecast to meet or exceed their year end target. Results are assessed using traffic light criteria, according to their performance against improvement targets. A dashboard which summarises performance for the Council Scorecard is shown in **Appendix 3**.
- 1.4 Achievements noted at quarter two include...
 - The Ram Energy tariff has been launched, and has generated significant interest from customers with the first households switching to the tariff.
 - Continued success of projects funded through Crowdfund Derby.
 - Significant progress on a number of regeneration and leisure projects, including those within the City Centre masterplan.
 - 15 'Talking Points' are now operating across the city, transforming the way that adults access care and support.
 - An improved focus on homelessness prevention work, with 333 preventions made at the end of quarter two.
 - 221 repairs, improvements and adaptations have been made by the Healthy Housing Hub, supporting people to live independently in their homes.
- 1.5 Accountable officers have provided commentary to put performance into context and identify actions that they are taking to address poor performance (see **Appendix 4**).
- 1.6 In addition to presenting Cabinet with an updated position on results for Council Scorecard measures this report also presents members with proposed changes to the scorecard, as a result of a mid-year review, that was agreed in June 2017 (**Appendix 5**).

RECOMMENDATIONS

- 2.1 To note the 2017/18 quarter two performance results and the September progress report on the Cabinet Member Pledges.
- 2.2 To give particular attention to the indicators highlighted in the Improvement Report at Appendix 4.
- 2.3 To note that Executive Scrutiny Board review performance on a regular basis and may select indicators for Performance Surgery on the basis of this report.
- 2.4 To approve the proposed changes to targets and additions to the Council Scorecard set out in Appendix 5.

REASON FOR RECOMMENDATIONS

- 3.1 Performance monitoring underpins the Council's planning framework in terms of reviewing progress regularly in achieving our priorities and delivering value for money. The Scorecard reflects key performance / budget risks that Chief Officers and Members need to be reviewing outcomes against on a regular basis. Early investigation of variances enables remedial action to be taken where appropriate.
- 3.2 Targets are set for priority performance measures to support improvement and challenge however for them to be meaningful it is essential that they are not too stretching or too easy. Factors can impact on performance outturns during the year, which means that targets set at the start of the year are no longer realistic or conversely not challenging enough.



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Report of the Chief Executive

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SUPPORTING INFORMATION

Background

- 4.1 The **Council Plan 2016-19** has a vision for a 'Derby 2030: a safe strong and ambitious city', supported by a eight cross-cutting priority outcomes that reflect both statutory requirements and key 'risk / demand' areas.
- 4.2 On 1 March 2017, the Leader of the Council announced his intention to make **50 Future of Derby Pledges**, setting out clear steps towards the Derby 2030 vision.
- 4.3 In April 2017 Council Cabinet published the **Council Delivery Plan** which describes how the Council Plan 2016-19 will be put into practice through Cabinet Pledges, wider actions and measures. Progress is monitored regularly against the Pledges and reported to Cabinet on a quarterly basis.
- 4.4 The **Council Scorecard** contains the key measures from the Council Plan and enables a wider assessment of how the Council is performing against statutory requirements and local demands. For 2017/18 the scorecard will be structured around the priorities within the Council Plan, these are:
- Safe
 - Strong
 - Ambitious
 - Resilient
- 4.5 The scorecard was refreshed for 2017/18 and measures were selected according the following criteria ...
- Measure linked to an area of significant budget pressure / income source.
 - A reflection of demand for services.
 - Key inspection / reputational / compliance risk area.
 - Measure links to a commitment in the 2017 edition of the Council Delivery Plan, including Cabinet Member pledges, and also meets at least one of the criteria above.
- 4.6 The updated scorecard contains 46 measures which give Chief Officers and Members a consistent view of performance in some of the high risk areas. Proposals for the scorecard were approved at Cabinet on 21 June 2017 but will be subject to regular review to identify any other high risk areas/ measures which meet the above criteria.

4.7 The traffic light system used to assess performance is shown below...

Colour	Pledge	Measure
Blue	Completed	Performance above 2% of target
Green	On track	Performance meets target
Amber	Minor slippage	Performance within 5% of target.
Red	Major slippage	Performance more than 5% adverse of target

Future of Derby Pledges performance monitoring – September 2017

4.8 Progress against the Future of Derby Pledges is monitored regularly. At the end of September 2017:

- Six pledges had been completed.
- 39 pledges were 'on track'.
- Five pledges had 'minor slippage' reported
- No pledges had 'major slippage' reported.

4.9 There were a number of Pledge achievements during the second quarter...

- Ram Energy was launched in September, and become operational for customers on 6th October. 227 households registered their interest in the tariff before it even became available, and 100 households switched their supplies to it in the first nine days of operation.
- Adult Social Care are now operating 15 'Talking Points' across the city, at accessible locations such as supermarkets and GP surgeries, and are in discussions about another point in Spondon. This is transforming the way that people access care and support, and helps us to deal with rising demand by streamlining administration, referrals and assessments as much as possible.
- The penalty points-based taxi licencing system was introduced successfully from 1st July.
- Community projects have been successfully funded through Crowdfund Derby, and delivered as a result. Discussions are taking place with potential partners around creating potential additional pledge funds that could be allocated through the platform.

4.10 Work is taking place on areas of slippage, as identified below:

4.10.1 **Double the number of children benefitting from the free breakfast scheme** (Education & Skills) – although the pilot in 2016/17 did not engage as many schools as had been expected, a great deal of planning and preparation has taken place over the summer to roll the scheme out further. Nine new schools and a children's centre signed up to take part from September onwards. Fundraising for the scheme was boosted by an excellent Bondholder Breakfast, and by a new charity partnership with Derby College, and this will boost capacity further to provide more breakfasts.

- 4.10.2 **Increase take-up of funded childcare places to 100% by 2020** (Education & Skills) – this pledge relates to the universal entitlement for 3 and 4 year olds. There is a time lag in figures being available from the Department for Education, but these now show a slight decrease in take-up, from 95% in January 2016 to 93% in January 2017. (To give context, uptake of places for 2 year olds, which is only funded for certain lower income families, has increased from 71.5% to 76.7%, which is excellent progress.) We have a number of actions to promote the entitlement, which are described in detail under performance measure C PM02a. These include: increasing our use of social media, as evidence from high take-up councils shows this is an important factor; promotional leaflets in the NHS ‘Red Book’ given to new parents; meetings with Health Visitors to stress their role in promotion; engagement with employers to make sure their employees understand their entitlements.
- 4.10.3 **Double our intermediate care capacity to 460 assessments, to help people get out of hospital as soon as they can** (Integrated Health & Care) – we are continuing to recruit staff to our Home First service and at Perth House, to ensure we have the capacity to support assessments and discharges. Derby’s work in partnership with the NHS is nationally recognised, but the numerical target may not be met by March 2018. Remedial action is being considered for the second half of the year to address this.
- 4.10.4 **Ensure all Derby’s children’s homes are judged ‘Good’ or ‘Outstanding’** (Safeguarding and Children & Young People) – five of our six homes have been rated as ‘Good’ by Ofsted. The sixth home is rated ‘Requires Improvement’, and we are working through an improvement plan agreed with Ofsted to ensure the required standards are met. Re-inspection is not expected until 2018.
- 4.10.5 **Deliver 500 affordable homes over the next three years** (Urban Renewal (Housing)) – one site where we will deliver new Council homes has fallen behind its scheduled start-on-site date, which will delay completion. We are working with the developer to ensure that delay is minimised, and we have a number of other sites in the pipeline. We have both grant and Right to Buy receipts available to be allocated, and expect to acquire a number of properties. We also have affordable housing coming through on private-led developments, and we still expect to meet the interim target of 65 units in 2017/18 (*see measure YA&H PM08 on Council Scorecard*).
- 4.11 Quarter 2 updates for all Cabinet Member Pledges are shown in **Appendix 2**.

Corporate Scorecard Monitoring – 2017/18 Quarter Two

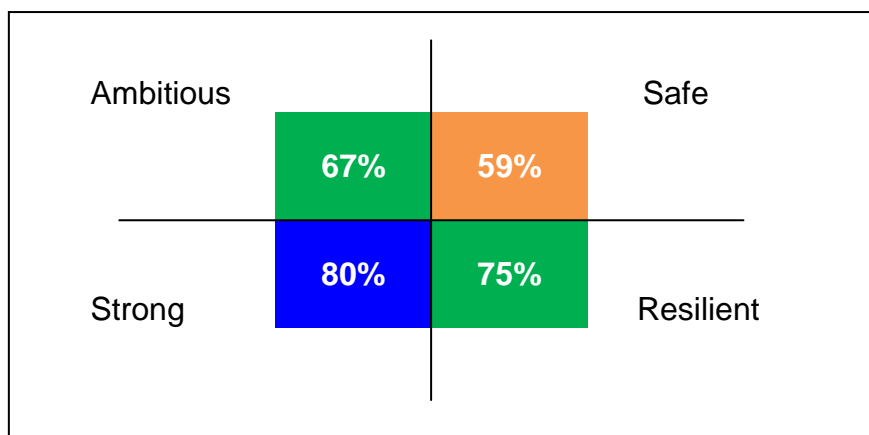
- 4.12 A summary dashboard for the Council Scorecard is shown in **Appendix 3**. An improvement report is shown in **Appendix 4** with actions being taken to address areas not in line with expected performance.
- 4.13 In relation to the quarter two performance results, up to 30 September 2017, the latest position shows:
- 67% of measures are forecast to meet or exceed the year-end target
 - 51% of measures have achieved their quarterly target.
 - 49% of measures are forecast to improve compared to last year.
- 4.14 Summary performance results for all priority measures included in the Council Scorecard are as follows...

Traffic Light Status	Q2 performance against Q2 target	Forecast against year end target	2016/17 Performance
Green / Blue – met or exceeded target	51%	67%	54%
Amber - missed target by up to 5%	20%	8%	19%
Red - missed target by more than 5%	29%	25%	27%

Direction of Travel	Forecast against previous year outturn	2016/17 compared to 2015/16
↑ Better	49%	39%
→ Same / planned reduction	33%	32%
↓ Lower	18%	29%

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

- 4.15 The percentage of measures that are forecast to meet or exceed the 2017/18 target for each theme within the Council Scorecard are as follows...



Mid-Year Review

- 4.16 As agreed in June 2017, when the Council Scorecard was approved, a mid-year review of both measures and targets has been completed. The purpose of this exercise is to make sure that the Scorecard reflects the right measures and that the targets set for improvement are SMART (specific, measurable, achievable, relevant and time-bound).
- 4.17 Following a review of the Scorecard with all service leads there are a number of proposed changes to targets, which have been determined using the criteria set out below:
- a) Target is not sufficiently stretching based on latest performance results or latest benchmarking information.
 - b) The target is too stretching based on changing performance due to external factors (i.e. increasing demand, loss of capacity / resources etc.).
- 4.18 There are two measures which are proposed to be removed from the Council Scorecard, subject to approval by Cabinet:
- Regen PM15 Number of businesses given financial support through the Derby Enterprise Growth Fund
 - LPI 52h Proportion of complaints responded to within timescale (all services).

- 4.19 There are five proposed additions to the Council Scorecard, subject to approval by Cabinet:
- Regen PM21- Number of new businesses established
 - Regen PM22- Number of businesses supported through access to finance, advice and indirect support
 - NEW –Percentage of statements converted to an Education, Health and Care Plan(pre-16 years)
 - NEW - Percentage of statementsconverted to an Education, Health and Care Plan (post-16 years)
 - NEW - Percentage of sickness incidents where a return interview has been completed within target timescales (72 hours).
- 4.20 All proposed changes to measures and targets have been discussed and confirmed at Departmental Management Team (DMT) meetings during the week commencing Monday 16 October 2017.
- 4.21 It should be noted that the purpose of the mid-year review is to ensure there is sufficient oversight and realistic challenge in priority areas considering that performance can be impacted by many external factors. In this way, the scorecard measures and targets can remain motivational for staff and partners, rather than simply unachievable.
- 4.22 The measures where there is a change to the target proposed and/or definition are set out in **Appendix 5**.

Key Areas to note – Improving Performance (where the quarterly target has been exceeded / year-end target is forecast to be exceeded)

- 4.23 At quarter two, 86.3% of adult safeguarding referrals, needing further enquiries, have a **safety plan in place** (AHH S5). This exceeds the quarter two target and is forecast to exceed the year-end target (80%). The measure has demonstrated strong performance by exceeding targets over the last three quarters. Data from the Multi Agency Safeguarding Hub is now recorded on the Liquid Logic Adults System as well as supporting documentation. As data quality improves, the overall aspiration is to achieve and maintain 100%. It should be noted that the definition of this measure is proposed to be made more specific from quarter 3 onwards.
- 4.24 54% of year six pupils are anticipated to achieve their **expected level in reading, writing and maths** based on provisional data (L&I PM02a), which exceeds the target (50%) and is an improvement on 2016. This is a provisional figure which will be updated at the end of December 2017 (Q3). Any proposed target change, in line with national / comparator averages is likely to impact on traffic light judgement,however performance is improving.
- 4.25 221 **repairs, improvements and adaptations** have been made by the Healthy Housing Hub at the end of quarter two, with the forecast for year-end expected to reach 500. The measure and current target of 150 (IC PM06) is proposed for change.

- 4.26 There have been 333 **homelessness preventions** at end of quarter two. The forecast for the year is 660 compared to a target set of 570 (Y&AH PM05), which reflects the improved focus on prevention, with dedicated services introduced to work with customers at an earlier stage in the process. The new Homelessness Reduction Act is anticipated to increase this number, with a renewed statutory focus on prevention. Housing Options is restructuring to be equipped to carry out these new duties and will be introducing new procedures to ensure compliance by April 2018.
- 4.27 **Social Worker registrations** (GOV PM02). This measure is significantly exceeding the quarter two target of 85% and has demonstrated sustained performance since April 2016. Outstanding registrations have all been processed and the measure is forecasted to exceed the year-end target of 98%.

Key areas to note – Deteriorating Performance (where the target is also forecast to be missed at year end)

- 4.28 Quarter two data shows that 83 **children per 10,000 population under 18 are the subject of a child protection plan** (EIIS PM04). This is exceeding both the quarterly and year-end target (57 children per 10,000) and comparator benchmarking. A comprehensive audit of open cases has been completed in September 2017. This has evidenced that the threshold for child protection proceedings was met and that the right children are being escalated to child protection level, based on their experiences and need for greater specialist intervention from statutory services. A number of improvement actions are taking place to review both demand and thresholds, including...
- Close monitoring and sampling of cases and benchmarking exercises in the quality assurance service.
 - Child Protection Managers ensuring timely and safe de-planning of child protection cases to Children in Need status, through continued multi agency partnership working.

Ultimately, the Council needs to ensure children and young people in the city remain safe and this level of demand is reflective of the levels of need.

- 4.29 Quarter two data shows that 64% of **adult social care users receiving short term support** had prevented the need for further services, keeping them independent (AHH 02D). This compares to 78% reported for 2016/17. The aim of the short term support is to maximise independence but it may not be appropriate in all cases. Performance has improved from the last quarter but is below target and forecasted to miss the year-end target (85%). More challenging and complex cases have been taken on by the reablement service, which makes it more difficult to reach targets. Actions being taken to improve performance include the roll out of the Discharge to Assess pathways, the Home First gateway and improved alignment with Derbyshire Community Healthcare Services Trust. The target is proposed for review.

- 4.30 **Average working days per employee** (full time equivalents) per year lost through sickness absence - Excluding Schools (CP 08f). Overall, performance has improved compared to the position reported at the end of quarter one. There were 7.14 days lost due to sickness in the six months to September 2017. The forecast year-end position is now 12 days. It should be noted that First Care went live in June 2017 which should lead to improved recording and monitoring of absences. In addition to this, proactive monitoring alongside wider staff health and wellbeing initiatives are supporting improvements. Sickness absence was reviewed by Executive Scrutiny Board at a Performance Surgery on 18 October 2017. A further update on health and wellbeing will be presented to the Board in November 2017.
- 4.31 **Percentage of NEW Education & Health Care Plans issued in 20 weeks** (L&I PM26a). At the end of September 2017, 81% of plans were issued within statutory timescales. Rising demands in the number of requests for assessments / plans has impacted on the measure achieving target. Actions being taken to address this include boosting capacity within the Post-16 team to ensure more plans are completed within 20 weeks.
- 4.32 **Percentage of children placed with independent fostering agencies (IFAs)** (SS PM23b). There continue to be more children placed with IFAs than with Derby carers. Focused activity, in line with the Single Inspection Framework (SIF) improvement plan, is however supporting an increase in approvals of Derby foster carers. Between April and September 2017 there were four new approvals. In addition, there are 10 assessments on-going. To support further improvements, work continues on the development of the website and use of social media and all applications are monitored to track the progress and delay factors that contribute to approvals outside of timescales.

Business Plans

- 4.33 All performance measures and objectives within business plans are monitored on DORIS (the Council's Performance Management System) and reported to Directorate Management Teams. Full business plan reports are available by Directorate and Department for Q2 on DORIS.

Performance Review

- 4.34 The following measures are scheduled for review by Scrutiny Board over the next few months, which is in addition to a Performance Surgery on sickness absence held on 18 October 2017:
- Staff health and well-being (re-visited) – November 2017
 - Delivery of the Streetpride elements of the Neighbourhood Charter to enhance the street scene and living environment of the City (deadline Nov 2017), including SPPM 09g – December 2017.

OTHER OPTIONS CONSIDERED

5.1 Not applicable.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Service Director(s) Other(s)	Director of Governance and Monitoring Officer Interim Director of Finance Director of Strategic Services and Customer Management Head of Performance and Intelligence
For more information contact: Background papers: List of appendices:	Natalie Tuckwell 01332 643465 natalie.tuckwell@derby.gov.uk Sarah Walker 01332 646366 sarah.walker@derby.gov.uk Appendix 1 – Implications Appendix 2 – Future of Derby Pledges Appendix 3 – Council Scorecard Dashboard Appendix 4 – Q2Improvement Report Appendix 5 – Mid-Year Target Review

IMPLICATIONS

Financial and Value for Money

- 1.1 The report shows how the Council is delivering value for money against its Council Plan objectives, customer standards and performance measures.

Legal

- 2.1 None directly arising.

Personnel

- 3.1 The performance framework includes indicators which monitor aspects of the workforce, for example, sickness absence.

IT

- 4.1 None directly arising.

Equalities Impact

- 5.1 The performance framework includes indicators which monitor the impact of Council initiatives on diverse groups.

Health and Safety

- 6.1 None directly arising.

Environmental Sustainability

- 7.1 None directly arising.

Property and Asset Management

- 8.1 None directly arising.

Risk Management

- 9.1 The report demonstrates the progress being made towards performance measures that have missed target and outlines the implications and actions to be taken in the appendices.

Corporate objectives and priorities for change

- 10.1 The report demonstrates progress made towards achieving the Council's priority outcomes as published in the Council Plan.

