



COUNCIL CABINET  
13 June 2018

# ITEM 13

Report of the Acting Chief Executive

## PERFORMANCE MONITORING 2017/18 – COUNCIL DELIVERY PLAN QUARTER FOUR / YEAR END RESULTS

### SUMMARY

- 1.1 This monitoring report summarises progress made towards the Future of Derby Pledges (Council Delivery Plan) and includes highlights from key performance measures included in the Council Scorecard.
- 1.2 94% of pledges within the Council Delivery Plan have been completed or are on track at the end of March 2018, **Appendix 2** shows a progress update for all 50 pledges.
- 1.3 At the end of quarter four (up to 31 March 2018), **54% of priority measures in the Council Scorecard** have met or exceeded their year-end target (in some cases this is based on provisional data). Performance has improved in 2017/18 across 33% of our priority measures when compared with performance in 2016/17 and there are some areas of strong performance.
- 1.4 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**. Accountable officers have provided commentary to put performance into context and identify actions that they are taking to address poor performance (see **Appendix 4**).
- 1.5 There has been considerable improvement activity throughout the year as part of the Executive Scrutiny Performance Forward Plan (**Appendix 5**). In addition five Performance Surgeries have been held.
- 1.6 Performance against the outcomes in the Council Plan will be published in the Council's Annual Report in August 2018 following approval by Cabinet, Executive Scrutiny Board and Audit and Accounts Committee.

### RECOMMENDATIONS

- 2.1 To note the 2017/18 year end performance results for the Council Delivery Plan and Scorecard.
- 2.2 To give particular attention to the indicators highlighted in the Improvement Report at Appendix 4.
- 2.3 To note that the Council's Annual Report 2017/18 will be presented to Cabinet in August 2018.

## 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.

## 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 an eight cross-cutting priority outcomes that reflect both statutory requirements and key 'risk / demand' areas.
- 4.2 In April 2017 Council Cabinet published the **Council Delivery Plan** which describes how the Council Plan 2016-19 will be put into practice through the Future of Derby Cabinet Pledges, wider actions and measures. Progress is monitored regularly against the Pledges and reported to Cabinet on a quarterly basis.
- 4.3 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
- 4.4 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.

- 4.5 The updated scorecard contains 50 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. This was subject to a mid-year review during quarter two to ensure there is sufficient oversight and realistic challenge in priority areas considering that performance can be impacted by many external factors. Proposed changes to measures and targets in the scorecard were approved at Cabinet on 8 November 2017.
- 4.6 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

### **Cabinet Pledges Performance Monitoring 2017/18**

- 4.7 Progress against the Cabinet Pledges is shown in **Appendix 2**. At the end of March 2018:
- 23 pledges had been completed.
  - 24 pledges were 'on track'.
  - Three pledges had 'minor slippage' reported.
  - No pledges had 'major slippage' reported.

4.8 There were a number of **Pledge achievements** during the fourth quarter including:

- **Double our intermediate care capacity to 460 assessments** (Integrated Health & Care) – reflecting significant investment over the winter.
- **Support 3,000 people to complete the Livewell programme** (Integrated Health & Care) – 3,523 people completed the Livewell programme and other physical activity programmes in 2017/18, which will make a lasting difference to their health and wellbeing.
- **Protect and support Derby's museums, galleries and key cultural partners** (Leisure, Culture & Tourism) – Cabinet confirmed the allocation of funding for a four year period from the Cultural Sustainability Reserve at its February meeting, which was the key milestone for this pledge.
- **Deliver a programme of affordable events, including the Darley Park Concert and St George's Day** (Leisure, Culture & Tourism) – the programme for 2017/18 was delivered, with excellent feedback from the public, and the Cultural Charter was published in February, setting out commitments to culture in the city.
- **Start building a new swimming pool** (Finance & Governance) – demolition of the old Moorways pool was well under way in December, and significant progress has been made in the last quarter, including site preparation, surveys and the appointment of the principal contractor for the pre-construction phase.
- **Reduce litter, fly tipping and nuisance bins on the streets** (Neighbourhoods & Public Protection) – the level of enforcement and community engagement has been increased, with officers seconded from Nottingham. Good feedback has been received from residents on the difference that this has made.
- **Build 5km of extra cycle track** (Neighbourhoods & Public Protection) – 5.75km of cycle track has been delivered so far, with more schemes scheduled for completion in 2018/19.
- **Increase the number of older and vulnerable people receiving advice and adaptations so they can live independently at home by 10%** (Urban Renewal) - there has been growth in the number of referrals to the Healthy Housing Hub meaning that 1,967 jobs were completed in 2017/18, which is a 16% increase on the previous year.

**4.9 Areas of slippage for Cabinet Pledges** are identified below:

- **Double the number of children benefitting from free breakfast to 800 by July 2018** (Education & Skills) – there are now over 1,200 children typically receiving a free breakfast each day in Derby schools, but only some of these are provided by the Council's in-house scheme (around 350 in March 2018). The remainder are provided by partners or the schools' own provision.
- **Regenerate the Osmaston area (Regeneration & Economy)** – although much valuable work has been completed in Osmaston, development of the Rolls Royce Main Works site remains challenging. We have progressed the design to initial consideration by Planning Control Committee, and it will be referred back for decision following further ground surveys which should more accurately estimate the likely costs of remediating the site. This will inform development of the section 106 agreement required.
- **Ensure all of Derby's children's homes are judged Good or Outstanding** (Safeguarding and Children & Young People) – as reported in previous quarters, one of the six operating homes was judged as Requires Improvement, and will be re-inspected in 2018.

**Corporate Scorecard Monitoring – 2017/18 Quarter Four**

- 4.10 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.
- 4.11 In relation to the provisional quarter four performance results, up to 31 March 2018, the latest position shows:
- 54% of measures have provisionally met or exceeded the year-end target
  - 33% of measures have provisionally improved compared to last year.

- 4.12 Summary performance results for all priority measures included in the Council Scorecard are as follows...

Traffic Light Status	2017/18 Provisional Performance	Q3 Forecast Performance	2016/17 Performance
<b>Green / Blue – met or exceeded target</b>	54%	64%	54%
<b>Amber - missed target by up to 5%</b>	33%	4%	19%
<b>Red - missed target by more than 5%</b>	13%	32%	27%

Direction of Travel	2017/18 compared to 2016/17 (provisional)	Q3 Forecast Performance	2016/17 compared to 2015/16
<b>↑ Better</b>	33%	50%	39%
<b>→ Same / planned reduction</b>	20%	25%	32%
<b>↓ Lower</b>	47%	25%	29%

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

- 4.13 The percentage of measures that have provisionally met or exceeded the 2017/18 target for each pledge within the Council Scorecard are as follows...

Ambitious	54%	44%	Safe
Strong	60%	67%	Resilient

- 4.14 There are **some areas of strong performance** for the year where targets have been exceeded and/or the direction of travel has improved:...
- **SS PM25 Percentage of children who wait less than 16 months between entering care and moving in with their adoptive family** – aided by the Regional Adoption Pilot the timeliness of adoption activity has improved. Based on provisional data, this measure is now classified as 'blue' rather than 'green', with the initial result of 62.5% representing a substantial improvement on the 2016/17 result of 44.7%.

- **EIIS PM16a (NI 117) Percentage of 16–17 year-olds who are not in education, training or employment (NEET)** – performance has improved by 0.4% from the position reported at the end of December 2017, resulting in the year-end classification of 'blue'. Looking ahead to 2018/19, a refresh of the NEET Strategy will support in maintaining this positive performance.
- **L&I PM34 - Percentage of statements ceased or converted to an Education, Health and Care Plan (pre-16 years)** – 100% of statements, 1,375 in total, were converted by the March 2018 deadline; representing a significant achievement for the service. This has been recognised in a formal letter of thanks and congratulation from the Children's Minister sent to the Leader of the Council and Chief Executive. Annual reviews for converted statements will support in on-going reviews on the quality of Education, Health and Care Plans.
- **CM PM05 Percentage of in year collection of Sundry Debt** – forecasted to fall below target at the end of December 2017, a robust debt recovery plan has supported in exceeding the target of 93% of sundry debt being collected in the year, by 0.5%.
- **CM PM15 Increase the volume of online transactions** – at the end of December 2017, the total number of online transactions was not forecasted to achieve target. However, the implementation of key actions such as the 'online concessionary travel option' has meant that the March 2018 result of 97,171 transactions exceeds the end of year target by 1.1%.
- **AHH S5 Percentage of referrals needing further enquiries that have a safety plan in place at initial enquiry stage** – the total percentage of referrals resulting in a safety plan in place at the initial enquiry stage exceeded the target of 80%, by 3.2%. This represents a considerable improvement from the position reported in December 2017, when the position of 71.1% resulted in a 'red' classification. Over the last 3 months, data quality audits/checks have been completed to ensure the accuracy of the final year outturn.

4.15 Measures that have **slipped since quarter three** reporting include...

**Red** (missed target by more than 5% / major slippage)

- **L&C PM 28 - Livewell: NHS Health Checks** – at the end of quarter three, the target of 1,000 was forecasted to be achieved. Due to a change in the delivery of checks by one practice (they are now delivering their own checks) the target has however been missed by 73 checks. Positively, it should be noted that more 'hard to reach' communities are engaged within the programme, supporting improved health and wellbeing in key areas of the city.

**Amber** (missed target by less than 5%)

- **CM PM09a - Percentage of Council Tax collected within 36 months of it becoming due** – at the end of December 2017, the forecasted outturn for this measure was 98%, which has been missed by 0.2% at the end of March 2018; resulting in the 'amber' classification. Overall collection outturns do however remain positive, particularly when coupled with the challenges faced by the service in collecting rates from low income households.
- **AHH Local 2A2(ii) - Adults aged 65 and over whose long term care needs are met through residential or nursing care** – the forecasted position of 629.9 per 100,000 population is off target by 2.8%. This is based on provisional data. Caution has been applied to the forecasted end of year result, due to delays in updating data. Key actions that support improvements in this area includes: Talking Points, Local Area Co-ordination, Ordinary Lives and Shared Lives. All these areas are supporting positive outcomes for older adults in Derby, enabling them to stay independently within their communities.
- **EI 12/EI 3 - Percentage of children and young people's early help cases where progression tools show an improving direction of travel after support has been provided** – the provisional result of 93% is 2% below the 2017/18 target, which may result in this measure falling below the target and behind position forecasted at the end of December 2017. Data quality checks are currently in progress to confirm the final outturn. A position of 93% of families supported to positive outcomes, via the receipt of early help services, is however a significant achievement, which should be recognised; particularly in the context of a growing demand for statutory social care services for children and young people.
- **Gov PM01 - DBS renewal programme achievement** - the target of 95% was not achieved by 1.1%, which is the equivalent of 42 checks. Despite the service falling short of the target, the current position represents a considerable improvement from the result of 59% recorded at the end of March 2017.
- **L&I PM23c Percentage of inspected services settings and institutions that are judged as 'good' or 'outstanding'** – the final position was below target by 1%. The quality of maintained schools in the city is impacted by re-inspections and the conversion of maintained schools to academies. Overall, there has been stable performance for this measure with targeted work, led by the School Improvement Team, to support those schools judged as 'requires improvement' to be 'good'. Formal actions are also routinely taken with regards to under performing schools. School performance was considered by Children and Young People's Scrutiny Review Board in February 2018 and was subject to challenge by Ofsted, also in February 2018, as part of Derby City's annual conversation on education and skills.



- 4.16 The year-end outturn for sickness absence was 12.8 days which is slightly higher than forecast at quarter three (12.4 days). This exceeded the annual target of 8.4 days and represents below average performance compared to peers. However, as considered at Performance Surgery in April 2018, this is an improvement on the 2016/17 outturn of 14.2 days and demonstrates the impact of actions taken to date (such as introduction of First Care, Health and Wellbeing training / support and targeting hot spots). Data for this measure is currently sourced from the Mi-People system. From 1 April, absence data will be derived from First Care which may result in slight differences in figures due to the transition.
- 4.17 Other measures which have missed their year-end target but were reported as 'red' or 'amber' in previous quarters are shown in **Appendix 4**. Work will continue to rigorously challenge actions in these areas and revise targets for 2018/19 where necessary.

### **Supporting Improvement**

- 4.18 Over the last 12 months there has been a large amount of targeted performance activity to support improved outcomes. At the start of 2017/18, a Performance Forward Plan was agreed with the Executive Scrutiny Board to allow appropriate challenge and discussion against target areas; aligned to the Council Scorecard. In total, there were 14 thematic items considered by Executive Scrutiny during 2017/18 including; the quarterly performance reports, inspection readiness and a review of progress made by Children's Services in response to Ofsted's March 2017 SIF inspection recommendations. Presented in **Appendix 5** is a summary of the council scorecard performance measures that were considered, via thematic reviews, alongside the current performance profile of each measure. Performance items considered by other Scrutiny Boards is also shown in Appendix 5.
- 4.19 It should be noted that alongside the performance programme considered by the Executive Scrutiny Board that Performance Surgeries have continued to be commissioned, where required. Over the last 12 months, there has been five Performance Surgeries covering many areas...
- Sickness absence was reviewed via a Performance Surgery in October 2017 and again in April 2018. The Surgeries were led by Executive Scrutiny.
  - The Corporate Peer Challenge outcome report was considered in December 2017, led by Executive Scrutiny.
  - The rise in Child Protection Plans was reviewed in April 2018, led by Children and Young People's Scrutiny Review Board.
  - Mocksted2 outcomes and progress since the inspection of services for children in need of help and protection, children looked after and care leavers (the SIF) was assessed in April 2018, led by Children and Young People's Scrutiny Review Board. This Surgery covered many aspects of both early help and social care services, including associated performance measures. This was reported to Executive Scrutiny in April 2018.

### **Annual Report 2017/18**

- 4.20 The Annual Report will communicate the Council's key achievements and performance results to external stakeholders. It will be published in two separate parts as in previous years. There will be a public facing summary document with headline performance and financial information and a more detailed version to report performance outturns from 2017/18. These will be published in August 2018 following review by Cabinet, Executive Scrutiny Board and Audit and Accounts Committee.

<b>OTHER OPTIONS CONSIDERED</b>
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- 5.1 Not applicable.

**This report has been approved by the following officers:**

<b>Legal officer</b> <b>Financial officer</b> <b>Human Resources officer</b> <b>Service Director(s)</b> <b>Other(s)</b>	Director of Communities and Place Head of Performance and Intelligence
<b>For more information contact:</b>  <b>Background papers:</b> <b>List of appendices:</b>	Sarah Walker 01332 646366 <a href="mailto:sarah.walker@derby.gov.uk">sarah.walker@derby.gov.uk</a> Natalie Tuckwell 01332 643465 <a href="mailto:natalie.tuckwell@derby.gov.uk">natalie.tuckwell@derby.gov.uk</a>  Appendix 1 – Implications Appendix 2 – Future of Derby Pledges – Q4 Update Appendix 3 – Q4 Council Scorecard Dashboard Appendix 4 – Q4 Improvement Report Appendix 5 – Review of Executive Scrutiny Performance Forward Plan

<b>IMPLICATIONS</b>
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**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 and Safeguarding**

- 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.

