

Improvement Report - Council Scorecard

Derby City Council

31-Mar-2019



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Measure Details	Quarterly Target Status	Forecast Year End Status	Performance VS Target	Context for Current Performance	Improvement Actions Taken	Intervention / Review
Directorate : Communities & Place						
L&C PM28 Livewell: NHS Health Checks	Red	Red	<p>Quarterly data Target 1,000.0 Actual 829.0</p> <p>Forecast data Target 1,000.0 Actual 829.0 Deteriorating</p>	<p>Completed 298 NHS Health Checks in Q4, which is extremely positive. More would have been completed however, due to the funding uncertainty, a third of the staff group left the organisation and could not be replaced.</p> <p>In addition to this, the number of invites (eligible population) that went via GP practices was reduced by 20%.</p>	<p>Planned work with employers and Derby Homes taking place to encourage more health checks to be booked.</p> <p>The target for 19/20 has been reduced to 500 to reflect reduced funding.</p>	<p>Targets have been reviewed, with more proportionate positions agreed. It is recommended that the position is reviewed at Q1. Furthermore, this measure will be considered for the Executive Scrutiny performance plan in 2019/20, as part of wider health and wellbeing themes.</p>
LCT PM03 Number of older people participating in programme to reduce falls	Red	Red	<p>Quarterly data Target 400.0 Actual 330.0</p> <p>Forecast data Target 400.0 Actual 330.0 Deteriorating</p>	<p>The overall number of year end participants was less than forecast at start of the year.</p> <p>Whilst a number of actions and efforts were made to achieve the forecast, notably increasing the number of qualified instructors to deliver evidence-based strength and balance activity, only 4 new community-based activities were established in Q4 (2 in Feb and 2 in Mar). It was anticipated that these would have been established earlier in the period as well as more than 4 being established during the period. This was due to a combination of capacity within the team and capacity-building and establishing the provision itself, resulting in the additional forecasted provision now not commencing until Q1 of 2019/20.</p>	<p>Newly forecasted community strength-balance provision to be established in Q1 (2019/20).</p> <p>This work is supporting the review of the Derbyshire Falls Pathway in Derby City led on by the CCG. This work will embed the community strength-balance provision in the pathway and be directly linked to/from primary and health/social care service.</p> <p>The impact of this is expected to significantly increase the referrals in the services available.</p>	<p>Measure to be considered for the Executive Scrutiny Performance Forward Plan, alongside wider health and wellbeing themes.</p> <p>Further consideration should also be given to the accuracy of forecasts and planned interventions, which is a theme proposed for CLT consideration in 2019/20.</p>
YA&H PM08 (NI 155) Number of new affordable homes provided (gross)	Amber	Amber	<p>Quarterly data Target 90.0 Actual 89.0</p> <p>Forecast data Target 90.0 Actual 89.0 Improving</p>	<p>The target was missed by one home. This is because the Council was intending to purchase a privately developed scheme comprising 8 flats. Whilst agreement in principle had been established, detailed inspections of the building revealed significant Health and Safety concerns relating to the quality of the works, to the point where the decision was taken that it would not be appropriate for the Council to proceed with the acquisition.</p>	<p>We will continue to source affordable properties using all options available.</p> <p>Improvements have been made to the monitoring process, which should identify potential delays on S106 sites at an earlier stage.</p> <p>Recruitment into a key vacant post is now complete, which has improved the capacity within the development section.</p>	<p>No further intervention / review planned.</p>

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Regen PM14 Jobs created through DCC initiatives	Red	Red	<p>Quarterly data Target 1,000.0 Actual 825.0</p> <p>Forecast data Target 1,000.0 Actual 825.0</p> <p>Deteriorating</p>	<p>It has been reported previously to CLT and Leadership that there are a number of factors behind this slippage;</p> <ul style="list-style-type: none"> - slow take-up of new developments at Infinity Park, -BREXIT uncertainty -substantial reductions in Council pump-priming funds that help generate private sector jobs (DEGF and Regeneration Fund). <p>The year end out-turn is actually higher than predicted at Q3 due to recording construction jobs for all related projects our Department is involved with.</p>	<p>Every effort is being made to bid for external funding that can top up Council resources. At the same time several significant development projects are in the pipeline for next year and beyond that will create jobs.</p>	<p>Regeneration projects, including new jobs was considered by Executive Scrutiny in April 2019.</p>
Directorate : Corporate Resources						
CM PM15 Number of online transactions	Red	Red	<p>Quarterly data Target 125,000.0 Actual 110,173.0</p> <p>Forecast data Target 125,000.0 Actual 110,173.0</p> <p>Improving</p>	<p>Although this represents a 14.5% increase on the volume of online transactions from 2017/18, we fell short of the target by 14,000 transactions (12%).</p> <p>Performance has been positively impacted by online registrations for the Garden Waste service, but numbers were lower than expected due to the deployment of automatic registration for 20,000 customers.</p>	<p>There were 34,483 registrations for the Garden Waste Collection Scheme - of which 29,814 (84.6%) were online. This was lower than expected, as automatic registrations were employed for 2017/18 customers (13,500) and Derby Homes (7,000).</p> <p>Adopting this approach made it much simpler for customers to register, which should be viewed as a positive outcome.</p>	<p>Going forward performance will be considered in line with our Digital Strategy, with appropriate updates to Senior Leaders to be scheduled.</p>

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CM PM24 Average time (days) taken to process new Housing Benefit claims	Red	Red	<p>Quarterly data Target 28.5 Actual 30.3</p> <p>Forecast data Target 28.5 Actual 30.3</p> <p>Deteriorating</p>	<p>Despite performance for the last quarter being better than target, the speed of processing over the year is slightly behind our target.</p> <p>Universal Credit Full Service (UCFS) rolled-out in Derby 11 July 2018 has impacted. To fully understand implications, we contacted other councils where roll-out had already taken place in order to mitigate the impacts as far as possible. Despite this, some of the impacts were unknown or the extent of the impacts of certain aspects of UCFS were underestimated...</p> <p>- Although some of the caseload work reduced due to UC, the work associated with the smaller caseload has increased. The caseload is now more complex requiring more contact with customers to verify claims than we had before roll-out.</p> <p>- There has also been delays in receiving the UC award notifications and limitations with the DWPs portal.</p> <p>These issues are outside our control.</p>	<p>Despite the challenges we have faced over the last year, the service has reacted positively to these...</p> <p>-We have continued to hold regular meetings with the DWP and also we talk to other local authorities.</p> <p>-Further, with the help of our software suppliers, we have managed to automate some of the nugatory work involved with UC and now we are safely auto-completing around one third of the notifications we receive.</p> <p>-We are also doing in-claim checks meaning we contact claimants earlier in the claim process.</p>	<p>This measure was reviewed at Corporate Improvement Board in November 2018, and all issues discussed. Looking ahead to 2019/20 this measure will be included in a monthly CLT Performance Scorecard to ensure performance can be tracked and challenged, as appropriate.</p>

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CP 08f Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools	Red	Red	<p>Quarterly data Target 11.5 Actual 12.7</p> <p>Forecast data Target 11.5 Actual 12.7</p> <p>Improving</p>	<p>The Q4 figure of 12.7 FTE days lost shows a small decrease on the outturn on quarter 4 in 2017/18 which was 12.8 days lost.</p> <p>The current position at Q4 by Directorate is:</p> <ul style="list-style-type: none"> - Communities and Place – 11.95 days lost - Corporate Resources – 11.08 days lost - Corporate Core – 2.05 days lost - People Services – 13.18 days lost <p>The top 3 absence reasons across non-schools were:</p> <ul style="list-style-type: none"> - Stress/Anxiety, which accounted for 27.44% of all absences - Surgery, which was 7.93% - Accidents/Injury, which was 3.75% <p>It should be noted that, RTW completions have improved this year and will continue to be a key focus of the project to support improvements in the management of sickness absence.</p> <p>The Health, Wellbeing and Attendance Team are now within the remit of the Organisational Development Manager. This move will help to strengthen the links and synergy between organisational development and health and wellbeing.</p>	<p>The Attendance Management Project Group has a number of priority work streams, with a targeted focus on health and wellbeing.</p> <p>The Group now includes senior managers in areas with high absence levels to support focused interventions. Future performance information will feature details of managers who are failing to demonstrate engagement with the process.</p> <p>A new approach now also targets those cases where there has been no activity in managing the case. This includes escalation to senior managers, as needed.</p> <ul style="list-style-type: none"> - Stress/Mental Health issues continued as the biggest reason for absence this year. The challenge for next year is what actions can be taken to improve the health and wellbeing of our colleagues. Training in Managing Health, Wellbeing and Attendance, Stress Management and Effective use of FirstCare has been consistently available and will continue to be available to managers, alongside wider leadership workshops (i.e. holding difficult conversations). 	<p>This measure was reviewed by Executive Scrutiny in February 2019.</p> <p>Updated absence reporting will continue to be presented to CLT Performance Board on a monthly basis.</p> <p>Sickness will be added to the Executive Scrutiny 2019/20 Performance Forward Plan.</p>
FPA PM22b Positive Value for Money opinion from external auditors on last year's statement of accounts	Red	N/A	<p>Quarterly data Target Completed Actual Major Slippage</p> <p>Forecast data Target Completed Actual N/A</p>	<p>Ernst & Young concluded that, although progress had been made by the Council with regards to its control issues, they did not feel that they were sufficiently embedded during the 2017/18 period.</p>	<p>Since the 2017/18 year, further work has taken place to improve the control environment, particularly the corporate management of risk, which will give assurance over arrangements to secure value for money.</p> <p>The Corporate Core has been established which includes the Project Management Office (PMO) to provide further assurance around governance.</p>	<p>CLT will commence monitoring a monthly Performance Scorecard in 2019/20, which will include more financial and governance measures; focused on 'getting the basics right'.</p>

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FPA PM40 Percentage of in year savings achieved	Amber	Amber	<p>Quarterly data Target 100.0% Actual 98.3%</p> <p>Forecast data Target 100.0% Actual 98.3%</p> <p>N/A</p>	98.3% of the Council's £9.104m savings target for 2018/19 has been delivered as planned. The remaining 1.7% has been mitigated through 'one-off' savings contained within the outturn.	There has been a Project Management Board set up, which considers progress with projects monthly including proposed savings. This supplements established financial reporting processes.	This measure will be included within the CLT Performance Scorecard for 2019/20.
EARS PM53 Percentage of sickness incidents where a return interview has been completed within three working days	Red	Red	<p>Quarterly data Target 90.0% Actual 69.1%</p> <p>Forecast data Target 90.0% Actual 69.1%</p> <p>Improving</p>	The RTW compliance rate has risen by 8.9% compared to the position at the end of 2017/18, but this remains too low and below the target by 21%.	<p>The importance of timely return to work compliance is being followed up across the organisation.</p> <p>Training was launched for managers in November, on how to carry out effective return to work interviews.</p> <p>Monthly RTW compliance reports are sent to Directors, and discussed every month at Corporate Leadership Team meetings.</p>	Sickness absence was considered by Executive Scrutiny in February 2019, which included this measure. Looking ahead to 2019/20 this will be reported to CLT monthly and an update will be scheduled as part of the Executive Scrutiny Performance Forward Plan.
L&D PM07b Average time taken (days) to issue a Local Land Charges search	Red	Red	<p>Quarterly data Target 10.0 days Actual 35.0 days</p> <p>Forecast data Target 10.0 days Actual 35.0 days</p> <p>Deteriorating</p>	<p>Turnaround approximately 35 working days to end of March 2019.</p> <p>This has been affected by staff absence and the migration of data to a new system for Local Land Charges.</p>	We have additional staff and hope to reduce turnaround times in quarter 1 of 2019/20.	Measure to be added to the new monthly CLT Performance Scorecard to ensure close monitoring in 2019/20.

Directorate : People Services

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ASC 02D % of new Adult Social Care clients who received short term support, who then required no other services (STMAX)	Red	Red	<p>Quarterly data Target 71.5% Actual 65.1%</p> <p>Forecast data Target 71.5% Actual 65.1%</p> <p>Deteriorating</p>	<p>The Home First service plays a major role in minimising Delayed Transfers of Care, a key BCF measure by providing a short term rapid response service for customers discharged from hospital or in crisis response to prevent hospital admission.</p> <p>Social Care delays performance is amongst the best nationally achieved through service transformation to facilitate more customers through the discharge pathways.</p>	<p>With the number and complexity of cases increasing, the service with its enablement ethos has been successful in reducing the level of care needed and increasing the number requiring no on-going service.</p> <p>148 more customers have received a positive outcome in 2018/19 than in 2017/18.</p> <p>Although below the end of year target, two-thirds of customers required no on-going service reflected in ASC cost savings and benefits for customers following Home First intervention.</p>	No further intervention planned currently.
ASC Local 2A(i) Adults aged 18 to 64 whose long term care needs are met through residential or nursing care per 100,000 population	Blue	Amber	<p>Quarterly data Target 20.0 per 100,000 population Actual 19.2 per 100,000 population</p> <p>Forecast data Target 20.0 per 100,000 population Actual 20.5 per 100,000 population</p> <p>Deteriorating</p>	<p>This is provisional year end data. Final data will be available once finalised statutory submissions are made by the authority to NHS Digital in July 2019.</p> <p>The rate at the end of March 2019, equates to 30 younger adults entering care year to date. This appears to be slightly above rates for previous years and it is likely we will be slightly above the end of year targets once the position is confirmed.</p> <p>There are issues with delays in contract recording due to funding and financial arrangements.</p>	<p>Demand management initiatives have been introduced to extend opportunities for community support and earlier identification of issues.</p> <p>We have developed a Younger Adults Accommodation Strategy which has yielded many supported living opportunities promoting independence.</p> <p>Direct Payment offer continues to grow to allow people to self-direct support in supported living arrangements.</p> <p>Ongoing challenges:</p> <ul style="list-style-type: none"> - Increased number of Care Leavers including those with highly complex needs - There have been issues about complexity of some needs and provider capacity. - Financial pressures - The transforming care partnership is leading to people being supported in residential care who may historically have been placed in hospital. - Support options are becoming more challenging, as providers struggle to recruit and retain staff. 	Demand across People Services was considered by Executive Scrutiny in November 2018 and this will be added to the forward plan again for 2019/20 and it contributes to our budget position.

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C PM02a Takeup of universal entitlement 15 hour FEEE places for three and four year-olds	Amber	Green	<p>Quarterly data Target 95.0% Actual 93.0%</p> <p>Forecast data Target 95.0% Actual 95.0%</p> <p>Stabilised</p>	<p>PROVISIONAL data indicates that three and four year old take up levels will be at 95%.</p> <p>Final data to confirm take up levels at a ward level are expected to be available soon.</p> <p>Spring 2019 extended entitlement levels are positive, with 1,762 parents taking up a place. This is 14% growth when compared to Spring 2019. 100% of those parents issued a code have taken up the new offer, making Derby the best performing LA in this area within the East Midlands and 19th out of 153 LA's.</p>	<p>Take up of 3 and 4 YO FEEE will be supported by the city's 74% take-up levels for the 2YO entitlement, where performance is positive, who then go on to access their 3 and 4 YO FEEE.</p> <p>We are continuing to work closely with key professionals in Health and Children's Centres, focusing particularly in areas where take-up is lower than the expected 95%.</p> <p>A working group of childcare providers operating in Arboretum and Normanton has been set up, to identify actions for them to increase their 3 and 4 year old FEEE take up.</p> <p>FIS working with New Communities and New Arrivals Teams to try and engage better with Eastern European groups to increase take up.</p>	Review of the 2019/20 target.
EIIS PM16a (NI 117) Percentage of 16–17 year-olds who are not in education, training or employment (NEET)	Red	Red	<p>Quarterly data Target 4.4% Actual 5.8%</p> <p>Forecast data Target 4.4% Actual 5.8%</p> <p>Deteriorating</p>	<p>Although the NEET figure has increased slightly this quarter, our "NEET + Not Known" combined figure (which we report to DfE) is 7.7%, which is on track to meet the target of 7% set in our NEET and Participation Strategy.</p> <p>All young people who are NEET or whose destination is not known are allocated to a Connexions member of staff.</p>	<p>In our letter to the Minister of State for Apprenticeships and Skills, 29.11.18, we set out that performance is generally on par with regional and statistical neighbours and that as part of the NEET & Participation Strategy the Council is working closely with Post 16 Training Providers to identify those at risk of NEET as well as supporting and challenging secondary schools to meet their duty for progression, tracking and improving outcomes from year 11.</p> <p>Connexions is leading on establishing a pilot scheme in Derby to support young people with SEND over key transition points. This is in partnership with Special Schools and Post 16 Training Providers and will help to ensure that SEND NEET and Not Known young people are supported.</p>	<p>Children and Young People Scrutiny Review Board considered attainment outcomes in February 2019.</p> <p>Measure to be updated in 2019/20, in line with our DfE return.</p>

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L&I PM02a Percentage of Y6 pupils achieving expected level in reading, writing and maths	Amber	Amber	<p>Quarterly data Target 61.0% Actual 60.0%</p> <p>Forecast data Target 61.0% Actual 60.0%</p> <p>Improving</p>	<p>Comments as at the end of Q3 (no change in performance as these are annual measures)</p> <p>Latest performance represents a 12% improvement over the past three years, which is meaning that we are closing the gap with national averages through the interventions we have in place.</p>	Continue to deliver the school improvement programmes, supported by DCC and the Opportunity Area Programme.	Colleagues presented an update to Children and Young People's Scrutiny in February 2019. Furthermore, performance and outcomes were discussed with Ofsted at the end of February, in our annual conversation.
L&I PM03a Progress 8 score	Red	N/A	<p>Quarterly data Target -0.15 Actual -0.19</p> <p>Forecast data Target -0.15 Actual N/A</p>	There has been no change to the provisional figures reported at the end of December 2018.	Continue to deliver the school improvement programmes, supported by DCC and the Opportunity Area Programme.	Colleagues presented an update to Children and Young People's Scrutiny in February 2019. Furthermore, performance and outcomes were discussed with Ofsted at the end of February, in our annual conversation.
L&I PM04a Attainment 8 score	Amber	Amber	<p>Quarterly data Target 45.0 Actual 43.2</p> <p>Forecast data Target 45.0 Actual 43.2</p> <p>Improving</p>	The position is in line with the provisional outturn reported at the end of December 2018.	Continue to deliver the school improvement programmes, supported by DCC and the Opportunity Area Programme.	Colleagues presented an update to Children and Young People's Scrutiny in February 2019. Furthermore, performance and outcomes were discussed with Ofsted at the end of February, in our annual conversation.
L&I PM23c Maintained Schools services, settings and institutions judged 'good' or 'outstanding'	Amber	Amber	<p>Quarterly data Target 90.0% Actual 88.0%</p> <p>Forecast data Target 90.0% Actual 88.0%</p> <p>Improving</p>	In our annual letter from Ofsted it was reflected that "We have worked with strategic partners to improve the quality of education in schools across the local authority. This has been achieved through connecting the work of the Derby Opportunity Area partnerships and headteacher groups, which has established a local authority education board that oversees the work of schools." This reflects the ongoing work to improve the quality of education in the city.	Continue to target support and interventions, in line with the individual needs of school.	Colleagues presented an update to Children and Young People's Scrutiny in February 2019. Furthermore, performance and outcomes were discussed with Ofsted at the end of February, in our annual conversation.

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L&I PM23e Percentage of inspected services settings and institutions that are judged as 'good' or 'outstanding' – Residential Children's Homes	Red	Red	<p>Quarterly data Target 83.0% Actual 60.0%</p> <p>Forecast data Target 83.0% Actual 60.0%</p> <p>Deteriorating</p>	<p>The measure for Q4 2018-19 is exactly the same, for the same underlying reasons, as that previously published for Q3 2018-19.</p> <p>That is, out of the 5 settings included in the Q4 measure, 1 is rated as Outstanding, 2 are rated as Good, and 2 are rated as Requires Improvement.</p>	<p>Work is ongoing to reconfigure the children's residential homes.</p> <p>Children's homes managers are being developed in trainer skills. They are working closely with Workforce Learning & Development to enable them to provide more regular and structured internal in-house training.</p> <p>The Concordat Pilot continues at two children's homes. This is focusing on minimizing the unnecessary criminalization of young people.</p> <p>A range of training, with regards to Concordat, has been delivered to enable the development and progression of the homes' strategies and approach with the young people.</p> <p>Partnership working continues to enable transitions of young people in a timely manner, consistent with their plans and developmental needs.</p>	<p>Our Corporate Parenting Committee received regular updates on our Children's Homes.</p> <p>Furthermore, a detailed report on improvements being made was considered by the Early Help and Social Care Improvement Board in April 2019.</p>
SEND 06 (L&I PM26a) Percentage of new Education Health Care Plans issued in 20 weeks	Red	Red	<p>Quarterly data Target 75.0% Actual 38.0%</p> <p>Forecast data Target 75.0% Actual 38.0%</p> <p>Deteriorating</p>	<p>The 5% decrease from that reported at Q3 has occurred as a result of focused work undertaken to ensure that children and young people (circa 450) with an Education Health and Care Plan (EHCP) in Derby City received confirmation of their destination school for the September 2019/20 academic year by the statutory deadlines of 15 February and 31 March.</p>	<p>Improvements in system processes continue to be identified to ensure that the phase transfer processes for 2020/21 will not negatively impact the percentage of new EHCPs issued within 20 weeks going forward.</p>	<p>Regular monitoring through SEND Improvement Board, which considers the timeliness of plans alongside the quality of them.</p> <p>A Performance Surgery also took place on 27 March 2019 and a peer challenge is due to be completed in June 2019.</p>

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ASC 02B (NI 125) % of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Red	Red	<p>Quarterly data Target 82.0% Actual 77.4%</p> <p>Forecast data Target 82.0% Actual 77.4%</p> <p>Deteriorating</p>	<p>Performance is generally consistent month to month.</p> <p>The measure was above target in Quarter 3 but below in Quarter 4, which caused performance to stand at 73% for the quarter, bringing the overall average down to 77.4%.</p> <p>Q3 data is used for Q4 outcomes for statutory reporting.</p>	<p>This measure is currently being reviewed with revised metrics for 2019-20.</p> <p>Current performance means the service is still having a significant impact on delaying future needs for care placed on the authority.</p> <p>848 periods ended with the customer still living independently after 91 days in 2018-19, which is a very positive outcome.</p> <p>Further data alignment work continues with our health partners to optimise data collection and improve performance.</p>	<p>Key Adult Social Care measures were subject to review as part of the Annual SLI Peer Challenge Assessment, which took place in October 2018. Findings have been reported to Executive Scrutiny and improvement priorities have been considered by CLT.</p>
SS PM07 - Children in Care per 10,000 population aged under 18 (EIISS PM05)	Red	Red	<p>Quarterly data Target 79.10 per 10,000 population Actual 94.70 per 10,000 population</p> <p>Forecast data Target 79.10 per 10,000 population Actual 94.70 per 10,000 population</p> <p>Deteriorating</p>	<p>The CIC figure continues to rise, with 565 children in care at the end of March, compared to 494 a year ago. This is a national trend and locally this has been occurring for sometime also. This is despite numbers of children with a Child Protection Plan continuing to reduce. Key issues impacting on current numbers include:</p> <ul style="list-style-type: none"> - Higher than historical levels of unaccompanied asylum seeking children(UASC) - An increase in older young people <p>It should be noted that although we monitor the numbers of children in care and set a target, the focus is on making sure that the right children received the right support, at the right time.</p>	<p>There are new "edge of care" meetings to identify top 5 young people in Locality Social care, YOS and IDCS. A process is being set up in late April/early May to bring managers from around the city together to identify how we reduce this trend by galvanising resources.</p>	<p>Demand across People Services was considered by Executive Scrutiny in November 2018. There have been regular demand meetings chaired by the Strategic Director of People Services through 2018/19 and this will continue into 2019/20, with appropriate discussions at CLT and updates to Cabinet and Executive Scrutiny.</p>

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SS PM23b Percentage of children placed with independent fostering agencies	Red	Red	<p>Quarterly data Target 60.0% Actual 72.2%</p> <p>Forecast data Target 60.0% Actual 72.2%</p> <p>Deteriorating</p>	<p>Provisional data.</p> <p>Over the last year the growing numbers of children in care has placed sufficiency challenges on us, which has resulted in the number of children and young people placed in Independent Fostering Agency (IFA) placements increasing.</p> <p>In January 2019, Derby established a Corporate Fostering Recruitment Board. Representation on the Board covers all directorates with the aim of raising corporate responsibility for the recruitment of Derby City Council Foster Carers.</p> <p>The main focus of this work will be to concentrate on the marketing, sales, and approval via 3 workstreams, with the target of approving 30 new households in 2019/20.</p> <p>Promoting Derby City as the fostering agency of choice within the region.</p>	<p>To implement the work identified by the Corporate Fostering Recruitment Board, streamlining processes where this can be achieved to reduce timescales from enquiry to approval.</p>	<p>Performance in this measure is linked to the on-going work to support an increase in Foster Carers. There are regular demand meetings chaired by the Strategic Director of People, with appropriate reporting to CLT and Cabinet.</p> <p>A Corporate Fostering Recruitment Board has been established.</p> <p>In April 2019, we also hosted colleagues from Nottingham City and Leicester City to evaluate our current plans and support further work to reduce IFA placements.</p>