

PERFORMANCE MONITORING 2016/17 – YEAR END RESULTS

SUMMARY

- 1.1 This monitoring report includes highlights from key performance measures and actions included in the Council Plan 2016/17. The report includes the priority measures which form the Council Scorecard for 2016/17 and has been reported to Cabinet on a quarterly basis.
- 1.2 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 2**.
- 1.3 At the end of quarter four (up to 31 March 2017), 54% of priority measures have met or exceeded their year-end target. Performance has improved in 2016/17 across 39% of our priority measures when compared with performance in 2015/16 and there are some areas of strong performance including...
 - 840 jobs have been created directly and indirectly through projects funded by the Derby Enterprise Growth Fund (DEGF) in 2016/17 and 20 businesses have been supported financially.
 - 83% of inspected maintained schools are judged as good or outstanding, an increase from 76% last year.
 - More customers are contacting the Council using existing online services, transactions increased by more than 60% compared to last year.
- 1.4 Improvement activity through Directorate Management Teams (DMTs) has been rigorous with regular challenge and review from Corporate Scrutiny. Areas for improvement are 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.
- 1.5 The results for all measures and actions within the Council Plan (including the scorecard priority measures) are shown within **Appendix 4**. This will form the results appendix that accompanies the Council's Annual Report 2016/17 and will be presented to Cabinet in October 2017.

RECOMMENDATIONS

- 2.1 To note the 2016/17 year end performance results.

- 2.2 To give particular attention to any areas for improvement and the actions being taken by officers to address performance.
- 2.3 To note that the Council's Annual Report 2016/17 will be presented to Cabinet in October 2017.

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. Early investigation of variances enables remedial action to be taken where appropriate.



SUPPORTING INFORMATION

Background to Council Scorecard

- 4.1 The Council Plan sets the priorities for the Council in the medium term. It was refreshed for 2016-19 with a vision for a 'safe strong and ambitious city' reflecting the Derby 15 year plan. The Council Plan aim is to be a modern, flexible and resilient Council. This is supported by an eight cross-cutting priority outcomes that aim to reflect both statutory demands and key 'risk / demand' areas.
- 4.2 The Council Scorecard approach reflects a mix of national and local priorities and enables a wider assessment of how the Council is performing. For 2016/17 the scorecard was structured around the vision and aims within the Council Plan, these remain the same as in 2015/16. These are:
- Safe
 - Strong
 - Ambitious
 - Resilient
- 4.3 The methodology used to select measures for the scorecard was based on 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.
- 4.4 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 13 July 2016 with a target mid-year review approved on 8 November 2016.
- 4.5 The traffic light system is unchanged and is as follows...
- Blue – performance above 2% of target.
 - Green – performance meets target.
 - Amber – performance within 5% of target.
 - Red – performance more than 5% adverse of target.

Council Scorecard Monitoring – 2016/17 Quarter Four

- 4.6 A summary dashboard for the Council Scorecard is shown in **Appendix 2**. An improvement report is shown in **Appendix 3** with actions being taken to address areas not in line with expected performance.
- 4.7 In relation to the 2016/17 year end performance results, up to 31 March 2017, the latest position shows:
- 54% of measures have met or exceeded the year-end target
 - 39% of measures have improved compared to last year.
- 4.8 Summary performance results for all priority measures included in the Council Scorecard are as follows...

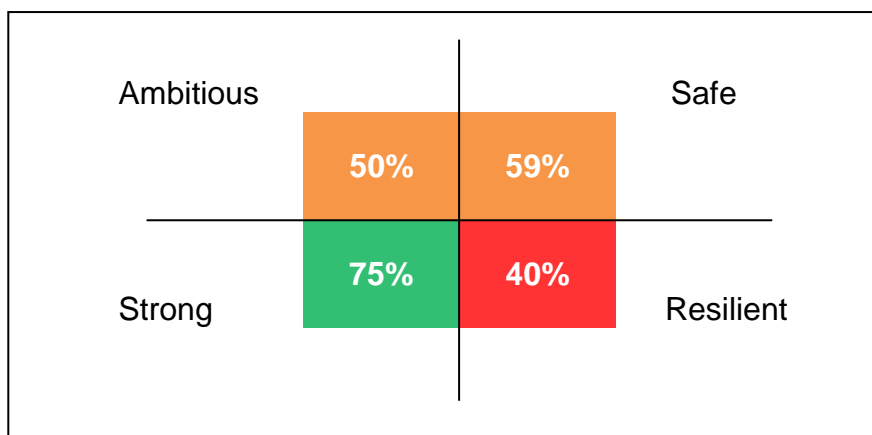
Traffic Light Status	2016/17 Performance*	2015/16 Performance	2014/15 Performance
Green / Blue – met or exceeded target	54%	50%	62%
Amber - missed target by up to 5%	19%	19%	14%
Red - missed target by more than 5%	27%	31%	24%

Direction of Travel	2016/17 compared to 2015/16*	2015/16 compared to 2014/15	2014/15 compared to 2013/14
↑ Better	39%	52%	45%
→ Same / planned reduction	32%	18%	23%
↓ Lower	29%	30%	32%

*Some of the measures are still reporting provisional data at this stage.

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

4.9 The percentage of measures that have met or exceeded the 2016/17 target for each theme within the Council Scorecard are as follows...



Council Plan Monitoring 2016/17

4.10 Summary of 2016/17 performance for Council Plan measures and actions by Priority...

Council Plan Pledge	% met or exceeded target / on track or completed	% improvement compared to 2015/16 (measures only)
Safe	68%	38%
Strong	75%	25%
Ambitious	76%	67%
Resilient	61%	20%
Summary	68%	39%

Key areas to note - Improving performance and achievements for each priority (including Council Plan and Council Scorecard measures and actions)

4.11 Safe

- Derby City's services for children in need of help and protection, looked after children and care leavers (the SIF) were inspected by Ofsted in March 2017 and were judged to be 'good' for overall effectiveness. This is a significant achievement as Derby is just one of 39 authorities to receive the rating from the 142 authorities inspected under the framework.
- We have been able to further strengthen our arrangement for child sexual exploitation (CSE), as Derby City and partners hosted an external Local Government Association review, in July 2016, with the recommendations from this review being incorporated into our multi-agency citywide CSE action plan; many of which have now been delivered.

- Our early help services continue to support children and young people and their families / carers with 93% of those receiving support recording better outcomes following interventions. Further to this, a menu of early help services has been developed for delivery in schools, targeting areas of high levels of deprivation.
- Multi agency safeguarding arrangements (MASH) commenced in Summer 2016, involving the co-location of adult's and children's social care, police and health; facilitating more effective information sharing and partnership working to effectively safeguard those at risk of significant harm. Positive independent feedback has been received on the success and impact of the implementation of the MASH; including through the Ofsted SIF inspection.
- Provisional data shows that 74% of adult safeguarding referrals needing further enquiries have / will have a safety plan in place, which has improved from 71% last year. This has been facilitated by the introduction of the MASH and improved recording through the implementation of LAS.
- "Talking Points" were established in 2016 to work alongside our local area coordination programme supporting older residents to access support and advice at an earlier point, limiting the need for more costly adult social care support / interventions. We now have ten talking points in place across the city and it is estimated that the approach has diverted a possible £50,000 of demand costs in four months within one locality in the city.
- The Home First service has been re-structured to further reduce the number of delayed transfers of care from hospital for those which require a service from adult social care.
- 100% of social care clients and carers are receiving self-directed support according to provisional data for 2016/17, giving them more choice and control on their care.
- 97% of Health and Care Professions Council (HCPC) registrations are in place for health professionals.
- The level of food safety compliance is continuing to rise across the city, with the number of 4 and 5 rated premises now reaching over 90%. Health and Safety interventions have also been focused on the highest risk sectors (i.e. tyre fitters).
- The annual food safety intervention programme has been 100% achieved for high risk rated food premises (A-C) within the city.
- Trading Standards continue to respond to complaints and enquiries about local business, including those received from our most vulnerable residents. Over the last year our most complained about businesses appeared before the County Court in Nottingham for breaching an Enforcement Order that was already in place to protect consumers and further orders have been put in place as a consequence of this.

4.12 **Strong**

- 30 events were co-ordinated during the Great British Spring Clean week in March 2017, which were led by community groups, with over 500 people getting involved in a range of activities to improve their neighbourhood.
- Events were held in November 2016 and March 2017 to support the Show Racism the Red Card campaign.
- We have strengthened our internal commissioning arrangements within Public Health to support effective contract management to ensure that we are making a difference. Key contracts that are benefiting from these improvements include;

sexual health services; behaviour change; and 0-19s public health nursing provision.

- The Public Health team has led a number of key projects to support better health and well-being across the city and where possible reduce inequalities between our wards...
 - Obesity pathway.
 - 'Rightcare' pathways including Cardio-vascular disease (CVD) and atrial fibrillation (AF).
 - Health promoting hospitals.

4.13 Ambitious

- 83% of inspected maintained schools are judged as good or outstanding, an increase from 76% last year.
- The Derby Enterprise Growth Fund is on track to achieve job creation targets by 2020 and has already helped create over 1,800 new sustainable jobs since 2012. 840 jobs were created directly and indirectly through projects funded by the Derby Enterprise Growth Fund (DEGF) in 2016/17. The target for the year was 600. 20 businesses have also been supported financially during the year, exceeding the target of 10 for 2016/17.
- An employability framework has been developed by D2N2 (the Local Enterprise Partnership) and has been introduced to all secondary schools. The framework shows the skills and attitudes local employers need to see to work within the regions key industries.
- The adults learning club has been established with learners taking part in a range of courses which will improve their skills and employability.
- Parkland View extra care housing development is now open with 82 apartments providing 24 hour on-site care as required.
- To support the development of Derby's Economic Strategy four separate research reports have been commissioned and completed. Furthermore, presentations have been delivered to Derby Renaissance Board and the City Strategy Group, which have helped to shape the Strategy, which is now almost complete.
- The Quality and Performance Team has been working with the Early Years Teaching School and the Primary Strategy Group to build capacity within the school sector for self-improvement, with the aim to support better attainment outcomes. Key areas of focus have been moderation of assessments and 'closing the gap'.
- The Childcare and Families Information Team has hosted events across wards within the city to support families to access their free entitlement to early years education, with a focus on those areas where that has historically be a low take-up. They also continue to prepare for the introduction of the 30 hours free childcare offer for three and four year olds in September 2017.

4.14 Resilient

- More customers are contacting the Council using existing online services, transactions increased by more than 60% compared to last year. Online self-service options were also implemented for Pest Control and the Registration Service.
- Over 99% of business rates have been collected within 24 months, improving

- slightly on last year's performance.
- A single online assessment process is now available to customers for all discretionary award payments, with a referral option to a personalised programme of support.
- A four year budget deal plan has been submitted to government and approved which will allow more effective planning.
- A preferred supplier has been identified for the new cloud management service, reducing costs whilst providing enhanced support and greater resilience.
- The PAUSE programme in partnership with Ripplez is due to commence in May 2017. This programme will contribute to reducing the number of children in care as well as helping women who have had children removed from their care to address their issues and become more resilient. An extension of this programme will be considered to possibly include other groups will be considered over the next financial year.
- The new framework for neighbourhood working is now embedded across the twelve priority neighbourhoods in the city. The 'delivering project' has started with a focus on; demand reduction, volunteering, income generation and communities doing more for themselves.
- We have identified a number of options to support us in delivering sustainable arts and culture events...
 - Community groups were facilitated to provide a Christmas lights switch-on event.
 - A new funding model was created to deliver the 2016 Christmas Ice Rink with partners, Cathedral Quarter, 3aaa and Showplace.
 - Work is also underway to build the Crowd funding page of Derby.
- We launched our automated payment help facility in September 2016 and have consequently had an 83% reduction in staff assisted payment queries.
- A refreshed Pay and Reward Policy was approved by Personnel Committee in April 2017.

Key areas to note – Areas for Improvement (including Council Plan and Council Scorecard measures and actions)

- 4.15 30 new homes have been delivered during the 2016/17 financial year, below the target of 50 set for the year. Some delays have been experienced with utility companies during the year. However a number of handovers took place in April 2017 just missing the end of the financial year 2016/17 otherwise new homes would have been close to the target. In partnership with Derby Homes, the total number of homes delivered as at 31 March 2017 was 312 with a further 100 approved for delivery over the next 12-18 months.
- 4.16 The number of people accepted as homeless has risen again this year to 499, this is an increase of 32% compared to last year and reflects an increase in the number of homeless approaches and a decrease in the number of preventions. The main reasons for approaching the authority as homeless are the loss of rented or tied accommodation. This reflects the difficulties households are experiencing, influenced by factors such as the economy and welfare reform. The number of households living in temporary accommodation has also increased, reflecting the rise in homelessness and reduced available alternative accommodation. The Housing Options service is

restructuring and will be re-focusing on prevention whilst strengthening the range of housing provision available however there has been some slippage in this.

- 4.17 Provisional data shows that 61.7 children per 10,000 population under 18 are the subject of a child protection plan. A review of demand has been completed and reported to the Safeguarding Assurance Meeting in June 2017. Ultimately the Council needs to ensure children and young people in the city remain safe and this level reflects the level of need in the city.
- 4.18 The percentage of Education, Health and Care Plans (EHCP) issued within 20 weeks for children and young people with special educational needs and disabilities (SEND) is below target at 19%. This reflects the backlog of plans from 2015/16 with the majority of new plans issued in 2016/17 being completed within the 20 week target. There has been a large amount of review activity during the year to support improvement...
- Two multi-agency SEND workshops were hosted in July 2016 and September 2016 to support the development of service priorities for 2017/18 and support inspection readiness following the publication of Ofsted's SEND inspection framework in early 2016.
 - The SEND Commissioning Board has been reviewed and refreshed to focus on the Local Area's response to the SEND reforms with key workstreams covering; engagement and workforce development.
 - The SEND Improvement Board was introduced in August 2016 to drive forward improvement activities across all aspects of the service (0 – 25 journey).
 - Derby City hosted a sector-led peer review of our services for children with special educational needs and disabilities in September 2016.
 - A number of moderation events have been hosted to review the quality of Education, Health and Care Plans.
- 4.19 The renewal programme for Disclosure and Barring Service (DBS) checks has achieved 59% of renewals at the end of March 2017, compared to target of 95%. There are still a number of checks to complete and this measure will be recommended for consideration by Corporate Scrutiny in 2017/18.
- 4.20 The percentage of children placed with independent fostering agencies remains higher than the target, provisionally at 62% for the year. A new Marketing Plan and Strategy is currently being finalised. Fostering fortnight was held in May 2017 with a recruitment event in June.
- 4.21 Provisional data shows that 76% of adult social care users receiving short term support has prevented the need for further services, keeping them independent. This compares to 86% reported for 2015/16. The aim of the short term support is to maximise this independence but it may not be appropriate in all cases. As a result of the rising demand within Adult Social Care Services, the current projected overspend is; £2.5million. This is predominantly due to the additional demand coming into the service through transitions and growth in elderly persons' activity for homecare.

- 4.22 The timeframe for finalising the statement of accounts and the audit opinion for the Council has slipped significantly due to discussions with External Audit regarding asset valuations. A revised timeframe and deadline for the accounts and audit opinion has been confirmed.
- 4.23 The asset valuations programme has been completed and a final report has been drafted. Work has continued with finance to provide clarifications regarding any outstanding issues. As a consequence of the need to focus resources on the assets programme there has been some slippage in the delivery of the Council's Property Rationalisation Project.
- 4.24 The average working days per employee per year lost through sickness absence has increased this year to 14.2 days. A number of actions are ongoing following review at Corporate Scrutiny in February including the implementation of a new sickness absence policy and monthly sickness reports at departmental level. An Internal Audit of sickness absence has now been completed and the findings indicate that data quality from the Mi-People system is not fully robust. From 1 June, sickness absence will be recorded via a triage service which should provide more reliable sickness data going forward. The HR service also has plans to input individual working patterns into the system to improve accuracy of calculations.
- 4.25 The process and system for recording complaints will be reviewed in 2017/18, complaints responded within statutory timescales remains provisionally at 77%. The complaints process was considered by Corporate Scrutiny in November 2016 and a number of measures have been put in place to improve accurate recording of complaints.
- 4.26 It should be noted that where priority actions from 2016/17 (including the Council Delivery Plan) have not been achieved that the Performance and Intelligence team are working with services to review if these remain a priority, how they will be delivered, any implications of delayed delivery and consequently what the revised timescales for delivery should be.

Supporting Improvement

- 4.27 Over the last 12 months there has been a large amount of targeted performance activity to support improved outcomes. At the start of 2016/17 a Performance Forward Plan was agreed with the Corporate Scrutiny and Governance Board to allow appropriate challenge and discussion against target areas. In total, there were 18 items considered by Corporate Scrutiny including; the quarterly performance reports, inspection readiness and a review of Performance Surgery progress from Inspiring Young People Board. To support on-going improvement a Performance Forward Plan has been agreed for 2017/18, however this will be more thematic, with fewer items for discussion per meeting.

Business Plans

- 4.28 All performance measures and objectives within business plans are monitored on DORIS and reported to Directorate Management Teams. Full business plan reports are available by Directorate and Department for Q4 on DORIS (The Council's Performance Management System).

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)	Head of Legal Interim Director of Finance and Section 151 Officer Head of HR 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 – Council Scorecard Dashboard Appendix 3 – Q4 Improvement Report Appendix 4 – 2016/17 Annual Report Appendix (Draft)

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. Risks will be managed through early investigation of variances.

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.