

Council Scorecard 2018/19

SUMMARY

- 1.1 Each year Derby City Council agree a small basket of priority performance measures to ensure that Chief Officers and Members are cited on key performance issues and outcomes. The Council Scorecard is monitored each quarter and reviewed every 6 months. There is a full review at the start of the year, with a mid-year review at the end of September, to make sure it remains focused on priorities.
- 1.2 The Council Scorecard contains key measures from the Council Plan and supporting Delivery Plan, which describes how the Council Plan priorities are being put in to practice. Currently, and for the last few years, the scorecard has been structured around the priorities in the Council Plan 2016 to 2019...
- Safe.
 - Strong.
 - Ambitious.
 - Resilient.
- 1.3 The criteria for the selection of measures for inclusion within the Scorecard are:
- measure is linked to an area of significant budget pressure / income source (1)
 - a reflection of demand for services (2)
 - key inspection / reputational / compliance risk area (3)
 - measure links to a commitment in the latest edition of the Council Plan, and also meets at least one of the criteria above (4).
- 1.4 The aim of this report is to present Cabinet with an updated Scorecard for 2018/19 (Appendix 2), in line with the criteria above, alongside any proposed changes to the draft Council Delivery Plan for 2018/19.
- 1.5 It should be noted that both Cabinet and the Executive Scrutiny Board will receive quarterly updates on performance against measures within the scorecard throughout 2018/19. From this, more detailed performance reviews can be commissioned through Performance Surgeries to support improvements.

RECOMMENDATIONS

- 2.1 To approve the 2018/19 Council Scorecard that will be used as the basis for quarterly performance monitoring of key measures from April 2018 to the end of March 2019.

- 2.2 To approve the targets for the measures contained within the scorecard.
- 2.3 To approve a mid-year review and refresh of the measures and targets, at the end of quarter 2 (September 2018), which will allow any approved changes to the 2018/19 Council Delivery Plan to be reflected.
- 2.4 To note that both Cabinet and Executive Scrutiny Board will review performance on a regular basis, and may select indicators for consideration at a Performance Surgery, on the basis of reports and/or presentations.

REASONS FOR RECOMMENDATIONS

- 3.1 The Council Scorecard is a small basket of priority measures that enables the Council to closely monitor areas of agreed importance, to support improvement and ensure delivery of the Council Plan priorities
- 3.2 Review and challenge from the Executive Scrutiny Board is important in ensuring services are held to account, and areas of under-performance receive the necessary attention and support from members. A performance forward plan for 2018/19 has been agreed by the Board to ensure appropriate challenge of risk areas.

SUPPORTING INFORMATION

Review of the 2017/18 Council Scorecard

- 4.1 The 2017/18 Council Scorecard contained 50 individual measures (following the quarter 2 review) that reflected a mixture of local and national priorities, predominately in relation to statutory services.
- 4.2 At the end of March 2018 (Quarter 4), 54% of measures within the scorecard had met or exceeded the year-end targets, with 33% of measures having improved compared to the previous year (2016/17).

4.3 Overall, the percentage of measures that have met or exceeded the 2017/18 target, for each theme within the Council Scorecard, was as follows:



4.4 It should however be noted, that the division of measures across the four domains of the scorecard was not equal in 2017/18, with the highest number of measures falling within the 'safe' theme...

- Ambitious – 14 measures.
- Safe – 21 measures.
- Strong – 5 measures
- Resilient – 10 measures.

4.5 Looking ahead to 2019 and beyond, there is an opportunity to review the way measures within the scorecard are presented, to focus on a smaller number of categories that link better to our planning frameworks...

- Outcomes for the city - linked to commitments in the Derby Plan, which are dependent on a 'partnership' city-wide response.
- Service performance – focused on the quality of work delivered by Council Services, which we can influence.
- Managing demand – in key services, often linked to budget pressures.

Further work on this will continue as part of the 2018/19 Council Plan refresh, with an update to Cabinet as part of the mid-year refresh of the 2018/19 Council Scorecard.

4.6 The current agreed criteria for the selection of measures for inclusion within the scorecard are:

- Measure is linked to an area of significant budget pressure / income source (1).
- A reflection of demand for services (2).
- Key inspection / reputational / compliance risk area (3).
- Measure links to a commitment in the latest edition of the Council Plan, and also meets at least one of the criteria above (4).

Proposals for the 2018/19 Council Scorecard

- 4.7 The scorecard has been reviewed and updated for 2018/19, as shown in **Appendix 2**, informed by discussions with service leads in Directorate Management Team (DMT) Meetings and with Chief Officer Group (COG).

- 4.8 Based on the review of the measures in the 2017/18 scorecard, it is proposed that **16 measures are removed** for the 2018/19 scorecard. Subject to approval, this would be the second year that the scorecard has been streamlined, showing our commitment to focusing on an agreed smaller set of priority measures.

Communities & Place

| Measure Description | Rationale for removing from the scorecard |
|--|--|
| EaRS PM29 - Percentage of the annual Food Safety intervention programme achieved for premises risk rated A – C | Performance has exceeded targets for the last two years. Propose to replace this measure with " <i>EaRS PM25 - Proportion of Food Hygiene Rating Scheme rated premises achieving level 4 or 5 following intervention</i> ". |
| EaRS PM30 - Percentage of high and medium risk environmental protection permitted process inspections completed | Targets have been met or exceeded for this measure, for last 5 years. This should now be monitored at a service level as it is not a 'risk' area. |
| DH Local 48 (a) - Number of new households placed in bed and breakfast in a month | There have been national changes in these measures, to be replaced with " <i>DH Local 142 - Total number of cases resolved under 'prevention duty' and DH Local 143 - Total number of cases resolved under 'relief duty'</i> " |
| YA&H PM06 - Homelessness acceptances | |
| YA&H PM05 (DH) - Number of homelessness preventions | |

People Services

| Measure Description | Rational for removing from the scorecard |
|---|---|
| IC PM26 - Percentage of Post 16 Statements of Special Educational Need converted to an EHC plans or ceased | These measures are no longer applicable and should be removed. All plans were converted by the statutory deadline. |
| L&I PM34 - Percentage of statements ceased or converted to an Education, Health and Care Plan (pre 16 years) | |
| SS PM07d - Children in care - percentage of children placed outside the city boundary | Propose to replace this measure with " <i>Percentage of children and young people placed within 20 miles of Derby (for IFA providers)</i> ", which more accurately reflects budget pressures and the impact of local work with providers. |
| AHH S5 - Percentage of referrals needing further enquiries that have a safety plan in place. | Performance has been consistently strong in these areas, despite stretching targets and it is proposed that these measures are monitored at a service level. Any emerging risks will be highlighted in the quarter 2 review of the scorecard. |
| ASC PM10 - Percentage of referrals where action is taken and risk is reduced or removed | |

Corporate Resources

| Measure Description | Rational for removing from the scorecard |
|---|---|
| CM PM09a - The percentage of council tax collected within 36 months of it becoming due | Performance has been consistently strong in these areas and it is proposed that these measures are monitored at a service level. Any emerging risks will be highlighted in the quarter 2 review of the scorecard. |
| CM PM09b - Collect Business Rates within 24 months of it becoming due | |
| FPA PM04 - Deliver a legally balanced budget approved by Full Council (revenue, capital, HRA and schools) (1 year) | Propose to replace this measure with the new measure – " <i>Percentage of in year savings achieved</i> ". |
| IC PM20 - Asset Valuations – monitor and completion of the Asset Valuation programme | Performance within this area has improved and it is therefore proposed it is monitored at a service level. |
| GOV PM01 - DBS renewal programme achievement | Following close monitoring and consideration by Executive Scrutiny performance in both these areas has improved, and as such it is proposed that these are now monitored at a service level. |
| GOV PM02 - Social Worker registrations | |

- 4.9 To make sure that the scorecard continues to reflect priority issues, **12** new measures are proposed for 2018/19, sourced predominantly from a review of departmental business plans and through discussion with senior officers.

Communities & Place

| Measure Description | Rational for proposal to include in the scorecard |
|--|---|
| EaRS PM25 - Proportion of Food Hygiene Rating Scheme rate premises achieving level 4 or 5 following intervention" | Proposed to replace – " <i>EaRS PM29 - Percentage of the annual Food Safety intervention programme achieved for premises risk rated A – C</i> ". |
| DH Local 01 / BV 66b - Rent arrears of current tenants as a percentage of rent roll | New measures proposed in line with legislative changes and the implementation of Universal Credit. To replace measures – " <i>DH Local 48 (a) - Number of new households placed in bed and breakfast in a month, YA&H PM06 - Homelessness acceptances and YA&H PM05 (DH) - Number of homelessness prevention</i> ". |
| DH Local 142 - Total number of cases resolved under 'prevention duty' | |
| DH Local 143 - Total number of cases resolved under 'relief duty' | |

People Services

| Measure Description | Rational for proposal to include in the scorecard |
|--|---|
| SS PM28 - Percentage of foster carer applicants approved in 8 months from receipt of application | Performance in this area deteriorated in 2017/18, and this relates to a SIF recommendation from Derby's 2017 Ofsted inspection. |
| AHH 4A - Users saying they feel safe | Identified as an emerging risk, following a deteriorating in performance at the end of 2017/18. |
| NEW - Percentage of children and young people placed within 20 miles of Derby (for IFA providers) | Proposed to replace – " <i>SS PM07d - Children in care - percentage of children placed outside the city boundary</i> ". |

Corporate Resources

| Measure Description | Rational for proposal to include in the scorecard |
|---|--|
| NEW - Percentage of in year savings achieved | Proposed to replace – "FPA PM04 - Deliver a legally balanced budget approved by Full Council (revenue, capital, HRA and schools) (1 year)". |
| NEW - Number of Internal Audit recommended actions not yet implemented after 6 months | Proposed linked to the Corporate Improvement Plan. It should be noted that as this is a new measure that monitoring will not commence until quarter 2, as definitions needs to be agreed. |
| CM PM24 - Average time taken (days) to process new Housing Benefit claims | Measures have been proposed to support an improvement in performance, linked to comparator data. |
| CM PM24a - Average time taken (days) to process changes of circumstances for Housing Benefit | |
| L&D PM07b - Average time taken (days) to issue a Local Land Charges search | Measure has been proposed as a result of intentions from Government to set a national target of 10 days. |

4.10 In a small number of cases, for new measures proposed, work needs to be undertaken to define the measures and commence monitoring. For these measures, reporting will not commence until quarter 2 (end of September 2018). It should also be noted that unless agreed as part of the mid-year refresh of the 2018/19 Council Scorecard, that there will be no targets proposed for 2018/19, as baselines need to be established.

- **NEW** - Number of Internal Audit recommended actions not yet implemented after 6 months.

OTHER OPTIONS CONSIDERED

5.1 No other options have been considered. If the Council Scorecard remained unchanged it would not focus on the priorities of the Council, or the issues that Cabinet have identified as requiring attention.

This report has been approved by the following officers:

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|--|--|
| Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s) | Head of Performance and Intelligence, Policy and Improvement Manager |
|--|--|

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|---|---|
| For more information contact: Background papers: List of appendices: | Kas Sahota - Improvement Officer 01332 643481 or kas.sahota@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Draft 2018/19 Council Scorecard |
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IMPLICATIONS

Financial and Value for Money

- 1.1 The Council Scorecard includes financial measures, alongside measures that impact on service demands.

Legal

- 2.1 None relating to this report.

Personnel

- 3.1 The refreshed scorecard for 2018/19 retains a measure relating to sickness absence as a key measure of the health of the workforce.

IT

- 4.1 None relating to this report.

Equalities Impact

- 5.1 The performance frameworks contained within Departments include indicators which monitor the impact of Council initiatives on diverse groups. No measures have been identified for inclusion with the scorecard.

Health and Safety

- 6.1 None relating to this report.

Environmental Sustainability

- 7.1 None relating to this report.

Property and Asset Management

- 8.1 None relating to this report.

Risk Management and Safeguarding

- 9.1 The refreshed scorecard is focused on 'risk' areas and will be linked to both the 2018/19 Council Delivery Plan, the Delivery Differently Programme and the Strategic

Risk Register once all have been finalised. An update will be presented as part of the mid-year review of the scorecard.

Corporate objectives and priorities for change

- 10.1 The contents of this report will support Cabinet to monitor progress against the priority commitments set out in the Council Plan 2016 to 2019.