



## PERFORMANCE MONITORING 2015/16 – YEAR END RESULTS

### SUMMARY

- 1.1 This monitoring report includes highlights from key performance measures and actions included in the Council Plan 2015/16. The report includes the priority measures which form the Council Scorecard for 2015/16 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 2016), 50% of priority measures have met or exceeded their year-end target. Performance has improved in 2015/16 across 52% of our priority measures when compared with performance in 2014/15 and there are some areas of strong performance including...
  - 100% take up for personal budgets and direct payments for social care clients and carers, maximising choice and control (based on provisional data).
  - 52% take up of 'public health' health checks (based on provisional data).
  - Direct intervention has led to 108 empty properties returned back to use.
  - 60% of pupils achieved at least the expected levels in the early learning goals in the prime areas of learning and the specific areas of mathematics and literacy.
  - 4.8% of 16-19 years olds are not in education, training or employment based on provisional data; this represents an improvement on the previous year.
  - 53% of customers are using the self-service options available when contacting the Council through Derby Direct, comparing to 38% last year.
  - 99% of business rates collected within 24 months of it being due.
- 1.4 Improvement activity through Directorate Management Teams (DMTs) and Surgeries has been rigorous during the year however this year's performance does reflect the impact of substantial reductions to budgets as well as increased demands facing the Council. 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 2015/16 and will be presented to Cabinet in October 2016.

<b>RECOMMENDATIONS</b>
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- 2.1 To note the 2015/16 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 2015/16 will be presented to Cabinet in October 2016.

<b>REASON FOR RECOMMENDATIONS</b>
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- 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 contains the priorities for the Council to deliver in the medium term. There were four pledges approved by Council in March 2015 that form the basis of the Council Plan 2015-18. Each of the pledges is supported by a number of cross-cutting priority commitments 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 2015/16 the scorecard will be structured around the four pledges within the Council Plan rather than the principles of 'balanced scorecard' (as was the case in 2014/15). Going forward these are:
- Safe
  - Strong
  - Ambitious
  - Resilient
- 4.3 Alongside a refresh of the structure of the methodology used to select measures has also been updated to reflect current service drivers, rationalise the number of measures and focus on core statutory services that satisfy one of the below 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 scorecard contains 42 measures which give Chief Officers and Members a consistent view of performance in some of the high risk areas. The scorecard was approved at Cabinet on 7 October 2015 but will be subject to regular review to identify any other high risk areas/ measures which meet the above criteria.
- 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 – 2015/16 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 2015/16 year end performance results, up to 31 March 2016, the latest position shows:
- 50% of measures have met or exceeded the year-end target
  - 52% 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...

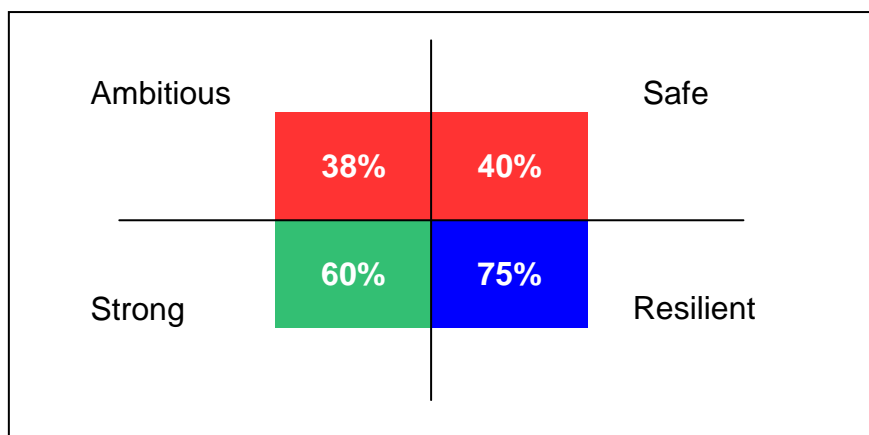
Traffic Light Status	2015/16 Performance	2014/15 Performance	2013/14 Performance
<b>Green / Blue – met or exceeded target</b>	50%	62%	63%
<b>Amber - missed target by up to 5%</b>	19%	14%	16%
<b>Red - missed target by more than 5%</b>	31%	24%	21%

Direction of Travel	2015/16 compared to 2014/15	2014/15 compared to 2013/14	2013/14 compared to 2012/13
<b>↑ Better</b>	52%	45%	58%*
<b>→ Same / planned reduction</b>	18%	23%	12%*
<b>↓ Lower</b>	30%	32%	30%*

\* Planned reduction figures were not calculated in 2013/14 therefore this is not a direct comparison.

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 2015/16 target for each theme within the Council Scorecard are as follows...



### Council Plan Monitoring 2015/16

4.10 Summary of 2015/16 performance for Council Plan measures and actions by Pledge...

Council Plan Pledge	% met or exceeded target / on track or completed	% improvement compared to 2014/15 (measures only)
Safe	72%	55%
Strong	86%	80%
Ambitious	46%	38%
Resilient	65%	67%
Summary	65%	57%

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

#### 4.11 Safe Derby

- The number of children in care in Derby has fallen in 2015/16 to 76.1 per 10,000 population compared to 81.3 per 10,000 population in 2014/15.
- Work is ongoing to support children and young people to achieve stability and improved outcomes. A refreshed Children in Care Placements and Sufficiency Strategy has been completed and the continued redevelopment of our Residential Children's Homes is on track to be completed in 2018. There is also comprehensive, updated edition of Derby's multi-agency Child Sexual Exploitation (CSE) Action Plan in place which is reviewed regularly by the CSE Operations Group.
- Provisional data shows that there has been 100% take up for personal budgets and direct payments for adult social care clients and carers, maximising choice and control. Overall satisfaction with the quality of life as assessed through a user

survey has seen a slight rise this year.

- Adult safeguarding activity has seen a dramatic increase since the implementation of the Care Act with over 2,000 referrals received in 2015/16 compared to 1,500 in 2014/15. This is a trend which has been seen across the country. In relation to completed Safeguarding referrals risk remains in only 4.5% of cases.
- The roll out of Local Area Co-ordination has continued in 10 wards across the city linking those who are vulnerable and isolated into the wider community. The Safeguarding Board led on the co-ordination of Dignity Day on 1 February, which had an emphasis on loneliness and isolation and was hosted by the Mayor of Derby.
- Anti-social behaviour (ASB) for the city has reduced by 6% with city centre CCTV helping diffuse and prevent ASB before it escalates. There have also been reductions in dwelling burglary of 21% and shed breaks of 36%. The Crime Prevention Team continues to attend victims of burglary to supply and fit crime reduction items.
- The number of missed bin incidents has reduced with the standard of recycling materials collected increasing since reviewing our collection policy and no longer accepting any contaminated items within the blue bin. The number of signups for the 'Garden Waste Scheme' has also been maintained with a reduced cost for the marketing campaign for 2016 and there has been a new trade waste recycling scheme introduced.

#### **4.12 Strong Derby**

- Provisional data shows a 52% take up of 'public health' health checks amongst over 40 year olds, compared to 49% last year. Information is still coming in from general practices.
- 2014 data (latest available) shows a 19% smoking prevalence in adults aged 18 and over, which is lower than the previous year end target of 21%.
- Customers with complex learning disability and mental health needs have good employment and independence levels, with the permanent admissions to residential care reducing.
- Key projects addressing risks implemented including the Women and Families Project and Upstanding Neighbourhoods are supporting a number of families and communities through the provision of educational programmes and support networks.
- A variety of organisations have been engaged with and worked as outlined in the Community Cohesion Charter, this has primarily been through the New Communities Networking Forum and Asylum Support Group.
- Integrated substance misuse services commenced delivery in April 2015. There has been strong delivery across drugs, alcohol and the emerging threat of 'legal highs'.
- The Livewell Service has been delivered to over 3,000 residents including the Active Choices Drug and Alcohol Service.
- A new City-Wide Event Strategy has been developed following full consultation and was approved in February. The strategy covers culture, leisure and sports programmes and facilities.

#### 4.13 Ambitious

- 60% of pupils achieved at least the expected levels in the early learning goals in the prime areas of learning and the specific areas of mathematics and literacy. Improvements have been shown year on year at a higher than national rate.
- The NEET Strategy (which is currently being reviewed) has supported a reduction in the overall number of young people not in education, employment or training (NEET) and the number where the destination is 'unknown'. The latest provisional data from January 2016 shows that 4.8% of 16-19 years olds were not in education, training or employment; this represents an improvement on the previous year and is below the national average.
- As a result of the Council's strategic 'school-placed planning' and the implementation of the Primary School Expansion Programme, there are sufficient school places available in Derby for 2, 3 and 4 year olds.
- Direct intervention has led to 108 empty properties returned back to use.
- Following the launch of the Fair Employment Charter in May 2015 work has been undertaken to promote this across the city. This includes sharing knowledge and best practice with other authorities and organisations.
- 7 businesses have been supported by the Derby Enterprise Growth Fund (DEGF).
- 43 apprenticeships have been provided through city placements.
- The annual 'health check' survey for adult social workers was undertaken, actions from this will be embedded within service business plans for 2016/17.

#### 4.14 Resilient

- 53% of customers are using the self-service options available when contacting the Council through Derby Direct, with all self-service payment channels showing a significant increase in transactions. This compares to 38% last year.
- 99% of business rates have been collected within 24 months of it being due, with performance being slightly improved compared to last year.
- 93% of IT and Governance e-learning policies have now been accepted by employees across the Council. Mandatory e-learning courses are in place for data protection and information governance as information security continues to be a high priority for the Council.
- The vast majority of Housing Benefit and Council Tax Support claims are now made online using self-service technology. Information about the evidence required to support the claim is now provided to the customer at the same time to improve the process.
- The draft Digital Strategy for 2016 onward has been completed, this will be finalised within 2016-17.
- The medium term financial strategy was presented to Council Cabinet in October 2015.

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

4.15 The number of households living in temporary accommodation has increased to 33 at

year end (the target was 30 for 2015/16). This year has seen both an increase in homelessness acceptances and a reduction in the number of social tenancies available. A restructure is planned as a result of reductions in funding for the Housing Options service and the management of temporary accommodation will be reviewed as part of this. The number of people accepted as homeless has risen to 377 from 278 last year, reductions in resources and capacity mean that it is becoming more difficult to prevent homelessness. Corporate Scrutiny considered a performance report in December 2015 which highlighted the challenges within this area.

- 4.16 105 new homes have been delivered in 2015/16, slightly below the target set of 120 for the year. Poor weather has hampered some of the developments and the deficit of 14 properties will be carried forward to next financial year. The target of 700 by 2019 is still expected to be met.
- 4.17 The percentage of looked after children placed with an Independent Fostering Agency remains higher than the target of 49%. There are a number of initiatives in place to increase awareness and recruitment as well as improving the application and assessment process.
- 4.18 48% of pupils have achieved 5 or more A\*-C grades at GCSE or equivalent including Maths and English. This is a slight decrease from the previous year and the Local Authority is working in partnership with the Secondary Strategic Group (SSG) to put in action rapid improvements at Key Stage 4. This has been reviewed by the Improving Young People Overview and Scrutiny Board and better outcomes are predicted for this year (*it should be noted that the measure will however change in 2016/17 which will mean outcomes are not comparable*).
- 4.19 494 jobs were created during 2015/16 through projects where the Council has directly intervened. These were supported by the Derby Enterprise Growth Fund (DEGF) and the Regional Growth Fund (RGF). The target for the year was 600, however there are further projects being supported through these programmes which will continue to create jobs up until March 2019.
- 4.20 The Council (alongside partners) is continuing to make improvements to its services for children and young people with special educational needs and disabilities (SEND) following the introduction of Government reforms in September 2014. The number of education and health care plans issued within 20 weeks was very low in 2015/16 but this is steadily increasing as investment and service reconfiguration is now taken effect. A performance surgery was held in April 2016 to review the action plan, demands and pressures facing this area.
- 4.21 The percentage of household waste recycled, composted or reused is provisionally at 32% (based on quarter three information), the target is 34%. There has been a slight decrease in the recycling rate which is in part due to a new code of practice which has had national effects on cost, quality and rejects.
- 4.22 Official sign off of the 2013/14 and 2014/15 accounts have not yet been received from external audit due to ongoing governance discussions. External Audit has reported that they anticipate giving an unqualified audit opinion of the accounts.



- 4.23 The Council has recognised the need to improve its resilience in terms of information governance support and enhance its Information Governance Framework, in particular information security. A comprehensive review and updating of all information governance policies has underpinned this. The mandatory e-learning courses on information governance and data protection has been a priority this year and further improvements to information security and the overall Information Governance Framework remain a high priority for the Council going forward.

### **Performance Interventions**

- 4.24 Performance interventions have been rigorous throughout the year (and previous periods) with challenge by Directorate Management Teams (DMTs) or Improvement Boards, Chief Officer Group and Scrutiny Boards / Performance Surgeries. Challenge is also provided through Sector Led Improvement peer challenge process, which takes place regionally for adults and children's services. In some cases the benefits from interventions are not immediate and can take time to be realised. Examples of intervention on Council Scorecard and business plan indicators during 2015/16 include:
- Children subject to child protection plans – Performance Surgery held in August 2015 to understand the changing profile of children with plans.
  - Numbers of children in need and children in care – Performance Surgery in August 2016 looking at the rising demands around social care.
  - Number of households living in Temporary Accommodation and number of homelessness acceptances – report presented to Corporate Scrutiny in December 2015.
  - Educational outcomes for children in care – report presented in Corporate Parenting in April 2016.
  - Education and Health Care Plans for children and young people with special educational needs – Performance Surgery held in April 2016.

### **Business Plans**

- 4.25 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).

<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 Finance Head of HR Director of Strategic Services and Organisational Development. Head of Performance and Intelligence
<b>For more information contact:</b>  <b>Background papers:</b> <b>List of appendices:</b>	Natalie Tuckwell 01332 643465 <a href="mailto:natalie.tuckwell@derby.gov.uk">natalie.tuckwell@derby.gov.uk</a> Sarah Walker 01332 646366 <a href="mailto:sarah.walker1@derby.gov.uk">sarah.walker1@derby.gov.uk</a>  Appendix 1 – Implications Appendix 2 – Council Scorecard Dashboard Appendix 3 – Q4 Improvement Report Appendix 4 – 2015/16 Annual Report Appendix (Draft)

<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**

- 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.