**DERBY CITY COUNCIL**

**COUNCIL CABINET**
**8 February 2017**

**ITEM 19**

Report of the Leader of the Council

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**PERFORMANCE MONITORING 2016/17 – QUARTER THREE RESULTS**

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**SUMMARY**

1.1 This monitoring report includes highlights from key performance measures included in the departmental business plans and which reflect the refreshed 2016-19 Council Plan. These priority measures form the Council Scorecard for 2016/17 and reflect key performance / budget risks that Chief Officers and Members need to be reviewing outcomes against on a regular basis.

1.2 At the end of quarter three (up to 31 December 2016), 66% of performance measures are forecast to meet or exceed their year end target. 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 Achievements noted at quarter three include:
- There have been 43 adoptions between April 2016 and December 2016 supporting a decline in the total number of children looked after.
- 584 jobs have been created and 15 businesses supported by the Derby Enterprise Growth Fund since April 2016.
- The volume of online transactions for existing self-service options continues to increase compared to last year.

1.4 Accountable officers have provided commentary to put performance into context and identify actions that they are taking to address poor performance (see **Appendix 3**).

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**RECOMMENDATIONS**

2.1 To note the 2016/17 quarter three performance results.

2.2 To give particular attention to the indicators highlighted in the Improvement Report at Appendix 3.

2.3 To note the performance measures recommended for Corporate Scrutiny and Governance Board at paragraph 4.20. To also note that Corporate Scrutiny and Governance Board review performance on a regular basis and may select indicators for Performance Surgery on the basis of this report.

| REASONS FOR RECOMMENDATIONS |
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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.

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Report of the Chief Executive

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| SUPPORTING INFORMATION |
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**Background to Council Scorecard**

4.1 The Council Plan contains the priorities for the Council to deliver in the medium term. The Council Plan has been 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 a 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 will be 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 In 2015/16 the structure of the methodology used to select measures was updated to reflect current service drivers, rationalise the number of measures and focus on <u>core</u> 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 For 2016/17 there is an updated scorecard which has been refreshed in line with this methodology and aligned to the refreshed 2016-19 Council Plan. The updated scorecard contains now 43 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.

**Corporate Scorecard Monitoring – 2016/17 Quarter Three**

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 quarter three performance results, up to 31 December 2016, the latest position shows:

- 66% of measures are forecast to meet or exceed the year-end target (of those measures where a forecast has been identified)
- 46% of measures have achieved their quarterly target.
- 41% of measures are forecast to improve compared to last year.

4.8    Summary performance results for all priority measures included in the Council Scorecard are as follows…

| Traffic Light Status | Q3 performance against Q3 target | Forecast against year end target | 2015/16 Performance |
|---|---|---|---|
| **Green / Blue –** met or exceeded target | 46% | 66% | 50% |
| **Amber** - missed target by up to 5% | 28% | 16% | 19% |
| **Red** - missed target by more than 5% | 26% | 18% | 31% |

| Direction of Travel | Forecast against previous year outturn | 2015/16 compared to 2014/15 |
|---|---|---|
| ↑ Better | 41% | 52% |
| → Same / planned reduction | 35% | 18% |
| ↓ Lower | 24% | 30% |

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 are forecast to meet or exceed the 2016/17 target for each pledge within the Council Scorecard are as follows…

| Ambitious | | | Safe |
|---|---|---|---|
| | **44%** | **69%** | |
| | **100%** | **78%** | |
| Strong | | | Resilient |
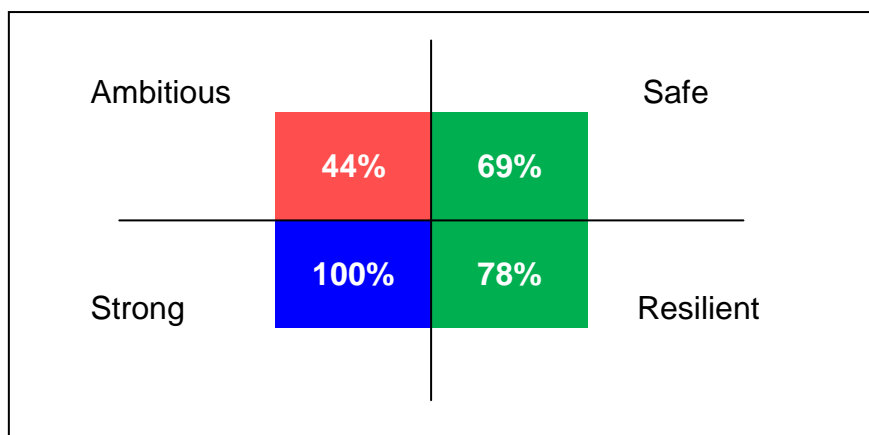
**Key Areas to note – Improving Performance** (where the target is forecast to be exceeded)

4.10 A total of 584 jobs have been created through the Derby Enterprise Growth Fund since April 2016, with the measure on track to reach the target of 600 by the end of March 2017 (Regen PM14). This includes over 300 jobs at the 2 Sisters Food Group's new manufacturing facility in Derby. 15 businesses have been given financial support this year through the fund, exceeding the target of 10 set for 2016/17 (Regen PM15). This support is expected to continue through to 2018.

4.11 The volume of online transactions for existing self-service options (CM PM19) continues to be ahead of target at quarter three, increasing by 42% compared to the same period last year.

4.12 The number of children in care per 10,000 population aged under 18 is currently 72.6 with a forecast of 73 at the end of March 2017 (SS PM07). This has reduced from 76.1 in 2015/16 and reflects the commitment to long term permanence through support services, prevention and exiting care work taking place over a number of years to safely reduce the number of children in care. Key achievements at the end of December 2016 to note include; 43 adoptions from the start of April 2016 to the end of December 2016 and at least a further 30 children and young people supported by the Exit from Care Team.

4.13 The total percentage of schools in the city judged to be 'good or better' continues to exceed 80% with a local authority high of 82% forecasted for the end of March 2017. Pupils in the city are therefore more likely to be attending a good school.

**Key areas to note – Deteriorating Performance** (where the target is also forecast to be missed at year end)

4.14    48% of Year six pupils are achieving the expected level in Key Stage 2 reading, writing and maths (L&I PM02a), this is lower than the target set of 53%. This places Derby below the national average of 53% however when 'value added progress' from KS1 to KS2 is considered pupil outcomes across reading, writing and maths illustrates progress has been made.  Further to this, Derby is below the national average for the percentage of primary schools below the floor standard.

4.15    Performance in relation to Education, Health and Care Plans continues to be a challenge (L&I PM26 and 26a / b) however through proactive work with schools on funding, demand is reducing slightly which will allow the Vulnerable Learners' Service to work with partners across the city to issue plans in a more timely way. Work on 'targeted cohorts' (introduced from September 2016 onwards) remains on track and to date over 200 plans have been issued with a further 86 out with parents for approval. To support improvements within this area there was a peer assessment in September 2016 and a refresh of the Special Educational Needs and Disabilities (SEND) Commissioning Board will support further progression.

4.16    35 new homes are expected to be delivered within 2016/17 with 15 to be delivered before the end of March 2017 (DH Local 62b).  The target originally set for the year was 50.  A number of sites have commenced and been delayed due to service connections but they will be handed over this year. The total number of homes delivered since 2013 currently stands at over 300 with a further 100 approved for delivery over the next 12-18 months.

4.17    Quarter three provisional data shows a significant increase in average working days per employee lost through sickness absence (CP 08f). Further work is ongoing to understand the reasons behind this increase and benchmarking undertaken to give more contextual information. A report on staff health and being is scheduled to be presented to Corporate Scrutiny on 7 February 2017.

4.18    Work is continuing on the asset valuations programme (IC PM20) and a robust action plan is in place to deliver the programme. The deadline of 31 March remains extremely challenging and we are using a mix of internal and external resources to complete this urgent piece of work.

**Business Plans**

4.19    All performance measures and objectives within business plans are monitored on DORIS and reported to Directorate Management Teams.  Full business plan reports will be available by Directorate and Department for Q3 on DORIS (The Council's Performance Management System).

**Performance Review**

4.20   The following updates will be presented to the Scrutiny Boards in the next three
       months:

- Special Educational Needs and Disabilities – Education, Health and Care plans
  (L&I PM26). Follow up to performance surgery due in January 2017.
- AHH Local 2A (i) Adults aged 18 and over admitted on a permanent basis in the
  year to residential or nursing care per 100,000 population (and wider adult social
  care measures). Update due in January 2017.
- Staff health and wellbeing - CP 08f Average working days per employee (full
  time equivalents) per year lost through sickness absence - Excluding Schools.
  Update due to February 2017.
- New Homes - DH Local 62b Number of new homes delivered before April 2019
  (HRA & DH). Update due in March 2017.
- Health and wellbeing - PH PM08 AHH PH Health Checks - A higher take-up of
  'Public Health' health checks. Update due in March 2017.

| **OTHER OPTIONS CONSIDERED** |
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5.1   Not applicable.

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

| **Legal officer** | |
|---|---|
| **Financial officer** | |
| **Human Resources officer** | |
| **Service Director(s)** | Director of Strategic Services and Customer Management |
| **Other(s)** | Head of Performance and Intelligence |

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|---|---|
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| **Background papers:** | |
| **List of appendices:** | Appendix 1 – Implications |
| | Appendix 2 – Council Scorecard Dashboard |
| | Appendix 3 – Q3 Improvement Report |

| IMPLICATIONS |
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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.