

Performance monitoring – Quarter 2 2021/22

Purpose

- 1.1 The Council's Recovery Plan for 2021/22 was approved by Cabinet in February 2021. This report presents a consolidated overview of performance in line with commitments made in the Recovery Plan; bringing together priority performance measures, projects and strategic risks.
- 1.2 A commitment was made to making the Recovery Plan dynamic on approval, ensuring that it remains fit for purpose. Some minor amendments have been requested by Lead Officers, set out in paragraph 4.4.
- 1.3 As reporting processes have progressed, and baselines are in place for most areas, targets have been identified for appropriate measures contained within the Plan and are presented for approval alongside being included within quarter two reporting (**Appendices 1 and 2**).
- 1.4 A summary of key performance highlights covering the period of July 2021 to September 2021 (quarter two) can be found in paragraph 4.10, with details of key achievements presented within paragraph 4.11. Areas for further work are detailed within paragraphs 4.12 to 4.16, and a full overview of progress against the Recovery Plan is available in **Appendix 1**.
- 1.5 There are no areas identified for a Performance Surgery based on outturns at the end of September 2021, however two strategic risks will be the subject of targeted reviews during quarter three, and updates will be presented to the Executive Scrutiny Board on the following areas:
 - demand and the impacts of COVID-19 on services in November 2021, and
 - the Capital programme and our priority projects in December 2021.

Recommendations

- 2.1 To approve the amendments recommended to the Plan, as presented in paragraph 4.4.
- 2.2 To approve the targets set for the measures contained within the Recovery Plan (Appendix 2).
- 2.3 To note the latest performance position, paying particular attention to the latest profile of our strategic risks and emerging priorities for improvement.

- 2.4 To note the in-quarter activities set out in 4.17, that has been completed to provide assurances on our strategic risk controls, with further activities scheduled for quarter three.
- 2.5 To note that no performance measures are recommended for consideration via a Performance Surgery, but updates will be provided to Executive Scrutiny Board in line with their Performance Plan (paragraph 1.5).

Reasons

- 3.1 Performance monitoring enables us to keep track of our progress against various plans, and it's essential that Cabinet has regular oversight of progress against the Council Plan and supporting Recovery Plan.
- 3.2 A key part of effective improvement is robust project and risk management, with regular senior oversight of the latest position. This makes sure that there is clear accountability, and it allows informed decision making, in a transparent way.

Supporting information

Recovery Plan - context, targets and key changes

- 4.1 In February 2021, Cabinet approved the 2021/22 Recovery Plan, which aligns to the Council Plan 2019 - 2023 and replaces our annual Council Delivery Plan. The content of the Recovery Plan subsequently forms the basis of our performance monitoring framework for 2021/22.
- 4.2 The Recovery Plan is focused on delivering better outcomes within three priority areas, which align to the Council Plan 2019 – 2023.



- 4.3 At the point of approving the Plan, Cabinet also approved that the content of the plan would remain under review, to make sure it remained relevant, deliverable and focused on agreed priorities.

- 4.4 During the period of July 2021 to September 2021, there has been one measure identified as no longer relevant, alongside a request to re-define a milestone...

Measure / milestone description	Proposed recommendation to Cabinet	Rationale for proposed change
<u>Measure</u> - Number of people helped into work through the Employment Portal	Delete this measure.	The Portal has not been procured as activities have focused on local service developments to ensure that a service can be offered directly to employers with a more holistic offer.
<u>Milestone</u> - Embed and further develop neighbourhood working to all areas of the city and explore opportunities for a City Centre Community Safety Hub	Divide this milestone into 2 parts: Part a - Embed and further develop neighbourhood working in the City Centre and explore opportunities for a City Centre Community Safety Hub Part b - Embed and further develop neighbourhood working to all areas of the City	To reflect activities more accurately, alongside reflecting the different accountabilities for the delivery of each part.

- 4.5 In addition to committing to the on-going review of the Plan, Cabinet were also asked to note at the end of quarter one that targets for measures contained within the Recovery Plan would be proposed alongside the reporting of quarter two outcomes.
- 4.6 The reason for the delay was to allow lead officers time to develop up-to-date baselines, which were not as significantly influenced by the pandemic, as 2020/21 performance was, making sure that we have evidence-based proposals.
- 4.7 Targets are important for an organisation as they drive delivery, setting out clear expectations and commitments for performance, ensuring that there is an agreed focus on achieving shared goals.
- 4.8 Set out in **Appendix 2** are targets for measures where services have been able to set them. It should be noted that some measures are owned by partners or the setting of targets is not considered to be appropriate, which is reflected within the supporting information in the summary.
- 4.9 The targets proposed for approval have been used to inform assessments of performance outcomes as at the end of September 2021, any requested changes to proposed targets will be reflected within the quarter three performance analysis.

Quarter 2 Summary Overview

- 4.10 Presented below is a summary of key highlights from the quarter two performance report, which covers the period from July 2021 to the end of September 2021. A full overview of performance, by Recovery Plan themes and outcomes, is presented at **Appendix 1**, with notable outcomes presented on pages 2, 12 and 25.



Of the measures where **quarterly targets** have currently been set, **78%** had **met or exceeded the target** at the end of September 2021.

Based on the quarter two outturns, **94%** of measures are **forecasted to achieve annual targets** at the end of March 2022.



At the end of September 2021, **91%** of priority milestones/actions were assessed as '**on track**' or '**completed**', which is an **improvement on the quarter one position** of 87%.



75% of the priority projects being monitored as part of the Recovery Plan have been evaluated at the end of September as either '**green**' or '**amber / green**'



There are **18 strategic risks** within the strategic risk register, and since the end of June 2021 one risk has been escalated to the strategic risk register by the COVID Programme Board (SR 27 – *Diminished outcomes for Derby's children and young people*), with one risk being de-escalated (SR 25 - *COVID-19 exit plans are not sufficient to support the long-term response to rough sleeping and homelessness (including those at risk) in the city*).

Key areas of achievement

- 4.11 Together WITH the city, key areas of progress to note between July 2021 and September 2021 have included:

- There has been **£111.34 million of private sector funding generated** in Derby, as a result of our activities and interventions, with work starting on site at the **SmartParc project** in August 2021.
- **49 businesses have been supported** by Derby City Council through access to finance, advice and indirect support, with **124 jobs created** through our initiatives.
- **Over 250,000 people** have attended Derby Live produced, presented and supported events and performances.
- **20 grants** have been awarded for **energy efficient measures** totalling over **£130,000**, with **68 energy audits** completed with small and medium sized businesses to support our collective commitment to climate change.
- Confirmation has been received from the Joint Air Quality Unit that progress on the implementation of our '**Roadside NO2 Local Air Quality Plan**' is sufficient and there are no funding risks, which has improved the overall delivery confidence rating for this project.
- Our colleagues are working with Community Action Derby and the Community Development Team to develop the **Derby Health Inequalities Partnership**.

- To support our children and young people to be more active, work started on the **development of the Osmaston Park BMX track and a local BMX club.**
- **Ten properties** have now been identified for the Rough Sleeper programme.
- There were **265 homelessness approaches resolved under the 'prevention duty'** between July 2021 and September 2021.
- In August 2021, Ofsted published **Derby's focused visit** letter that **evidenced that the implementation of our strength-based approach within our practice is supporting our children and young people to positive outcomes.**
- Over **57% of Education, Health and Care Plans have been completed within the 20-week target**, which is an improvement on the position of 42.3% reported at the end of June 2021.
- **Over 1,000 successful interventions** have been delivered on the customer's behalf by our Welfare Reform Team so far in 2021/22.
- **119,260 residents and businesses are registered with a MyAccount**, with over 6,000 users registering a new MyAccount in the last three months; these individuals and businesses can **access 69 different services online.**

Opportunities for development and areas of risk

- 4.12 A key area of on-going concern continues to be **rising demand for statutory services**, and in particular the number of families, children and young people requiring statutory support.
- 4.13 Strategic Risk 10 (*Continued high demand for statutory children's social care services, with insufficient numbers of Derby Foster Carers to reduce our spend on external IFA placements*) was reviewed and re-defined during quarter two. This was to accurately reflect the current issues versus the areas of risk for Derby. The risks now reflect that the complexity of need within the city, alongside a lack of sufficient services at both the earliest point to limit the escalation of risk, and at the point children are in care and require a placement is driving both demand and budget pressures.
- 4.14 At the end of quarter two, there was a rise in the number of child exploitation requests that were identified as 'medium' or 'high' risk at the first strategy meeting. In addition to this, the COVID Programme Board has escalated a risk on 'diminished outcomes for children and young people', as a result of the pandemic. We are working to mitigate this through our partnership activities, which have included consulting with over 400 young people regarding how safe they feel in the city and what changes need to happen in order to increase safety within the context of Place Based Risk. Both areas do however further evidence increasing need within the city.
- 4.15 There has also been a rise in homelessness approaches due to domestic abuse, and there has been an increase in violent incidents without injury during the night-time economy; impacting on the safety and resilience of our communities.
- 4.16 A key area of risk flagged at the end of June 2021, was the financial pressure the demand for services was having. During quarter two, **budget spending review panels** have been introduced to assist in the management of current budget pressures (alongside the controls already in place for specific areas of risk), and work has continued on the Medium-Term Financial Plan, with workshops hosted for

our portfolio themes to align budget proposals with priorities for the city. Activities will continue on both areas, into quarter three, as we manage what still remains an area of significant risk.

Performance review activities

- 4.17 Over the last quarter, three strategic risks have been considered through targeted review activity, supported by the Assurance Team and the Corporate Risk Management Group (CRMG):
- SR 6 - Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget.
 - SR7 - Contract management arrangements that are not in line with our agreed standards.
 - S10 - Continued high demand for statutory children's social care services, with insufficient numbers of Derby Foster Carers to reduce our spend on external Independent Fostering Agencies placements.
- 4.18 Members of the CRMG were assured of the adequacy of mitigations in place and supported any recommended additions/changes proposed as part of the reviews.
- 4.19 Alongside the areas of targeted review by Executive Scrutiny Review Board, as part of their performance plan (paragraph 1.5), the following areas of risk will be reviewed by the Assurance Team by the end of December 2021:
- SR16/ CR17 - Insufficient resources to meet planned expenditure; external impacts which may impact on long-term financial resilience such as Covid-19.
 - SR18/ P-R13 (COVID Risk 10) - Increase in the numbers of individuals and families in the city identified as 'in need' following COVID-19, which may include 'unmet' need during that pandemic.

Public/stakeholder engagement

- 5.1 Consultation will be completed in line with priority areas/projects and as appropriate.

Other options

- 6.1 Not applicable.

Financial and value for money issues

- 7.1 Regular monitoring of performance measures, projects and strategic risks embeds understanding of how economically, efficiently and effectively the Council is performing.
- 7.2 Many of our priority performance measures, projects and strategic risks relate to areas of demand or risk that are major cost drivers and understanding these provides valuable insight for planning resource allocation within the Medium Term Financial Plan.

Legal implications

- 8.1 Updates on projects will be appropriate to the type and stage of the project, taking into consideration that there may be legally sensitive issues that impact on reporting.

Climate implications

- 9.1 Climate change is a key feature of the Council Plan 2019 – 2023, with targeted actions for 2021/22 set out within the Recovery Plan. Appropriate updates on progress are presented as part of this report.

Other significant implications

- 10.1 Equalities – many of the services set out in the Council Plan are particularly important for people who share protected characteristics under the Equality Act 2010, and who would face further barriers to equality without effective public services. Understanding the effectiveness of these services and how they impact on people's lives is important for advancing equality of opportunity, which is part of our Public Sector Equality Duty.

This report has been approved by the following people:

Role	Name	Date of sign-off
Legal	Emily Feenan - Director of Legal, Procurement and Democratic Services and Monitoring Officer	28/10/2021
Finance	Alison Parkin – Director of Financial Services	21/10/2021
Service Director(s)	Corporate Leadership Team	25/10/2021
Report sponsor	Heather Greenan - Director Policy, Insight and Communications	21/10/2021
Other(s)		

Background papers:	
List of appendices:	Appendix 1 - 2021/22 Quarter 2 Performance Report Appendix 2 - 2021/22 Recovery Plan Targets