COUNCIL CABINET
12 February 2020

ITEM 19

Report sponsor: Acting Chief Executive
Report author: Policy & Improvement Manager

Council Delivery Plan monitoring – Quarter 3 (Q3)

Purpose

1.1 In July 2019, Council approved the Council Plan 2019 – 2023, with Cabinet approving the supporting Council Delivery Plan in the same month. The underpinning performance framework and priority targets were approved in September 2019.

1.2 This report presents a consolidated overview of performance; bringing together priority performance measures, projects and strategic risks, in line with the Council Plan themes along with progress on Delivery Plan actions.

1.3 At the end of Q3 (December 2019), 59% of our priority performance measures were forecasted to improve from the positions reported at the end of March 2019, with 76% of our supporting Delivery Plan actions being evaluated as 'on track'. 78% of the 18 priority projects were rated as either 'green' or 'amber/green,' and for our thirteen strategic risks, 100% of controls were assessed as established.

1.4 A summary of notable performance issues is set out in paragraphs 4.3 to 4.19, with a full assessment of performance by Council Plan theme at **Appendix 1.**

Recommendation

2.1 To note the latest performance position, paying particular attention to our strategic risks and emerging priorities for improvement.

Reasons

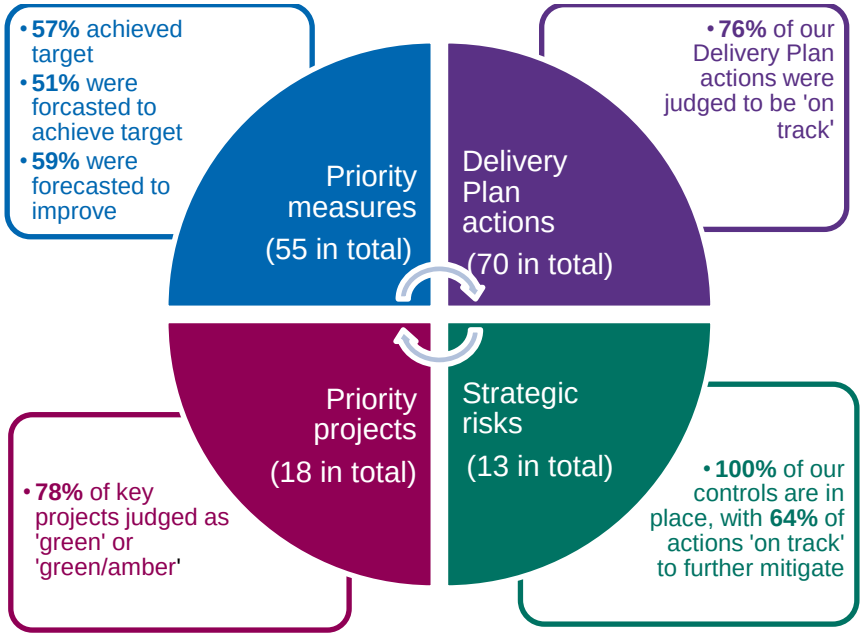
3.1 Performance monitoring enables us to keep track of our progress against various plans, and it's essential that Cabinet has regular oversight of progress against the Council Delivery Plan.

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

Quarter 3 Overview

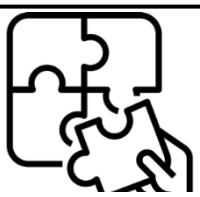
4.1 A full overview of Q3 performance, by Council Plan theme, is at **Appendix 1;** the diagram below provides a summary.



4.2 The sections below look at the three Council Plan themes, in turn.

A city with big ambitions

Themes | **A city with big ambitions**



13 Performance Measures
8 Projects
3 Strategic Risks
23 Delivery Plan actions

% performance measures meeting target at Q3 *	33%
% performance measures forecast to meet 2019/20 target *	22%
% performance measures forecast to improve *	50%
% of Council Delivery Plan actions on track	78%
% projects on target at December 2019	75%
% of Strategic Risks rated as 'Significant'	0%

* This only includes the measures with quarterly and annual targets set

<u>Making a difference</u>

4.3 As part of our commitment to raise Derby's international profile, we hosted three business delegations from China and another from Japan during the last quarter. One of these has already led to a confirmed direct foreign investment

from China and several others are likely to generate inward investments in 2020.

4.4 Over the last quarter, positive proposals have been developed for the introduction of a new City Leadership Board, with the development of a Vision Commission to take forward the refresh of our city vision and the Derby Plan. These proposals are expected to be presented to the Cabinet in March 2020. However, it is not anticipated that the Derby/City Plan will be reviewed until 2020/21.

4.5 A number of our key projects are making good progress:

- Our City Our River – Package 1 works are now near completion. New flood gates have recently been installed and tested at Exeter Bridge.
- A52 Improvements – we have de-escalated our strategic risk on this area, with key deliverables in the last quarter including; the development of the bridge, completing the construction of new kerblines around Derwent Parade roundabout and the head of Wyvern Way and the construction of a new roundabout in preparation for final surfacing works to be carried out in 2020.
- Castleward - in September 2019, Cabinet approved the funding package to deliver a new primary school, which includes an additional contribution from the Housing Infrastructure Fund (HIF) grant. In November 2019, Cabinet subsequently approved proposals to implement Compulsory Purchase Order to deliver the Castleward Urban Village, with additional financial contributions confirmed.

4.6 Supporting our strengthened project management arrangements, the Senior Responsible Officer (SRO) health-check process is now in place. Two Project Manager Network events were held in December 2019, and progress is being made towards the achievement of the A52 audit recommendations. Consequently, we have revised the related strategic risk score from 12 to 8 (Strategic Risk 6 / CC R1 – Managing major capital projects), noting that work remains on-going to deliver some of our priority projects currently assessed as either ‘red’ or ‘amber/red’, which are considered as individual risks.

<u>Priorities for improvement</u>

4.7 Improving educational outcomes for Derby’s children and young people is a key priority. Provisional Progress 8 data for our vulnerable cohorts evidences that performance has deteriorated since 2018 and that overall progress rates remain too low. The final attainment outcomes will be available for the quarter 4 report.

4.8 In November 2019, we submitted our Written Statement of Action (WSoA), in response to our local area Special Educational Needs and Disabilities (SEND) Inspection, held in June 2019. The WSoA has been judged as ‘fit for purpose’ by the Inspectorates. We have also updated our local area governance, making sure that there is accountability for identified actions and monthly meetings are in place to track progress and challenge as required. We hope to

see the positive impact of our work in priority areas (i.e. Percentage of new Education Health Care Plans issued in 20 weeks) in the coming months. We have however added a risk to our strategic risk register on failure to make sufficient progress; ensuring the risks of non-delivery are routinely considered (SR17 - Failure of Local Authority to implement the SEND reform (in collaboration with key partners)).

4.9 Progress with the Assembly Rooms project has been re-classified from 'amber/red' at the end of quarter 2, to 'red' at the end of quarter 3; with the project being halted due to forecasted increases in the overall costs.

A city of health and happiness

Themes

A city of health and happiness

35 Performance Measures
7 Projects
2 Strategic Risks
30 Delivery Plan actions

% performance measures meeting target at Q3 *	71%
% performance measures forecast to meet 2019/20 target *	68%
% performance measures forecast to improve *	52%
% of Council Delivery Plan actions on track	77%
% projects on target at December 2019**	71%
% of Strategic Risks rated as 'Significant'	100%

* This only includes the measures with quarterly and annual targets set.

Making a difference

4.10 Promoting independence for some of our vulnerable residents, the Healthy Housing Hub have supported over 600 households since April 2019, with repairs, improvements, adaptations and advice. We are now forecasting that we will exceed our year-end target of 650 by 150 households. In addition to this, there have been 161 adaptations completed through the Disabled Facilities Grant, with the budget fully committed since November 2019.

4.11 A number of our key homelessness measures have seen positive reductions over the last period. We have also created 128 affordable private rented properties for homeless households. This has contributed to 316 successful homeless preventions and a further 899 cases resolved under relief duty. In addition to this, there have been 141 new affordable homes provided, due to a high number of completions on the larger Section 106 sites, and this position is forecasted to increase to 180 by the end of March 2020.

4.12 There has been positive progress on our commitment to extend the operation of neighbourhood working and the presence of Public Protection Officers (PPOs) to all areas of the city. Our new PPOs are now undertaking active

duties following successful recruitment and training. Executive Scrutiny Board received a presentation on progress on 14 January 2020.

Priorities for improvement

4.13 Due to high demand from mental health services, we are now forecasted to miss our delayed transfer of care target. It should however be noted that we are a top performer in this area and the position forecasted is still a very positive outcome for the city and our vulnerable residents.

4.14 We've had 28 young people (18 to 64 year olds) entering either residential or nursing care, which is above our target. We are taking a number of actions to help us manage this demand and support individuals to remain independent in their own homes/communities…

- Demand management initiatives have been introduced to extend opportunities for community support and early identification of issues.
- We have developed a Younger Adults Accommodation Strategy, which has yielded many supported living opportunities promoting independence.
- Our Direct Payment offer continues to grow, to allow people to self-direct support in supported living arrangements.

4.15 There remain on-going challenges with high numbers of children in care and a lack of local foster carers to support them. This is placing significant pressures on our budget, as too many children and young people are placed in costly Independent Fostering Agency (IFA) placements. We have a Corporate Fostering Recruitment Board that involves key strategic leads from across the council, which has driven improvements in our marketing and sales approach that are now embedded in our recruitment and assessment approaches. The service has been able to respond to the increased number of foster carer applications and assessments being presented to panel. To date, two of the nine 2019/20 foster carer approvals have resulted from enquiries this year and it is forecasted that there will be 107 mainstream households at the end of March 2020, which would represent an improvement from 2018.

A Council focused on the things that matter

Themes

A council focussed on the things that matter

7 Performance Measures
3 Projects
8 Strategic Risks
17 Delivery Plan actions

% performance measures meeting target at Q3 *	33%
% performance measures forecast to meet 2019/20 target *	43%
% performance measures forecast to improve *	100%
% of Council Delivery Plan actions on track	71%
% projects on target at December 2019	67%
% of Strategic Risks rated as 'Significant'	38%

* This only includes the measures with quarterly and annual targets set.

Making a difference

4.16 Over the last 3 months, we have focused on celebrating success and reviewing the progress that our colleagues have been making. 98.5% of all our colleagues have had a mid-year performance review, making sure we are all focused on shared priorities, reflecting on what has gone well and what our priorities are for the rest of the year. We also hosted our first 'We're here for Derby' awards, which celebrated some of the achievements of our individuals and teams.

4.17 We have completed our Cashless Council project, with key achievements including:

- reducing our invoices by over 3,800 in one year
- launching of Prepaid Cards to Appointee-ship/Direct Payments clients
- placing marketing in Care Homes to encourage customers onto Direct Debit
- saving over £3,000 on the postage of invoices.

4.18 Our Digital by Default programme is progressing well, with work on-going on the Enhanced Citizens Account functionality, a single front door for Adult Services and the development of our new corporate website.

Priorities for improvement

4.19 There have been positive increases in the number of return to work interviews completed in a timely way, 81.8% (from 69.1% at the end of March 2019) when colleagues return from a period of sickness absence, however the average number of working days lost due to sickness between April 2019 and December 2019 is comparable to the same period in 2018 (8.91 days).

4.20 We have seen some delays in our property rationalisation programme, due to challenges with capacity. We have however refreshed our plans to rationalise and deal with vacant and surplus properties, which are being integrated into our Business Plans for 2020/21.

Supporting improvement

4.21 It should be noted that of all the priorities for improvement identified within the report and appendix, there is targeted work on going to support improvements. Projects are monitored closely through Project Boards and the Programme Management Office. Priority performance measures have focused work on-going, supported in many instances by either our Change Derby Team or the Policy and Insight Team. All our strategic risks are closely monitored by the

Corporate Risk Management Group, Corporate Leadership Team and Audit and Accounts Committee.

Public/stakeholder engagement

5.1 Consultation will be completed in line with priority areas/projects and as appropriate. Updates will be reported to evidence impact (eg: our adult social care survey.)

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.

Other significant implications

9.1 Equalities – many of the services set out in 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	29/01/2020
Finance	Simon Riley – Director Financial Services and Section 151	29/01/2020
Service Director(s)	Heather Greenan - Director Policy, Insight and Communications	02/02/2020
Report sponsor	Paul Simpson – Acting CEO	29/01/2020
Other(s)		

Background papers:	
List of appendices:	Appendix 1 – Quarter 3 - Performance Monitoring Summary Report