



Performance Items and Performance Forward Plan

SUMMARY

- 1.1 Following the constitutional changes implemented in March 2015 the Executive Scrutiny Board took ownership for monitoring corporate performance. To support the delivery of improved outcomes, a performance forward plan was approved by the Board in June 2017.
- 1.2 This report allows for officers to present an update on two areas of performance:
 - Supporting housing needs - new homes (including affordable homes), homelessness preventions and use of Bed and Breakfast (via presentation)
 - Corporate Improvement Plan – with supporting information below.

RECOMMENDATIONS

- 2.1 To consider and agree the performance items identified for consideration by the Board as part of the Forward Plan for Performance as shown at **Appendix 2** and make any amendments to the plan as agreed by the Board.
- 2.2 To discuss any actions arising from the performance updates received and agree any recommendations arising from these discussions.

REASONS FOR RECOMMENDATIONS

- 3.1 To ensure robust performance monitoring and challenge, enabling the Executive Scrutiny Board to take remedial or further investigative action supporting improvements in priority areas.
- 3.2 To allow the Board to discuss specific issues around performance and make relevant comments, recommendations and suggestions for future actions to resolve issues around performance.

Corporate Improvement Plan

- 4.1 In December 2017 a Performance Surgery was held to review the findings from the Corporate Peer Challenge (CPC). It was agreed at the Surgery that the Corporate Improvement Plan would be added to the Executive Scrutiny Board performance forward plan for January 2018.
- 4.2 Derby City Council invited the Local Government Association (LGA) to undertake a CPC review in June 2017. The Peer Team looked at five key areas as part of the review...
- Understanding of the local place and priority setting.
 - Leadership of place.
 - Financial planning and viability.
 - Organisational leadership and governance.
 - Capacity to deliver.
- 4.3 The findings from the CPC were published on 20 December 2017. As part of the Sector Led Improvement approach, Derby is expected to address the eleven recommendations made by the LGA team:
1. Focus on a smaller number of key priorities
 2. Consistently engage with key partnerships and provide clarity to partners about the council's overall priorities
 3. Re-establish the Derby Plan as the single partnership plan
 4. Strengthen approach to community engagement
 5. Close the 2015/16 and 2016/17 accounts
 6. Review the capability of the finance function
 7. Develop a robust financial strategy urgently and explore other financing options
 8. Seek external support to improve member-member relationships and member-officer roles and responsibilities
 9. Review and strengthen corporate capacity and capability within the Organisation and Governance Directorate
 10. Commit to a workforce development plan to embed behaviours and culture, and build managerial and leadership capacity
 11. Develop a clear approach to commercialism backed by a plan understood and owned by managers across the council.

- 4.4 Improvement planning is a key part of the Council's Performance Management Framework and enables focus in priority areas. Improvement planning is well established in Children's and Adult Services and has proved invaluable in supporting inspection readiness and driving improvements in both practice and outcomes. This was reflected in the 'Good' rating awarded by Ofsted in the recent Single Inspection Framework (SIF) inspection that took place in March 2017.
- 4.5 It is proposed to adopt a similar approach to address current corporate priorities for improvement identified within a number of plans and reports:
- **Governance Project Plan** - the Governance Board and Working Group established an improvement plan in 2015 to address gaps in the Council's governance 'building blocks'. This included areas highlighted in the Public Interest Report of July 2016 (now addressed) and others such as risk management, organisational development and information governance where work is ongoing.
 - **Section 24 Statement of Accounts Action Plan** - In July 2017 the External Auditors issued a S24 Statement of Recommendation report. This led to the creation of the Accounts Action Plan to respond to the outstanding issues relating to valuations, statement of accounts production, management of capital projects and wider control environment. The Action Plan was approved by Full Council in July 2017 and the majority of actions have now been completed.
 - **Corporate Peer Challenge** – the review held in June 2017 identified a number of areas for improvement including partnership working, senior management capacity and working relationships between members and officers.
- 4.6 Considerable work has already taken place to respond to issues reflected in these areas. However we need to act quickly to show a position direction of travel to external stakeholders such as External Audit and Local Government Association. Whilst it is too late to influence the Value for Money Opinion for 2016/17, there is still time to demonstrate progress to Ernst & Young for 2017/18. The LGA Peer Team will return to Derby for a follow-up visit in 12-18 months to assess our progress in making wider improvements.
- 4.7 It is suggested that a consolidated Corporate Improvement Plan (CIP) will provide the mechanism for driving forward work to address current risks and recommendations. The benefits of introducing a Corporate Improvement Plan include:
- Providing greater focus on key priorities with a reduced number of plans and robust monitoring through DORIS (Council performance monitoring system).
 - Alignment with objectives and actions in other plans such as Council Delivery Plan and Departmental Business Plans to ensure improvement activity is embedded. This will also promote a greater understanding of the costs of service improvements, which can be linked to budgets.
 - More transparent improvement planning through published priorities and progress reported through the Council's Annual Report.
 - Greater visibility and ownership - the plan will be owned by Chief Officer Group

(COG) and progress reported to the Corporate Improvement Board, Audit and Accounts Committee and Executive Scrutiny Board.

- Improved delivery of outcomes – better governance and focus on the strategic areas included in the CIP will result in delivery of improved outcomes for our customers.

4.8 The draft CIP, which can be found in **Appendix 3**, is structured into 10 priority themes...



4.9 The summary plan is underpinned by a more detailed action plan. It is proposed that the CIP action plan is monitored monthly with urgent follow-up action to address slippage. The CIP will also be reported monthly to the Corporate Improvement Board (previously the Governance Board) chaired by the Cabinet Member for Finance and Governance. Quarterly updates will be made available for Audit and Accounts Committee and Executive Scrutiny Board.

OTHER OPTIONS CONSIDERED

5.1 None.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Mark Taylor, Interim Director of Finance
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For more information contact:	Heather Greenan – Head of Performance and Intelligence 01332 643462
Background papers:	None
List of appendices:	Appendix 1 – Implications Appendix 2 – Forward Plan Appendix 3 – Draft Corporate Improvement Plan

IMPLICATIONS

Financial and Value for Money

- 1.1 Each year the External Auditors give an opinion on the Authority's Statement of Accounts and Value for Money (VFM) Opinion. The Corporate Improvement Plan is required to drive improvement against key risks and provide evidence for the VFM Opinion for 2017/18.

Legal

- 2.1 There is no legal requirement for a Corporate Improvement Plan however it will make reference to other improvement plans which are legally constituted (for example, the Ofsted SIF Improvement Plan approved by Cabinet in September 2017).

Personnel

- 3.1 The CIP includes actions which will support strong leadership and workforce planning.

IT

- 4.1 None arising from this report.

Equalities Impact

- 5.1 Inspections and assessments consider how services are addressing equality and diversity needs of both individuals and communities.

Health and Safety

- 6.1 None arising from this report.

Environmental Sustainability

- 7.1 None arising from this report.

Property and Asset Management

- 8.1 None arising from this report.

Risk Management

- 9.1 Risk management is one of the priority themes included in the CIP where improvement is needed.
- 9.2 Performance monitoring, reporting and scrutiny allows the Council to manage risk by identifying potential issues at the earliest opportunity and put measures in place to mitigate these and improve performance.

Corporate objectives and priorities for change

- 10.1 The CIP will support implementation of the Council Delivery Plan covering 'Safe, Strong, Ambitious and Resilient' priorities.
- 10.2 The Council's performance monitoring processes monitor the implementation of the Council Plan 2015-18 and the 8 priority outcomes which underpin our vision.

Executive Scrutiny Board - Forward Plan for Performance 2017/18

Month	Theme / Item	Format
January 2018	Supporting housing needs - new homes (including affordable homes), homelessness preventions and use of Bed and Breakfast	Presentation
	Corporate Improvement Plan (as agreed at Performance Surgery on CPC Findings held in December 2017)	Cabinet Report
February 2018	Achieving independence for older people including; delayed transfers of care, rehabilitation / intermediate care and prevention activity (i.e. falls prevention, Health Housing Hub, local area coordination and Talking Points)	Presentation
	<i>Quarter 3 Performance Report</i>	<i>Cabinet Report</i>
March 2018	Regeneration projects including impact on businesses and jobs in the city	Presentation
April 2018	SIF a year on - progress with the Improvement Plan	Presentation
May 2018 / June 2018	Corporate Governance and progress since the Corporate Peer Challenge	Presentation
	<i>Quarter 4 Performance Report</i>	<i>Cabinet Report</i>
	<i>Council Scorecard refresh</i>	<i>Cabinet Report</i>