



Report sponsor: Director of Corporate Management
Report author: Head of Strategy, Performance and Partnerships

2022/23 – Q4 Performance Monitoring Report

Purpose

- 1.1 The Council Plan 2022-2025 was approved by Cabinet in February 2022, with the supporting annual delivery plan for 2022/23 approved in July 2022.
- 1.2 This report presents a consolidated overview of performance in line with commitments made in the Plan; bringing together priority performance measures, projects and strategic risks.
- 1.3 A commitment was made to make the Council Delivery Plan dynamic on approval, ensuring that it remains fit for purpose.
- 1.4 A summary of key performance highlights covering the period of January 2023 to March 2023 (quarter four) can be found in paragraph 4.7, with details of key achievements presented within paragraphs 4.8 to 4.10. Areas for further work are detailed within paragraphs 4.11 to 4.15, and a full overview of progress against the 2022/23 Council Delivery Plan is available in **Appendix 1**.
- 1.5 There is one area (two linked performance measures) identified for a Performance Surgery, based on outturns at the end of March 2023.

Recommendations

- 2.1 To note the latest performance position, paying particular attention to the latest profile of our strategic risks and emerging priorities for improvement.
- 2.2 To note the in-quarter activities set out in 4.16, that have been completed to provide assurances on our strategic risk controls, with further activities scheduled for 2023/24.
- 2.3 To note that two performance measures are recommended for consideration via a Performance Surgery (paragraph 4.18).
- 2.4 To note the findings of the Data Quality and Performance Management audit report published in March 2023, presented in paragraphs 4.19 to 4.21, which found there to be 'substantial assurances'.

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.
- 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

- 4.1 The Council Plan 2022–2025, approved by Cabinet in February 2022 and Council in March 2022, sets out our vision for the city:

Ambitious for Derby - “working together with the city, for the city”

- 4.2 The plan is focused on four priority areas / themes that form the basis of our future ways of working, and ambitions for the city from 2022 onwards.



- 4.3 These four priority themes are supported by two enabling programmes of ‘better together’ and ‘working smarter’; which provide the focus for our internal improvement and transformation activities.
- 4.4 At the point of approving the Plan, Cabinet also approved that the contents of the plan would remain under review, to make sure it remained relevant, deliverable and focused on agreed priorities.
- 4.5 It should also be noted that there remains nine measures where definitions are still being confirmed as part of the delivery of the Council Plan 2022-2025, with thirteen measure definitions confirmed since the quarter three report.

- 4.6 A full review of commitments within the Council Plan 2022 – 2025 was presented alongside commitments within the Medium-Term Financial Plan 2023 – 2026.

Quarter 4 summary

- 4.7 Presented below is a summary of key highlights from the quarter four performance report, which covers the period from January 2023 to the end of March 2023. A full overview of performance, by Council Delivery Plan themes and outcomes, is presented at **Appendix 1**, with notable outcomes presented on pages 2, 7, 14, 18 and 32.



Of the measures where **targets** have been set and were monitored, **72%** had **met or exceeded the target** at the end of March 2023, which is **higher than the 65% reported at the end of March 2022**.



At the end of March 2023, **73%** of priority milestones/actions, where an update was provided, were assessed as **'on track' or 'completed'**, a **decline from both the end of 2022/23 quarter three position (84%) and the end of March 2022 (81%)**; reflecting some of the emerging pressures that we are facing.



67% of the priority projects being monitored as part of the Council Plan have been evaluated at the end of March as either **'green' or 'amber / green'**, following targeted assurance reviews on progress and delivery confidence assessments. This position is below the 81% reported at the end of March 2022, but there has been more robust challenge and assurance activities over the last year.



There were **15 strategic risks** within the strategic risk register, and since the end of December 2022 it should be noted that one risk has been escalated from directorate to strategic risk level, one has been de-escalated to directorate level, and one reclassified from an opportunity to a threat risk.

Key areas of achievement

- 4.8 Together WITH the city, key areas of progress to note at the end of March 2023 have included:

Green City

- **39.7% of household waste was recycled, composted or reused** between April 2022 and the end of December 2022, which is 3% higher than the comparable period in 2021.
- Improvements have been delivered on Stafford Street to reduce roadside **NO2 air quality** and this project has now been closed.
- The full business case for our **strategic cycle link** is now complete and the scheme is moving towards the delivery phase, alongside the **Raynesway cycleway** being in the final stages of delivery.

City of Growth

- **226 dwellings and shared houses have been improved to acceptable standards** after statutory or informal action, with 78 delivered over the final three months of the year.
- **99 new affordable homes** have also been delivered over the last 12-months.
- **248.8 jobs** have been created through Derby City Council initiatives this year, and **198 businesses have been supported** by Derby City Council through access to finance, advice and indirect support.
- Nearly **£26 million of investments were generated in Derby as a result of Council interventions** over the last 12-months, in addition to **over £6 million in additional external public funding**.
- Following an application process, VisitDerby and Visit Peak District and Derbyshire are now one of England's first **Local Visitor Economy Partnerships**.
- On 21 March 2023, it was announced that Derby will be the home of the **Great British Railways Head Quarters**.
- **Permanent exclusions** from schools have fallen. New processes offered through the Behaviour Strategy have given school leaders alternative strategies to permanent exclusion.
- The combined **4.5%** for **young people years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known** this quarter is a 0.7% improvement year on year.
- **98% of adult learners**, on average, have received a pass rate so far this year.

Vibrant City

- Work has commenced on the establishment of **Culture Derby**, with the Chair and Vice Chair being confirmed. Opportunities for potential funding sources to contribute to operational costs are being explored and a Partnership Agreement is in development.
- There have been **365,671 attendances at Derby Live produced, presented and supported events and performances** (including the Darley Park Weekender), with **111,794 visitors to Derby Arena** in 2022/23.
- In 2022/23, **1,298 cases were completed by the Handyperson Service**, **750 households were assisted through the Healthy Housing Hub** with repairs, improvements, adaptations and advice, and **275 Disabled Facilities Grant adaptations** have been completed. We have also delivered **39 new supported / adapted homes**.

Resilient City

- A ground breaking ceremony marked the **official start of the £11.9m Football Hub project on Derby Racecourse**.
- **961 NHS health checks** have been completed by Livewell this year.
- **24,013 universal health assessments (0-5 years)** have been completed, alongside **98.4% of 6 to 8 week Public Health Nursing reviews**.
- **395** people participated in our **falls prevention** activities to maintain independence within homes.
- **96% of families** worked at Early Help levels achieved **positive outcomes** as a result of support provided.

- We have reduced the percentage of young people in foster care placed with an Independent Fostering Agency by increasing those with **Derby City Foster Carers** from 24.5% at the end of September 2022 to **37% at the end of March 2023**.
- The percentage of **Adult Social Care clients that received short-term, support and subsequently required no further support** improved from 58.9% at the end of March 2022 to the **current position of 66.2%**.

Working Smarter

- In March 2023, Derby City, Derbyshire, Nottingham City and Nottinghamshire all individually considered the outcomes of consultation activities on the proposal for **“East Midlands Combined County Authority Proposal to Government”**.
- Our **new Financial System** went live in early April 2023.
- **93.1% of Council Tax** was collected in-year, with a focus on those that wouldn't pay, with targeted support provided for those that couldn't.
- **96.3% of business rates** were collected in-year, alongside support for businesses that required financial support and advice.

4.9 Twelve milestones have been assessed as ‘completed’ over the last quarter (21 in total this year)...

- Identification of tree planting opportunities through the open space review
- Deliver green and vibrant planting schemes in the city centre and high-profile areas around the city
- Become an accredited Local Visitor Economy Partnership (LVEP)
- Deliver the Housing Strategy to modernise, improve or build affordable accommodation to ensure people are safe and connected to their communities
- Create a ‘coordinating group’ across services, with partners to support a cleaner, safer and more active city centre
- Complete a review of events opportunities across the ‘sector’, including Derby Live support and events
- Further increase the provision of community alcohol treatment, specifically by developing an Assertive Alcohol Outreach Team and bolstering the effectiveness of the Alcohol Care Team pathway at the Royal Derby Hospital
- Implement our Place-based Risk Strategy (People Services)
- Complete and publish a Care Market Sustainability Plan in the required format and timescale
- Seek further devolvement of freedoms and flexibilities from Government to pursue options for local area decision making and accountability
- Regular engagement and pulse surveys, in line with agreed Council and City priorities
- Completion of a resident's survey.

4.10 In addition to this, due to work undertaken to mitigate the risk and reduce the level of threat, two strategic risks have recorded a reduced risk score over the last quarter:

- *Ineffective contract management* – risk score has reduced from 9 to 6 due to the launch of the new Procurement and Contract Management Platform which is now in use.

- *Inability to meet statutory duties for accommodation-based support for domestic abuse victims with protected characteristics (specifically male victims) – risk score has reduced from 9 to 6 as work to procure dedicated male provision continues.*

Opportunities for development and areas of risk

- 4.11 At the end of March 2023, there were a total of 17 milestones that were reported as delayed against original deadlines, that will need to be reviewed for carry forward to 2023/34:
- Contribute to the delivery of the City's Climate Change Strategy (*some slippage*)
 - Review our Joint Waste Strategy and expand on city specific areas including education (*major slippage*)
 - Co-produce an overarching Early Years Strategy to ensure that the needs of children pre-birth to age 5 and their families are met, and the attendant Council's statutory duties are met (*some slippage*)
 - Work with the external care sector to attract staff with the right skills and values to support the delivery of local care services, aiding stable and sustainable care (*some slippage*)
 - Deliver more homes through the Housing Revenue Account (HRA) Capital programme (*some slippage*)
 - Deliver effective strategic planning and insight to help improve health outcomes and reduce health inequalities (*some slippage*)
 - Lead the development of the Health and Wellbeing Strategy and Implementation Plan, focusing on delivery against key priorities agreed in 2021/22 (*some slippage*)
 - Deliver the Childhood Obesity Strategy (*some slippage*)
 - Implement the government's new 10-year drug strategy at a local level and use new funding allocations to develop a world-class drug treatment and recovery system in Derby (*some slippage*)
 - Work with housing colleagues to update the housing strategy for people of working age with disabilities and review all housing pathways (*some slippage*)
 - Implementation of Living Well Multi-Disciplinary Teams within Community Mental Health Framework to help manage demand more effectively (*some slippage*)
 - Increase productivity within social work and safeguarding processes to maximise efficiency and effectiveness, reducing waiting times and embed a programme of planned reviews (*some slippage*)
 - Launch and support senior leaders to embed the People Strategy 2022/25 (*some slippage*)
 - Define the workforce engagement approach, with key stakeholders (*some slippage*)
 - Individual development plans in place for all colleagues (*some slippage*)
 - Embed our refreshed leadership accountabilities to provide clarity on responsibility and boundaries (*some slippage*)
 - Develop a co-production Strategy/Customer Insight plan so that the lived experience of individuals and Carers routinely drives our improvement plans to improve the quality of support - including the voice of people with a learning disability and/or autism (*some slippage*).

- 4.12 Following an increase in absence during the last financial year, the continuing cost of living pressure and alongside local financial challenges, we have redefined our strategic Health and Wellbeing risk from an opportunity risk to a threat risk, and the risk likelihood has increased. Wellbeing support tools and the Employee Assistance programme are in place to continue to mitigate and manage this risk.
- 4.13 Targeted assurance reviews of our priority programme and project statuses have also continued, which has resulted in 15 being re-classified, six of which have declined slightly in their RAG statuses, full details of which are presented within Appendix 1.
- 4.14 At the end of March 2023, there were fifteen measures that did not achieve target, a summary of these and the reasons for this are presented below:

Measure	Q4 RAG status	Supporting information
Education and Skills Funding Agency community programme and skills programme enrolments (Derby Adult Learning Service)	Red	Position is reported in line with the academic year and an update will be available at the end of July 2023.
Number of private sector empty homes returned into occupation or demolished	Amber	The team has operated with significantly reduced staffing numbers compared to previous years.
Number of new supported / adapted homes delivered	Red	Work is scheduled for 2023/24 to deliver further homes.
Total number of people in effective alcohol treatment	Red	Commissioners continue to work with the provider to improve performance in line with implementing the new contract and expectations of the new Drug Strategy. It should be noted that Derby is not an exception as nationally performance has declined within this area.
Number of people sleeping rough on a single night (official annual estimate)	Red	We are seeing increasing approaches for homelessness; impacted by a number of factors including the private rented sector and a lack of suitable properties.
Percentage of new EHCPs issued in 20 weeks	Red	Significant work is underway to continue to clear the backlog of plans resulting from delays in 2022. These assessments are now long overdue, and no fault of the SEND Team process, and will continue to affect timeliness throughout 2023. The position of 16.8% represents a decline from 21% reported at the end of quarter three.
The percentage of young people aged 18-25 with a learning disability in paid employment	Red	Performance can be volatile for this indicator due to small numbers in the numerator, the position has declined slightly from 1.9% reported at the end of quarter three.
Percentage of cases open to youth offending services who have EHCPs	Amber	Performance has remained relatively stable but remains within a range of 20-25%. It remains difficult at this early stage to contextualise this data but does demonstrate that we are seeing more children with needs not being identified at an early stage and resulting in their involvement in the Youth Justice system. The Youth Offending Service continues to offer a health triage for any young person who consents to this in the service. There is also a Criminal Justice Liaison and Diversion Team in the Police custody suite who assess early to identify potential additional needs of children coming through the cells, and staff now undertake assessments in Police custody doing early triage as part of Prevention and Diversion work.

Measure	Q4 RAG status	Supporting information
Children in care per 10,000 population aged under 18 (snapshot)	Amber	<p>There has been a reduction in the number of children in care per 10,000 in the City. This has been aided by the Staying Together Team, robust scrutiny at gateway panel and in locality case management meetings and utilising family options in court proceedings or under the pre proceedings public law outline.</p> <p>There are continued attempts at reunification and use of court orders such as special guardianship or child arrangements for children who have been in long term care to help them safely and appropriately exit from care.</p>
Total number of active approved fostering households	Amber	At the end of quarter four we had 110 fostering households; this has been maintained throughout the year and is slightly under the target of 115. Over the last three months we had four approvals. Moving into next year we have thirteen mainstream assessments and a further six supported lodgings assessments in progress.
Percentage of children placed within 20 miles of the child's home address	Amber	Provisional insight shows an improving direction of travel from that reported at the end of December 2022.
Stability of placements of looked after children: length of placement	Red	Moves are in line with care plans, to ensure long term needs can be met or to ensure immediate safety. A small number of young people with significant additional safeguarding concerns have continued in unstable placements due to high level needs and risks so placement stability continues to be challenging to achieve.
Stability of placements of looked after children: number of moves (% with 3 or more placements in the last 12 months)	Red	<p>Most young people benefit from having stable placements, with decisions made/on the way to be being made to permanence with their current care plan/ placement if in foster care. Or a step down from residential care when used as an appropriate placement change. These moves are in line with care plans ensuring long-term needs are met or ensuring immediate safety.</p> <p>There are a number of actions planned to support analysis, alongside early warning indicators in place overseen by senior managers.</p>
Percentage of online services	Amber	Performance remains stable and in line with expectations at 89%.
Average working days per employee (full time equivalents) per year lost through sickness absence - excluding schools	Red	<p>The top three absence reasons across non-schools were due to:</p> <ul style="list-style-type: none"> Stress/Anxiety (not including Depression/ Psychological illness related absences) - 14.62% Musculoskeletal - 13.34% Covid-19 - 11.44%. <p>The 2022/23 position without Covid related absences included would be 11.81 days lost.</p>
Percentage of Councillors using the portal	Red	<p>There was a soft launch in December 2022 and development work remains on-going. A full launch is planned as part of Councillor Induction processes, following Local Elections in May 2023.</p> <p>In quarter four, 81 cases were raised within the Portal by twelve different councillors. Several improvements have been introduced following feedback from regular users of the system.</p>

4.15 It should also be noted that strategic risks pertaining to our financial position remain significant, alongside a rising need and pressures on housing within the city.

Performance review activities

- 4.16 Over the last quarter, a number of risk themes have been considered through targeted review activity, supported by the Assurance Team and the Corporate Risk Management Group (CRMG):
- there has been a review of property service risks
 - there has been further review of accommodation, sufficiency-based risks
 - emerging risk capturing processes has been reviewed and strengthened.
- 4.17 Performance activities have focused on:
- preparations for a thematic inspection of remand in youth offending
 - implementation of tenants satisfaction measures
 - assurance frameworks in People Services.
- 4.18 Following a review of performance outturns, and discussions with Lead Officers, there are two performance measures identified for a Performance Surgery that both relate to the stability of placements for our children in care:
- stability of placements of looked after children: length of placement for children and young people looked after for 2 years or more
 - stability of placements of looked after children: number of moves (the percentage of young people with 3 or more placements in the last 12 months).

Data Quality and Performance Management Audit

- 4.19 In March 2023, Central Midlands Audit Partnership issued their final report on assurances relating to performance monitoring. The *“audit focused on the data quality assurance arrangements in place, to successfully manage and monitor performance throughout the authority. Processes for managing individual performance indicators and quality checks were examined to ensure accuracy and validity of performance data”*.
- 4.20 The report found **“substantial assurances”** reporting – *“A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited”*.
- 4.21 There were three low risk areas of recommendation, which are being progressed in 2023/24 as part of established monitoring and development activities.

Public/stakeholder engagement

- 5.1 Consultation will be completed in line with priority areas/projects and as appropriate.
- 5.2 The measures based on the findings of our Citizen's survey are available in Appendix 1.

Other options

- 6.1 Not applicable.

Financial and value for money issues

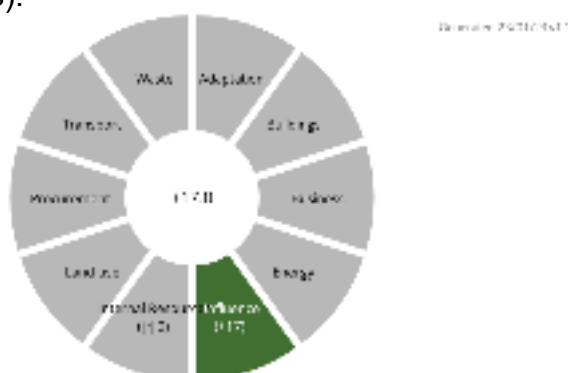
- 7.1 Regular monitoring of performance measures, projects and strategic risks embeds understanding of how economically, efficiently and effectively the Council is performing.
- 7.2 Many of our priority performance measures, projects and strategic risks relate to areas of demand or risk that are major 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 'Green' is a priority theme for the City and Council, reflected within the City Plan and the Council Plan 2022-2025. There are a number of activities planned, which aim to deliver impact against the three agreed outcomes. Furthermore, through the inclusion of the 'green' priority theme this raises the profile of climate implications on associated commitments within the plan (i.e. climate assessments required on priority projects).



Socio-Economic implications

- 10.1 Creating a resilient city, with a focus on reducing inequalities and promoting health and wealth are priority ambitions within the Council Plan 2022-2025 and appropriate actions have been included within the report to address these.

Other significant implications

- 11.1 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 Corporate Governance, Procurement and Property	05 June 2023
Finance	Alison Parkin – Director Finance (S151)	05 June 2023
Service Director(s)	Corporate Leadership Team	23 May 2023
Report sponsor	Heather Greenan – Director of Corporate Management	22 May 2023
Other(s)		

Background papers:	2022/23 Council Delivery Plan – Cabinet Report
List of appendices:	Appendix 1 – Quarter 4 priority performance, projects and strategic risks update