

Appendix 1 - 2021/22 Quarter 4 Performance Report - Key highlights

Performance monitoring enables us to keep track of our progress against the plans that we commit to at the start of each year. A key part of effective performance management and delivery is also robust project and risk management.

The purpose of this report is to provide an update on our priority performance measures and milestones, approved by Cabinet in February 2021, as part of the Recovery Plan 2021/22. In addition to this, the report presents an update on our priority projects and strategic risks.

At the end of March 2022, **81%** of our priority actions were assessed as either 'on track' within agreed deadlines or had been 'completed' in the last quarter.

| Assessment of progress (Quarter 4) | Our place | Our people | Our organisation | Total |
|------------------------------------|-----------|------------|------------------|-------|
| Completed | 5 | 6 | 9 | 20 |
| On track | 7 | 8 | 9 | 24 |
| Some slippage | 3 | 2 | 3 | 8 |
| Major slippage | 0 | 2 | 0 | 2 |

Key achievements

At the end of March, **65%** of performance measures with a target had met/exceeded them.

Below is a summary of 'completed' and 'improved RAG assessments' over the last reporting period:

Improved RAG from quarter 3 Completed milestones

- Delivering our priority projects - Market Hall
- Delivering our priority projects – NAMRC (Nuclear Advanced Manufacturing Research Centre)
- Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway
- Implement a package of measures to halt and reverse the decline in city centre activity and improve growing vacancy rates, and a programme to deliver for the medium-term
- Delivery of a comprehensive suite of economic interventions, funded by the Council's Additional Restrictions Grant (ARG) allocation
- Complete a review of Tourism and Place, to develop our place management and marketing roles
- Deliver initiatives to support people into employment
- Regular internal and external communication on Covid-19
- Established Community Recovery Board and Better Together Implementation Board
- Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable
- Embed and further develop neighbourhood working to all areas of the city
- Agreed Data Strategy
- Delivery of our Medium-Term Financial Plan (MTFP)
- Implement our internal communications plan, with regular activity including briefings for all managers and colleagues
- Seek feedback and use the findings to inform how we support our colleagues

Priorities for development

Recovery plan commitments where 'major slippage' or 'some slippage' has been reported at the end of quarter four:

Major slippage Some slippage

- An up-to-date joint strategic needs assessment (JSNA)
- Updated City Health and Wellbeing Strategy
- An adopted Net Carbon Zero Strategy with a dedicated action plan*
- Refreshed Neighbourhood Boards*
- Support improvements in health and wellbeing, through a focus on health improvement and wider determinants
- Agreed plan to support transforming our city around the Market Place – the heart of the city – and encompass Derby's varied portfolio of cultural assets
- A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre

It should be noted that the assessment of progress in two areas has declined from quarter three, with these milestones marked with an '*' in the table above.

In addition to this, the 'RAG progress assessment' has declined for one priority project, when compared to the position reported at the end of quarter three:

- Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service in the southern part of the city, linking to Infinity Park and key city locations and interchanges

Presented on pages 3 to 28, is a more detailed overview of outcomes at the end of quarter four, by Council Plan and Recovery Plan themes, which includes a summary by theme.

Our place

A city with big ambitions

Confidence



Diversification



Decarbonisation



Working WITH the city – delivering for Derby

Between April 2021 and March 2022, our interventions have **created 328 jobs**.

112 businesses have been **supported**, through access to finance, advice and indirect support.

Four initiatives to support people into employment have also been hosted virtually, advertising 500 vacancies and engaging with over 300 individuals seeking employment.



Investments totalling over £118 million have been generated in Derby City, as a result of Council interventions and activities, which is in addition to **nearly £54 million in external public funding**.



There have been over **360,000** attendances recorded at **Derby Live produced, presented and supported events and performances**, with more than **525,000 visitors to our Leisure Centres and Derby Arena**.

Derby's streets are starting to look **more vibrant** as businesses completed projects aimed at making the city centre more attractive for visitors. Ten local businesses were selected to receive a total of £250,000 from Derby City Council's Additional Restrictions Grant (ARG) Vibrancy Fund - a pot of cash set aside to help local businesses get back on their feet post-Covid. This is just one of the economic intervention schemes we have delivered over the last 12 months. We have subsequently **reduced the risk score** for "**SR 19 - Business resilience and loss of jobs considering Covid-19**", as we have delivered many of our interventions.



The roof of Derby's **historic Market Hall** has been completed, and Cabinet approved the budget for Phase 2 design activities in February 2022.














In 2021/22 there have been over **130 energy audits undertaken for small and medium-sized enterprises** to support the City's response to climate change and the emerging fuel poverty crisis. In addition to this, **43 grants have been awarded for energy efficiency measures** to be implemented.


















The percentage of young people in years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known has improved from 7.4% at the end of 2020/21 to the position of 5.2% at the end of 2021/22.

Supporting information






| Item description | Type* | Q4 position | Supporting information |
|--|---|---|---|
|  Confidence <i>Using our knowledge, experience and skills to create strong businesses, strategic partnerships and a vibrant city centre</i> | | | |
| Implement a package of measures to halt and reverse the decline in city centre activity and improve growing vacancy rates, and a programme to deliver for the medium-term |  | Completed | <p>The Additional Restrictions Grant (ARG) Scheme closed on 31/3/2022, and all payments were completed.</p> <p>Activities focused on four key areas of intervention:</p> <ol style="list-style-type: none"> 1. <u>Inward investment incentives and grants for vacant building repurposing</u>, 28 individual projects have been supported, totalling a value of £1.37million, which has unlocked approximately a £3.1 million investment in Derby. 2. <u>Business resilience</u> - £200,000 of ARG funding was delivered by the East Midlands Chamber, with business advisors working with small and medium enterprises to support them. 3. <u>Vibrancy</u> - there were nine city centre businesses supported through improved experience/increased footfall. A positive experience when visiting the city centre is essential to improve reputation and help the city recover and build on pre-Covid footfall. 4. <u>ARG Omicron</u> – we supported 285 businesses impacted by the Omicron Variant who were not able to access the Omicron Hospitality and Leisure Grant, with £317,000 in survival and cash flow grants. |
| Number of businesses supported by DCC through access to finance, advice and indirect support |  | 112 businesses supported (Annual status = <i>Blue</i>) | <p>From April 2021 to the end of March 2022 there were 112 businesses supported. During quarter four, there were 34 supported through a number of different schemes...</p> <ul style="list-style-type: none"> • Ascend - 1 • D2/DEGF - 3 • Connect - 13 • D2 starter -5 • Vision Derbyshire - 12 |
| Jobs created through DCC initiatives |  | 328 jobs created (Annual status = <i>Blue</i>) | <p>Over the last year 328 businesses have been supported, with 134.5 supported between January 2022 and the end of March 2022. There have been five key initiatives delivered that have enabled the target of 210 jobs to be exceeded for 2021/22.</p> <ul style="list-style-type: none"> • Ascend - 78 jobs • D2/DEGF - 133 jobs • Castleward - 25 jobs • Connect ihub (RGF supported) - 26 jobs • Silk Mill - 66 Jobs |
| Investment generated in Derby as a result of Council interventions |  | £118,030,000 (Annual target status = <i>Green</i>) | <p>The investment identified in this quarter (£6,690,000) relates to the match funding associated with the NAMRC project. Within this quarter, contracts were agreed to deliver the project, and the General Provident Fund (GPF) funding agreement was also signed.</p> <p>It should be noted that this position significantly exceeds that of 2020/21 when £38,140,000 was generated.</p> |
| External public funding secured |  | £53,700,000 (Annual target status = <i>Amber</i>) | <p>In February 2022, Cabinet approved the acceptance of an additional £17.7million grant from the Environment Agency towards the Our City Our River Scheme. Derby City Council's bids for D2N2 Low</p> |



| Item description | Type* | Q4 position | Supporting information |
|---|---|---------------|---|
| | | | Carbon funding were unfortunately unsuccessful, impacting on our end of year position relative to the target set of £56,000,000. Despite not achieving target the 2021/22 represents a substantial level of investment within our city. |
| Delivery of a comprehensive suite of economic interventions, funded by the Council's Additional Restrictions Grant (ARG) allocation |  | Completed | <p>Throughout the year colleagues have worked with partners through the Economic Recovery Steering Group to design and deliver six interventions using ARG funding. ARG scheme closed at the end of March 2022, and we committed/spent £7.7million in support...</p> <ul style="list-style-type: none"> • <u>Survival grants</u> - £5.1million – fully delivered supporting 1,529 businesses • <u>Inward investment/repurpose buildings</u> - £1.37million delivered to support to 28 projects • <u>Culture & Arts resilience grants</u> - £0.39million delivered to support 9 organisations • <u>City centre vibrancy fund</u> - £0.25million - delivered to 9 organisations • <u>The small and medium enterprise resilience program</u> - £0.2million delivered • <u>ARG Omicron</u> - £0.317million – delivered support to 285 businesses. |
| Delivering our priority projects - Market Hall |  | Green | <p>Main roof replacement and reglazing work has been completed. The brick and stonework repairs, and roof repairs to the Poultry Market are progressing on programme, and on budget.</p> <p>Cabinet approved the budget for phase 2 activities in February 2022. Design is progressing for the transformation works. A listed building application has been submitted detailing proposals for the internal space and Osnabruck Square elevation.</p> <p><i>The assessment classification for this project has improved from 'Amber / Red' at the end of December 2021.</i></p> |
| Delivering our priority projects – Project Assemble |  | Amber / Red | <p>Development feasibility work has been commissioned, and engagement with relevant city centre landholders is taking place to establish existing plans, alongside creating opportunities for private investment.</p> <p>Plans for demolition are progressing, and opportunities for securing external funding are being explored.</p> |
| Delivering our priority projects – Becketwell Arena <i>It should be noted that the wider Becketwell project is also assessed as 'green / amber'.</i> |  | Green / Amber | <p>Agreements for the purchase of Padley leasehold and freehold assets have been signed. Padley House has relocated to Liversage Street.</p> <p>Unconditional contracts have been exchanged with the site developer and arena operator, and a review of demolition contractors and building contractors has been completed. RIBA stage 3 designs for the building are now under review. Discussions are underway regarding social value requirements of the development contract.</p> |
| A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre |  | Some slippage | Work has continued to inform the draft 'ambition' document towards a new city centre vision, which is close to completion. It will go to Cabinet before being launched formally for consultation over the next two months. It should be noted that this milestone will be carried forward to 2022/23. |









| Item description | Type* | Q4 position | Supporting information |
|---|---|--|---|
| Complete a review of Tourism and Place, to develop our place management and marketing roles |  | Completed | Cabinet approval was received in April 2022 to develop proposals that will address the recommendations from a specialist report on Destination Management. |
| An updated Destination Management Plan produced to help support the number of visitors and tourists to the city |  | On track | The Destination Management Plan will be further updated following the development of the recommendations in the report on Destination Management and will be progressed forward under the 2022/23 Council Delivery Plan. |
| Attendance at Derby Live produced, presented and supported events and performances |  | 360,780 (Annual target status = Green) | Final show performance and park attendance enabled the target of 350,000 to be achieved. In total, there were 6,000 attendances for shows and 30,000 for parks visitation. |
| Number of visitors at Leisure Centres and Derby Arena |  | 525,020 (Annual target status = Amber) | Leisure Centres have continued to recover well from Covid-19 lockdowns, with attendances generally improving over each quarter, despite this the year-end target of 576,654 was narrowly missed. We will continue to monitor attendances in line with strategies to promote Derby citizens to be more active. |
| Deliver initiatives to support people into employment |  | Completed | <p>The Economic Growth Service Employment and Skills Team continue to deliver recruitment support services to employers in the city. Targeted activities have included:</p> <ol style="list-style-type: none"> 1. <u>Derby Jobs Weekly Newsletter</u>, that has over 1,200 subscribers, and has advertised over 3,000 vacancies. 2. <u>Derby Jobs Live</u>, which is a monthly virtual employer spotlight for our key employers. Four events have been hosted to date advertising over 500 vacancies, engaging with over 300 jobseekers 3. <u>Training into employment programmes</u> have been delivered, with 25 programmes developed alongside employers and providers. To date, 132 people have been supported to upskill and 90 of these secured work via guaranteed interviews. In addition to this, we have secured regular employment sessions for Derby Adult Learning Service with Trent Barton. 4. <u>Apprenticeship Levy Transfer</u>, there have been 13 applications to date, 9 of which have been supported via the Levy Transfer (DCC/NHS) to a total value of £160,000, supporting 30 apprenticeships to date. <p>Key employer activities have been focused on supporting SmartParc and HelloFresh, including the establishment of a SmartParc Employment and Skills Group, and supporting HelloFresh in partnership with the Department for Work and Pensions and Reed to recruit to their 450 vacancies.</p> |
| <p>SR 19 - Business resilience and loss of jobs considering Covid-19</p> <p><i>This risk score has reduced from '6' in Q3 to '4' in Q4, below the risk tolerance score and as such it this risk is de-escalated from the strategic risk register for 2022/23.</i></p> |  | Risk score of 4 | <p>£7.7million of Government Additional Restrictions Grant funding has been fully delivered.</p> <p>A Recruitment and Skills Brokerage Service is in place to support employers to recruit and individuals to upskill and transition into new jobs and now includes a monthly virtual employer event. Twelve Businesses are on the Ascend Programme, with a further 4-6 new applications anticipated during quarter 1 of 2022/23.</p> |









| Item description | Type* | Q4 position | Supporting information |
|---|---|--|---|
| Re-define our Adult Learning Service offer to continue to deliver courses remotely, ensuring our offer is informed by the needs of local businesses, and aligned with any identified skill gaps |  | On track | 2022/23 curriculum is being designed with a close alignment to the 'Levelling Up' and 'Skills' White Papers. Business continuity and enrolments do however continue to be negatively affected by Covid infection. To mitigate the risk and add value to the offer, we continue to provide a mixture of blended learning, on-line and in person; with many additional online courses to be offered between April 2022 and the end of July 2022. |
| Derby Adult online learning courses offered |  | 89 courses (Annual target status = Blue) | |
| Derby Adult online learning course take up (overall attendance compared with the maximum number expected) |  | 64% (Annual target status = Red) | We are also in discussions with D2N2 to make sure that the skills offer has a fit with the local skills gap. Most of our learners are at an entry-level 2 and we are looking at ways of enhancing the progression routes from our community adult education budget funded provision into our skills offer. With a live bid in for the National Careers Contract we are looking to provide a dynamic entry skills/employment wrap-around service. |
| Percentage of young people years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known. |  | 5.2% (NB - no quarterly target set) | Performance represents the position for both young people that are NEET and also those where their destination is unknown. The position of 5.2% represents an improvement from the result of 7.4% reported at the end of 2020/21. |
| SR 6 - Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget |  | Risk score of 12 | Difficulty in recruiting appropriately skilled and experienced project managers remains a threat. Praxis programme and project management training has been delivered to staff in key project roles to strengthen skills in these areas. The Project Manager Network is now well established and provides a forum for learning and sharing best practice. The Programme Management Office (PMO) continues to carry out gateway reviews for those projects meeting the criteria. Additional guidance has been developed to assist project managers to prepare for these reviews. <i>The risk score remains unchanged from the position reported in quarter 3.</i> |
| Delivering our priority projects – NAMRC (Nuclear Advanced Manufacturing Research Centre) |  | Green / Amber | All transactional documentation and funding are now in place and the site has been acquired. Derby City Council are now in contract with the future occupier and the developer. Contractor mobilisation is complete, and construction is underway. <i>It should be noted that the quarter 4 assessment of progress for this project has changed from 'Amber' to the current position of 'Green/Amber'.</i> |
| Delivering our priority projects – Smart Parc |  | Green | Construction of the first unit (100,000 sq. ft) has started, with completion anticipated in April 2022. The second unit (400,000 sq. ft) is due for completion in April 2023. |
| Delivering our priority projects - Castleward |  | Green / Amber | Phase 3a development of 82 dwellings has commenced. |
| Delivering our priority projects - South Derby Growth Zone |  | Green / Amber | Derbyshire County Council Cabinet approval was received in March 2022, to initiate the Compulsory Purchase Order (CPO) process to secure land required for the A50 junction and highways; to procure main contractor; and to enter into any |


| Item description | Type* | Q4 position | Supporting information |
|------------------|-------|-------------|---|
| | | | <p>agreements necessary, including collaboration agreement(s).</p> <p>Funding has been secured from Homes England Garden Village Capacity Fund, which will be used towards finalising the work required for the Business Case and marketing activity.</p> |

| Item description | Type* | Q4 position | Supporting information |
|---|---|---------------|---|
|  Diversification <i>Seeking to create a modern, SMART city, with jobs for the future where we actively seek to innovate and grow. We will reimagine our city centre with culture at its heart.</i> | | | |
| Work with key partners including Marketing Derby, the D2N2 LEP, the Midlands Engine and Midlands Connect to secure inward investment |  | On track | <p>Monthly workshops, with Marketing Derby, are in place to develop a new partnership agreement and Inward Investment Strategy.</p> <p>To date, inward investments and outcomes of this have included:</p> <ul style="list-style-type: none"> Attracting NEOS International to Raynesway, bringing approximately £1 million of inward investment and 150 jobs over the next two years. Securing Bam Boom Cloud (100 jobs), EVAD (32 jobs), Alertive (16 jobs), McLaughlin's (16 jobs), Guy Taylor Associates (5 new jobs) into new city centre offices. <p>In addition, work remains on-going on several key projects to generate further investment and more jobs within the city, which over the last quarter has included our Great British Railways formal bid, which was submitted for the opportunity for Derby to secure national headquarters of the new government body.</p> |
| Work with the University of Derby and other partners to deliver the Ascend programme, in support of potentially high value-added start-ups and existing businesses in Derby |  | On track | <p>Formally launched Ascend in July 2021, an innovative new business support program with a £5 million commitment from the Council over two years, providing loans and high-quality specialist advice to businesses to help them unlock job growth and innovation.</p> <p>In 2021/22, 12 businesses participated in the program with 78 jobs created.</p> <p>Private sector partners continue to contribute their time and resources to help shape and deliver the offer. A high quality and diverse pipeline of applications is being built with businesses that wish to join the program.</p> <p>The Ascend programme has also created an opportunity for the Council to collaborate more with the University of Derby, to achieve outcomes for the city.</p> |
| Vibrant City events programme co-produced with partners to support the recovery of our cultural offer with events |  | On track | <p>All activities based on the current confirmed funding stream are delivered or in the process of being delivered.</p> |
| Agreed plan to support transforming our city around the Market Place – the heart of the city – and encompass Derby's varied portfolio of cultural assets |  | Some slippage | <p>Feasibility work is well under way.</p> <p>Funding opportunities are being explored in parallel, for example the recently announced Levelling Up Fund Round 2.</p> <p>Work has also been commissioned to determine what other uses might be deliverable on the remainder of the Assembly Rooms site.</p> |

| Item description | Type* | Q4 position | Supporting information |
|---|---|-------------|---|
| | | | Proposals for the refurbishment of the Guildhall Theatre will be brought to Cabinet in the summer. The entire 'Heart of the City' area around the Market Place is a key component of the emerging City Centre Ambition, that will be launched for consultation in May this year. Until a full business case and funding package is in place for the redevelopment of the Assembly Rooms site, progress will continue to be reported as 'amber'. |
| Coverage of fibre (percentage with access); across residences, business, and public infrastructure |  | On track | Work remains in progress and updates on the impact of this for the city will be reported by City Fibre during 2022/23 reporting. |
| Facilitating the expansion of next generation mobile networks to facilitate inclusion and future smart technology |  | On track | As at the end of quarter 3, over 21,700 homes in the city can now access gigabit internet speeds, with 21.5% of the CityFibre roll-out target achieved. |

| Item description | Type* | Q4 position | Supporting information |
|---|---|--|--|
|  Decarbonisation <i>Recognising that we need to do more to have a positive impact on climate change, reviewing our transport, promoting smarter travel, securing renewable energy and seeking more sustainable waste management.</i> | | | |
| An established Climate Change Partnership Group and internal Officer Group |  | Completed | These actions have been completed (as reported at the end of Quarter 3). Both the city-wide Commission and Council working group continue to develop plans and activity that contributes to our decarbonization ambitions. In this quarter it has included a community-led climate change event in the city centre and reflecting on the November COP26 Conference in Glasgow. |
| An adopted Net Carbon Zero Strategy with a dedicated action plan |  | Some Slippage | The draft Strategy will be presented to the Climate Change Commission in June 2022, for approval before it goes out for wider consultation. This milestone will be carried forward for monitoring in 2022/23. |
| Grants awarded for energy efficiency measures |  | 43 (Quarterly target status = Blue) | Of the 8 grants awarded during this period, 4 are to businesses within the city and 4 to businesses within the county. |
| Energy audits undertaken for small and medium-sized enterprises |  | 123 (Quarterly target status = Blue) | Since the last reporting period, a further 32 audits have been undertaken on local businesses. |
| Percentage of household waste recycled, composted or reused (reported a quarter in arrears) <i>Year to date figure up to the end of quarter 3 - reported a quarter in arrears.</i> |  | 38.5% (Quarterly target status = Green) | Work continues to encourage the reduction of waste and increase levels of recycling, including making additional brown bins available free of charge during this quarter; however, despite this, it is recognised that the target of 38% may not be achieved as seasonal trends evidence that performance dips during the final quarter of the year. |
| SR14 - Adverse outcome to estimated fair value (EFV) determination of Long-Term Waste Management Contract |  | Risk score of 16 | The team of advisers remain in place and continue to provide guidance and advice on all aspects of the EFV requirements and processes, working in line with Covid-19 guidance |
| Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service in the southern part of the city, linking to Infinity Park and key city locations and interchanges |  | Amber | Market testing is in progress, as is demand modelling and investment appraisal. <i>It should be noted that the quarter 4 assessment of progress for this project has changed from 'Green' to</i> |

| Item description | Type* | Q4 position | Supporting information |
|--|---|---------------|---|
| | | | <i>the current position of 'Amber', and that its delivery is dependent on linked projects.</i> |
| Delivery of our Transforming Cities projects - Inter-urban bus lane and traffic light priority (Derby) |  | Green | Work programme for the Trapeze system is under development, as is identification of junctions and bus priority capability. |
| Delivery of our Transforming Cities projects - Strategic cycle link (Derby) |  | Red | Outline investigation of route alignment has been completed. Further work is required to identify costs and confirm deliverability of the scheme. Talks are on-going with Derbyshire County Council to discuss route and delivery options, which remain under investigation. |
| Delivery of our Transforming Cities projects - City Centre - Mickleover cycle route |  | Green | A revised scheme is being drawn up in response to public consultation. Contractor engagement is on-going, with costs received for some elements of the works. Enquiries and negotiations with landowners are ongoing. |
| Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway |  | Green | A revised layout has been drawn up in response to public consultation. Early contractor involvement is being sought and contract procurement work is under way. <i>It should be noted that the quarter 4 assessment of progress for this project has changed from 'Amber / Green' to the current position of 'Green'</i> |
| Delivery of our Transforming Cities projects - City Centre - Raynesway (A52) cycleway |  | Green | The cycleway route is being delivered in phases, with sections of the route expected to open between 2021 and early 2022. Meadow Lane to Raynesway cycle route surfacing and street lighting is complete. Contract procurement for phase 2 of the Meadow Lane to Raynesway is underway, and civil engineering works along the Highfield Lane to Meadow Lane section are underway. |
| Delivery of our Transforming Cities projects - Public Realm work within the key areas of the city centre |  | Amber / Green | Victoria and Albert Street – early contractor engagement continues, the scope of works has been issued, and target costs received. Construction is anticipated to start later this year. The Spot – detailed design due for completion in quarter 1 of 2022/23, with work expected to start on site in summer 2022. Drawings will be issued on the website to inform key stakeholders of the consultation findings. |
| Delivery of our Transforming Cities projects - Smart park and ride hubs |  | Amber | A scoping exercise to develop the project brief has been undertaken. Risk analysis has been completed for incorporation into the full business case. |
| Roadside NO2 Local Air Quality Plan |  | Green | Junction amendment works and new lane signs and lining are complete. <ul style="list-style-type: none">The Automatic Number Plate Recognition contract has been awarded and cameras will be operational from September 2022.CCTV works are now complete and cameras operational.Uttoxeter Old Road bridge resurfacing works are to be instructed following approval from National Highways. Guidance has been requested from JACQU for closure of the project. |

| Item description | Type* | Q4 position | Supporting information |
|---|---|-------------|--|
| Delivery of our projects – Our City, Our River (OCOR) |  | Green | <p>Darley Abbey property level resilience works are well underway, and Package One Sports Mitigation, Interpretation and Public Artwork package and completion of Environmental Enhancements, are both progressing as is the Derby Riverside Regeneration element.</p> <p>Derby Derwent flood model update report has been completed and used to inform the Derby Riverside planning application. Multi-disciplinary support contract has been awarded.</p> <p>Munio Mill Fleam site preparation works are underway.</p> <p>Additional Environment Agency funding of £17.17 million has been received to support completion of OCOR Package Two, which will include the delivery of alleviation measures to Derby Riverside and was formally accepted by Cabinet in February 2022.</p> |

* Type – for the type of metrics and guidance please refer to pages 29 and 30.

Our people

A city of health and happiness

Healthy citizens



Resilient neighbourhoods



Thriving children and young people



Working WITH the city – delivering for Derby

Our work relating to Covid-19 has shifted to ‘living with Covid’. The Outbreak Engagement Board does however remain in place.

We also continue to offer guidance and support as appropriate, particularly in relation to outbreak management. Capacity is maintained to support current requirements with capability to increase, as required.



Derby has become one of only three cities in the country (at the time that the report was published) to be **rated ‘outstanding’ for its services for children and young people**, following an inspection by Ofsted.

This means that children, young people and their families are more likely to get the support they need, when they need it, and face safer and more positive futures as a result.

Services were judged to be Outstanding in three out of four categories, including overall effectiveness



A Domestic Abuse Accommodation Strategy has been published and further work is taking place to develop a webpage to host the Strategy, associated plans, resources and information.

During the final quarter of the year **work was completed on Moorways Sports Village, on time and within budget.**









The 50m pool at Moorways Sports Village can be divided into three 25m length pools of varying depths, using moveable floors and booms. This offers flexibility for club and leisure use. There is also a separate teaching pool. Other attractions include fitness studios and gym, sauna and steam room, and a café area with views over the Water Park and 50m pool. The café also has a soft play area, with a separate, larger soft playroom by the main reception. The changing village has private cubicles alongside group changing rooms and a changing places toilet and changing area.












There have been **2,634 homeless approaches** since April 2021, with 727 new approaches in the last quarter, which is the highest quarterly figure reported since the Homeless Reduction Act was implemented in April 2018. We have however **resolved 1,183 cases under the prevention duty** this financial year, which is the highest annual figure for this activity representing a 36% increase on the 2020/21 position.




Over the last year we have delivered **148 affordable new homes**.






Supporting information







| Item description | Type* | Q4 position | Supporting information |
|---|---|--|---|
|  Healthy citizens <i>Working together across organisational boundaries to keep the Covid-19 infection rate low and addressing long-standing inequalities and poverty</i> | | | |
| Implementation of our Covid-19 readiness plans and our Local Outbreak Plan (LOP) |  | On track | The LOP is about to be reviewed and updated to reflect the move to 'Living with Covid'. The Outbreak Engagement Board does however remain in place. |
| SR 23 - Outbreak of Covid-19 in Derby |  | Risk score of 9 | <p>We continue to offer guidance and support as appropriate, particularly in relation to outbreak management. Capacity is maintained to support current requirements with capability to increase, as required.</p> <p>Local responses are being managed in line with national policy, Targeted risk assessments are carried out as necessary, and a response plan is in place to manage variants of concern.</p> <p>The risk score has reduced from '12' at the end of quarter 3 to the current position of '9', because of lower prevalence within the community, which has decreased likelihood and impact.</p> |
| Regular internal and external communication on Covid-19 |  | Completed | We have worked closely with Public Health to build on the 'Do the right thing for Derby' campaign, with universal and targeted communications promoting vaccination take-up, safety measures and the Covid roadmap including lifting of restrictions, reflecting the different stages of the pandemic as needed. This included a range of messaging and channels to raise awareness and keep citizens and businesses safe. |
| SR 24 – Meeting statutory duties in key service areas due to Covid-19-priorities |  | Risk is being re-defined and re-scored as appropriate | <p>There remains an on-going risk related to high demand for statutory support and workforce capacity. Targeted controls and actions are in place for both these risks.</p> <p>This risk is now considered to be having a limited impact on children and young people and adult social care services, however it continued to affect other areas of the Council during quarter 4. New controls and actions will be established, and an updated risk score reported in quarter 1 (2022/23).</p> |
| SR 18 - Increase in number of individuals/households 'in need' following Covid-19 |  | Risk score of 8 | The capacity of our colleagues continues to be reviewed weekly by Directors. The risk score has however been reduced from '12' in quarter 3, to the current position of '8' reflecting that the number of Covid-19 infections has stabilised reducing the likelihood assessment. |
| An up-to-date joint strategic needs assessment (JSNA) |  | Major slippage | Public Health analytical capacity is now being released from Covid surveillance and reporting. Moving forward, a key priority will be to utilise some of this capacity to prioritise updating the JSNA. We are in discussion with Derbyshire County Council and NHS colleagues on the future structure and delivery of the JSNA to appropriately support the Integrated Care System and health and wellbeing development. |
| Updated City Health and Wellbeing Strategy |  | Major slippage | <p>The development and delivery of the Health and Wellbeing Strategy has been significantly delayed due to notable health and care system changes and focus on the Covid response.</p> <p>Development work undertaken by the Health and Wellbeing Board has led to the agreement of a Plan on a Page, essentially the outline Health and Wellbeing</p> |






| Item description | Type* | Q4 position | Supporting information |
|---|---|--|---|
| | | | Strategy. Further development work is underway between Derby and Derbyshire Health and Wellbeing Boards alongside the shadow Integrated Care Partnership to determine relative roles and responsibilities. This will influence the timing and development of an updated Health and Wellbeing Strategy for Derby City. This milestone is to be carried forward into 2022/23. |
| Development of a city-wide action plan to tackle poverty in the city (including child poverty), which will include measures to evaluate the impact that we make |  | On track | <p>Over the last quarter Derby Poverty Commission (DPC) contacted key leaders in the city expressing concerns on the rising cost of living and proposing partners come together to act strategically. This resulted in a Strategic Cost of Living Action Group being formed, led by Derby Homes and Community Action Derby with multiple partners across the city represented.</p> <p>The Derby Poverty Commission also co-produced two events with the Multi-Faith Centre, aimed at communicating the potential impacts of the cost-of-living crisis, identifying the role that faith communities can play in strengthening community resilience, and producing an action plan for the short, mid and long term.</p> <p>11 organisations from across Derby have been commissioned to run events aimed at getting referrals for potential Poverty Truth Commissioners. To date, 10 referrals have been received and the Poverty Truth Commissioners are scheduled to start in summer with an official launch later in the year.</p> <p>The Derby Poverty Commission has also re-invited its members to commit to participation in 2022/23 and all but one has recommitted. The second-year agenda will be discussed and agreed at our next meeting in May 2022.</p> |
| Maximise the potential of joint working with the NHS and other partners to produce efficiencies and better service outcomes |  | On track | <p>Adult Social Care colleagues continue to be involved in on-going work to establish the new Integrated Care System arrangements; alongside place development work continuing.</p> <p>The Better Care Fund Plan has been assured by NHS England/Improvement, and Adult Social Care colleagues are embedded in routine operational and escalation arrangements.</p> |
| Older people who were still at home, 91 days after discharge from hospital into reablement/rehabilitation services |  | 81.5%* (Annual target status = Green) *Provisional | The current result of 81.5% represents the highest position reported since 2017/18 and is a significant improvement on the 2020/21 position of 76.2%, despite the on-going challenges of Covid-19 alongside winter pressures over the last quarter. |
| Adults 18 to 64 whose long-term needs are met though placements into residential or nursing care |  | 11 per 100,000 population* (Annual target status = Blue) *Provisional | <p>At the end of March 2022, there were 17 placements, which is below the 2021 position of 28.</p> <p>It should however be noted that insufficient accommodation, rising demand and risk relating to placement breakdowns may impact on future performance, and this is a measure where there can be a lag in admissions being reported.</p> |





| Item description | Type* | Q4 position | Supporting information |
|---|---|---|--|
| Adults 65 and over whose long-term needs are met though placements into residential or nursing care |  | 552.4 per 100,000* population (Annual target status = Blue) *Provisional | <p>There were 234 placements at the end of March 2022, which is below the position of 263 reported at the end of March 2021. Due to delays in reporting it is forecast that the end of year result may increase to 620 per 10,000, which would remain within the target for the year.</p> <p>For 2022/23, there are potential factors that may impact rates, with pressures within the wider NHS system and significant capacity gaps in community-based care at home services, which may drive higher than expected use of residential care.</p> |
| Support improvements in health and wellbeing, through a focus on health improvement and wider determinants |  | Some slippage | <p>Work is further building on the strong community response to the Covid-19 crisis. The Derby Health Inequalities Partnership has now been established, jointly co-ordinated and Chaired by Community Action Derby and Public Health.</p> <p>We continue to work closely with Joined Up Care Derbyshire to develop increased capacity for tobacco dependency services for hospital patients and plans are also in place to refresh the Local Tobacco Control Strategy in response to publication of the 'Smoke-free generation: tobacco control plan for England'.</p> <p>A multi-partner Sustainable Food Group is established with the aim that every citizen of Derby should have access to a choice of affordable, good quality, healthy food.</p> <p>The Health and Wellbeing Board undertook development work during 2021/22 and have agreed a set of population health outcome indicators, focusing on the wider determinants of health.</p> |
| Total numbers in effective alcohol treatment |  | 631 (Annual target status = Green) | <p>Treatment services are continuing to respond to the increase in demand, with capacity being monitored. Where additional resources are required, commissioners are working with the provider to ascertain how we can meet the needs of residents alongside how we engage our 'hard to reach' cohorts.</p> |
| Smoking quit rate (% stopping at 4 weeks) |  | 61% (Annual target status = Green) | <p>Demand for smoking cessation support has remained high and in line with services within the region.</p> <p>Key learning points from delivering the service throughout the pandemic such as offering telephone support, delivering medicine to vulnerable residents and supporting a more diverse range of patients will be taken forwards into 2022/23 to maximise reach and impact.</p> |
| Proportion of adults who are physically inactive (from Active Lives survey) <i>Active Lives data is from the May 20/21 period.</i> |  | 30.3% | <p>The position remains unchanged since the last reporting period. During quarter four, there were a number of activities delivered:</p> <ul style="list-style-type: none"> • launch of the 2022 Derby Walking Festival • confirmation of a 5-year £525,000 investment into Arboretum and Normanton to target/support inactive population to become active and achieve wider social outcomes • the successful award of two Tiny Forest installations working with Down to Earth. <p>Looking ahead to 2022/23 work will continue to refresh Move More Derby, physical activity & sport strategy to align to the Council Plan 2022 – 2025.</p> |




| Item description | Type* | Q4 position | Supporting information |
|--|---|--|--|
| Proportion of children and young people (CYP) who are less physically active (from Active Lives CYP survey) <i>As reported at in quarter 1.</i> |  | 33.4% | The position remains unchanged from the last reporting period due to delays in reporting by Sport England. It has been confirmed that Government will extend the Holiday Activities and Food programme (HAF) scheme until 2025, which means that the programme can now be embedded into the city and grown to make sure that the work is reaching our most vulnerable children and young people, with the appropriate resources to do so. |
| The rate of returned online sexual health tests for the DISH digital offer |  | 60.6% (Annual target status = Amber) | The return rate in the last month of quarter four, was significantly below rates observed throughout the year. This has impacted on the Q4 average. It is possible that orders placed nearing the end of the month are not returned in time during that month to be counted. |
| Delivering our priority projects – Moorways Sports Village |  | Green | Construction was completed in February, and the building handed over to the Council on 1 March 2022, in budget and in timescale. 'Everyone Active' have been named as the facility operator, with opening in May 2022. |






| Item description | Type* | Q4 position | Supporting information |
|--|---|----------------------------------|--|
|  Resilient neighbourhoods <i>Using the strengths within our communities to support those in need, making sure that Derby is a place where people help each other, a place to feel safe, and be safe. Working across the sector to create easy to access, local public services.</i> | | | |
| Established Community Recovery Board and Better Together Implementation Board |  | Completed | The Community Recovery Board continues to meet and maintain good engagement ahead of the proposed new thematic partnership arrangements being implemented. Alongside this, the Better Together programme continues to build momentum with greater exploration and explanation of the aims of the programme, developing understanding amongst colleagues and partners. |
| Agreed measures and targets for our Better Together Approach |  | On track (Q3 position) | A draft framework has been agreed to support the Better Together approach, and subsequent partnership working within localities. There are indicative measures and targets, allowing for final stages of transitioning towards revised locality working. A Head of Service was due to be recruited before 31 March 2022, with the detailed project framework and milestones to be agreed once in post. |
| Volunteering database in place |  | On track (Q3 position) | Work remains on-going, focusing on ensuring appropriate compliance with data protection requirements. |
| Refreshed Neighbourhood Boards <i>This milestone was reported as 'on track' at the end of quarter 3.</i> |  | Some Slippage | Discussions are taking place with Democratic Services to take a jointly agreed Cabinet Report regarding Ward Committee approval, which will be considered during 2022/23. Discussions continue through the cross-party group regarding development of locality working and the roles of the Neighbourhood Boards within it. |




| Item description | Type* | Q4 position | Supporting information |
|--|---|--|--|
| Anchor Network and priorities in place, overseen by the Partnership Board, to build wealth in and develop local communities through procurement and spending power; workforce and training; and buildings and land |  | On track | <p>A group comprising of key Anchor Organisations from across Derby and Derbyshire is well established with good engagement.</p> <p>An Anchor Charter has been developed, as a way of securing commitment from individual organisations and provides a framework to make changes to benefit communities across the City and County, and in January 2022 Cabinet formally agreed for Derby City Council to be a signatory to the Charter.</p> <p>The strategic focus continues to be on workforce and employability, but with focus on developing pipeline opportunities in the care sector, and social value in procurement. The group has also agreed to focus on health and wellbeing and to share initiatives across organisations. All the anchor organisations have recently carried out a stock take of progress and the first anchor newsletter will be issued in the first quarter of 2022/23.</p> |
| Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable |  | Completed | This objective is on-going, as we always strive to deliver the housing needed by the city. This is ever changing as demand and need alters. We continue to meet with planners, developers and delivery partners to work with them on what type of housing has the highest demand and/or longest wait times, to meet the aims of the City's housing and related strategies. |
| Net additional homes delivered (all tenures) |  | 681 (Annual target status = Amber) | There has been some slippage but overall, this represents positive performance, considering the impact of the pandemic alongside the rise in material prices. The year-end target of 751 has not been met. |
| Affordable homes delivered |  | 148 affordable homes provided (Annual target status = Green) | We supported a grant bid with one of our Registered Provider partners, which allowed for additional properties to be delivered on a large new build development which were completed by the end of March 2022. This allowed us to exceed our expected target of 139. |
| Number of homeless approaches - those where an HRA application is activated on RARS |  | 2,634 homeless approaches (NB – no target set) | <p>There have been 2,634 homeless approaches since April 2021, with 727 new approaches in the last quarter, which is the highest quarterly figure reported since the Homeless Reduction Act was implemented in April 2018.</p> <p>The main reason for a homeless approach throughout the year was family or friends asking the applicant to leave the accommodation, however there was also a significant increase in the number of approaches as a result of the end of a private rented tenancy.</p> |
| Total number of homelessness cases resolved under 'prevention duty' |  | 1,183 resolutions (NB - no target set) | <p>There have been 1,183 cases resolved under the prevention duty this financial year, which is the highest annual figure for this activity representing a 36% increase on the 2020/21 position.</p> <p>There has been a continued focus on trying to resolve situations where households are threatened with homelessness, including through the Call B4 You Serve service. This has allowed more households to remain within accommodation, particularly in private tenancies, or to move to alternative suitable housing before homelessness occurred.</p> |










| Item description | Type* | Q4 position | Supporting information |
|---|---|--|---|
| Embed and further develop neighbourhood working in the City Centre and explore opportunities for a City Centre Community Safety Hub |  | Completed | This action was completed at Q3. As of 4th January 2022, the Community Protection team was successfully moved into Riverside Chambers alongside the Police and other departments. |
| Embed and further develop neighbourhood working to all areas of the city |  | Completed | In relation to Public Health, Community Action Derby and Derby Homes collaboration, the 'Derby Health Inequalities Partnership' (DHIP) is progressing well focussing on Normanton, Arboretum and Abbey ward areas. Initial community engagement was completed at the end of March, with the evaluation to be drafted during April 2022. The DHIP will review the findings in May 2022, which will then inform next steps. It is also proposed to host a 'Community Talks' event in June, which will further inform and validate the direction of travel of the wider data driven/intelligence led workstream. This is being developed as part of a longer-term strategy to coordinate/codesign a strategy for the Normanton, Arboretum and Abbey ward areas. |
| Number of recorded crimes in the city centre (rolling 12-months) <i>Position as at the end of February 2022</i> |  | 3,631 (NB - no target set, partnership measure) | Total crime within the city centre saw a 62% increase in the 12-month period to February 2022, from 2,241 incidents in 2021 to 3,631. The largest increases were for: <ul style="list-style-type: none"> • violence against the person • sexual offences • public order offences • possession of weapons It is important to note that the data compares periods that contained lockdowns, which would be a key driver for rises. Strategic analysis has been completed and a working group met to analyse findings and discuss any changes in crime reporting. |
| Number of recorded crimes across Derby (rolling 12-months) <i>Position as at the end of February 2022</i> |  | 31,215 (NB - no target set, partnership measure) | Total crime for Derby saw a 17.2% increase in the 12-month period up to February 2022, with rises in key crime types comparable to the city centre trends. |
| Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months) <i>Position as at the end of February 2022</i> |  | 1,086 (NB - no target set, partnership measure) | Total ASB incidents and Record of Contacts (these are calls for service that do not need a Police resource being allocated and are dealt with by the call handler) saw a 5.8% increase in the 12-month period up to February 2022 within the city centre. This is reflected in two of the three categories <ul style="list-style-type: none"> • Nuisance, which captures those incidents where an act, condition, thing or person causes trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims. • Personal, designed to identify ASB incidents that the caller, call-handler or anyone else perceives as either deliberately targeted at an individual or group or having an impact on an individual or group rather than the community at large. |

| Item description | Type* | Q4 position | Supporting information |
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| | | | In contrast, Environmental incidents (incidents where individuals and groups have an impact on their surroundings including natural, built and social environments) have declined. |
| Number of reported anti-social behaviour (ASB) incidents across Derby (rolling 12 months) <i>Position as at the end of February 2022</i> |  | 11,523 (NB - no target set, partnership measure) | The total number of ASB incidents saw a 22.2% decrease in the 12-month period up to February 2022. This is reflected in all three categories, environmental, nuisance and personal with the biggest fall (-42.1%) evident within the environmental category. |
| Number of hate crimes reported |  | 43 (Q3 position) | The quarter 4 position is awaited. |
| Publish a refreshed Inclusion and Equality Plan for the city, including our Race Equality Commitments |  | Completed | A new 2021-2024 Equality, Diversity and Inclusion Plan has been published following extensive consultation with our Employee Networks and Equality Hubs and Forums. We have also prepared a set of draft terms of reference for our new Equality, Diversity and Inclusion Board and invited key colleagues to join us for the first meeting in April 2022. The Board will oversee the actions in the Equality Diversity and Inclusion Plan. We are currently preparing an update of the first-year actions in the Plan which will be published on our website with the latest Equality Employment Statistics. |
| SR 26 - Meeting statutory duty to provide accommodation support for domestic abuse |  | Risk Score of 8 | A Domestic Abuse Accommodation Strategy has been published and further work is taking place to develop a webpage to host the Strategy, associated plans, resources and information. Refuge provision 2022/23 grant has been confirmed, and the procurement process is underway to extend provision to September 2022. The Domestic Abuse Partnership Board is overseeing the Council's delivery of statutory duties in this area and first met in January 2022. |

| Item description | Type* | Q4 position | Supporting information |
|---|---|--|--|
|  Thriving children and young people <i>Recognising that we must work to create a place where our children and young people are supported to achieve their full potential, and when they need help that they have access to 'the right support, at the right time'.</i> | | | |
| Implement Derby's Strength-Based Approach Strategy and support families to safely stay together, reducing demand for statutory safeguarding interventions |  | On track | 26 families were supported by the Staying Together Team in quarter 4, to prevent family breakdown with a total of 36 children being directly supported by the team. Cases now closed and tracked for 12 months show that in quarter 4 that of the 17 eligible children that were on the edge of care, 15 have sustained living arrangements at home, that is an 88% success rate 12-months after the intervention has ceased. The successful implementation of our strength-based approach was also recognised by Ofsted in our 2022 Inspection of Local Authority Children Services, which contributed to the 'outstanding' overall judgement. |
| Children in need (CIN) per 10,000 population |  | 136.9 (Annual target status = Green) | Senior leaders continue to robustly monitor this cohort to ensure that children and young people are receiving the right level of support at the right time. Demand may increase in response to the strategic and national agenda in relation to offer of support. |

| Item description | Type* | Q4 position | Supporting information |
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| | | | The target set has been set as a baseline against which to monitor demand, and the focus will remain on the 'right support at the right time'. |
| Children who became the subject of a child protection plan (CPP) per 10,000 population aged under 18 (snapshot) |  | 66.3 (Annual target status = Blue) | Over the last 6 months the total number of children and young people with a child protection plan has reduced, aided by robust senior management oversight alongside the implementation of our strength-based social work practice model and a refocus on the support we offer to families. The target set has been set as a baseline against which to monitor demand, and the focus will remain on the 'right support at the right time'. |
| Children looked after (LAC) per 10,000 population aged under 18 |  | 104.9 (Annual target status = Green) | At the end of March 2022, there were 626 looked after children and young people, which has reduced from the position at the end of March 2021 of 648. Over the last year our practice model has become more embedded, and we have worked to support families at the earliest opportunity to limit the escalation of risk. In addition to this, our Exit from Care Team have worked to safely and appropriately support children to leave care. Looking ahead to 2022/23 we will continue to focus on supporting children at the earliest opportunity, including the development of our offer for those at risk of exploitation alongside those exposed to domestic abuse, substance misuse and mental ill health. The target set has been set as a baseline against which to monitor demand, and the focus will remain on the 'right support at the right time'. |
| Percentage of children (POC) and young people's early help cases where progression tools show an improving direction of travel after support has been provided |  | 97% (Annual target status = Green) | Over the last year we have maintained the percentage of families that we have supported to positive outcomes. As reflected by Ofsted in their March 2022 inspection "Early help services are comprehensive, including a bespoke early help offer of support for disabled children", which is reflected within this performance measure. |
| SR28 – Providing the right services at the right time for Derby's looked after children and young people with complex needs. <i>The risk score has been reduced from 16 to 9, based on a reduced likelihood as demand has stabilised, alongside a reduced impact score as the inspection has evidenced that our mitigations are effective in ensuring that the right services are provided at the right time for the city's children and young people. This risk is however monitored closely.</i> |  | Risk score of 9 | While the total numbers of looked after children have stabilised it should be noted that levels remain higher than 2020. Robust senior management oversight has ensured that we have worked in a strength-based way to make sure that families are receiving the right level of support at the right time. The 'Staying Together' team continue to provide support packages to keep families together and prevent children entering care; and thresholds have been independently assessed by Ofsted to be consistently and appropriately applied. "Decisions for children are supported by use of the strengths-based model of practice, so that children receive a quick and proportionate response to their needs" (Ofsted, 2022) |
| SR 27 – Diminished outcomes for Derby's children and young people |  | Risk score of 9 | School support packages have been, and continue to be, provided to eligible children and families. The HAF (holiday, activity and food) programme continues to be supported; the next sessions will take place in Easter 2022. |

| Item description | Type* | Q4 position | Supporting information |
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| | | | <p>Early Help services continue to support families and children and young people, focusing on local assets.</p> <p>Online learning resources are available to schools, parents, and carers, with best practice examples shared through PACE updates.</p> <p><i>The risk score remains unchanged from that reported in quarter 3 and continues to be treated via the established controls and actions.</i></p> |
| <p>CYP Demand Management programme</p> <p><i>The demand management programme is reported based on the progress of supporting projects.</i></p> |  | <p>Amber / Green</p> | <p><u>Special Education Needs and Disabilities (SEND) High Needs Transformation</u> – a stretch plan is being developed, as is a delivery plan that will work to create a systematic data reporting approach. Trajectory management has been introduced in line with corporate priorities.</p> <p><u>Fostering</u> – a new work plan has been agreed for 2022. The D2N2 cost saving activity is progressing, including 'skills to foster' and a combined website. A supported lodging pilot has also been approved.</p> |
| | | <p>Amber / Green</p> | <p><u>Accommodation Strategy</u></p> <ul style="list-style-type: none"> Children's Accommodation Workshop took place on 11 January involving key stakeholders Tender for supported house options for 16–17-year-olds is on-going In-house supported services accommodation for unaccompanied asylum-seeking children are now available, and 8 children have been matched to accommodation Recommendation to procure provider for Small Residential Homes was presented to Cabinet in April 2022. |
| <p>Percentage of children placed with independent fostering agencies (IFA)</p> |  | <p>67.5% (NB - no quarterly target set)</p> | <p>Despite a slight increase from the quarter 3 position of 66.5%, we have continued to seek appropriate placements for our children in care, placing them locally with Derby City Carers where possible. We have reduced the percentage placed with an IFA from the March 2021 result of 69.6%, however sufficiency of placements and carers remains a national, regional and local challenge.</p> |
| <p>Total number of active approved fostering households</p> |  | <p>110 households (Annual target status = Green)</p> | <p>Over 2021/22 there have been 17 mainstream approvals and 10 mainstream de-registrations, meaning we have achieved a net increase of 7 mainstream fostering households, which means we have achieved our target for this year. Derby City has now also been awarded 'Foster Friendly' status</p> <p>To ensure we can maintain and further improve this position in 2022/23 a series of activities have been planned:</p> <ul style="list-style-type: none"> 4 recruitment campaigns We will promote fostering amongst our colleagues and local businesses. Our collaboration with D2N2 local authorities to launch a shared webpage for enquiries. Continue to improve recruitment and retention processes outlined by a LEAN review. Develop a new supported lodgings and contract care scheme to build on recruiting carers for our older young people with more complex needs. |

| Item description | Type* | Q4 position | Supporting information |
|---|---|---|---|
| Implement our Children at risk of Exploitation Strategy |  | On track | Progress with implementation continues. For young people there is now a network of safe places and venues across the city for young people to enter, which is denoted by a hand symbol in the window. A city drive to establish a Youth Council has resulted in Youth Champions, and a summit planned for later this year. For the community, a campaign has been started through the voluntary sector to raise awareness and confidence to share intelligence. Finally, parents as experts are helping shape our city organisational responses. |
| Number of child exploitation requests that were identified at medium or high risk at the first strategy meeting |  | 79 children and young people (12 at first strategy meeting in Q4) (NB - no target set) | |
| Establish a city-wide education strategy for lifelong learning, working to ensure any impacts from Covid-19 are identified and addressed (for all pupils) |  | On track | The Education and Skills team have developed a draft Strategy for Young Learners, which is to be considered by senior leaders and Cabinet. Once approved this will replace the 'Derby Winners' Strategy. It should be noted that the new strategy also sets out how we will work with school's post Covid. |
| Implement our Local Area SEND (Special Educational Needs and Disabilities) Strategy |  | On track | Single inclusion plan, formerly known as SEND Strategy Plan, has been renamed to be Derby's Local Inclusion Plan (SEND) to align with the Green Paper. The High Needs Transformation programme is part of this plan. All is managed through the SEND Governance with the overall scrutiny and steer from the Trajectory Management Board (TMB). |
| SR17 - Sufficient progress being made against the Written Statement of Action before inspection |  | N/A | Following the Local Area SEND re-visit, this risk has been reviewed and re-defined as ' <i>Inability of Local Authority and Local Area to implement the SEND reform</i> '. This risk is currently being refined and is reflected within Directorate Risk Registers. |
| Percentage of new Education Health Care Plans issued in 20 weeks |  | 45.8% (Annual target status = Red) | The position at the end of March 2022 does represent a decline in performance from the end of December 2021, when a position of 56.3% was reported. Despite this, 45.8% is an improvement on the March 2021 result of 29.3%. There is an on-going shortage of educational psychologists that is impacting the performance of the statutory processes, and whilst recruitment has now taken place there is a significant backlog of activity. The impact of this will continue to be observed in early 2022/23 as statutory deadlines have already been exceeded. There is a recovery plan in place and regular monitoring is taking place. The average weeks taken to issue in March 2022 was 28 weeks. |
| Satisfaction of parents with new Education Health Care Plans (EHCP) |  | 46% (Annual target status = Amber) | Despite fluctuations in timeliness, the percentage of parents satisfied has remained stable, and the results of consultation are being used to target further service developments. |
| The percentage of CYP with an up-to-date EHCP Annual Review |  | N/A (NB - no target set until baselines are in place) | Data is still not available in a reportable format. The rollout of a new system has begun, but annual review performance will remain unreportable until all cases are manually transferred to the new system. |
| Quality education, health and care plans |  | 71% (Annual target status = Amber) | The quality of plans has increased slightly from the quarter 3 position of 68%. The majority of checking this quarter has focussed on new starters and this is reflective of new training delivered in accordance with quality assurance standards. Looking ahead to 2022/23, further training will be rolled-out to the team. |

* Type – for the type of metrics and guidance please refer to pages 29 and 30.

Our Council

Focused on the things that matter

Enabled
residents



Intelligence led
decisions



Empowered
colleagues



Working **WITH** the city – delivering for Derby

The introduction of a **further 10 processes to the online library of digital processes** is seeing more customers choosing online as their preferred contact channel.



Over the last quarter of 2021/22, we **increased the percentage of customers registering** by 1% with a rise of 15,237 MyAccount users – meaning that we now have over 139,000 users in total.



Demands on our services remain high, and the **total number of working days lost due to sickness absence has increased when compared to the previous three years.**

During 2021/22, **Stress/anxiety was the highest absence reason.**

Over the final quarter of 2021/22, there have been a number of **changes to our strategic risks within this area:**


















- There has been a **new risk added – SR31 - Fraudulent activity within the organisation and it has been assessed at the end of the year that “A strong system of internal controls are in place to deter and detect fraud across the organisation as evidenced by the 2021/22 internal audit opinion of ‘satisfactory’”**
- **The risk score for SR 22 - Capacity within some teams to deliver core services, and in some instances meet statutory duties” has increased from ‘6’ to ‘9’** as a result of national and regional pressures – increasing demand for some services coupled with the increased mobility of labour.
- **SR 8 - Inconsistent records management systems and processes** – this risk has been subject to a **deep dive review** during Q4 and will be redefined in Q1- separating out elements relating to Freedom of Information and Data Protection compliance.
- **SR29 – Industrial action regarding NJC/JNC pay claim** - the risk is closed following union ballot outcomes and implementation of the national pay award.
















There has been **an extensive programme of manager and employee communications** during the year, and where appropriate using virtual means to reflect Covid restrictions. A review of Internal Communications was undertaken in Winter 2021/22, which included feedback from a range of services. This has informed our approach going forward in 2022/23. We remain committed to making sure our colleagues feel informed, engaged and empowered.







Supporting information









| Item description | Type* | Q4 position | Supporting information |
|---|---|--|--|
|  Enabled residents <i>recognising that we need to develop solutions around the strengths and needs within our communities, listening and acting upon what they tell us, seeking to make the best use of technology to deliver services differently, focusing on developing our long-term aspirations for the city.</i> | | | |
| Consult with our residents and local business to inform future priorities |  | On track | The Council consulted on city priorities (our four partnership themes) with residents, businesses and partners through the Council Plan and MTFP development, which were reported to Cabinet in February 2022 and approved by Council in March 2022. We also had an extensive consultation programme throughout the year on key decisions ranging from transport schemes to Allestree Park rewilding. A citizen satisfaction survey is planned later in 2022. |
| Number of successful interventions on the customer's behalf delivered by the Welfare Reform Team |  | 1,999 (Annual target status = Red) | The Welfare reform Team delivered 1,999 interventions for the year 2021-22. This is a good performance, but it was negatively impacted by a range of Trust Funds, struggling to fund the demand for charitable contributions. |
| Simplify processes for Welfare Reform services, including drafting a business case for a Partnership Hub approach |  | Some slippage | Development of a partnership approach to the front door has been agreed. Metrics of demand are currently being collated in consideration for future Adult Social Care reforms. These will need to be added into the scope for the next stages of design. |
| Create a Single Front Door Strategy for Derby |  | Some slippage | |
| Percentage of customers registering an online user |  | 88% (Annual target status = Amber) | Over the last quarter of 2021/22, we have increased the percentage of customers registering by 1%, with a rise of 15,237 MyAccount users. |
| Number of My Account registered users |  | 139,377 (Annual target status = Green) | The current position of over 139,000 registered users represents a key area of success for us over the last year. |
| Online services measure |  | 78% (Annual target status = Blue) | The introduction of a further 10 processes to the online library of digital processes is seeing more customers choosing online as their preferred contact channel. Looking ahead to 2022/23 we will continue to ensure that all citizens can access services, promoting the use of digital services where appropriate to do so. |
| Deliver digital services that are easy to use that people prefer to use, while not excluding those that do not |  | On track | The Digital Innovation Centre is continuing to deliver Digital Services according to the Council's adopted Digital standards. We are doing this as a service led prioritised service programme. |
| Delivering our priority projects - Digital by default |  | Green | Key achievements over the last quarter have included launching new and revised funding grant voucher scheme processes and a time recording system for Highways and Engineering projects. The Digital Programme Delivery Boards are now in place to identify those projects which should be prioritised as part of this programme: those required to meet legislative requirements, achieve highest contributions towards achieving the MTFP, and the Recovery / Council Plan. |

| Item description | Type* | Q4 position | Supporting information |
|--|---|-------------------------|---|
|  Intelligence led decisions <i>Using data and information to deliver the 'right services' that offer value for money, investing in tools to help us monitor the right things and using quality information when making decisions, focusing on outcomes.</i> | | | |
| Agreed Data Strategy |  | Completed | A Data Strategy review was completed in April 2021, which led to the development of the Insight Led Council programme and supporting business case in September 2021. The first phase of work is focusing on a Proof of Concept for Priority Families due for completion by June 2022. A second phase business case will be developed in Summer 2022. |
| Refreshed Performance Management Framework, with a move to outcome-based accountability and place-based performance frameworks in all service areas |  | On track | <p>Our refreshed Performance Management Framework was launched at the start of 2021 and has promoted a re-focus on outcomes, as reflected within the Council Plan 2022 – 2025. A full review of progress made in the implementation of our Strategy was reported to Senior Leaders in May 2022, alongside proposals for how we can strengthen our arrangements further in 2022/23. Key areas of development will include:</p> <ul style="list-style-type: none"> • Launching a new Corporate Day of Business • More proactive use of Business Plans, to aid prioritisation and assessment of our impact • Risk based service reviews • Monthly finance and performance insight reports • The ongoing review of service performance measures • Development of a new reporting tool • Strengthened partnership arrangements • Publication of risk appetite statements |
| Greater value for money through improved commissioning and contract management (Smarter Working) |  | On track | Initial contract training for Contract Managers is now live. Targeted analysis of high spend contracts is underway with advice from the Contract Team (including legal). Issues with increases to cost of living (including rise in energy prices) means that challenges to lower contract costs have been difficult but achieved in some areas. |
| SR7 - Contract management arrangements that are not in line with our agreed standards |  | Risk score of 12 | <p>Contract reviews are on-going with a focus on achieving savings, with spend controlled through the Spending Review and Resourcing Panel.</p> <p>A contract management programme is in operation focusing on the delivery of budget savings, and regular reviews of the strategic and directorate contract registers are undertaken to highlight non-compliant contracts.</p> <p>Due to a shift of priority in the contract savings strategy a review of the Contract Procedure Rules has been delayed. However, contract management training is now available on the intranet and will be carried forward into 2022/23.</p> <p><i>The risk score remains unchanged from quarter 3.</i></p> |

| Item description | Type* | Q4 position | Supporting information |
|---|---|-------------------------|---|
| Delivery of our Medium-Term Financial Plan (MTFP) |  | Completed | The Medium-Term Financial Plan was agreed at Full Council in March 2022. The budget is a balanced position for 2022/23. There is a residual budget gap of approximately £14 million to 2024/25. |
| SR15 - Changes in Government Funding frameworks, alongside increasing local budget pressures impacting on the Medium-Term Financial Plan (MTFP) |  | Risk score of 16 | Council reserves are monitored on an on-going basis and reported to Cabinet quarterly. There is a plan within the MTFP agreed at Council to replenish reserves to maintain the resilience and sustainability of the Council. Future financial pressures are a risk for future financial planning. <i>The risk score remains unchanged from quarter 3.</i> |
| SR16 - Resources to meet our in-year planned expenditure; external impacts, which may impact on long-term financial resilience such as Covid-19 |  | Risk score of 16 | Spending panels remain in place and have contributed towards savings achieved over the last year. Financial closure procedures are underway, and the final outturns will be reported alongside this report. <i>The risk score remains unchanged from quarter 3.</i> |
| Targeted thematic reviews completed, in line with service priorities, to help manage demand and improve efficiency |  | On track | Closure of 2021 reviews with some extensions into 2022, as part of a three-year plan. Potential review of Demand Management impacts to commence in 2022/23 financial year Q1. |
| Invest to save business cases progressed |  | On track | Capital Invest to Save funding has been used to build the Working Smarter portfolio, with a focus on contract management, commercialism, insight led council and digital programmes. Benefits are being closely tracked, aligned to the approved MTFP. |
| Carbon footprint review exercise identifying how much the Council emits, and from what services/activities |  | On track | The Scope 1 and 2 report were undertaken in 2020 and will be revisited when the Council's Climate Change Action Plan is adopted in June 2022. |
| Adopted carbon reduction action plan |  | Some slippage | The Council's own Climate Change Action Plan will go to Cabinet in June 2022, with activity over the last quarter focusing on the final development of this. |
| Publish a commercial approach to set out our approach to innovation and enterprise |  | On track | Commercial governance processes have been developed. The first Commercial Board meeting was held in February 2022, where two initiatives were presented. Approval was received to progress with further work to be developed towards implementation stage. Commercial e-learning has been made available to all colleagues and is mandatory for Heads of Services, covering topics such as commercial awareness, marketing, costs and pricing and market analysis. The 2021/22 target has been achieved and work towards 2022/23 target has begun |
| Income generated from property |  | N/A | No data available. |
| SR 3 - Vulnerability of the Council's IT estate to cyber attacks |  | Risk score of 16 | Risk remains significant at both a national and local level. Plans continue to be implemented to mitigate any threats. <i>The risk score remains unchanged from that in Q3.</i> |
| SR 8 - Inconsistent records management systems and processes <i>This risk had been subject to a deep dive review during Q4 and will</i> |  | Risk score of 12 | A 2-year plan for implementing records management practice across areas of the Council's data estate, has been approved and is now being rolled out. However, because of competing pressures services have found |

| Item description | Type* | Q4 position | Supporting information |
|---|---|------------------------|---|
| <i>be redefined in Q1- separating out elements relating to Freedom of Information and Data Protection compliance.</i> | | | it difficult to resource and carry out reviews in targeted areas. <i>The risk score remains unchanged from that in Q3.</i> |
| SR5 - Condition of Council properties (risk of properties not being compliant) |  | N/A | The risk has been de-escalated from the strategic to directorate level based on controls and mitigations in place. A multi-disciplinary team of property professionals continues to undertake compliance checks across the property portfolio, in line with statutory requirements. |
| SR31 – Fraudulent activity within the organisation. <i>New risk added during Q4</i> |  | Risk score of 6 | A strong system of internal controls is in place to deter and detect fraud across the organisation as evidenced by the 2021/22 internal audit opinion of 'satisfactory'. Relevant policies and procedures are in place as is a fraud risk management strategy. Further work is needed to fully embed fraud risk training across the council. |

| Item description | Type* | Q4 position | Supporting information |
|---|---|--|--|
|  Empowered colleagues <i>Supporting our workforce to be the best that they can, embracing new ways of work and learning from the pandemic. We recognise the importance of our leaders and valuing the contributions of all our colleagues to build a resilient, diverse, inclusive council for the future.</i> | | | |
| Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools |  | 12.8 days (Annual target status = Red) | The average number of working days lost has increased compared to 2020/21, where a position of 10.47 days was recorded. Without the absences attributable to Covid-19 the 2021/22 result would have been 10.75 days. The top three absence reasons (excluding schools) during 2021/22 were: <ul style="list-style-type: none"> Stress/Anxiety - 18.30% of all absences (not including depression/psychological illness related absences) Covid-19 related illnesses -16.05% Musculoskeletal 12.28%. HR colleagues are working jointly with the Performance Team to produce a 'Turning the Curve Report', which will outline the positive approach to the Council's Occupational Health and Wellbeing offer; providing a basis for reflection as we move into 2022/23. Targeted support is provided to managers/leadership teams by HR and Occupational Health as they take forward absence related plans. |
| Average working days per employee (full time equivalents) per year lost through sickness absence - as a result of stress / anxiety |  | 2.34 days (NB – no target set) | Stress/anxiety was the highest absence reason of 2021/22. Over the last year, the role of Mental Health First Aiders in the Council has been reviewed to reposition them to that of Mental Health Champions. This review has provided an opportunity to consider how best the role can be used to address expected future demands in the coming months. |
| Colleague Wellbeing Strategy launched |  | Completed (Q1) | Signposting of well-being support and tools remain on-going, and the offer continues to be refreshed regularly. |
| Promote the health and wellbeing of our colleagues |  | Completed (Q2) | Over the last quarter, the Employee Assistance Programme offer has been extended to colleagues' families. |
| SR21 - Levels of emotional health and wellbeing amongst council colleagues |  | Opportunity Score of 6 | |

| Item description | Type* | Q4 position | Supporting information |
|---|---|------------------------|---|
| SR 22 - Capacity within some teams to deliver core services, and in some instances meet statutory duties |  | Risk score of 9 | The risk score has increased from "6" in Q3 to '9' as the scale and therefore impact of risk has increased due to national and regional pressures – increasing demand for some services coupled with increased mobility of labour. |
| A coordinated approach to the reallocation of colleagues to support our organisational response to Covid-19 |  | Completed (Q1) | |
| Host culture workshops to shape our long-term organisational recovery |  | Completed (Q1) | Leadership purpose, accountabilities and expectations are to be launched and embedded alongside the Council Plan 2022-2025, using the insight gathered through the culture workshops hosted at the start in 2020/21. |
| Implement our internal communications plan, with regular activity including briefings for all managers and colleagues |  | Completed | There has been an extensive programme of manager and employee communications during the year, and where appropriate using virtual means to reflect Covid restrictions. A review of Internal Communications was undertaken in Winter 2021/22, which included feedback from a range of services. This has informed our approach going forward in 2022/23. |
| Seek feedback and use the findings to inform how we support our colleagues |  | Completed | |
| Support our colleagues to work effectively remotely |  | Completed (Q2) | A programme of DSE (Display Screen Equipment) assessments and associated requests for equipment to enable home working was launched and is now considered to be 'business as usual'. |
| Agree long-term plans for how we will deliver services post-Covid-19 |  | On track | Work is on-going with the senior management restructure, which will continue into 2022/23. Formal consultation is anticipated to be launched by July 2022, with implementation planned for October 2022 onwards. Work is on-going to agree how to maximise the opportunities that Covid-19 presented from a 'way of working perspective' for our colleagues, whilst also making sure that we maximise our working spaces for collaboration and seek income opportunities, as appropriate. |
| SR29 – Industrial action regarding NJC/JNC pay claim |  | Risk closed | The risk of industrial action has now passed following union ballot outcomes and implementation of the national pay award. |

* Type – for the type of metrics and guidance please refer to pages 29 and 30.

Supporting notes

All assessments for the 'QUARTER 4 position' reflect the **present** position (as at the end of March 2022), not future forecasts. A summary of the criteria for each assessment is provided below:

Performance measures () and Council Recovery Plan action status ()

| Colour | Status | Measure |
|--------|----------------|--|
| Blue | Completed | Performance above the target by 10% or more |
| Green | On track | Performance is 2% below the target or exceeds it by up to 10% over |
| Amber | Minor slippage | Performance is between 2% and 10% below the target |
| Red | Major slippage | Performance more than 10% adverse of target |

Projects, marked with the symbol

| GUIDANCE on RAG and DCA (Delivery Confidence Assessment) | |
|---|---|
| RAG rating criteria for Programmes/Projects (PRESENT State) | |
| Key Criteria | <ul style="list-style-type: none"> Project or Programme is running to time against key milestones and plans The forecast cost is still unchanged from that originally budgeted or the agreed revised budget The scope as agreed by the project /programme board can be achieved within tolerance The business benefits are on track to be realised in line with planned realisation criteria and agreed tolerance levels The RAG rating reflects the assessment that the key risks to the project or programme are managed and mitigated, and the business benefits tracked monitored and managed to ensure that the expected business benefits are realised |
| Green | All key criteria (Time, Cost, Scope and Benefits) are on track to be achieved. Risks are being managed and do not require escalation. |
| Amber / Green | One of the key criteria may not be delivered within tolerance; Risks are being managed and do not require escalation |
| Amber / Red | Two or Three of the key criteria may not be delivered within tolerance. Risks are being managed and do not require escalation |
| Red | All four key criteria cannot be delivered without further significant intervention (Consider whether the project should continue). Risks are being managed and do not require escalation |
| Pre Start / Completed | Project / Programme closed / historically not reported on the dashboard/Pre START Stage |
| DCA rating criteria for Programmes/Projects (Future State) | |
| Key Criteria | The Delivery Confidence Assessment (DCA) is a statement of the likelihood of the programme/project delivering successfully and achieving the required outcome (FUTURE state) and will sit alongside the RAG status that reflects progress against Time, Cost, Scope and Benefits (PRESENT state). |
| Green | Successful delivery of the project/programme appears highly likely given all we know and there are no major outstanding issues that at this stage appear to threaten delivery significantly |
| Amber / Green | Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun |
| Amber / Red | Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible |
| Red | Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget, required quality or benefits delivery, which at this stage does not appear to be manageable or resolvable |
| Pre Start / Completed | Project / Programme closed / historically not reported on the dashboard/Pre START Stage |

Strategic Risks, marked with the symbol



| Risk – Threats | | | | | |
|----------------|---------------|-------------|---------------|---------------|----------------------|
| Impact | Very high – 4 | 4 | 8 | 12 | 16 |
| | High - 3 | 3 | 6 | 9 | 12 |
| | Medium - 2 | 2 | 4 | 6 | 8 |
| | Low – 1 | 1 | 2 | 3 | 4 |
| | | 1 Remote | 2 Possible | 3 Probable | 4 Highly probable |
| Likelihood | | | | | |

| Threats criteria | |
|------------------|--|
| Impact | Thresholds and Description |
| 1 – Low | Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £500k, no media attention. |
| 2 – Medium | Slight delay in achievement of service objectives, minor injuries, financial loss over £500k, adverse local media attention, breaches of local procedures. |
| 3 – High | Significant threat to council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £1million, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners. |
| 4 – Very high | Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £5million, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, council unable to work with partner organisation. |

| Threats criteria | |
|------------------------------------|--|
| Likelihood | Description |
| 1 – Unlikely | May occur only in exceptional circumstances (e.g. once in 10 years). |
| 2 – Possible | Unlikely to occur but could at some time (e.g. once in 3 years). |
| 3 – Probable (in 2 years) | Fairly likely to occur at some time or under certain circumstances (e.g. once in 2 years). |
| 4 – Highly probable (in 12 months) | Will probably occur at some time or in most circumstances (e.g. once in 12 months). |

| Risk – Opportunities | | | | | |
|----------------------|----|----------------------|---------------|---------------|-------------------|
| Impact | 16 | 12 | 8 | 4 | Significant - 4 |
| | 12 | 9 | 6 | 3 | Moderate - 3 |
| | 8 | 6 | 4 | 2 | Minor - 2 |
| | 4 | 3 | 2 | 1 | Insignificant – 1 |
| | | 4 Highly probable | 3 Probable | 2 Unlikely | 1 Rare |
| Likelihood | | | | | |

| Opportunities criteria | |
|------------------------|--|
| Impact | Thresholds and Description |
| 1 – Insignificant | - Little or no improvement to service. - Little or no improvement to welfare of staff / public. - Little or no financial income / efficiency savings (less than £500k). - Little or no improvement to environment or assets. - Little or no feedback from service users. |
| 2 – Minor | - Minor improvement to service. - Minor improvement to welfare of staff / public. - Improvement that produces £500k+ of income / efficiency savings. - Minor improvement to environment or assets. - Positive user feedback. |
| 3 – Moderate | - Moderate improvement to service. - Moderate improvement to welfare of staff / public. - Improvement that produces £1million of income / efficiency savings. - Moderate improvement to environment or assets. - Positive local media contact. |
| 4 – Significant | - Significant improvement to service. - Significant improvement to welfare of staff / public. - Improvement that produces £5million or more income / efficiency savings. - Significant improvement to environment or assets. - Positive local media coverage. |

| Opportunities criteria | |
|---------------------------|---|
| Likelihood | Description |
| 1 – Rare | Opportunity has not been fully investigated but considered extremely unlikely to materialise. |
| 2 – Unlikely | Opportunity has not been fully investigated; achievability is unproven / in doubt. |
| 3 – Probable (in 2 years) | Opportunity may be achievable, but requires significant management, planning and resources. |
| 4 – Highly probable | Opportunity is achievable with careful management. |