

Appendix 1 – Quarter 1 priority projects and strategic risks update

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 projects and strategic risks in line with the 2022/23 Council Delivery Plan, approved by Cabinet in July 2022.

From quarter 2 onwards, monitoring reports will also include progress updates against milestones and priority performance measures.

Priority Projects

At the end of June 2022, there were a total of 36 priority projects being delivered to support the Council Delivery Plan commitments. Presented below is a summary of the profile of the status of these at the end of June 2022, alongside any key changes from the March 2022 (Q4) position.

75% of priority projects were assessed as either 'green' or 'amber / green'.

There were three projects where the status changed from that reported at the end of March 2022...

- Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service (*The assessment of progress for this project has changed from 'Amber' to the current position of 'Red', and its delivery is dependent on linked projects*).
- Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway (*The assessment of progress for this project has changed from 'Green' to the current position of 'Amber/Green', and its delivery is dependent on linked projects*).
- Delivering our priority projects – Castleward (*The assessment classification for this project has changed from 'Green / Amber' at the end of March 2022 to the current position of 'Amber / Red'*).



Strategic Risks

At the end of June 2022, there were 17 strategic risks identified. Below is a summary of key risk changes over the last quarter:

Risk description	Current risk score	Type of change
Local Area SEND services and provision is not effective	12	Increased risk rating from 8 to 12 due to high levels of need and insufficient local provision.
Increasing complexity of need for Derby's children and young people, with insufficient services available at the 'right time' to meet this, from 'early offers of support' to placement options available for our looked after children and young people	12	Increased risk score from 9 to 12 due to increased complexity of need impacted by complex socio-economic factors alongside challenges on placement sufficiency for our looked after children.
Ability to meet statutory duties for accommodation-based support for domestic abuse	12	Risk score increased from 8 to 12 due to procurement delays in accommodation.
Fraudulent activity within the organisation (Derby City Council)	9	Risk score increased from 6 to 9, as a result of increasing levels of risks relating to the financial crisis.
Compliance with the Freedom of Information (FOI) Act	12	New risks – replacing 'SR8_CR7 - Data and records management', following a deep-dive risk review at the end of quarter 4 2021/22.
Compliance with data protection legislation	12	

GREEN CITY

For a compact city we have a lot of green spaces. In the face of climate change we will lead communities and partners to make a difference. We must work together as a city to tackle the climate change emergency, promoting more sustainable ways of living.



OUR OUTCOMES

Cleaner air and lower CO2 emissions

















Sustainable waste and transport



Enhancing our green and blue spaces



Item description	Type*	Q1 position	Supporting information
Cleaner air and lower CO2 emissions			
Delivering our priority projects – Our City, Our River		Green	Planning application has been awarded and planning works including surveys & design works are underway. Mill Fleam Pump Station construction has commenced, with works on track for completion by the end of March 2023.
Delivering our priority projects – Air Quality Improvements – Reduction in Roadside NO2 (Stafford Street site only)		Green	Work to implement improved traffic control system has been completed and operating restricted traffic controls through Stafford Street in line with the funding requirements from DEFRA. Monitoring and Evaluation will continue over future years.
Sustainable waste and transport			
Delivering our priority projects – waste treatment facility		Red	The facility remains in preservation pending the councils' decision of its future use.
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.
Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service		Red	Engagement with the market is on-going to understand a viable operating model. An economic investment appraisal and commercial assessment are also underway. Risk rating has changed due to the uncertainty in the market at present and commercial conditions for operation. <i>It should be noted that the quarter 1 assessment of progress for this project has changed from 'Amber' to the current position of 'Red', and delivery is dependent on linked projects.</i>
Delivery of our Transforming Cities projects – Priority Corridors		Green	Progress on the technical infrastructure to support smart management of priority bus corridors is on track.
Delivery of our Transforming Cities projects - Strategic cycle link (Derby)		Red	Further assessments are taking place on the feasibility of targeted route improvements, which represent the best value for money and benefit delivery. Current financial uncertainties continue to be a factor in any options.

Item description	Type*	Q1 position	Supporting information
Delivery of our Transforming Cities projects - City Centre - Mickleover cycle route		Green	The scheme is in delivery and construction well within target progress. The final resurfacing work has been completed on Phase 1 of the scheme.
Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway		Green / Amber	Extensive consultation on the proposed layout has led to improvements to the original scheme, leading to some delays. Early contractor involvement with the Design and Build Contractor has commenced. <i>It should be noted that the quarter 1 assessment of progress for this project has changed from 'Green' to the current position of 'Amber/Green', and that its delivery is dependent on linked projects.</i>
Delivery of our Transforming Cities projects - City Centre - Raynesway (A52) cycleway		Green	This project is progressing well and should be completed later this year.
Delivery of our Transforming Cities projects - Public Realm work within the key areas of the city centre		Amber / Green	Victoria and Albert Street - Detailed design is in progress with an anticipated construction in late 2022/early 2023. The Spot – Completed design and moved to delivery in Quarter 2.
Delivery of our Transforming Cities projects - park and ride		Amber	Assessment of the remediation works required is well underway, along with proposals for improved site access at Megaloughton Lane.
Enhancing our green and blue spaces			
Delivering our priority projects – Allestree Rewilding		Green	A report considered by Cabinet in August 2022, sought acceptance of the outcomes of the consultation exercise and requested adoption of the "Vision for Community Rewilding Allestree Park" subject to the progression of on-going consultation and assessment of financial issues.
Delivering our priority projects – Riverside Regeneration		Green / Amber	Works to install the Riverboat Phase 1 works have commenced along with boat trials. A Riverside Regeneration Concept plan has been developed and feasibility works are underway. Stakeholder engagement is critical to ensuring internal and external priorities align, which is being coordinated through on-going project management activities.

CITY OF GROWTH

Our city is home to some significant employers, and we have a strong history of manufacturing and innovation. We want to diversify and grow. Our ambition is to be a smart, super connected city that has the right skills, jobs and space for the future.



OUR OUTCOMES

Thriving, sustainable economy and business community




Learning city with access to skills and knowledge for all ages



Decent, sufficient and affordable housing



Item description	Type*	Q1 position	Supporting information
Thriving, sustainable economy and business community			
Delivering our priority projects – NAMRC Midlands		Green / Amber	Derby City Council are in contract with the future occupier and the developer. Construction is progressing well with the practical completion on target for Spring 2023.
Delivering our priority projects – SmartParc		Green	The first unit has been completed and handed over to Hello Fresh. A further space of 400k ft². has been created. 178 jobs have been created to date.
Delivering our priority projects – Ascend		Green	The project continues with its delivery phase with 19 beneficiaries currently on the scheme. 3 new businesses were accepted with 5 loans agreed in principle over the last quarter.
Learning city with access to skills and knowledge for all ages			
SR27_PS20 - Diminishment of outcomes for Derby's children and young people		Risk score of 9	At the end of quarter 1, initial outcomes for Key Stage 1 and Key Stage 2 have been published and outcomes have fallen from 2019, particularly in writing and maths, which is a national trend. Still awaiting GCSE and Post 16 outcomes at the end of June 2022.
Delivering our priority projects – Opportunity Area Programme		Green	The Career and Skills Game Academy programme has been launched. Our Future has completed all Careers Real Life workshop activities, delivering over 130 sessions to young people across the D2N2 region. The 'Inclusion' Project has exceeded targets. Glasses in Classes "mop-up" activity is underway. All projects are on track and nearing completion with legacy and sustainability plans progressing at pace.
Decent, sufficient and affordable housing			
Delivering our priority projects – Butterfly		Amber / Green	The proposed re-development of the Rosehill Bowling Green is in the development phase. A planning submission is being planned to include ecology and biodiversity specifications.
Delivering our priority projects – The Knoll		Amber / Red	Feasibility works are underway and funding options are being explored with the required checks from legal colleagues.

Item description	Type*	Q1 position	Supporting information
Delivering our priority projects – South Derby Growth Zone (SDGZ) and Infinity Garden Village (IGV)		Green / Amber	Business case development is progressing. Traffic modelling has been commissioned. UK Shared Prosperity Fund Expression of Interest (EOI) submitted for feasibility work for the mini Eden project at Sinfen Moor. Works are in progress for the Compulsory Purchase Order (CPO) for the land required.

VIBRANT CITY

Derby is a historic city and a UNESCO world heritage site. We are putting culture at the heart of the city, reinvigorating our city centre and developing our cultural offer.



©Graham Whitmore

OUR OUTCOMES


Destination of choice, dynamic and diverse city centre



Exciting cultural offer representative of communities



Item description	Type*	Q1 position	Supporting information
Destination of choice, dynamic and diverse city centre			
Delivering our priority projects – City Centre Plan		Green	Consultation activities remain on-going with workshops, alongside key stakeholder meetings that are planned to commence in September 2022.
Delivering our priority projects – Market Hall		Green	Phase 1 works have been completed. Design is progressing for the transformation works. Early works surveys have been completed and costs are under review. There is a significant risk of material cost increases (above inflation) and lead times becoming extended. Actions are being taken to mitigate these risks; however the market remains volatile, and the outcome will only be understood once material orders have been placed.
Delivering our priority projects – Castleward		Amber / Red	We have received and reviewed the land acquisition costs for Phase 3b & 4a. Discussion with the delivery partners have also commenced to consider opportunities to close the current budget gap. <i>The assessment classification for this project has decreased from 'Green / Amber' at the end of March 2022 to the current position of 'Amber / Red'.</i>
Delivering our priority projects – Project Assemble		Amber / Red	Pre-demolition feasibility works are progressing and discussions on the Demolition Procurement Strategy are on-going. A Levelling Up Fund (LUF) application is being progressed seeking external funding to progress this project.
Delivering our priority projects – Becketwell Arena		Green / Amber	Vacant possession of the Padley warehouse has been achieved and the site has been handed over to SJS. RIBA Stage 3 design gateway has been approved and signed. An application for Climate Change Fund for the solar panels has been drafted. The building contract and governance arrangements for the Becketwell Programme have been reviewed - Public Square Work package included in the Performance Venue project.

Item description	Type*	Q1 position	Supporting information
			A LUF bid has been submitted for the Becketwell hotel.
Exciting cultural offer representative of communities			
Delivering our priority projects – City of Culture		Green	A visioning workshop determining our next steps has been completed with key partners and cultural sector partners have supported the proposals. The Culture Study report, outlining key city centre projects to support regeneration, has been received and is aligned with the City Centre Vision. Governance arrangements for Culture Derby are being defined through the Cultural Compact study. Development of national partners to support knowledge exchange and sharing of good practice has been initiated.

RESILIENT CITY

There are over 4,000 community and voluntary groups in Derby. Building on our strong sense of pride and community, we're determined to reduce inequalities and improve health and wellbeing across the city; unlocking the potential within our communities.



OUR OUTCOMES

Reduced inequalities, with healthier and wealthier residents






Empowered, strong and independent communities





A safe city, where those that need support can access them at the right time for them



Item description	Type*	Q1 position	Supporting information
Reduced inequalities, with healthier and wealthier residents			
SR23_PS16 - Localised outbreak of COVID-19		Risk score of 9	We are currently moving to a lower prevalence within the community but the risk of a further variant causing a challenging wave persists. Risks continue to be monitored and mitigated through established controls.
SR24_CP13 - Ability to meet statutory duties in key service areas due to COVID		N/A	<i>This risk is under review, following a proposal to close it challenged by the Corporate Risk Management Group</i>
Delivering our priority projects – Football Hub		Amber / Green	Planning application validation has been commenced and the project is continuing to fulfil any information requests from the Planning Department. A website landing page has been launched. An initial meeting to review the requirements and timescale for the lease and associated documentation has also been held. A top-up grant award has also been confirmed.
Empowered, strong and independent communities			
Delivering our priority projects – Better Together		Green	Restorative practice training has been rolled out and completed by teams working in localities with additional Senior Leaders sessions. A partnership agreement is expected to be launched for co-production with the voluntary sector. Work to map assets within localities has commenced.
Delivering our priority projects – SEND 'Living My Best Life' Capital Programme		Green	The demand of specialist placements in Derby is growing and Derby specialist provision is 'over-capacity' resulting in more out-of-authority placements at higher costs. Cabinet approved Phase 1 of the SEND Capital Programme, in July 2022, after an initial presentation was made to the Programme Management Office (PMO). Work is in progress to develop the outline business case for Phases 2 and 3, whilst Phase 1 is moving forward to develop additional capacity at Ivy House and Kingsmead.

Item description	Type*	Q1 position	Supporting information
SR30_PS24 - Local Area SEND services and provision is not effective		Risk score of 12	<p>The risk score has been increased from medium to significant because the likelihood assessment has increased from 'possible' to 'probable' based on a re-assessment of the risk.</p> <p>Relevant programmes including the SEND Capital Programme are all on-going, but the risk stays the same until the impacts are realised. It should be noted that the tolerance score for this risk has been updated at the end of quarter 1.</p>
A safe city, where those that need support can access them at the right time for them			
Delivering our priority projects – Liberty Protection Safeguards (LPS) Implementation		Green / Amber	Consultation for the Code of Practice for Mental Capacity Act and LPS completed with key stakeholders across Derby City Council and partner agencies. A consultation response draft has been completed for submission in July 2022.
SR28_PS22 - Increasing complexity of need for Derby's children and young people, with insufficient services available at the 'right time' to meet this, from 'early offers of support' to placement options available for our looked after children and young people		Risk score of 12	The risk score has been increased from medium to significant, as the impact score has increased from 'high' to 'very high' due to the complexity of need and use of unregulated placements (in certain circumstances rather than most, which is why the likelihood score remains unchanged). The risk continues to be treated via controls in place alongside identified on-going actions. It should also be noted that associated risks are also currently being assessed by Internal Audit.
Delivering our priority projects – CYP Demand Management programme <i>The demand management programme is reported based on the progress of supporting projects</i>		Green / Amber	<p>SEND High Needs Transformation Programme – A Local Area Project Manager has been recruited and dashboards are progressing. The Derby Inclusion Tool has been rolled out to 70% of schools alongside training. The Derby SENCO Advice Line service has also been extended to aid the delivery of the graduated response.</p> <p>Fostering – Foster Friendly status was agreed for the Council. A supported lodgings pilot scheme has been started, and a recruitment event has been held. The Family and Friends Team have commenced taking over assessments of private foster carers. Regular information sessions are taking place in Derby to raise the profile of opportunities to foster for Derby and encourage enquiries for Derby City carers.</p> <p>Accommodation Strategy – A workshop took place to develop the delivery of an integrated strategic partnership service for children in care. Small Residential Homes (Phase 1 Cluster homes) – recommendations were approved by Cabinet in April 2022, and a specification draft has been finalised. A report is with the Director of Early Help and Children's Social Care for a review of Internal Residential. Annex process agreed and report template with Children's residential Head of Service for discussion with Ofsted. Transition properties use and processes have started to be explored.</p>

Item description	Type*	Q1 position	Supporting information
SR18_PS13 - Increase in number of individuals/households 'in need' during and after COVID		Proposed to be re-defined	An initial review of risks pertaining to the rising costs of living has been completed and was considered by the Corporate Risk Management Group at the end of quarter 1. An internal officer group has subsequently been established and this risk will be re-defined through this group to focus on the impacts of the rising costs of living on need.
SR26_CP15 - Ability to meet statutory duties for accommodation-based support for domestic abuse		Risk score of 12	The overall risk score has been increased from medium to significant due to the likelihood score increasing from 'possible' to 'probable' as a result of delays with procurement of accommodation. To mitigate this the current minimum provision for refugees has been extended to September 2022.

Working smarter

Making our council more efficient and effective, accelerating the pace and focus of change

OUR OUTCOMES

An insight led Council that delivers value for money









Satisfied and enabled residents









Empowered and accountable colleagues and Councillors



Item description	Type*	Q1 position	Supporting information
An insight led Council that delivers value for money			
Delivering our priority projects - Contract Management		Amber / Red	Significant progress has been made on the data analytics exercise. A Contract Overview dashboard has been signed off. Legal services have made an offer to deliver contract management training and support. The Medium-Term Financial Plan savings target remains challenging and mitigating actions are planned.
SR7_CR6 - Effective contract management		Risk score of 12	<p>Key achievements to date in the mitigation of this risk includes:</p> <ul style="list-style-type: none"> • Procurement & Contract Management Platform (PCMP) - Phase 1 build completed and signed off. Phase 2 & 3 builds are progressing. • New programme governance structure for 2022/23 agreed and implemented. • Contract Savings work continues. • Revised Contract Procedure Rules - early draft to demo suggested, format produced, with a timeline to progress in place. • Foundation training - relaunched. • New guidance on dealing with inflationary pressures published. • Data Analytics (off contract spend) - auditors are working through this presently. <p>The risk score does however remain unchanged from the position reported at the end of March 2022, as the Programme Team have not yet implemented all the actions necessary to ensure that Contract Managers are trained and have the resources to support their work.</p>
SR6_CR19 - Effective project management governance		Risk score of 12	There are continued capacity challenges for priority projects evident alongside a vacancy within the Assurance Team (Assurance Lead), which has been recruited to (start date confirmed). A review of the Programme Management Office Board will assist in developments for 2022/23, alongside the established Project Manager Network.
Delivering our priority projects - Financial System Replacement		Green	A project 'kick-off' meeting has been completed with the supplier and the configuration design workshops completed. Data Migration training has been undertaken by relevant colleagues.

Item description	Type*	Q1 position	Supporting information
SR16_CR17 - Ability to deliver against our current annual revenue budget		Risk score of 16	<p>The risk score remains unchanged from the end of March 2022, impacted by a number of different causes:</p> <ul style="list-style-type: none"> Escalating inflation Escalating costs of care Unachievable savings and pressures that may emerge within the year <p>The current annual revenue budget is therefore expected to be insufficient for the forecasted expenditure however, use of identified reserves and funding may mitigate this, and the spending review panel will control spend - therefore the risk is being tolerated.</p>
SR15_CR16 - Ability to deliver a balanced Medium-Term Financial Plan (MTFP), impacting reserves and future financial sustainability		Risk score of 16	<p>The risk score remains unchanged from the end of March 2022, impacted by a number of different causes:</p> <ul style="list-style-type: none"> Escalating inflation Escalating costs of care Unachievable savings and pressures that may emerge within the year Savings to be identified for years 2 and 3 of the current MTFP for future financial planning <p>Confirmation on national funding is not expected until autumn / winter 2022, which contributes to this risk score.</p> <p>Mitigations remain in place and work is underway on the development of the MTFP for 2023 – 2026.</p>
Delivering our priority projects – Insight Led Council		Amber / Red	The project, as informed by the Data Strategy review, is undertaking a proof of concept with Supporting Families. Prototype reports have been produced and presented to the Programme Board. The first phase of work is expected to complete by September 2022, with phase 2 proposals currently being scoped.
Delivering our priority projects – Commercialism		Green	There is an opportunity to increase the viability of the project through partnering with neighbouring councils, which will be explored. Commercial training has been rolled out on the e-learning platform.
Satisfied and enabled residents			
SR3_CR3 - Cyber threats to our systems		Risk score of 16	Risk remains significant at both a national and local level. Plans continue to be implemented to mitigate any threats.
Delivering our priority projects – Digital by Default		Green	<p>The Digital Innovation Centre is continuing to deliver Digital Services according to the Council's adopted Digital standards...</p> <ul style="list-style-type: none"> Derby Great British Railway website has been designed and developed with in depth search engine optimisation. Designed, built and launched the Household Support Fund. Completed the development of the Councillor Portal and launched the STARS time recording system. Launched a MTFP Tracker, to support the delivery of savings. Re-development of all Derby Adult Learning Service (DALs) course integrations.

Item description	Type*	Q1 position	Supporting information
			<ul style="list-style-type: none"> Health Watch website and Street Cleansing (clean it up) process established.
SR8_CR7 - Data and records management		Risk re-defined	<p>This risk was reviewed during quarter 4 of 2021/22 and has subsequently been redefined into the two risks below:</p> <ul style="list-style-type: none"> SR33_CR30 - Compliance with data protection legislation SR32_CR29 - Compliance with the Freedom of Information (FOI) Act
SR33_CR30 - Compliance with data protection legislation		Risk score of 12	<p>This is a new risk introduced in quarter 1, following a review of "SR8_CR7 - Data and records management".</p> <p>All colleagues are required to update their data protection training by the end of September 2022. Two additional positions have been recruited to within the Information Governance Service, with a further position to be appointed.</p>
SR32_CR29 - Compliance with the Freedom of Information (FOI) Act		Risk score of 12	<p>This is a new risk introduced in quarter 1, following a review of "SR8_CR7 - Data and records management".</p> <p>The risk has been assessed as significant as we aspire to increase compliance to over 90%. A key action completed over the first quarter has been the recruitment of a new post to focus on the management of FOI requests.</p>
SR31_CR28 - Fraudulent activity within the organisation (Derby City Council)		Risk score of 9	<p>The risk likelihood score has increased from 'possible' to 'probable' given the current economic climate with high forecasts for an increase in fraudulent activities. Controls remain in place and actions are on-going to further mitigate.</p>
Empowered and accountable colleagues and Councillors			
SR22_CR24 - Colleague Capacity		Risk score of 9	<p>The risk score was increased at the end of March 2022 and remains unchanged. Controls and mitigations are in place with targeted support provided to services identified as 'in need'. The development of our People Strategy will further assist in the mitigation of this risk, with a focus on recruitment, retention and talent development.</p>
SR21_CR22 - Health and Wellbeing (risk opportunity)		Opportunity score of 6	<p>HR Advisors continue to work with services on their specific action plans. Our Attendance Management Policy has been reviewed and updated, working alongside our Trade Union colleagues. It is anticipated that this will be signed off during Q2 and will be launched with a communication plan to ensure all colleagues and managers are aware of the updated policy.</p> <p>Services to support wellbeing remain in place, and it should be noted that usage of our Employee Assistance Programme is at 4.1% against an 'industry average' of 3.5%.</p> <p>Our Leadership accountabilities are to be rolled out during 2022/23, aligned with the launch of an updated People Strategy.</p>

Supporting notes

All assessments for the 'QUARTER 1 position' reflect the **present** position (as at the end of June 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.